

TABLE OF CONTENTS

FOREWORD

1 : The Context of Global Tourism Today

2 : Alternative Tourism (AT)

3 : YMCA and AT

4 : Developing Global Alternative Tourism Network - GATN

- APAY GATN Mission Statement
- Developing the Global Alternative Tourism Network
- The GATN framework: CHANGE
- The Guiding Principles for the functioning of GATN
- Establishing GATN sites
- Establishing a GATN website
- The beneficiaries of AT

5 : Roles/ relating to GATN

- Role of the program manager of AT sites
- Role of the mentor
- Role of the APAY GATN Taskforce

6 : Codes of Conduct/Ethics for GATN

- Why Code of Conduct
- Code of Conduct for travellers in AT programmes of GATN
- Code of Conduct for Hosting YMCAs
- Code of Conduct for Sending YMCAs

7 : Certification of AT programs/sites

- What is certification
- Why is certification needed
- Principles of certification
- The basis of certification by APAY
- The process for certification of the hosting YMCA

8 : Marketing of GATN/AT Sites

Appendices

- I. Code of Conduct/Ethics for GATN travellers
- II. Code of Conduct for Sending and Hosting YMCA's
- III.** The Certification Checklist
- IV.** The Context of Global Tourism
- V.** YMCA and Alternative Tourism (YMCA as a civil society movement organisation)
- VI.** The Guiding Principles for the functioning of GATN

Foreword

The involvement of APAY for the promotion of Alternative Tourism is our endeavour in our continuous search for alternative paradigms, as a response to confront the vagaries of mass tourism. Mass tourism for profit and pleasure puts immense negative pressure on the marginal communities and environment.

Since 2009 APAY had held several workshops on Alternative Tourism. These were part of a preparatory phase prior to the launch of our full-fledged alternative tourism program. It is a matter of pride that we could successfully launch our Global Alternative Tourism Network, which is now running in full swing, although we did confront some teething problem in the beginning. We were able to set up more than 10 alternative tourism sites in various YMCAs of our region by this time.

I am grateful to each of the members of the APAY GATN Task Force for their concerted efforts to prepare is GATN Operating Manual. This manual is our handbook, dealing with operational procedures of our GATN Program. We will continue to revise and update this manual when necessary. I hope this will be helpful to all our stakeholders who are involved in the operation of the GATN Program.

With best wishes,

Kohei Yamada
General Secretary
Asia and Pacific Alliance of YMCAs

April 2013

The Context of Global Tourism

Tourism is part and parcel of modern day living. The number of leisure travellers is steadily on the rise. The United Nations World Tourism Organisation (UNWTO) reported a billion tourism and leisure arrivals in different worldwide destinations, and has projected global tourism arrivals exceeding 1.5 billion in a year by 2020.

In developing countries, tourism is promoted extensively as a means of poverty alleviation, and as an agent of economic development. The Asia-Pacific region, home for around 65% of the world's population, entices tourists from this and other regions with marketing slogans such as Incredible India, Amazing Thailand, Malaysia Truly Asia, Remarkable Indonesia, and others.

Today, the global tourism industry is listed as one of the four largest industries in the world. . The size, extent, and impact of this commercialised industry make it a significant modern phenomenon.

However a closer examination reveals that beneath the well-advertised images of holidays and fun lays a darker reality that is well hidden. Mass commercial tourism driven by profit and pleasure puts immense pressure on the community and environment. Communities in Asia and the Pacific experience major negative impact that is obvious to keen observers. It arises from factors such as:

- Diversion of essential people's resources such as land, water, electricity, and other infrastructure away from the community to golf courses, hotels and resorts, theme parks, airports, and so on, that cater to tourists;
- Displacement of people and loss of livelihood;
- Low wages and reduced working conditions;
- Revenue loss through tax concessions, subsidised land, earnings and profits sent overseas;
- Global warming and climate change effects arising from air travel, cruise shipping, high energy use, destruction of natural resources;
- Environmental and ecological damage, including loss of biodiversity;
- Human rights violations;
- Prostitution and trafficking of women and children;
- Health hazards such as HIV AIDS and other afflictions;
- Threat to cultural identity of local and indigenous people.

Such tourism is unjust and harmful, and itself contributes to third world poverty. Investors might benefit from tourism, but do the poor benefit? Clearly *another tourism is needed!* (See Appendix IV for a fuller discussion of this section)

Alternative Tourism (AT)

Tourism is too gigantic an industry to wish it away. Given the innate desire we have for travelling to other places and experiencing them, it will continue to exist. But we need a kind of tourism that will bring true benefit to both travellers and the local community. We need an alternative tourism that is respectful of nature and culture, bringing several beneficial outcomes, including:

- Developing a sustainable tourism that protects and enhances the environment;
- Limiting the use of fossil fuels and conserving resources of the community;
- Protection of women and children;
- Protection of worker rights;
- Enabling a true people to people interaction between visitors and the visited, through greater understanding and respect for each other's socio-cultural realities;
- Enabling the visitor to appreciate, celebrate and respect traditional cultures, rituals and wisdom, while discovering local habitats and wildlife;
- Ensuring community ownership to protect and sustain their resources, collaborative decision making, and local capacity building;
- Economic benefits that reach the local people, thereby improving their quality of life.

Various forms of alternative tourism have evolved. These include community-based tourism, spiritual or religious tourism, pilgrimage tourism, peace building tourism, 'voluntourism', environment/bio-diversity sustaining tourism, and so on. *It should also be noted that the number of people around the world keen on more healthy tourism is increasing.*

YMCA and Alternative Tourism

YMCA is one of the most representative civil society movements in the world. This is borne out in the various works and social policies it has carried out. These include enabling life and peace, reducing poverty, protecting environment, enhancing human rights, promoting fair trade, improving public health and sanitation, eradicating illiteracy, and providing emergency relief.

With such a history, community-based Alternative Tourism becomes an obvious area for the YMCA to engage in, as one of its numerous social movement programmes

promoting social change that shapes its nature and determines its existence. In fact, the YMCA has been traditionally involved with the tourism industry since its inception. YMCAs around the world have been carrying out some functions of tourism through their guesthouses and hostel programs. People from various regions have been using these facilities in the global YMCA network. Experience from this involvement, and also from other social programs, have enabled YMCA to accumulate facilities, infrastructure, management and other skills for implementing and running alternative tourism.

At the time of its founding, YMCA was active around Europe and North America, and now it has over 58 million members and regular beneficiaries from 127 countries and some regions. This provides a massive network to help promote the exchange of information and human resources needed to respond to the requirements of supply and demand of alternative tourism.

In a globalised world where boundaries between village and village, region and region, are being blurred, the YMCA has been concerned with the parochialism and potential for conflict that emerge from 'our village first' attitude. It was in recognition of this that the 16th World Council in 2006 adopted global citizenship and connectedness as its future direction. Furthermore, the 17th World Council in 2010 adopted the thematic slogan for the coming quadrennial years as "Striving for Global Citizenship for All" Alternative tourism closely corresponds and will help strengthen the spirit and interaction of people underlying the concept of global citizenship. It is also an alternative way for mobilising financial resources to make YMCA sustainable. *(See Appendix V for a fuller discussion of this section)*

Developing the Global Alternative Tourism Network - GATN

The YMCA with its community based philosophies and extensive world network is in a unique position to strive for healthy and meaningful tourism experiences by engaging local communities, and promoting a fair, responsible, and beneficial model for tourism. YMCA Global Alternative Tourism Network (GATN) is an alternative tourism network initiated by the Asia and Pacific Alliance of YMCAs (APAY). It is a community-based initiative anchored within concepts of fair trade and global citizenship.

APAY GATN Mission Statement

“The YMCAs of Asia and Pacific are committed to a sustainable alternative tourism that empowers youth to help restore the environment and ecology, uphold the local culture and heritage, and promote a better quality of life for the local community.”

Developing the Global Alternative Tourism Network

The ethos of YMCA has focused on the holistic development of people. It has led to programmes with objectives of sustainable lifestyles, economic development of marginal communities, and preservation of environment and ecology. Sustainable tourism was seen as a means to implement such outcomes in a unique, interesting, and integrated way. To develop and ground this concept amongst YMCA leaders, APAY organised a series of workshops that have helped develop the Global Alternative Tourism Network. These events were:

- i. The Consultation on YMCA Global Alternative Tourism Network, Chiangmai, Thailand 27-30, June 2009.
- ii. Workshop on Pilgrimage in Search of Truth, Kathmundu, Nepal, February 19-25, 2011
- iii. International Forum on Alternative Tourism, Phnom Penh, Cambodia, 24-30 November 2011.
- iv. Global Alternative Tourism Network Planning Workshop, Bangkok, Thailand, 31 Aug - 2 Sept, 2012

Beginning with the Chiang Mai gathering, and working through follow up meetings, the *framework* for GATN was established. This was expressed in the word **CHANGE**, which was also an acronym and suggested a model. A meaningful leisure / travel experience conducted within the spirit of **CHANGE** provides a platform for respecting values of human dignity and global solidarity between host and the traveller. APAY also believes that such a transformed tourism can proactively pave the way for ethical human encounters and solidarity for transformation of the visitor and the community.

The GATN framework: CHANGE

CHANGE lists the following as features of the YMCA Alternative Tourism experience:

- **C**ommunity centred
- **H**olistic in approach
- **A**dvocates Global Citizenship & Global Networking
- **N**ature sensitive
- **G**ender and child sensitive
- **E**conomically viable

Community Centred

- Reflecting Community Based Tourism Values arising from community participation in ownership, decision-making, and implementation of AT programmes
- Understanding and helping address the Economic, Political, Social, Cultural needs and issues of the community
- Empowering the community towards sustainability
- Promoting and consuming local products to ensure that benefits remain in the community
- Protecting the dignity and rights of the communities
- Pursuing reasonable policies for the benefit of the communities
- Promoting local networking

Holistic approach

- Challenging tourists with experiences for developing Body, Mind & Spirit
- Values based on understanding and serving others
- Appreciating the local culture, values and wisdom
- Learning to care for each other, whether visitors or hosts
- Creating innovative & learning tour programmes

Advocates global citizenship and global networking

- Multicultural Coexistence, Interdependence and Global solidarity
- Promoting values of Global Ethics including human rights, peace, cooperation and interdependence, justice and development, and global solidarity
- Concerned with challenged communities, facing concerns including HIV-AIDS, interfaith, gender issues
- Responding to the call for unity implicit in the YMCA motto: “That they all may be One”

Nature sensitive

- Being environmentally responsible; and ensuring low environmental impact and ecologically sustainable outcomes
- understanding the ecological issues in the visited sites
- Building awareness among tourist during the programme such as Natural Resource conservation

Gender and child sensitive

- Building awareness among tourists for gender just and child protective tourism
- Empowering youth and women

Economic viability

- Providing affordable & competitive programmes to tourists
- Ensuring sustainable and income generative outcomes for communities
- Developing volunteer & philanthropic resources
- Promoting ethical consumption of local products and services
- Optimize utilization of YMCA facilities and services
- Coordinated promotion and sharing of best practices within the global network of YMCAs and ecumenical communities

Such a framework provides a sound basis for a GATN marketing slogan:

Go with YMCA, Make a CHANGE’.

The guiding principles for the functioning of GATN

The *guiding principles* for the functioning of the Global Alternative Tourism Network that emerged from various meetings relate to the following aspects:

- Advocacy and Campaigning
- Setting up of a governance structure
- Training for product development
- Monitoring and Evaluation

(See Appendix VI for fuller details on this section).

Establishing AT sites for GATN

An Alternative Tourism site is the specific location where an AT program is to be carried out. This could be a place well known for its natural beauty, a community location, or even a town or city where an AT program is set. The success of GATN, with its promise of multiple benefits, will depend on the availability of good AT sites that are attractive, accessible, and well managed, and also engage the visitors in a meaningful way. The local YMCA that hosts a site should make every effort to ensure that their site satisfies quality and integrity criteria, and meets expectations. (See what these are in the section on Certification).

The APAY is committed to the success of GATN. On one hand, the APAY will provide training and mentoring to local YMCAs that hosts AT programmes. And on the other hand, APAY will also work with YMCAs from the sending countries to promote and advocate for AT programmes based on our CHANGE principles. (See the section on Role of the Program Manager, Role of the Mentor and Role of APAY GATN Task Force).

Establishing a GATN website

The other important achievement of GATN has been to host a specialised website. This is designed to promote Alternative Tourism and its sites, targeting the vast worldwide web audience. This website will be the market place for promoting the alternative sites hosted by the various local YMCAs of our region. This site is now in operation at, www.ymcatourism.org

Beneficiaries of AT

Adhering to the spirit of community-based tourism implemented within the values of the YMCA will lead to an Alternative Tourism that will benefit the “traveler / participant” as well as the “host / provider”.

For the traveller, GATN programs provide a safe, affordable and meaningful travel and tourism experience. It provides a unique and insightful look into another country or region and their culture, and serves as an avenue to appreciate local traditions and customs.

For the host, it provides an opportunity of empowerment, enabling them to structure and control the tourism experience in light of their understanding of what are the best aspects of their culture, region and environment that visitors should know and feel. This will ensure that the local community benefits both by the enhancement and protection of the local, natural and cultural heritage, as well as the strengthening of the local economy.

Furthermore, it assists the local YMCA to develop its local organisational, management and networking capacity, while helping make the YMCA movement more vibrant, responding to the call for global citizenship.

Roles/Functions relating to GATN

The Roles of the Program Manager of AT sites

This is a key role carried out by a member of the local YMCA that hosts an AT site. The *Program Manager* organises the program at an AT site for visitors from Sending YMCAs. This role is multifaceted as indicated by the various functions listed below. The Program Manager

- Plans, develops, organises, and manages the programme/ appropriate activities within the framework of GATN.
- Makes arrangements for catering, accommodation, transport and excursions.

- Interacts and relates with visitors, supervises them, and serves as a positive role model. Brings excellent interpersonal skills. A foreign language skill would be an advantage.
- Provides a safe environment for participants. Is skilled in problem solving.
- Is the contact point for the Sending YMCAs and the visitors who participate in the GATN programmes. Provides a high quality customer service via phone, email and inter-personal communication.
- Plays a role in marketing the AT program,
- Has experience in working with people in the local communities.
- Is flexible, creative and articulate, capable of providing options for sightseeing and other activities.
- Is fit and healthy with lots of energy and confidence.
- Is a team player who relates well with other group leaders, instructors and supervisors.
- Is committed to carrying out the goals, themes and schedule of the programme to ensure a consistent and high quality experience.

The Role of a Mentor

Mentors are knowledgeable in developing alternative tourism sites, and are usually members of the GATN Task Force. When a local YMCA expresses their intension to host an alternative tourism site, the APAY GATN Task Force nominates a mentor as a contact person to follow up with that YMCA. The mentor guides the host YMCA in setting up the AT site, ensuring that all AT features as described in the CHANGE framework are implemented. The mentor also scrutinizes the cost factors of the tour programme to ascertain the most economical price. When satisfied that the local YMCA meets the APAY criteria, the mentor may recommend the site to GATN/APAY for certification. The mentor may visit the site if required.

The Role of the APAY GATN Task Force

The APAY GATN Task Force was formed under the Standing Committee on Mission & Responses of APAY for overseeing the activities of the APAY Global Alternative Tourism Network Programme. The members of this Task Force include leaders from APAY who have a special interest and experience in Alternative Tourism, as well as experts and activists in the field. They are together involved for the promotion of the AT programme.

The role of the GATN Task Force is to assist the APAY Secretariat in implementing the mandate of the APAY Four Year Strategic Plan on GATN. The GATN Task Force meets at regular intervals, formulates necessary guidelines for the functioning of GATN, prepares and oversees the codes of ethics for travellers and the Hosting and Sending YMCAs, determines the terms and conditions of certification, arranges for

necessary training for product development, develops marketing strategies and does whatever is required for the promotion of the GATN. The GATN Task Force also works with the different stakeholders of AT in advocacy and campaigning.

Codes of Conduct/Ethics for GATN

What is a Code of Conduct/Ethics, and why is it needed?

The uniqueness of GATN is that it emphasises contact between the travellers and communities/sites visited. In GATN, this involves an interconnection between three sets of people:

- the YMCA Travellers,
- the Host YMCA that receives the travellers, and organises the specific AT programme in their country or region
- the ‘Sending’ YMCA that promotes the GATN AT programme among its members and associated clients at home, and arranges a group of visitors to the country or region of the Host YMCA

It is ‘best practice’ and a mark of social, moral, and mutual responsibility that each of these groups clearly and publicly understands what their duties and obligations are. These are compiled in what is known as a Code of Conduct or Ethics. Adherence to these Codes will ensure that the AT programme is carried out on a basis that is sound and of benefit to all involved. GATN has developed three inter-related Codes of Conduct/Ethics: for the YMCA traveller, for the ‘Sending’ YMCAs, and for the ‘Hosting’ YMCAs.

Code of Conduct/Ethics for the YMCA travellers

As travellers enjoy greater economic power in their relationship with the people in the communities or sites they visit, it is incumbent on them to use this power responsibly. This does not mean that they deprive themselves of the fun and joy that come from travelling. At the same time, it is also important that they respect the people they visit and meet, and their dignity, culture, social customs, and environment. Such an attitude will translate into mutual benefit for themselves and the local people.

The ‘GATN Code of Conduct for Travellers’ is included in the Appendix I. It provides valuable principles and guidelines for relating with the host community. It lists a set of expectations for behaviour and a framework for disciplinary procedures that apply to all ‘Sending’ and ‘Hosting’ YMCAs. It is there to ensure the efficient and successful operation of the YMCA GATN and that our expectations are understood and met by all staff.

It is important that the ‘sending’ YMCAs distributes and discusses this Code among participants *before* departing their country or region.

If you have any concerns about anything in this Code of Conduct, talk with your YMCA GATN representative.

Code of Conduct/Ethics for Sending/Hosting YMCAs

These Codes are a formal statement of our commitment, as YMCA GATN and as associated individuals, to act with integrity at all times. The YMCA GATN believes that developing and cultivating relationships with those invited and encouraged to participate in Alternative Tourism are based on integrity, trust and honesty. It believes that any promotion to those interested in its Alternative Tourism sites must be both ethical and legal. It expects a high level of quality and performance from its teams – in the sending country/region, and in the receiving/host country/region – responsible for its services. Failure to achieve a high standard will be investigated, and appropriate action will be taken as allowed both by YMCA regulations, procedures, and policies, as well as by legal requirements as appropriate.

The Codes of Conduct/Ethics for Sending YMCAs and Hosting YMCAs express YMCA GATN’s aims in achieving excellent outcomes for its programmes. (See *Appendix II*)

Certification of AT sites/programs

What is certification?

Quality control is essential in any public activity such as an AT program. Reputable businesses and organisations spend energy and resources to convince their customers or clients that their product or services are of a high and reliable quality. They have their organisation/product/service ‘certified’ by an independent certifying body that their product satisfies certain designated criteria. Certification allows these groups to claim their service is reputable and dependable. They can add the relevant certification label to their promotion or advertising efforts within the community or their constituency.

Why is certification needed?

The most important outcome from certification is that it bestows credibility on the implementing travel group and their programmes. Before customers commit themselves to a travel programme, they want to be assured that they are dealing with a

trustworthy group. Certified organisations can claim this quality for themselves. As the certification criteria are publicly known, and are independently/objectively applied, those certified are seen as transparent and honest. In other words, certification enhances the reputation and profile of the certified organisation, programme or service. Certification also ensures consistency of standards and implementation. Furthermore, certification criteria provide a sound basis and checklist for sending feedback to the certifying and implementing organisation.

Principles of certification

Currently there are more than a hundred certification quality labels applicable to tourism worldwide. The principles and criteria used vary depending on the goals and objectives of the organisations. These could relate to tourism that focuses on community based tourism, the environment and sustainability, social issues, local and indigenous culture, and the economy.

The basis of certification by APAY

Given the nature and ethos of the YMCA, certification criteria for GATN initiatives are based on the central principle of promoting responsible alternative tourism as expressed in the CHANGE paradigm. They incorporate aspects such as advancing ethics, ecological sustainability, protection of women's rights, child protection, protection of workers and their rights, social and economic conditions of local/host communities, respect for the culture of the host communities, and promoting cooperation among different stakeholders and among the countries that implement it.

The APAY GATN certification checklist is included in the Appendix section III. It is important that every local YMCA intending to host an AT site study it so that the site satisfies the criteria listed for certification. Note that certification of the AT site/program by APAY will be based on this checklist.

The Process of APAY certification for the hosting YMCA

The various steps involved are:

- Develop the programme for the AT site;
- Use the APAY certification checklist provided in the Appendix to assess the AT programme and self-award certification;
- Send the programme description and the results of a self-awarded certification to GATN Certification Panel for independent certification;
- APAY will assess the AT programme, and suggest modifications if required.
- The host YMCA modifies the programme as required.

- When all the required modifications are carried out, and the GATN Certification Panel is satisfied, certification will be approved
- The host YMCA can then claim GATN certification for its AT Programme, and promote it as such, including through the APAY website.

Marketing GATN

Introductory remarks

Reflecting the ethos and the spirit of service of the YMCA, through Alternative Tourism GATN makes possible initiatives that are both exciting and framed by contextual challenges. But achieving its wider acceptance within the YMCA family, GATN needs effective marketing. Or else, it will remain just a great idea and little more.

Marketing

The basic purpose of marketing is to promote an organisation and /or its services. In marketing GATN, we are promoting the network, its aims and objectives, its Alternative Tourism sites and experience in various countries in the APAY region, or various regions in the same country, to increase the number of Hosting/Receiving as well as Sending YMCA's. It should also be noted that in promoting GATN, the YMCA movement itself is being promoted. It is a positive development that the concept of GATN has been endorsed both at the World Council and the Asia Pacific decision making levels.

However, the marketing of GATN cannot be left only to any one individual or group, such as GATN Programme Managers. It should be a whole-of-YMCA effort.

Suggestions are provided below for marketing GATN that can be developed further and enriched through discussion, ideas exchange, and sharing of experience.

Marketing GATN

Internal Marketing:

1. *Use the power, influence, and position of those in the leadership group by marketing GATN to the highest levels, namely, Boards, General Secretaries, and senior executive staff in both Hosting and Sending YMCA's.* If they understand, value support, endorse and market it, GATN will have a good

future. It is important that such approval reaches and involves the middle levels of the YMCA.

2. *Find ways and opportunities for promoting GATN at staff to staff level.*
3. *Use the local, national, and APAY Website: upload material, insert in social media.*
4. To achieve this,
 - Use *communication channels and opportunities available* including Executive and other similar meetings, workshops, etc.
 - Demonstrate the benefits of GATN such as a meaningful engagement with the local community in the receiving country;
 - exposure for YMCA members and others to the ideals of global citizenship;
 - providing an exciting opportunity of tourism and volunteering for youth from a sending YMCA;
 - productive use of its resources such as staff, accommodation facilities, etc. in receiving countries;
 - capacity development of staff in an interesting and enjoyable way;
 - indicating that YMCA alternative tourism is better tourism than mass commercial tourism for the local community, women, children, the environment, and so on;
 - greater visibility for YMCA relationships with their governments, community leaders and others.
 - *approach supportive YMCA leaders* already convinced of the value of GATN to help market it to other YMCAs, especially if there are already programme, funding and other relationships;

External marketing:

Market GATN to the wider public, including YMCA members within the APAY region and beyond.

1. *Use the local, national and APAY websites* to provide useful information regarding upcoming plans for GATN initiatives in various countries, AT sites available, case studies and photos of GATN groups who have already visited, endorsements by well-known figures, information and updates regarding Certification and Codes of Conduct/Ethics, other relevant and contact information. Include links to each other's websites. As appropriate, attention can be directed to *YouTube, FaceBook, DVDs*, etc.

2. *Reference groups.* In each country develop a reference group of in-country supporters to help guide, advice and disseminate on GATN matters. Install a *GATN* marketing committee.
3. *Dissemination of GATN via publications and other media.* GATN write-ups, plans, feedback, and other information should be included in as many outlets as possible within APAY, national and local YMCA outlets. Such material can also be inserted in appropriate publications of likeminded groups, partner organisations, and so on.
4. *Databases.* National YMCA's to include information on GATN in their mailouts to their databases.
5. *Brochures and other publicity material.* Attractive brochures, leaflets, handouts, and other publicity material should be developed with the voluntary help of people with appropriate skills. Similarly, a photo file of past GATN encounters should be maintained for publicity purposes.
6. *Code of Conduct/Ethics for Marketing.* This should be developed within the YMCA with the assistance of APAY/GATN. Use of Social Media, media releases and news media, and other material should be carried out within the limits based on this Code.

To conclude, a strategic marketing strategy, based on good AT programmes, will eventually help build a positive image and reputation for GATN. However, such an effort will be most effective if it involves the whole-of-YMCA, rather than just a section or individual staff(s).

APPENDICES

APPENDIX I

(FOR BEST OUTCOMES PLEASE PRINT THESE CODES FOR PARTICIPATING TRAVELLERS BEFORE THE AT VISIT IS IMPLEMENTED.)

GATN CODE OF CONDUCT/ETHICS FOR THE TRAVELLER

CHANGE expresses in one word YMCA's vision for alternative tourism. To transform into a truly enriching experience for the traveller, tourism should be community centred and holistic in approach, advocate global citizenship and connectedness, be nature and gender sensitive, and economically viable. GATN initiatives promote respect for the people visited, ensure the travel experience is socially and environmentally sustainable, and are grounded on the values of justice. YMCA believes that such a framework will make travelling meaningful yet enjoyable, opening doors to a wider world through a genuine people to people exchange. The following guidelines apply whether you travel to another country or another region in your own country.

1. It is important that when we travel we do not take the people we meet for granted. Treat them with respect even as we enjoy the sites we are visiting. This will enable travelling with a wholesome yet friendly attitude. Please bear this in mind before travel, during the visit, and when evaluating your visit.
2. Clarify for yourself what motivates you to travel. GATN expects its travellers to engage with visited communities in a spirit of togetherness and mutual sharing, so that both the communities and the visitors benefit from the experience. Travelling out of pity for the people visited, or to take advantage of them is inappropriate.
3. Prepare yourself before leaving by reading or viewing material that explains the visited country or region's history, culture, way of life, and significant issues of concern to the local people. To avoid offensive behaviour, study the 'Dos and Don'ts' that apply to the host culture.
4. Travel with an attitude of humility and openness to learn more about the people of the host country.
5. Do not judge or evaluate a country/region through the perspective of your own cultural expectations or background. Be aware that what is acceptable in

your own society may not be acceptable in the host society with regard to dress, behaviour, photography, food preparation, alcohol and alcohol-influenced behaviour, relating with children and women, visiting places of worship and significant sites, and other aspects that arise as you interface with the host community.

6. Try to see the country/region visited through the eyes and experience of the host people, and not only your own. Listen and observe rather than just hear and see. Ask questions and show a genuine willingness and desire to learn and understand. If you have enjoyed the food, dance, and other cultural aspects as well as the physical and social nature of the host country/region, be ready to show your appreciation. Value the concepts, thought patterns, philosophy and way of life of the host people which have evolved over time just like your own, but may be different from yours. This will help you to better appreciate our multicultural and pluralist world.
7. Be careful in criticising the political system, government, and other institutions you may come across. This could leave the host people unhappy, divided, or negatively disposed towards you and future visitors. If something troubles you as being unfair, unjust, or immoral, share this with someone who is well respected, and can understand your viewpoint while explaining how and why their own practices and behaviour patterns have evolved.
8. Follow local advice with regard to your safety in the visited country/region.
9. Support the local people by buying their produce such as souvenirs, artefacts, clothing, etc. However, remember that while bargaining can be fun, the lowest amount you have bargained for has come at the expense of the local maker receiving a lower income, someone already poor.
10. Do engage in conversation with the local people without being patronizing. Do not make promises to them unless you genuinely intend to keep. If people ask you for favours when you go home, it is better to say 'I'll try and see what I can do' rather than promise and not do anything.
11. Reflect on your travel experience and remember to share your reflections with your organising YMCA.

Thank you. Enjoy your travel. YMCA

APPENDIX II

(FOR BEST OUTCOMES PLEASE PRINT THESE CODES FOR PARTICIPATING YMCAs BEFORE THE AT VISITS ARE IMPLEMENTED.)

Code of Conduct/Ethics for Sending and Hosting YMCAs

This Code provide a set of expectations and principles applying to all ‘Hosting’ or ‘Sending’ YMCAs to ensure the efficient and successful operation of the YMCA GATN. They also strive to ensure that expectations are understood and met by all staff.

CODE OF CONDUCT/ETHICS FOR SENDING YMCAs

(that organise groups to visits other countries, or other regions in the same country)

1. The Sending YMCA and staff are committed to an Alternative Tourism experience in the spirit of the GATN slogan: *Go with the YMCA. Make a CHANGE.*
2. The Sending YMCA and staff are committed to upholding the ethos and principles underlying the CHANGE framework of GATN, namely an Alternative Tourism that is community oriented, is holistic in approach, that advocates global citizenship and networking, is nature sensitive, gender sensitive, and economically viable.
3. The Sending YMCA and staff undertake to promote and publicise the GATN AT travel to its membership(s) and constituency within the spirit of the GATN CHANGE framework.
4. The Sending YMCA and staff, to the best of their ability, will strive to ensure that the travelling group they organise understands the values embedded in the CHANGE framework, and will shape both expectations from the trip accordingly.
5. The Sending YMCA and staff agree to make their travelling group aware of the ‘Code of Conduct/Ethics for the GATN Traveller’ by distributing it, and drawing attention to its varied expectations and discussing them **before** the travelling group departs for travel overseas or to another region in the country.
6. The Sending YMCA and staff undertake to prepare the travelling group by discussing the planned programme and expectations from it **before** departure.

7. The Sending YMCA and staff undertakes to negotiate with the Hosting YMCA and staff to achieve a truly meaningful and positive outcome from the visit, and to this end will provide the Hosting YMCA with complete and relevant information to guide it in orienting the Alternative Tourism programme being organised. This information will include the Sending YMCA's expectations, relevant details regarding the participants joining the visit, travel details, and other important aspects.
8. The Sending YMCA and staff undertake to complete an assessment review of the Alternative Tourism programme by involving both the participants and the Hosting YMCA to ensure a high quality AT programme in the future. It will share this review with the participants and the Hosting YMCA.
9. The Sending YMCA undertakes to implement its own disciplinary and regulatory protocols and procedures as applicable, and to the extent appropriate, should there be misdemeanours, misconduct, and other breaches of these by its staff.

CODE OF CONDUCT/ETHICS FOR HOSTING YMCAs
(that receive visitors to their AT sites from sending YMCAs)

1. The Hosting YMCA and its relevant staff involved are committed to organising an Alternative Tourism experience for visitors from Sending YMCA's in the spirit of the GATN slogan: *Go with the YMCA. Make a CHANGE.*
2. The Hosting YMCA and staff are committed to upholding the ethos and principles underlying the CHANGE framework of GATN, namely an Alternative Tourism that is community oriented, is holistic in approach, that advocates global citizenship and networking, is nature sensitive, gender sensitive, and economically viable.
3. The Hosting YMCA and staff shall make preparations for the GATN AT travel, within the spirit of the GATN CHANGE framework.
4. The Hosting YMCA and staff, to the best of their ability, will engage the travelling group it is hosting with the values embedded in the CHANGE framework, and help shape both their expectations and behaviour during the AT programme accordingly.

5. The Hosting YMCA and staff agree to abide by and support the principles enshrined in the ‘Code of Conduct/Ethics for the GATN Traveller’, and assist the travelling group by relating with them in the spirit of this Code.
6. The Hosting YMCA and staff will orient the travelling group by discussing the planned programme and expectations at the beginning of and during the programme itself.
7. The Hosting YMCA and staff undertake to provide the Sending YMCA with complete and relevant information regarding the Alternative Tourism programme being organised to assist the Sending YMCA in orienting the travelling group before their departure. This information will include the Hosting YMCA’s expectations, relevant requirements from the prospective participants, travel and programme details, and other important aspects.
8. The Hosting YMCA shall provide the Sending YMCA with relevant advice and suggestions to assist it in promoting the visit, and in helping shape the AT programme, to ensure that they have a full understanding **before** committing to enrolling in the group visit.

A SAMPLE OF A GROUP VISIT MEMORANDUM

(optional or can be adapted)

Between

The Sending YMCA

(hereafter referred to as The Sender – the Sending YMCA is the YMCA organising a group to visit another country, or another region in the country. The Sending YMCA usually appoints staff/s to take responsibility for organising the group to take part in the visit)

And

The Hosting YMCA

(hereafter referred to as the Host – the Hosting YMCA is the YMCA receiving the visiting group. The Hosting YMCA usually appoints staff/s, including Programme Manager(s) or Group Leader(s), to facilitate the visit in their country or region)

Whereby

the SENDER and the HOST agree to a group visit to the YMCA (*in specified country overseas, or region within the same country*)) for a short term stay on an Alternative

Tourism (AT) programme and for an amount to be agreed on, on the terms specified below.

A. The SENDER

1. The SENDER shall endeavour to provide the HOST complete and up-to-date information with regard to its expectations from the AT programme(s) and structure, and other important aspects so as to assist in the proper orienting of the programme by the HOST. The SENDER shall provide the HOST with relevant information such as leaflets, brochures, and promotional/advertising material, and application forms of participants, with regard to the intended AT group visit.
2. The SENDER shall answer any enquiries and send all relevant correspondence and related documents to the HOST promptly.
3. The SENDER shall send all the necessary documents to the HOST if/as required for legal purposes in the country to be visited.
4. The SENDER shall ensure that all financial arrangements with the HOST are clear and transparent, and financial transactions, including remitting of funds to the Host, to cover the cost of participants, are carried out without delay in keeping with the timelines as agreed.
5. The SENDER will review the HOST's performance after each visit. This could be by way of satisfaction surveys and interviews with the participants, and by involving the HOST as well.
6. The SENDER advises the HOST that a proper organisational and professional, and ethical implementation of the AT programme by the HOST within the spirit and framework of CHANGE is of paramount importance.

B The HOST

1. The HOST shall provide the SENDER with relevant advice and suggestions so that it can promote the visit and help shape expectations from the AT programme and ensure the SENDER has a full understanding **before** committing to enrolling on the Group visit.
2. The HOST will arrange appropriate and safe accommodation, including homestay as appropriate, for the visit participants, as required and agreed,

3. In the advice and information provided to the SENDER, the HOST shall take all reasonable measures to ensure that only factual and up-to-date information is given.
4. The HOST shall endeavour to provide feedback to the SENDER on the visit, the quality of involvement by the participants, and the difficulties experienced during the visit, to assist and guide the SENDER in future preparation of such visits. .
5. The HOST will not engage in any false, misleading or deceptive conduct or otherwise contravene any of the SENDER's obligations.

This Agreement is subject to cancellation by either party on notice of two (2) weeks. The programme, timelines, and costs of the AT programme to be implemented by the HOST are indicated in the attachment. Please attach.

THE TERMS OF THIS AGREEMENT ARE HEREBY AGREED BY:

Signed for and on behalf of SENDING YMCA

Date: _____

Signed for and on behalf of HOSTING YMCA

Date: _____

APPENDIX III

GATN Certification Checklist

1. *The first step in the certification process is the YMCA hosting an AT site should 'self-award' certification, i.e., conduct their own certification by answering the questions in this questionnaire. Once this is completed, the YMCA sends the AT site programme description and the filled certification tool to APAY whose GATN certification group will conduct its own independent investigation and certification of the AT programme, and respond with its own comments. This will ensure consistency of standards and implementation across GATN. Once the necessary modifications made are approved by the GATN certification group, the host YMCA can claim the GATN certification label, and promote their programme accordingly, including via the APAY website. In the interests of transparency, the certification criteria should be well publicised.*
2. *The GATN Certification checklist is based on the CHANGE paradigm, and apply to the hosting YMCA (planning and implementing the programme), the AT site programme itself, and the collaborating groups/agencies/local community.*
3. *Certification is a living, dynamic, continually renewing process. Feedback from participating YMCA's will help refine the GATN certification criteria which are usually reviewed every two years.*
4. *Some criteria may not be applicable in certain cases.*

THE GATN CERTIFICATION CHECKLIST

1. General

- 1.1 Does the hosting organisation have evidence of a written policy document stating their governing philosophy, aims, and objectives?

YES / NO / NA /COMMENTS:

- 1.2 Can the hosting organisation show evidence of its understanding of and commitment to best practice and its application for their operation?

YES / NO / NA /COMMENTS:

1.3 Can the hosting organisation show evidence that YMCA's CHANGE vision has consciously guided the setting up of its Alternative Tourism (AT) initiative?

YES / NO / NA /COMMENTS:

1.4 Are the certification criteria publicly displayed?

YES / NO / COMMENTS:

2. **Community-centred (CHANGE)**

2.1 Has the hosting organisation incorporated the social concerns and needs of the local community involved in its AT initiative?

YES / NO / NA /COMMENTS:

2.2 Does the local community have a part in the planning and implementation of the AT programme?

YES / NO / NA /COMMENTS:

2.3 Have the hosting organisation and/or its collaborating groups been involved in any conflict with the local community over land, water, other resources, or issues?

YES / NO / NA /COMMENTS:

2.4 Does the planned AT tourism initiative help increase the self-respect, dignity, and rights of the local, indigenous or vulnerable communities?

YES / NO / NA /COMMENTS:

3. **Holistic (CHANGE)**

3.1 Is there evidence of the AT programme helping the visiting participants to develop positive mind and spirit attitudes and values?

YES / NO / NA /COMMENTS:

3.2 Can the AT programme be described as providing fresh and creative learning regarding human, community, and intercultural relations?

YES / NO / NA /COMMENTS:

- 3.3 Will the planned AT tourism activity assist with preserving the cultural heritage and richness of the local/indigenous community?
YES / NO / NA / COMMENTS:

4. **Advocating Global Citizenship and Global Networking (CHANGE)**

- 4.1 Can the AT programme help to increase the learning of the participants to appreciate and reflect on a complex world of different cultures, systems, and issues?
YES / NO / NA / COMMENTS:

- 4.2 Will the programme help educate the participants to appreciate and respect the local/indigenous/vulnerable people, and their values, beliefs, rituals, festivals, dress, dance, food, and environment, and not simply to consider them as objects for photography, pity, or curiosity?
YES / NO / NA / COMMENTS:

- 4.3 Can the AT programme educate the participants in understanding that people in the world are linked with each other in multicultural coexistence, interdependence, and global solidarity?
YES / NO / NA / COMMENTS:

- 4.4 Is the AT programme designed to be viewed by the participants as a way to deepen their understanding of global ethics and human rights in an unjust and unfair world?
YES / NO / NA / COMMENTS:

- 4.5 Will the AT programme help strengthen the participants' relationship with their home YMCA and support for its practice of philanthropy and global citizenship ideals?
YES / NO / NA / COMMENTS:

5. **Nature sensitive (CHANGE)**

- 5.1 Does the hosting YMCA implement policies that actively emphasise ecological responsibilities, support sustainability, and promote ethical consumption?
YES / NO / NA / COMMENTS:

- 5.2 Does the accommodation arranged for the participants feature energy and water saving, and waste reduction devices or measures?

YES / NO / NA / COMMENTS:

- 5.3 Does the AT programme increase pressure on the environment and ecosystems?

YES / NO / NA / COMMENTS:

- 5.4 Has the hosting group considered ways of compensating for carbon emissions from air, water, and land transport, the kind of accommodation used, and other aspects of the AT activity?

YES / NO / NA / COMMENTS:

6. **Gender and child sensitive (CHANGE)**

- 6.1 Does the hosting organisation show evidence of policies and practices to prevent sexual exploitation of women?

YES / NO / NA / COMMENTS:

- 6.2 Does the hosting organisation have policies and practices to ensure fair working conditions for women?

YES / NO / NA / COMMENTS:

- 6.3 Does the hosting organisation have policies and practices to protect children, including not using child labour?

YES / NO / NA / COMMENTS:

- 6.4 Do the partner community groups participating in the AT programme have policies, practices, and attitudes to ensure that women and children are not exploited?

YES / NO / NA / COMMENTS:

- 6.5 Will the women, children, youth in the local community feel empowered by the AT programme?

YES / NO / NA / COMMENTS:

7. **Economically viable and productive (CHANGE)**

- 7.1 Is the AT activity an opportunity for the local community to learn and develop their skills, arts, and other capacities?

YES / NO / NA / COMMENTS:

7.2 Will the activity directly or indirectly increase the income of the local community?

YES / NO / NA / COMMENTS:

7.3 Are the handicrafts and other products made under fair working conditions?

YES / NO / NA / COMMENTS:

7.4 Will the income and benefits from products sold and services provided by the local collaborating community be shared equitably and stay in the community?

YES / NO / NA / COMMENTS:

7.5 Can the cost of the AT activity be considered affordable to the participants?

YES / NO / NA / COMMENTS:

OVERALL ASSESSMENT BY GATN PANEL

1. Does the proposed AT activity merit YMCA/GATN certification?

YES / NO / COMMENTS:

2. What strengths of this AT programme would you commend?

3. What aspects of this AT activity should be reviewed or strengthened, and communicated to the host YMCA?

NAMES AND SIGNATURES OF CERTIFICATION PANEL:

DATE:

APPENDIX IV

The Context of Tourism Today

Tourism is a pervasive feature of the global economy, and part and parcel of modern day living. It is witnessing continual growth, promoted as it is by governments and the business sector with the predominant purpose of making profit to benefit a few. Today, the global tourism industry is much bigger than it has ever been. It is listed as one of the four largest industries in the world alongside oil and fuels, arms and armaments, and pharmaceuticals. The size, extent, and impact of this commercialised industry make it a significant modern phenomenon.

With rising incomes, the number of leisure travellers is steadily on the rise. 2012 saw a billion tourism and leisure arrivals in different destinations in the world. The United Nations World Tourism Organisation (UNWTO) has projected a growth trend in tourism arrivals exceeding 1.5 billion in a year by 2020. Tourism outlays are estimated at around 10 per cent of global Gross Domestic Product (GDP). Globally it employs around 300 million people, or 10 per cent of the world's workforce.

In developing countries, tourism is viewed as a 'smokeless', relatively costless means of poverty alleviation, promoted extensively as an agent of economic development. The Asia-Pacific region, home for around 65% of the world's population, and teeming with innumerable tourism destinations, is a magnet for tourists. To entice more of the world's tourists, catchy marketing slogans are used such as Incredible India, Amazing Thailand, Malaysia Truly Asia, Remarkable Indonesia, Beauty has an address: Oman, The Heart of Asia: Taiwan, Marvellous Melbourne, Infinitely Yours: Seoul, and others.

However a closer examination reveals that beneath the well-advertised images of holidays and leisure in beautiful places lie a darker side that is well hidden. Mass tourism or commercial tourism for profit and pleasure puts immense pressure on the community and environment. Some of the major negative impacts of mass tourism as experienced by communities in Asia and the Pacific, and obvious to keen observers, include:

- Diversion of essential people's resources such as land, water, electricity, and other infrastructure away from the community to golf courses, hotels and resorts, theme parks, airports, and so on, to cater to tourists;
- Displacement of people and loss of livelihood on account of tourism development;
- Revenue loss through tax concessions and subsidised land by governments, repatriated earnings and profits, low wages and reduced working conditions;

- Global warming and climate change effects arising from air travel, cruise shipping, high energy use in tourism establishments, and destruction of natural resources;
- Environmental and ecological damage, including loss of biodiversity, through inappropriate tourism enterprises and development;
- Human rights violations;
- Prostitution and trafficking of women and children;
- Health hazards such as HIV AIDS and other afflictions;
- Threat to cultural identity of local and indigenous people;
- Denial of life sustaining resources of the indigenous people, especially their spirituality, cultural and traditional ways of life;

To sum up, the high energy, land and other demands of mass tourism as well as the infrastructure diverted threaten local livelihoods, displace local people, endanger ecosystems, stretch water and other resources, and have a negative social impact. Tourism also raises challenges regarding climate change, trafficking and sexual exploitation of women and children, and HIV AIDS. Such tourism is unjust and harmful to life. Seen in this light, the tourism industry, as it is configured today, itself contributes to third world poverty, surprising as this may seem. The macro-economic data might suggest good returns for investors from tourism, but how do the poor benefit?

APPENDIX V

YMCA as a civil society movement organization

The YMCA seeks to unite "those young men who, regarding Jesus Christ as their God and Saviour, according to the Holy Scriptures, desire to be his disciples in their faith and in their life, and to associate their efforts for the extension of his Kingdom amongst young men. In its way of operation, it has maintained the openness principle, the young men priority principle, and the Christ centered principle." This is to open the door of YMCA to everyone regardless of their class or beliefs which cause the division in society. This also means that YMCA does not limit the qualification for membership only to Christians and that it embraces all levels of society and all occupational social classes (merchants, office workers, students and the like). For areas of works and programs, it does not limit itself to religious programs in a narrow sense and seeks comprehensive openness that deals with all kinds of tasks for social policies facing local communities, cities, rural areas, and/or the whole nation with a sense of mission.

Therefore, YMCA can be said as the movement organization that is highly value-oriented and also emphasizes the solidarity of movements in that it is organized and operated with ecumenism and the Christian sense of mission to build God's Kingdom on earth. It is also the comprehensive civil society movement organization in that it is trying to cope with various tasks for social policies comprehensively. This can be confirmed in various works for social policies YMCA has been carried out, which includes numerous tasks such as keeping the life and peace, reducing the poverty, protecting environment, enhancing human rights, promoting fair trade, improving public health and sanitation, eradicating illiteracy, and providing the emergency relief. YMCA is one of the most representative civil society movement organizations in the world.

For YMCA, therefore, alternative tourism as a tool to promote social change in hosting community is just one of various social movement programs it organizes and runs. An alternative tourism is not the sole work but one of many works that contributes to the nature and determines the existence of YMCA.

The diversity of its movement tasks is influenced by the fact that YMCA is the international civil society movement organization with global networks. YMCA is the oldest international non-governmental organization (INGO) established at the 1st World Council of YMCA in Paris. At the time of its foundation, it was active around Europe and North America, and now it has over 45 million members from 127 countries. This massive network will work as the very effective device for promoting

the exchange of human resources and information that are needed to mediate supply and demand of alternative tourism.

Meanwhile, YMCA has maintained the field-first spirit. While it seeks common global values, with regard to the way of the realization, it intends to respect contextual characteristics that each YMCA faces. This shows the flexibility and adaptability of YMCA movement that is trying to correspond to changes in environments of the times and the tendency of being socially relevant that respects and embraces the characteristics and traditional values of local societies. This is also shown in the Kampala Principles, one of the universal guides for YMCA movement. It has its origin in supporting and encouraging individuals who live in postmodern society to be developed into healthy human beings who are created equal in His image, without being pressured by the structural contradiction of society. It is to say that the priority goal of movement is building the community in local society. This makes the way of developing movements focusing on encouraging residents' participation and being centered on local society. And this is the movement organization that is adhered to fields and regional sedentary.

Since its foundation for the realization of these values in 1855, YMCA has made efforts to achieve them mostly through education and experience. It has been equipped with various and extensive facilities and equipment and accumulated management experience in fields through running them for a long time. It has built hostels, cafeterias, campsites, swimming pools, and gyms and maintained cooperative relationship with local societies and local governments to operate them more effectively. This means that it has accumulated necessary facilities and management experience for alternative tourism and that it has the high sunken cost required for mediating and managing alternative tourism.

More importantly, promoting alternative tourism itself has the very significant strategic value for keeping the sustainability of YMCA and for realizing its objects for social movement. YMCA has been able to keep its consistent viability as a civil society movement organization, continuously growing for a long time, because it has operated on the base of internal structure of revenue mobilization than other NGOs. YMCA has promoted social movement programs for the development of various local communities and at the same time, it also has run fitness facilities like gyms and swimming pools for the spirit, body and mind development of children, outdoor training facilities like campsites, and accommodation facilities like hostels. This kind of internal resource mobilization structure makes YMCA different from other civil society movement organizations that depend on raising funds and donations from outside for most part of its revenue. In that sense, YMCA can be said as the first social enterprise.

In postmodern times, however, it became hard to keep its exclusive position and competitiveness of the past as the market of social sports had been diversified and private companies and other NGOs had entered into this area. The structure of creating revenue inherent in institution cannot work properly any more, which have caused financial difficulties in many YMCAs all over the world. There has been the increasing pressure from inside YMCA that claims to build aggressively the new internal structure of mobilizing resources.

Moreover, there has been continuous questioning regarding the problem of whether it would be appropriate to keep pursuing social development in postmodern times from the closed perspective of the past that gives priority to local communities. In the postmodern times of globalization where boundaries between village and village, boundaries between region and region are being blurred, the strategic view that concerns the development of local community over other things can encourage conflict and confrontation between region and region or between nation and nation, emphasizing 'our' village first. Or, at least, it has the fundamental weakness that makes it hard to settle conflict. This kind of reflection on philosophical principles of YMCA movements has spread the argument that they need to find the direction for more legitimate movement.

It was at the 16th World Council in 2006 when the resolution was passed, which adopted global citizenship as the direction for movement considering the whole globe over villages or local communities, based on above recognition. Moreover, the 17th World Council in 2010 adopted thematic slogan for the coming quadrennial years as "Striving for Global Citizenship for All" . Mediating alternative tourism as a means of social movements is the task that closely corresponds to this kind of global citizenship spirit and consequent global movements and interactions of people over the world. And it is one of the works that YMCA mostly needs to do in that it mobilizes financial resources. Mediating alternative tourism is new alternative that makes YMCA movements in times of globalization sustainable.

APPENDIX VI

The Guiding Principles for the functioning of GATN

Campaigning and promoting AT

- Local movements and APAY to raise awareness on Alternative Tourism, its positive impact on the community, environment and how a difference can be made
- Raise awareness locally and globally of the branding of “**Go with YMCA, Make a CHANGE**”
- Promote the programmes through the media, awareness campaigns, inviting VIPs/ media personnel for programme launch and/or even to participate in the programmes
- Programme marketing at the National meetings/APAY regional meetings/World Council meetings

Setting up of Governance Structure

- Information on GATN will be disseminated by APAY through the National movements
- National movements to encourage member movements to be part of the network
- APAY to set up a watchdog committee to monitor and update the YMCA on the trends, impact and growth of Alternative Tourism
- Local YMCAs to develop Programmes as per the criteria laid down by GATN (Use Web format (editable) with details of the programme, specifications / category, Pictures, location contact details, Product price, Links to website to get more information’s etc)
- National Council to endorse programmes of the local movements for certification into the GATN

Training for Product Development

- APAY and local movements are responsible for relevant product/services training
- Workshops on best practices to be organized
- Standard operating procedures to be developed by local/national movements Certification
- APAY to arrange for a specific task force to develop the criteria and procedures for the certification of programmes

- Certification will be made compulsory for the programmes to be listed on the GATN website
- Certification will be reviewed annually

Monitoring and Evaluation

- Peer to peer (local/global level) evaluation can be organized
- APAY to develop the criteria for monitoring and evaluation
- Programme impact assessments to be done at local/national levels
- An awards scheme may be considered
- Local/national movements should provide half yearly feedback to APAY on the programmes

Advocacy

- Local/national movements should constantly be alert to issues and concerns within the local communities in relation to AT
- Studies and investigation on such issues should be done in cooperation with the local communities, educating and empowering the local communities along the way.
- Assess the national or global connectedness of the issue and seek the solidarity and support of the wider network.