A Toolkit for
Monitoring and Managing
Community-Based Tourism

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School of TRAVEL INDUSTRY MANAGEMENT

SNV
Connecting People's Capacities

A Toolkit for Monitoring and Managing Community-based Tourism.

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SNV Netherlands Development Organisation is a Netherlands based international NGO that delivers capacity building advisory services to over 1,800 clients in 33 countries in Africa, Asia, Latin America and the Balkans. In Asia, SNV provides capacity building services to government, non-government and private sector organisations in Nepal, Vietnam, Bhutan, Laos, Cambodia and Bangladesh as well as to a number of regional organisations and networks. Our 150 advisors in Asia work with local actors, primarily those who operate at national and meso levels in strengthening their capacity to effectively realise poverty reduction and good governance.

The School of Travel Industry Management (TIM) is located on the University of Hawaii's Manoa campus on the island of Oahu. The School is the leading professional institution in the development and dissemination of knowledge on all aspects of the travel industry in the Asia-Pacific. It is well-known for its diverse and highly-published faculty, who are very involved in research and service in addition to their teaching activities. The School specializes in the Asia-Pacific region, however its student body and faculty are from across the globe.

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Community based tourism accommodation, Indonesia.

ABBREVIATIONS

ADB	Asian Development Bank
APEC	Asia-Pacific Economic Cooperation
APPA	Appreciative Participative Planning and Action
CBT	Community based tourism
CBT M+M	Community based tourism Monitoring and Managing
CIDA	Canadian International Development Agency
CO	Community Organisation
DDC	District Development Committees
DIFD	UK Department for International Development
DNPWC	Department of National Parks and Wildlife Conservation
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GTZ	German Aid Agency
ICRT	International Centre for Responsible Tourism
IUCN	International Union for the Conservation of Nature and Natural Resources.
M+M	Monitoring and Managing
MoCTCA	Ministry of Culture, Tourism and Civil Aviation
MTDP	Mekong Tourism Development Project
MSME	Micro, small and medium sized enterprises
NATTA	Nepal Association of Travel and Tourism Agencies
NATHM	National academy of Tourism and Hospitality Management
NGO	Non Government Organisation
NMA	Nepal Mountaineering Association
NTB	Nepal Tourism Board
NZ	New Zealand
ODI	Overseas Development Institute
OECD	Organisation for Economic Cooperation and Development
PIDWWO	Pamilacan Island Dolphin and Whale Watching Organisation
PPST	Pro Poor Sustainable Tourism
PPT	Pro-Poor Tourism
SMART	Specific, Measurable, Attainable Realistic Time-bound
SMEs	Small and Medium Enterprises
SNV	a Netherlands-based, international development organisation
STCRC	Sustainable Tourism Cooperative Research Centre
STDC	Sustainable Tourism Development Committee
STDS	Sustainable Tourism Development Section
STDU	Sustainable Tourism Development Unit
TAAN	Trekking Agents Association of Nepal
TEAP	Tourism and Environment Awareness Programmes
TOMM	Tourism Optimisation Management Model
TRAP	Tourism and Rural Poverty Alleviation Programme
UN	United Nations
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
USP	University of South Pacific
WCPA	World Commission on Protected Areas
VDC	Village Development Committee

PREFACE

The SNV Netherlands Development Organisation has been actively involved in supporting sustainable tourism development since the mid 1990s and is now a leading development organisation in the field of utilising tourism as a tool for sustainable development and poverty reduction. SNV is committed to Pro-Poor Sustainable Tourism as a key corporate practice area and supports tourism projects in 25 of 33 countries where they work. In Asia, SNV has tourism programmes in Nepal, Bhutan, Laos, Cambodia and Vietnam, and has formed the Pro-Poor Sustainable Tourism Network for the purposes of providing knowledge development to serve this practice area. The network selected the production of a Community Tourism Monitoring and Evaluation Toolkit as an important knowledge product to be developed.

In July of 2004, the PPST network commissioned a consultant to produce a preliminary report on the development of the CBT M+M Toolkit. Based on this work in 2005, the PPST network commissioned the School of Travel Industry Management (TIM – University of Hawaii) to co-produce a "Community-Based Tourism Monitoring and Managing Toolkit". This partnership built on the work already completed by SNV's PPST network and TIM. A draft version of the Toolkit was written in December 2005 and distributed for review to SNV Tourism Advisors and clients.

The final version of the toolkit is a collaborative effort of Louise Twining-Ward with the input and editing from Walter Jamieson, University of Hawaii, Steve Noakes and Sheena Day, Australia.

Andy Wehkamp   December 2007

BACKGROUND

Nothing stays the same. Tourism markets and destinations are in a state of constant change. Monitoring– from project level to country level is a vital tool for evaluating and managing change. For community-based tourism, monitoring helps to improve understanding of the effects of tourism on the community, and of the contribution tourism makes to the community's sustainability goals. Monitoring also helps identify areas where improvement is needed and areas where change is occurring. In this way, monitoring and management are presented as both interrelated and interdependent.

Tourism is a highly competitive industry. Community-based tourism (CBT) projects, like any other small businesses, need to keep careful tabs on their performance in all aspects of a business – understanding and reacting to meet customer needs and management of their finances, their internal operations, their human resources and their relations with various external suppliers and stakeholders. Where poverty alleviation and environmental sustainability are key concerns, monitoring can help project managers to find out if the project is living up to expectations, and help them make adjustments to improve performance where necessary.

Monitoring involves carefully selecting and piloting indicators, collecting and evaluating data, and presenting and acting on the results. Developing a monitoring framework can take some time, but is likely to result in a more responsive and successful CBT project. The main benefits of monitoring CBT are as follows:

- To evaluate project performance over time
- To adapt project activities in light of the lessons learned from monitoring
- To prioritise future projects based on areas of greatest need
- To improve project planning, development, and management
- To ensure that all social categories, (including ethnic minorities, youth, and women) can benefit from CBT
- To improve policymaking
- To increase donor confidence
- To improve the focus of intervention
- To increase understanding of sustainable tourism amongst stakeholders

This Toolkit is designed to provide readers with the know-how to set up and run a monitoring programme for a community-based tourism project. It gives step-by-step guidelines, supported by a wide range of case studies, in order to enable readers to embark on their own monitoring project.

In developing the Toolkit we have drawn on experience from managing tourism monitoring projects worldwide, as well as on up-to-date sources of information on the subject. Whilst many of these are technical documents, in this Toolkit we have attempted to make the process as simple, practical, and user-friendly as possible. There are four main sections to the Toolkit.

Chapter 1: Introduction to Monitoring   Chapter 2: Step-by-Step Monitoring
Chapter 3: Case Studies   Chapter 4: Additional Resources

This Toolkit is recommended for anyone involved in the funding, planning or managing of a community-based tourism project: local officials, tourism planners, development consultants, donor agencies, and community groups. It provides an introduction to monitoring and a solid foundation for further practice-based learning. It aims to break down the knowledge barriers to active public participation in tourism monitoring to enable communities to design and run their own tourism monitoring programmes.

We would very much like to hear your feedback on this Toolkit and the results that you obtain from its use. If you have any questions, comments, and contributions, please contact us at steve@pacificasiatourism.org

Chapter 1

INTRODUCTION

Aims of the Tool Kit

The objective of this Toolkit is to provide the tools and information necessary to enable readers to establish a monitoring programme for community-based tourism (CBT). The Toolkit provides an adaptive approach to monitoring and managing community-based tourism, with special emphasis on how to monitor the effectiveness of CBT projects in reducing poverty.

The Toolkit provides step-by-step instructions, examples, and worksheets for indicator development and shows how to move from the development of indicators to the implementation of an effective monitoring programme. The Toolkit is intended to help local officials and communities to:

- Develop new or clarify existing CBT project and monitoring objectives
- Identify user-friendly indicators for monitoring a CBT project
- Ensure that CBT projects contributes to poverty reduction, especially for the poor
- Gather monitoring information with an appropriate degree of scientific accuracy
- Use results of monitoring to improve project performance
- Share the results from monitoring in a participatory and transparent manner
- Manage and implement a monitoring programme on an ongoing basis

The purpose of this first section of the Toolkit is to introduce readers to some key concepts and monitoring considerations required to plan a CBT monitoring framework.

Key Concepts

Some of the key concepts referred to in this Toolkit are: monitoring, indicators, poverty, pro-poor strategies, gender equity, and community-based tourism. These are explained below in non-technical terms. For more technical explanations, follow the internet links provided.

Box 1: What is Monitoring?

Monitoring is the process of taking regular measurements of something, normally using indicators, in order to provide a better understanding of the current situation, as well as some idea of the trends in performance.

For example, monitoring water consumption on a monthly basis provides us with an idea about current usage and how it compares with previous months usage. On their own, indicators give us only partial information, but when combined into groups, indicators can provide us with a great deal of information about the various environmental and social effects of tourism as well as the overall performance of a community-based tourism project.

LINK: http://www.unep.fr/pc/tourism/library/st%20in%20prot.areas/BP8-11.pdf
WCPA Guidelines for Planning and Management of Protected Areas

Box 2: What are Indicators?

An indicator is a tool used in monitoring and evaluation. Indicators help simplify complex information by selecting and measuring one element as an "indication" of the state of a particular issue. Conventional tourism indicators such as arrival numbers, length of stay, and expenditure have long been used to monitor destination performance. Sustainable tourism indicators differ from conventional indicators in the linkages they make between tourism and the sustainability issues in the community.

For example, a conventional tourism indicator could be "number of visits to the site by non-residents, per year". This is a simple, single-dimensional indicator. It is interesting but tells us nothing of how visitors might be affecting the community or changing the nature of the site. A sustainable tourism indicator on this same issue would combine visits with a sustainability issue. For example, "ratio of visitors to residents on a peak visitation day."

LINK: http://www.smartcommunities.ncat.org/measuring/mewhat.shtml
Smart Communities Measuring Sustainable Development

Box 3: What is Poverty?

Poverty, in the context of this Toolkit, is defined as those people without access to socially acceptable living conditions. The term "socially acceptable living conditions" combines basic needs such as income, food, clothing and shelter with physiological and social benefits such as healthcare, nutrition, education, and opportunity to work. *Absolute poverty* refers to lack of access to the basic necessities for human survival. *Relative poverty* compares the living conditions of those in the lowest segments of the population with those in the highest segments. The UN Millennium Goals define *extreme poverty* as living on less than US$1 a day.

LINK: http://www.undp.org/poverty/publications/pov_red/
SEPED Series on Poverty Concepts

Box 4 What is Pro-poor Tourism?

Pro-poor tourism (PPT) is a new approach to the planning and management of tourism that puts those people living in poverty at the top of the agenda. PPT strategies are concerned with reducing both absolute and relative poverty by providing tourism-related income opportunities for disadvantaged groups. Monitoring is needed to assess how effective such strategies are.

LINK: http://www.propoortourism.org.uk/
Pro-Poor Tourism Partnership, a collaborative research initiative between the International Centre for Responsible Tourism (ICRT), the International Institute for Environment and Development (IIED), and the Overseas Development Institute (ODI).

Box 5 What is Community-based Tourism?

Community-based tourism (CBT) is a type of sustainable tourism that promotes pro-poor strategies in a community setting. CBT initiatives aim to involve local residents in the running and management of small tourism projects as a means of alleviating poverty and providing an alternative income source for community members. CBT initiatives also encourage respect for local traditions and culture as well as for natural heritage. There are a number of different models for CBT projects. Some are run and operated by one or more entrepreneurial families who employ other community members and in this way spread economic benefits to the community at large. Others may be managed and operated by a village cooperative or community group, perhaps with the support of a donor agency or NGO. Often CBT projects develop a system for redistributing tourism income to the community through education or health projects.

LINK: http://www.community-tourism.org/
APEC Report on the character of community-based tourism
www.earthisland.org/map/downloads/CBT_Handbook.pdf
Community-Based Tourism Handbook, Responsible Ecologial Tour-REST

Key Themes in CBT

Whilst every destination and project is unique, in community-based tourism, there are some reoccurring themes that are worthy of examination in this introductory section. Four themes have been

selected for further discussion here due to their relevance to SNV's core concerns in the Asia Region. These are: gender equity, poverty reduction, business sustainability, and local capacity development. The following pages provide an overview of these core themes based on the World Tourism Organisation's Indicator Guidebook (2004).

THEME 1: Monitoring Gender Equity and Social Inclusion

Tourism can have a positive effect on poverty by expanding income earning opportunities for low income women, disadvantaged groups, such as indigenous and ethnic minority people, and unskilled youth. Women, even in more conservative and traditional societies, are often well positioned as providers of tourism services. As women are typically the primary household caregivers, income from tourism can directly affect household income and quality of life.

Tourism is particularly advantageous to women, often employing far more females than males. However, gender equity is not just about women getting tourism jobs but about their relative seniority, training opportunities, the ratio of full to part-time positions and possibilities for advancement. In traditional societies the issue of whether women and men have equal access to land credit and loans can be a key constraint on the ability of women to become tourism entrepreneurs. Another issue to consider is how tourism impacts the lives of men and women differently. For example, women often feel the loss of natural resources first, but at the same time may be the first to benefit from infrastructural improvements that often accompany tourism development such as piped water and electricity. Some of the main considerations related to gender equity and tourism development concern family well-being, equal employment opportunities, gender roles in traditional communities, access to loans and credit, and control over benefits such as income.

Family well-being

For many people in developing countries, both men and women, tourism can provide a first chance of formal employment. But with economic benefits, tourism employment can also bring consequences that adversely affect family well-being, such as long hours and the stress that comes with the demands of shift work.

Key areas to be examined include:

- The consequences of tourism employment on family cohesion, womens' workload, stress, and reproductive health
- The difficulties faced by women with babies and small children
- The safety of women at work with regard to dangerous activities, sexual harassment, and journeys to and from work for late shifts

Equal Opportunities in Formal Employment

Income generation is generally the most important motive for participation by both women and men in the tourism industry, since tourism offers opportunities to disadvantaged groups, especially in remote rural areas and small islands.

Key areas to be examined include:

- Proportion of women in the formal and informal tourism workforce; seniority of women employees relative to their male counterparts; their relative pay and benefit packages
- Women who have managed to become entrepreneurs and owner-operators
- Training opportunities for female/male staff

Gender Roles in Traditional Communities

Gender roles in traditional communities are often culturally determined and monitoring them is not necessarily designed to result in change. But it can raise awareness of the issues and help increase respect and acceptance for those men and women who break with accepted norms and take tourism entrepreneurship into their own hands.

Key areas to be examined include:

- Respective roles of men and women in traditional communities providing tourism services
- Proportion of women participating in tourism decision-making
- Relative rewards/pay structure for men/women working in community-based tourism ventures

Access to and control over Land, Credit and other resources

As land is a key resource for tourism, the control of land and access to credit or loans to develop the land defines who can play a lead role in tourism development.

Key areas to consider include:

- Who has access and control of land in areas desirable for tourism development
- The relative barriers to credit and loans for tourism development for both men and women.

Acknowledging the need for gender equity in tourism monitoring can be as simple as making indicator data collection gender sensitive, by disaggregating male and female responses. For example when monitoring local satisfaction from tourism, note the responses from male and female participants. The following tables provide examples of gender indicators that can be used in CBT.
Source: Adapted from Twining-Ward 2004 in UNWTO (2004)

THEME 2: Poverty Reduction

Tourism, when developed sensitively, has the potential to have a positive impact on poverty alleviation. Community-based tourism is often more effective in combating poverty than large scale developments as it requires less investment, fewer business skills, and less imported goods than large-scale tourism projects. As a result, the direct and knock-on effects of servicing and supplying the business can be wide and deep. Furthermore, poor communities in isolated rural locations often have a comparative advantage in tourism development as they tend to have a rich natural and cultural heritage.

Nevertheless, there are still a number of barriers to the active participation of the poorest sectors in the community in tourism development. Poor nutrition and education lowers worker productivity and motivation. Lack of experience and understanding of tourism and tourists breads misconceptions and suspicion.

Monitoring the impact of tourism development on the alleviation of poverty in a community can assist project managers to actively identify and address the barriers to full stakeholder participation. The UNWTO publication "Tourism and Poverty Alleviation: Recommendations for Action" identifies seven ways in which the poor can benefit directly or indirectly from tourism.

Box 6: UNWTO Recommendations for Pro-Poor Tourism

1. Employment of the poor in tourism enterprises;
2. Supply of goods and services to tourism enterprises by the poor or by enterprises employing the poor;
3. Direct sales of goods and services to visitors by the poor (informal economy);
4. Establishment and running of tourism enterprises by the poor e.g. micro, small and medium sized enterprises (MSMEs), or community based enterprises (formal economy);
5. Tax or levy on tourism income or profits with proceeds benefiting the poor;
6. Voluntary giving/support by tourism enterprises and tourists;
7. Investment in infrastructure stimulated by tourism also benefiting the poor in the locality, directly or through support to other sectors.

LINK http://www.world-tourism.org/cgi-bin/infoshop.storefront/EN/product/1349-1

Source:UNWTO (2004)

The key areas to assess in terms of poverty reduction are income, employment, entrepreneurship, and quality of life.

Employment benefits

Key areas to be examined in terms of poverty reduction and employment include:

- The number of direct and indirect jobs provided by CBT
- The ratio of locals to outsiders working in tourism in the community
- The ratio of traditional employment opportunities to tourism employment opportunities
- The proportion of local tourism workers earning low, middle, and high tourism wages
- The number of supply-related business opportunities provided by tourism

Economic benefits

Income generation should be considered not just in terms of gross income to the community but how the income is distributed amongst community members.

Key areas to be examined include:

- Direct and indirect income from tourism in the community
- The number and type of small businesses operating in the community
- The proportion of small businesses that provide tourism services
- Proportion of lowest income households benefiting economically from tourism
- Proportion of household income derived from tourism of low, middle, and high income residents.

Quality of life benefits

The poorest households are often unable to participate directly in tourism activities but may still benefit from tourism through improvements in infrastructure and in community services. Areas to consider include:

- Households that have made structural improvements to their house in the last year
- Households where the provision of utilities has improved

Monitoring the impact of tourism activities on poverty alleviation can help not only identify areas where positive change is occurring but also can help to identify opportunities for improvement. Section four provides examples of poverty-focused indicators that can be used in CBT.

THEME 3: Business Enterprise Sustainability

Business sustainability is crucial to the ability of a CBT project to contribute to poverty reduction in the community. One of the common barriers to CBT business success is the common tendency for CBT projects to be too supply-led. *Supply-led businesses* are designed around the needs of the community and the products and the resources that the destination or community has available. This appears sound in principle, but it overlooks the fact that tourism's business success is also based on its ability to meet the needs of tourists' demands on a competitive and on-going basis.

Clearly there is a need to balance supply and demand-based needs in the monitoring and management of CBT. In this toolkit we recommend monitoring internal business performance as well as external community sustainability. This will help balance the goals for both a successful business operation, and a successful sustainability outcome for the community.

Monitoring business enterprise involves consideration of a wide number of issues. Those highlighted here include enterprise performance, competitiveness, visitor satisfaction and marketing.

Enterprise Performance

One or more successful tourism enterprises, lie at the heart of every successful CBT project. Measuring the strength of entrepreneurship and the vitality of the industry will provide an indication of the sustainability of the CBT project. Key areas to be examined include:

- The number of tourism enterprise start-ups
- The longevity of tourism businesses (rate of turnover)
- The employee turnover rate
- Growth in revenues
- Amount spent on investment and improvements

Competitiveness

Unlike many other sustainable tourism issues, competitiveness is a relative measure. It relates to how well a destination is doing compared to others. If tourism is to be sustainable it must not only be economically profitable but also compete successfully with other destinations on a local, national or regional basis in terms of price, attractiveness of the product and marketing strategy. Key areas to be examined in terms of competitiveness include:

- Cost/price ratio of accommodation, attractions, tours or packages compared to industry norms or ratios for similar products at other destinations.
- Unique features of the destination
- Value/price rating by visitors
- Visitor profile and length of stay compared to other destinations

Visitor Satisfaction

Visitor satisfaction is an essential element of business enterprise sustainability. Satisfied customers stay longer, spend more, and when they go home they recommend the destination to their friends. Visitor satisfaction is the result of a complex mix of factors including prior experience and expectations, as well as the actual experience at the site. Nevertheless, the main areas of satisfaction that can be monitored at CBT level include:

- General visitor satisfaction by nationality and purpose of visit
- Visitors' feelings about whether they received value for money
- Visitors' rating of the overall attractiveness of the destination
- Change in numbers of returning visitors
- Number of visitors who give "recommendation by friend or family member" as the main reason for visiting the area.

Marketing

Marketing is important to business enterprise sustainability as it is primarily responsible for establishing the image of the destination and attracting visitors to the CBT project. The strength of the marketing image can strongly influence the performance of a destination. Areas to consider in monitoring the effectiveness of marketing efforts include:

- Amount spent on marketing per visitor at destination and business level
- Amount of marketing expenditures in cooperative initiatives
- Amount of public authority budget designated for marketing the destination
- Visitors who give "read about the destination in a brochure or web site"

Section four provides examples of other tourism business indicators that can be used in monitoring the sustainability of business enterprise performance.

THEME 4: Local Capacity Development

One of the key differences between community-based tourism and other forms of tourism is the focus on empowering the local community to run their own tourism businesses. The development of local capacity through the raising of awareness, the running of tourism education and training programmes, and the provision of business advisory support, can help build the confidence, knowledge and ability of the local community to control and manage their own development. This in turn is likely to increase residents' self-esteem, strengthen the cooperation between community members, and improve local governance.

The development of local capacity to manage and monitor CBT projects is a long and often slow process that starts at school level and continues throughout the learning life of community residents. Key areas to consider are tourism awareness, tourism business training, local control of tourism operations, and participation in local governance.

Tourism Awareness

Raising tourism awareness is the first step in the raising of local capacity to participate in CBT. It involves developing programmes clearly targeted at particular user-groups such as school children, community residents, local officials and business entrepreneurs. Awareness programmes generally include an explanation of what tourism is about, and the costs and benefits of developing tourism for the community compared with other types of business. In order to target tourism awareness programmes it is useful to first conduct a small research project into:

- Resident perceptions of what tourists are and why they come
- Common misconceptions and suspicions about tourism

The following can then be monitored:

- School children that have participated in tourism awareness programmes
- Households where one or more member has attended an awareness programme
- Satisfaction level of awareness programme attendees

Tourism Business Training

Training tourism businesses can take place at a number of different levels: owner-operator, supervisory level and employees. At the owner-operator level, areas where training may be most needed are those aspects of business that are specific to tourism such as marketing, reservations, liaison with operators and pricing strategies. At the supervisory level, providing assistance in employee training and managing customers may be appropriate. At the employee level, skill-based training is likely to be the most helpful. This may be in tour guiding, food and beverage preparation, or good work ethics. Areas to monitor include:

- Number of businesses where training has been conducted
- Number of owner-operators who have received one-on-one business advise
- Number of businesses who have sent their employees on training courses
- Tourism employees who have had access to training.
- Type of participants in the training (men, women, youngsters, ethnic minorities, etc.)

Local Control

A key outcome of successful local capacity development is local control of tourism operations. This can be monitored as follows:

- Proportion of local to outside entrepreneurs
- Amount of investment provided by local compared to outside sources
- Proportion of businesses run by local residents
- Proportion of tourism employees that are from the local area

Governance

In addition to successful business operations, improved local capacity is likely to be reflected in participation in community governance, local decision making ability and processes. Some of the areas that can be monitored under this heading include:

- Diversity of stakeholders in tourism decision-making bodies
- Existence of tourism plan
- Local input into tourism planning process
- Community members satisfied with their local tourism representatives
- Community members who feel their community has an effective voice in local governance.

Section four provides examples of other indicators that can be used in monitoring the development of local capacity under the heading "Social and Cultural Indicators" and "Tourism Management."

Key Monitoring Considerations

Before we examine the practical steps involved in setting up and running a monitoring programme, we will provide a brief introduction to some of the main monitoring considerations. These include:

- Examining the rationale for monitoring
- Deciding who should monitor
- Discussing what to measure
- Thinking about the type of indicators to be used
- Reviewing the human and financial resources available for monitoring
- Considering how to communicate monitoring results to stakeholders

Examining the rationale for monitoring

Setting-up and running a monitoring programme can be a time-consuming and sometimes costly undertaking. Effective monitoring requires significant and ongoing commitment from stakeholders. The importance of monitoring and the value of the information to particular groups of stakeholders needs to be clearly understood prior to starting out, if the programme is to gain stakeholder support and be successful. Here are some reasons different stakeholders might support the CBT project:

- Community members with a financial stake in the project will want to know how the project is performing and what can be done to improve operations.
- Project donors may be particularly interested in the impact of the project on their target group.
- Non-profit organisations may be interested in the impact of the project on their particular area of concern, whether this be adult literacy, wetland regeneration, or mangrove protection
- Local government will want to know how the project is performing and what might be done to reproduce successes or avoid failures elsewhere.
- National government may be interested in highlighting case studies of successful community-based tourism, through international awards and recognition.

In general terms, establishing whether or not the project is living up to expectations, and in what areas it is performing better or worse than expected, helps engage stakeholders in the project, helps justify funding extensions, and helps to bring about productive change. Having access to up-to-date information enables project managers to adapt their management practices to suit changing circumstances, experiment with new approaches, and learn from the results. When things are going less well, monitoring can provide an early-warning system, enabling managers to take corrective action in particular areas before it is too late. Monitoring of CBT projects is therefore crucial to their long-term success.

Deciding who should monitor

> *"The single most important requirements for creating a sustainable community is to include all members in the creation process. The best ideas in the world will not succeed if only a small part of the community is represented." Hart (1999: 130)*

There are opportunities for stakeholder participation at each phase in the development and implementation of a monitoring cycle. The more diverse stakeholder involvement becomes, the greater the learning outcomes of the programme are likely to be:

- In the initial planning phase, key participants are likely to be local officials, planners, development consultants, and donor agencies working in close consultation with community groups.
- In the development phase, there are greater opportunities for wide community involvement as key issues are assessed and indicators selected.
- In the data collection phase community members and tourism industry representatives can be trained in the collection of data (such as number and type of birds spotted on a trail and visitor satisfaction).
- In the implementation phase, the establishment of a small multi-stakeholder working group can be helpful for overseeing the monitoring and analysis of the results. This will give a degree of independence from political leadership and help to avoid conflicts of interest and differing interpretations of results.

Step 1 provides further discussion of the roles of different stakeholders. Box 7 provides a list of stakeholders to consider.

Box 7: Monitoring Stakeholders

Public Sector
- Municipal authorities
- Regional authorities
- National, state, province, and county departments and ministries responsible for tourism
- Other ministries and agencies in areas affecting tourism (e.g. environment, health)
- Agencies with an interest in the planning or maintenance of specific attractions

Private Sector
- Private sector entrepreneurs and employees
- Tour operators and travel agencies
- Accommodation, restaurants and attractions, and entertainment facilities
- Air, road, sea and river transportation services
- Guides, interpreters, information providers and outfitters
- Suppliers to the industry
- Tourism and trade organisations
- Business development organisations

NGOs and Others
- Environmental and conservation groups
- Other interest groups (hunters, fisherfolk and sports/adventure associations)
- Communities and local community groups
- Native and cultural groups
- Traditional leaders
- Tourists and organisations representing tourists in their origin country
- International tourism bodies

Source: Adapted from Miller and Twining-Ward (2004)

Discussing what to monitor

It is not possible to monitor every part of a CBT project, and in some cases having too much information may be as bad as having no information at all. Working out what to monitor is therefore a crucial part of the development of a monitoring programme. Two approaches are discussed in this Toolkit.

The first is the "business performance approach". It involves monitoring progress against established CBT business goals. These are the goals that will have been developed at the outset of the project, such as to raise US$5000 in revenue for a community project or to provide 10 full-time jobs.

The second is the "sustainable performance approach". It involves monitoring progress in the context of key sustainable development or poverty-related issues facing the community. These may include increasing access to clean running water, increasing the proportion of households with one or more member in formal employment, or increasing the number of homes with garbage collection. The job of sustainable tourism indicators is to show the effect of tourism on the community's sustainable development goals.

Different organisations may prefer one approach over another. Project managers may prefer the business approach, to check how they are performing against their bottom line. NGOs may prefer the key issue approach, in order to get an overall understanding of the contribution the project is making to sustainable development in the community. Both are essential to sustainability and are discussed further in Step 4.

Thinking about the type of indicators to be used

There are three main types of indicators: qualitative, quantitative, and normative.

- Qualitative indicators rely on value-based assessments (what people think) of the state of a particular issue such as residents' views on tourists, tourists' level of satisfaction, or experts' descriptions of the state of a particular ecosystem.
- Quantitative indicators are focused on specific, measurable facts. They involve the counting of specific events in a scientific fashion. These are normally expressed as percentages (20% of guides are certified), ratios (e.g. ratio of resident numbers compared to tourist numbers), or as raw data (e.g. 900 litres of water used per guest night).
- Normative indicators measure the existence or non-existence of some element such as a tourism plan or an environmental policy. These are less useful in terms of sustainability unless they are linked to other indicators which measure how effective the plans or polices are.

In addition to these divisions, the UNWTO highlights the following types of indicators.

Box 8 UNWTO Indicator Types

- Early-warning indicators (e.g. decline in the number of repeat visitors)
- Indicators of system stress (e.g. water shortages, crime incidents)
- Measures of the current state of the industry (e.g. occupancy rates, number of employees
- Measures of the impact of tourism development on the biophysical and socio-economic environment (e.g. levels of pollution, congestion, loss of cultural heritage, income for local communities)
- Measures of management response (e.g. Number of tourism awareness programmes run, guides trained, cultural sites restored)

Source: Adapted from UNWTO (2004)

The decision about what type of indicators to use is influenced by the scope of the project that is to be monitored, the needs of the stakeholders involved and the human and financial resources available to the project.

Reviewing the human and financial resources available

Data collection can be costly and time consuming. Serious thought needs to be given to the availability of resources to carry out CBT monitoring prior to beginning the design process. This will help encourage practical and efficient monitoring solutions. It is important to note that indicators that are easy to measure may not always be those that contribute greatest understanding. In each monitoring project, tradeoffs will need to be made between the need for high quality monitoring, the involvement of stakeholders, and the need to produce indicators that are cost-effective and available in a reasonable timeframe.

The cost of a monitoring project will be related to the size and scale of the project or destination it is designed to monitor. An easy rule of thumb is that 2-3% of the cost of the project should be allocated to monitoring at the project's outset. In this way the larger and more complex the tourism project, the more extensive and costly the monitoring process is. A US$100,000 programme, should allocate about US$2-3000 a year for monitoring activities. Often there is a reluctance to spend money on monitoring, as it appears to be diverting money from programmes of action. This is an unhelpful attitude as monitoring has substantial value in terms of making actions effective.

The human resources required for monitoring are dependent on the scale of the programme and on the frequency of data collection. Establishing a monitoring programme is a relatively labour intensive process and may take two or more people several months, but once the programme is in place, one person should be able to collect the data over the period of a month once or twice a year.

The Process of Developing a Monitoring Programme

There are many different processes that can be used to develop a monitoring programme. This Toolkit explains the monitoring process in three main phases: i) planning and development (Step 1-3) ii) monitoring and analysis (4-5) and iii) implementation and review (step 6-8). This sequence can be applied to most destinations and adapted to suit local circumstances.

During the planning and development phase, key decisions need to be made about the objectives of the programme: who will do the monitoring, what the spatial boundaries of the monitoring area will be, and what timeframe the programme will follow. The monitoring and evaluation phase concerns the collection of monitoring data, the analysis of results, and the establishment of indicator thresholds. The implementation and review phase involves deciding on actions to address areas of poor performance, communicating with stakeholders, and reviewing and improving the monitoring programme prior to re-monitoring. This Toolkit examines all three of these phases divided into eight distinctive steps shown in Figure one. Each step is explained in detail in Section 2 of this Toolkit.
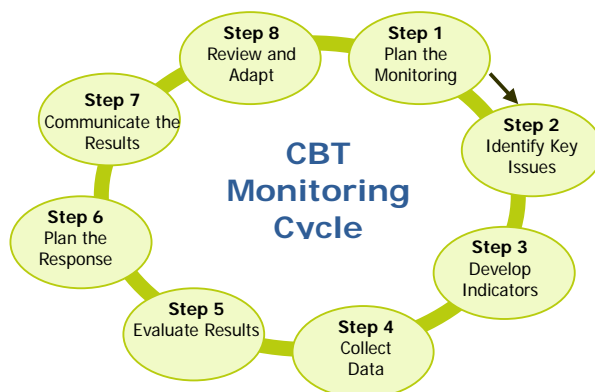

Figure 1: Steps in the Development of a Monitoring Programme

Table 1 Eight Steps for Monitoring CBT Projects

STEP	PROCESS
1. Planning to Monitor	• Discuss and plan the idea of monitoring with the community • Set objectives for monitoring • Discuss general practical issues such as who will be involved, the boundaries of the study area, the resources required, and timing for monitoring
2. Scoping Key Issues	• Research key issues facing the CBT business and community • Hold community meeting to review and prioritise issues • Seek input of monitoring working group to finalise list
3. Developing Indicators	• Review long list of existing indicators to match these with the key issues • Brainstorm in small groups to find new indicators to match issues • Screen potential indicators using simple screening questions • Fine-tune indicators with technical expertise where necessary
4. Collecting Data	• Identify data sources • Design data collection methods such as surveys and questionnaires. • Design a simple database to hold the results.
5. Evaluating Results	• Establish year-one benchmarks • Identify appropriate thresholds for management response
6. Planning the Response	• Identify poor performing indicator areas • Research possible causes for poor performance • Decide on a management response • Draw up an action plan
7. Communicating Results	• Design communication methods for different stakeholder groups • Publish results and update regularly
8. Reviewing and Adapting	• Review objectives and key issues • Review indicators and data collection • Review of management responses

Further reading:

http://www.gtz.de/de/dokumente/en-tourism-tc-guide.pdf
A guide to regional rural development and nature conservation - GTZ

http://www.snvworld.org/cds/rgTUR/documents/GTZ%20docs/csd%207%20GTZ.pdf
Sustainable tourism as a development option. Practical guide for local planners, developers and decision makers - SNV

http://www.stats.govt.nz/NR/rdonlyres/BEC0F235-570B-4CE3-B121-DF2319136D11/0/canterburyregionoutcomeindicators180705.pdf
Indicators for monitoring community outcomes: Methodology and Process for developing indicators-Canterbury (NZ)

Chapter 2

STEP-BY-STEP MONITORING

STEP 1: Planning and Monitoring

Planning is an essential first step in the development of any monitoring programme. It involves discussing the idea of monitoring with the community, setting objectives for monitoring, and addressing general practical issues such as who will be involved, what the boundaries of the study area will be, what resources will be required, and what the timeframe for monitoring is.
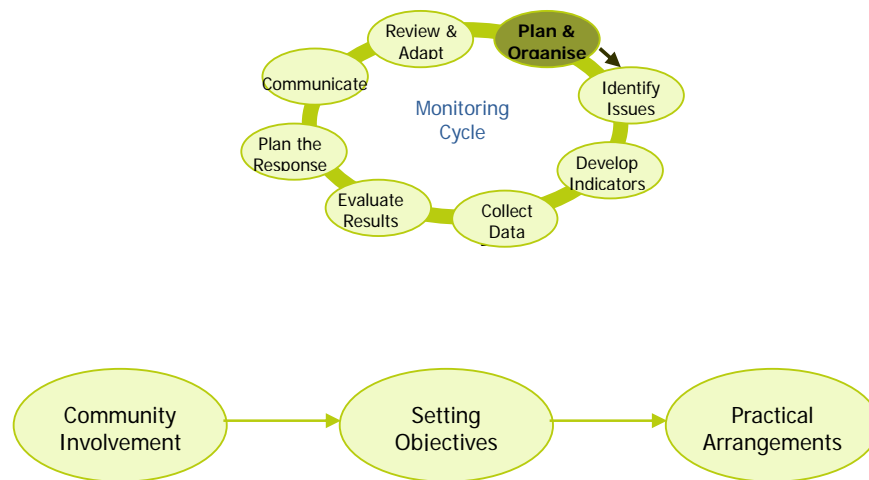
Figure 2: Planning Activities

Getting Community Support

The idea of monitoring should be discussed with community members early on in the project planning process and should be presented as an essential part of running a CBT business.

One of the best ways to engage stakeholders in the planning process is to call a community meeting to discuss the monitoring programme. Important is to ensure that the community is well represented, and that for instance ethnic minorities, women and other social categories as invited and can participate. The meeting can review the key monitoring concepts explained in the previous section: why monitoring is important, who can be involved in monitoring, what the monitoring boundaries are, and what the available human and financial resources for the project are. This will provide stakeholders with the opportunity to influence the direction of the process from the beginning and will help provide a feeling of ownership that will be fundamental to the project's long-term success. There are two key reasons for monitoring a community-based tourism project and these should be clearly explained to stakeholders at the outset.

- Firstly, to assess project's business performance relative to specific business objectives.
- Secondly, to assess the contribution of the project to the community's development and sustainability objectives.

Depending on who is the initiator of the monitoring project, one or the other of these aspects is likely to dominate. For community members business performance may be of primary concern. Donors and NGOs involved in the project may put more emphasis on sustainability performance. In both cases, the information provided can help improve the project, keep village members aware of how the project is

running, and enable problems to be identified before they become too severe. The following box explains the difference between sustainability and business performance objectives.

Box 9: Business and Sustainable Tourism

Business performance
The objectives for business performance depend on the type of business that is being developed. For an ecolodge the objectives may include the expected number of overnight visitors per year, revenue generated, and the satisfaction level of tourists. These objectives should already have been defined in the planning and development phase of the CBT project. If they have not been developed, or if they need to be renewed, it will be necessary to hold a meeting with all the main CBT project stakeholders to review the project and clarify its goals and objectives.

Sustainability performance
Sustainability goals and objectives are broader in emphasis and more difficult to develop. They define the community's vision for sustainability and the contribution they envisage tourism making to it. These objectives may be related to the need to create a certain number of jobs, to provide other economic or social benefits to the community, or to address particular environmental issues. Defining sustainable tourism goals and objectives provides a chance for stakeholders to identify what their expectations from tourism are, and think about how these might be met. They are best developed through a community workshop or series of village meetings.

Setting Objectives

After discussing the reasons for monitoring with the community and differentiating between business performance and sustainability performance, it is useful to review the project's goals and establish some clear monitoring objectives. Objectives are important as they help define the purpose and scope of the monitoring programme. The following box clarifies the difference between goals and objectives.

Box 10: Goals and Objectives

Goals define broadly what the project hopes to achieve, e.g. "Contribute to poverty alleviation in Ma-lin village", or "Improve the economic benefits from the Lamson Ecoreserve". Between two and five goals is sufficient for most CBT projects.

Objectives are more specific than goals. They answer the question, "how?" For example, "how will the project contribute to poverty alleviation?", "how will economic benefits from the Ecoreserve be increased?" Objectives in this case might be "Reduce the proportion of residents living below the poverty line", or "Increase per-visitor revenue from the Ecoreserve". There may be between six and twelve objectives for any one project. Some will have a business focus and others will have a sustainability focus.

Most CBT projects will already have goals and objectives which define what the project is designed to achieve. These will have been developed at the outset of the project but may not have been reviewed since then. Establishing a monitoring project provides a good opportunity to examine these CBT goals, ensure they are still valid, and work with stakeholders to improve them where they are unclear. The following table provides some examples of project goals and objectives. The first two goals are business-focused and the second three relate to broader community concerns.

Table 2: Example of Project Goals and Objectives

Type	Goals	Objectives
BUSINESS PERFORMANCE	To develop ecotourism accommodation in Ma-lin Village	• To have at least five accommodation units open for business by the end of year two
		• To have trained at least four people in housekeeping and two people in management by the end of year two
	To run the accommodation unit successfully	• To have at least 50% room occupancy by the end of year three

SUSTAINABILITY PERFORMANCE		• To have 75% visitor satisfaction rate by the end of year four
		• To achieve an operating surplus by the end of year five
	To contribute to poverty alleviation in Ma-lin village	• Reduce the proportion of people living below the poverty line to less than 10% by year five
		• Increase the number of people employed in tourism by 25% by year three
		• Ensure 100% households have access to running water by year two
	To encourage extensive local participation in community-based tourism	• To increase the number and diversity of community members attending planning meetings
		• To increase the number of opportunities for involving stakeholders in CBT planning
	To improve the situation for women in Ma-lin village	• Increase the number of women involved in tourism planning to 50% or more of all those residents involved
		• Increase the number of women entrepreneurs working in tourism
		• Increase the proportion of women in supervisory positions to 25% or more

In addition to the project goals, it is also important to clarify the monitoring goals and objectives. These define what monitoring hopes to achieve and how will it accomplish this.

Table 3: Example of Monitoring Goals and Objectives

Goals	Objectives
To monitor the performance of the Ma-lin CBT project	• Develop between 10-20 monitoring indicators • Monitor indicators twice each year
To assess tourism's contribution to the community sustainability objectives	• Evaluate monitoring results based on community sustainability objectives
To share monitoring information with stakeholders	• Publish results of monitoring twice a year
	• Hold an annual community meeting to discuss monitoring results
To use the monitoring results to improve project performance	• Develop management responses and act on a project action plan

Notice that nearly all the objectives in the tables above are SMART. This means they are Specific, Measurable, Realistic and Time-bound. If the project is in its first year of operation, it may be difficult to identify realistic targets up front. If this is the case, then the specific percentage increases can be left out and included later, based on the results of the first round of monitoring.

Involving the Community

Each project is different and, as explained earlier, different phases in the monitoring process provide opportunities for different groups of stakeholders to get involved. The main groups of stakeholder are likely to be:

• Organisers
• Participants
• Industry professionals
• Observers

The organisational role for tourism monitoring will be often provided by a donor agency or NGO. Sometimes a consultant will be asked to monitor or evaluate the performance of a community project.

The most effective monitoring projects tend to be organised by a small working group made up of elected community representatives and related agencies. This may be a sub-set of a pre-existing project committee.

The role of participants can be played by all other community members. Interested stakeholders should be involved from the outset in planning and discussing key issues, and may later be able to assist with data collection. Some participants will have expert knowledge in particular areas such as tour guiding or water management and will be able to assist in indicator development and analysis of results.

Tourism industry professionals are often well positioned to get feedback from tourists and can also participate in data collection activities. Tour operators and transport operators bringing tourists to the CBT site may have a good opportunity to monitor tourist satisfaction, as will accommodation providers. Tour guides may be able to help with counting wildlife and assessing community involvement in tour visits. Liaising with a local or regional tourism industry association may help to organize industry participation.

The role of observers may be played by local officials, researchers, nearby communities, tourists and anyone else who may be interested in the results of the project. Observers are kept interested through regular communication of project progress and results.

Monitoring Boundaries

In some projects the monitoring boundaries will be clear-cut such as the edge of the village, island, or peninsula. In others, particularly in large-scale projects, it may be necessary to identify a number of "sample areas" where the monitoring takes place. For example, if the project includes 27 villages in one region, perhaps six could be monitored. In deciding which villages to select it is wise to include the following:

- A wide geographic sampling of the area (e.g. coasts, rivers, wetlands, mountains);
- Any priority zones in the region which need extra attention; and
- A range of high density tourism and lower density/no tourism areas.

Project Timing

Ideally, monitoring should commence at the beginning of the tourism project. However, if the project is already underway, a monitoring program should be started as soon as possible. Monitoring activities should take place on a regular basis depending on the availability of monitoring personnel. Monthly or even weekly collection of data may be possible for smaller projects, whereas for larger projects bi-annual monitoring will be more appropriate.

Availability of Resources

It is important for the community to review what equipment and personnel they already have available for the project and whether it can be used for the monitoring project. If existing personnel are already overstretched it may be necessary to employ an additional staff member a few days a month, and funds will be needed to cover the expense (see further discussion in introduction).

The following box provides an example of the monitoring considerations that should be resolved by the end of Step 1.

Box 11 Sample Project Overview

Name:
Ma-lin Village Ecotourism Project

Reason for monitoring:
- Assess the performance of the project relative to defined goals
- Make improvements to the project based on the results
- Demonstrate the impact of the project on the village economy in order to justify further funding

Who will be involved?
Employees, donors, village council, tourism industry association members, guests, women's group, community members. Final responsibility will rest with the Ma-lin Village Council.

Monitoring boundaries:
The geographic boundaries of the community

Timing:
Bi-annual monitoring and reporting to the community

Available resources for monitoring:
Two person days a month, computer, files, printer, meeting room. US$500 per year available.

Further reading:
http://www.gtz.de/de/dokumente/en-tourism-tc-guide.pdf
A guide to regional rural development and nature conservation GTZ

http://www.snvworld.org/cds/rgTUR/documents/GTZ%20docs/csd%207%20GTZ.pdf
Sustainable tourism as a development option. Practical guide for local planners, developers and decision makers

http://www.stats.govt.nz/NR/rdonlyres/BEC0F235-570B-4CE3-B121-DF2319136D11/0/canterburyregionoutcomeindicators180705.pdf
Indicators for monitoring community outcomes: Methodology and Process for developing indicators-Canterbury (NZ)

Local Handicrafts

STEP 2: Scoping Key Issues

The scoping of key issues is perhaps the most crucial step in the development of a monitoring programme. *Scoping* is the process of identifying a number of priority issues (preferably less than 20) to address from a broad range of potential areas identified in the objectives. *Key Issues* are the most important areas of concern facing the community in terms of its social, cultural, environmental, and economic well-being. Like the objectives, key issues can relate both to business and sustainability performance.

Key issues are best developed using a number of strategies: research, community meetings and working group input.

Figure 3: The Scoping Process

Key Issue Research

The project organiser and working group should initiate key issue research by investigating previous project goals, holding informal household interviews and meetings with those involved in the project such as the employees, managers, and shareholders. During these meetings a rough list of social, cultural, environmental, and economic issues raised should be drawn up.

Key issues for pro-poor tourism initiatives may include:

- Enhancing employment and income earning opportunities for the poor
- Providing training and capacity-building programmes
- Improving gender equity and social inclusion for indigenous and ethnic minorities (see section 4 for extensive discussion of gender-related issues)
- Raising the awareness of major stakeholders to support pro-poor tourism
- Providing basic infrastructure and tourism facilities to support pro-poor tourism development at the local level

- Expanding income-earning opportunities for poor women and other marginalised groups, such as indigenous and ethnic minorities, and unskilled youth
- Introducing micro credit programmes
- Increasing accessibility of tourism projects

Hold Community Meeting

Once a rough list has been developed, a community meeting can be held to review the list of issues, add new ones, remove others and prioritise the top five issues considered to be of greatest importance in each area.

- If there are 12 or more participants, it is helpful to break them up into small groups, so each group can discuss one of the issue areas.
- In socially diverse groups it may anyhow be good to split up in small groups to allow optimal participation by all.
- Each group should nominate a spokesperson who can present to the full group at the end of the session.
- During the full group discussion other participants may want to comment on areas they have not discussed.
- By the end of the meeting some consensus should be reached on the five issues in each area.

Worksheet 1 in Section 4 can be used to assist with this process.

Working Group Meeting

The final sorting and prioritising of key issues should be undertaken by the indicator working group or a small group of monitoring organisers. A smaller number of issues are easier to cope with than a larger number. Where possible, key issues should be prioritized and combined.

The following Table provides some examples of key issues under four different headings. This is not a complete list as key issues are specific to particular projects and destinations. Whilst environment, society, culture, and economy relate to the external goals of the project, CBT management concerns the business performance of the project.

Table 4: Examples of Key Issues

Type	Area	Key Issues
BUSINESS PERFORMANCE	CBT Performance	Profitability of CBT business
		Investment in improvements
		Tourist satisfaction with the CBT experience
		Visitor flows and demand for CBT tourism
		Level of tourism training amongst tourism employees
		Marketing of CBT project
		Community involvement in planning and managing tourism
SUSTAINABILITY PERFORMANCE	Environment	Management and disposal of solid waste
		Improvement in the quality of piped water supply
		Conservation of important natural areas such as parks and protected areas
		Increased protection from flooding and landslides
		Change in availability of agricultural land
		Change in the amount of primary forest
		Environmental awareness of community residents
	Economy	Economic yield from visitors
		Improvement in electricity supply
		Increases in household income, disaggregated for men/women and disadvantaged groups
		Increases in the number of locally run businesses
		Use of local products by tourism operators

		Increased opportunities for women in business
		Increases in cost of goods and services in the community
		Number of new jobs created in the community
	Society and Culture	Incidence of crime
		Development and management of cultural heritage sites
		Workload of men and women
		Change in traditions, culture, or dress
		Changes in quality of performing arts and crafts
		Improvement in availability of healthcare
		Improvement in post-school education opportunities
		Close monitoring of residents' perceptions of tourism
		Number of young people leaving the community
		Opportunities for marginalised groups in tourism

TIP: *Try to create neutral issues. Avoid the use of negatives such as "lack of" or "poor planning". Focus on the issue, NOT the problem. An issue may be an area of concern, a challenge, or a felt need. Also try to be specific. For example, "Improvement in electricity supply" is better than "improvement in infrastructure such as roads, electricity etc."*

Further reading:
http://www.iisd.org/measure/compendium/
International Institute for Sustainable Development

http://ag.arizona.edu/pubs/marketing/az1113/
Strategies for Monitoring Tourism in Your Community's Economy, University of Arizona

http://www.odi.org.uk/publications/wp128.pdf
Impacts of Tourism on Rural Livelihoods in Namibia, Overseas Development Institute

STEP 3: Developing Indicators

After you identify and prioritise the community's key sustainable development and business concerns and convert them into a set of draft objectives, you are ready to develop a set of indicators to monitor them.

Indicators are the tools you will use to monitor change. For example, if the intent is to provide more opportunities for young women in the community, the indicator needs to tell us whether the number of opportunities for young women is increasing or decreasing and at what rate.

Although a number of different methods for developing indicators exists, a simple four-step process is described here: reviewing existing indicators, brainstorming new indicators, screening indicators, and, finally, fine tuning the indicators.
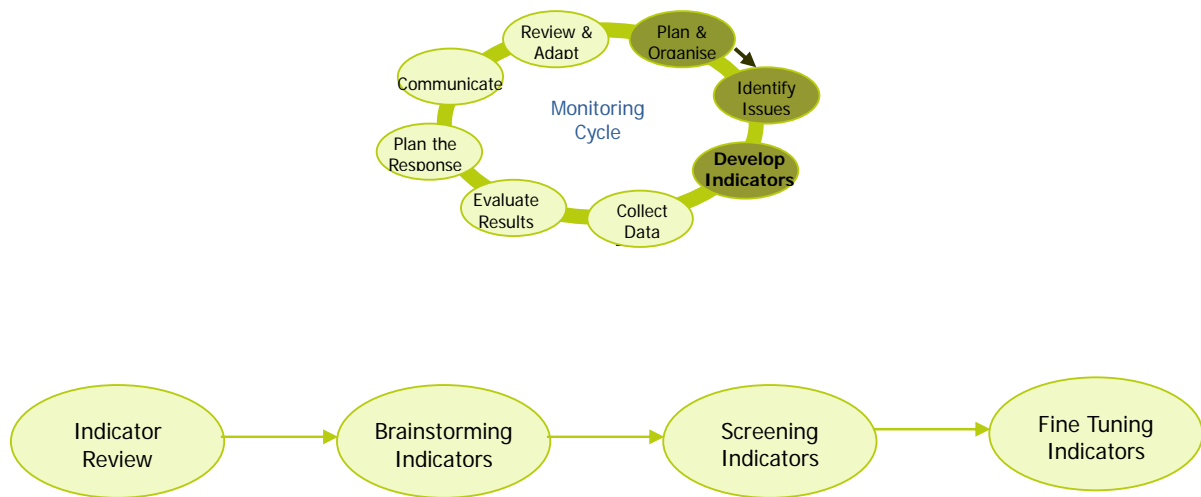
Figure 4: Indicator Development Process

Review Existing Indicators

Rather than reinventing the wheel, it is helpful to start by reviewing a long list of indicators from secondary sources. Useful sources include the World Tourism Organisation Indicator Guidebook, OECD Pressure, State, Response indicators, UNEP Environmental Indicators, and IUCN indicators of Resources Management. To simplify things we have compiled a list of environmental, social, cultural, economic, and tourism indicators which might be useful. This can be found in Section 4 of the Toolkit. By comparing these indicators with your key issues, you may be able to find a tried-and-tested indicator that suits your needs.

Brainstorm new Indicators

For those areas where you cannot find appropriate indicators, you will need to think up a completely new indicator. *Brainstorming* involves holding a small group meeting where participants are encouraged to raise as many ideas as possible about a particular topic. The list of key issues forms the starting point for indicator brainstorming. For example, if the key issue is "Incidence of crime", your indicator could be "No. of reported crimes per month" or "Ratio of police to residents". At this stage, more indicators is better, so don't worry if you end up with three or four different alternatives for monitoring the same key issue. They will be screened during the next phase. Some of the main considerations in the development of indicators are shown in the following diagram.

Box 12: How Many Indicators?

There is clearly no ideal number of indicators. Just as an attempt to cover all aspects of sustainable tourism with only a few indicators is unrealistic, a list of more than 100 indicators would be both impractical and would undermine the significance of individual indicators. The challenge is to respond to all significant issues facing the destination with the minimum number of indicators. If only economic indicators are chosen, social or environmental issues may be missed. If indicators are predominantly environmental, social or economic considerations may receive scant attention. The number of indicators will depend on the size of the destination, the number of critical issues, the interests of the user group, and the resources available to track and report on the indicators. Nevertheless most practitioners agree that 12-24 indicators is optimal, and a central challenge in the process of developing indicators is to end up with consensus on such a short list without important gaps.

Source: Adapted from Twining-Ward (2004)
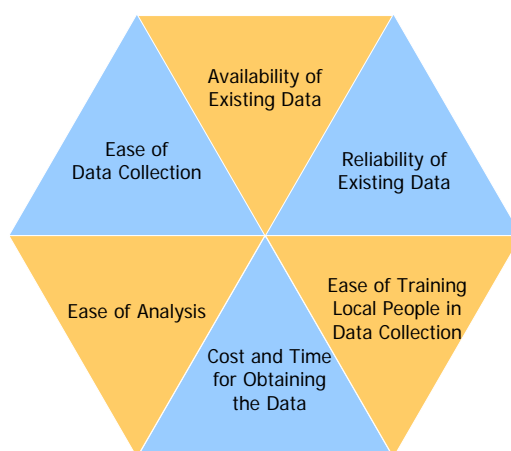
Figure 5: Indicator Screening Considerations

Screening indicators

Once you have a long list of possibilities, it is time to screen the indicators. Basic indicator screening requires no particular monitoring training. It can be done by a large group of community members or by the small monitoring working group. If you have a large number of potential indicators and many participants it maybe helpful to split participants into smaller groups focused on 5-10 indicators per group. For example:

- Group 1 screens the environmental indicators,
- Group 2 the socio-cultural indicators,
- Group 3 the economic indicators, and
- Group 4 the CBT project indicators.

The group leader should read out each indicator in turn and ask the group the following questions:

- Is the indicator relevant to the key issue and to the objective it is designed to monitor?
- Is the indicator feasible to measure, given the human and financial resources of the community? Sometimes this will require outside expertise to assess.
- Is the indicator simple to understand?
- Is it clear which direction of result is desirable? (For example, is it clear that a decrease in the number of traditionally built houses is a good or bad thing for the sustainability of the community?)

- Is the indicator likely to be popular with community residents? Indicators that people can relate to will help make the project successful.

If the answer to any of these questions is "no", the group can try to reword the indicator and improve it. If the answer to any of these questions is "?", further investigation of the indicator may be needed before it can be ranked. Those indicators with a complete line of "yes" should then be ranked in terms of priority. By the end of the meeting all the indicators should have been reviewed and ranked where possible. The meeting organisers will then need draw up a clean list of indicators, only including the top two indicators for each key issue. No more than 25 indicators should be short-listed at this point. In Section Four you will find Worksheet 2, which you can use as a template for indicator screening.

The following table shows the connection between key issues and potential indicators using some sample environmental, socio-cultural, economic, and tourism business indicators. The table is designed to give an idea how to screen the indicators using the five key questions above. For example, the economic indicators all seem relevant, feasible, and understandable, but the trend direction may not be clear.

Table 5: Examples of Key Issues and Potential Indicators

Key Area	Potential Indicators	Relevant	Feasible	Under-standable	Trend clear	Resident Choice
WASTE WATER	• % of tourist establishments connected to efficient (secondary/tertiary) treatment systems/Total tourist establishments.	✓	✓	✗	✓	✗
	• % of tourism businesses inspected annually for proper waste water treatment out of all tourism businesses	✓	✗	✓	✓	✗
	• % of households with pit latrines	✓	✓	✓	✓	✓
SOLID WASTE	• Per tourist generation/local waste generation	✓	✗	✓	✓	✓
	• Amount of waste produced per year, per tourist by type	✓	✗	✓	✓	✗
	• Number hotels separating composting/recycling 25% or more of their waste	✓	✓	✓	✓	✗
RESIDENT VIEWS ON TOURISM	• Local satisfaction with tourism (resident survey)	✓	✓	✓	✓	✓
	• % residents who would prefer less tourists	✓	✓	✓	✓	✓
	• % residents who believe tourism has helped improve services and infrastructure	✓	✓	✗	✓	✓
	• Tourist/host ratio, average/peak day	✓	✓	✗	✗	✗
	• % residents who are satisfied with their level of involvement in tourism planning discussions	✓	✓	✓	✓	✓
LOCAL CULTURE AND TRADITIONS	• Change in the quality of local arts and crafts as perceived by community leaders	✓	✓	✓	✓	✓
	• Changes in the behaviour of young people as perceived by community leaders	✓	✓	✗	✓	✓

Key Area	Potential Indicators	Relevant	Feasible	Under-standable	Trend clear	Resident Choice
	• % of new generation compared to previous generation that stay within the community after schooling	✓	✓	✓	✓	✓
	• % of houses built in the traditional style	✓	✓	✓	✗	✗
POVERTY REDUCTION	• % of unemployed people in the community	✓	✗	✓	✓	✓
	• % of low income households attending tourism planning meetings	✓	✓	✓	✓	✓
	• % of low income households with one or more household members employed in tourism	✓	✓	✓	✓	✗
	• No. of tourism-related enterprises run by low-income households	✓	✓	✓	✓	✗
GENDER EQUITY AND SOCIAL INCLUSION	• % of tourism employees that are female – Full-time and part-time employment – Management positions	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✗ ✓	✓ ✗ ✗
	• % of tourism employees that are from marginalised or disadvantaged groups – Full-time and part-time employment – Management positions	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✗ ✓	✓ ✗ ✗
REVENUE GENERATION	• Expenditure per day by tourist type	✓	✓	✓	✓	✓
	• Average expenditure/per guest nights and by visitor by type	✓	✓	✓	✓	✗
	• Occupancy rates of licensed accommodation per month	✓	✓	✓	✓	✓
	• Growth in number guest nights in commercial accommodation	✓	✓	✓	✗	✗
BUSINESS PERFORMANCE	• Amount spent on marketing per visitor	✓	✓	✓	✗	✗
	• % total revenue spent on improvements	✓	✓	✓	✓	✓
	• % increase in annual revenue	✓	✓	✓	✗	✓
	• % change in number of full-time positions	✓	✓	✓	✓	✓

Indicator Fine-Tuning

Even with a thorough screening process, some technically unsound indicators may slip through. This is particularly true of environmental and economic indicators because they are often more technically complex than others.

Consequently, it is important to ask someone with environmental expertise to review the indicator for technical soundness as well as feasibility. This may be a local environment official, park manager, or consultant. Examples of people who you might be able to assist include:

• Water Authority
• Public Health Authority

- Education Department
- Police Department
- Hotel or Tourism Association
- Hotel Training School
- Site Managers (forest, attraction)
- Local fishermen, hunters, forest workers
- Tourists and local visitors

The kinds of questions you might need to ask these contacts include the following:

- What are the variables to be measured?
- What information/data is already available on this/these variables?
- Where will the data come from?
- Who are the people with greatest knowledge of this data?
- How do they think this data can best be collected?
- What is the precise technical description of the data?
- What do all the terms in the indicator description actually mean?
- Is the indicator wording sufficiently clear that it cannot be misinterpreted?

Defining the terms used in the indicators is an essential part of this final "fine tuning". For example, if the proposed indicator concerns "% hotels treating their waste water prior to discharge", the word "treating" needs to be clearly defined so it is interpreted in the same way each time the indicators are monitored. Even the word "hotel" may need to be defined so as to clarify whether this means all accommodation facilities or just those with hotel-standard facilities.

Technical screening and fine-tuning can be a lengthy process with each indicator becoming a small research project. Time and patience at this stage are likely to be rewarded by more useful indicators later on. By the end of the fine-tuning process a great deal of useful background information should have been gathered on each indicator. This needs to be carefully documented in order to assist the data collection process. Worksheet three in Section four can assist you with this documentation.

TIP: *The more people you involve locally at this stage, the greater the learning outcomes of the monitoring process, and the easier it will be to collect the data.*

Further reading:
http://www.crefa.ecn.ulaval.ca/develop/Poverty.pdf
Conceptual Framework for Poverty Measurement, Canadian Centre for International Studies

http://siteresources.worldbank.org/INTPAME/Resources/Selective-Evaluations/NoteIndicators_eng_Apr04_doc.pdf
Selecting indicators, The World Bank

http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPAME/0,,contentMDK:20191410~menuPK:435489~pagePK:148956~piPK:216618~theSitePK:384263,00.html
Selection of Indicators, The World Bank Poverty Network

http://siteresources.worldbank.org/INTPAME/Resources/Selective-Evaluations/NoteIndicators_eng_Apr04_doc.pdf
Poverty Monitoring Guidance for Indicators, The World Bank

STEP 4: Collecting Data

Once indicators have been short-listed, you are ready to collect the first round of data. The initial data collection can double as a piloting process for your new indicators. However good your screening is, there will always be some indicators that prove unusable or too time-consuming in practice. If an indicator does prove unmanageable, simply re-word it or replace it with an alternative from your original long list.
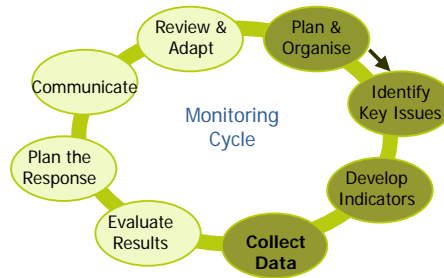
Key considerations in the data collection step include:

- Identifying what data is needed for each indicator
- Finding out where to get this data
- Establishing who should collect the data
- Designing your data collection methods
- Working out how to manage the data

Data requirements

You should already have a good idea about what data you need for each indicator as a result of the fine-tuning process. In most cases you will need more than one type of data for each indicator. For example, for the measurement of resident perceptions of tourism you will need to find out the "% of the community who perceive tourism in a positive light", and also the "total number of people in the community". For the measurement of gender equity in tourism employment you will need to know the "total number of people employed in tourism by type of work (full/part time)" as well as "how many of these are women".

At this stage, consider each indicator as a separate project. Create a file (hard copy or electronic) for each indicator and use this to store and organise the information you collect.

Data sources

Secondary data sources (reports and existing information) are nearly always preferable to primary data sources and do not require new research. Secondary sources to consider here include local government surveys (health, water, education departments), or data gathered by the parks or protected areas.

Primary surveys are, in general, more costly and time-consuming than secondary surveys. Consequently, it is important to exhaust all the secondary options first before committing to a primary survey. One way of increasing the efficiency of data collection is to combine a number of primary surveys into one. For example, if a visitor questionnaire is required for one indicator such as tourist satisfaction, you might also be able to use this to gather information about the tourists' perception of the level of service in hotels.

As you gather information on each of the indicators, be sure to carefully document it in the appropriate indicator file. An overview sheet can also be a useful means of monitoring the data collection process. An example is provided below.

Table 6: Overview Sheet of Environmental Indicator Data Collection Techniques

KEY ISSUE	ENVIRONMENT INDICATORS	DATA	METHOD	CONTACT
SOLID WASTE	Waste production per year/current remaining capacity of the landfill	Amount of waste produced per year Remaining capacity of landfill	Secondary	Public Health
	No. of truckloads of waste in tourist season/No. truck loads of waste in non-tourist season	Data on trucks per month	Secondary	Public Health
LIQUID WASTE	% of households which rely on septic tanks and soakaways	No. of households No. with septic systems	Secondary	Water Authority
	No. of tourism properties with access to tertiary waste treatment/all properties	No. of tourism properties No. connected to tertiary plant	Secondary	Water Authority
COASTAL WATER QUALITY	% of coastal water testing sites testing with > recommended levels of coliform bacteria	No. of testing sites No. sites failing coliform tests	Secondary	Water Authority
CORAL REEF	% of reef monitoring sites with greater than 50% algae cover	No. of stations Algae cover level at each	Secondary	Reef Trust
	% of local residents who have seen decrease in reef quality over year	No. of dive operators No. noting quality decrease	Secondary	Reef Trust
FOREST TRAILS	Number of people per hour and average group size on most popular trail/capacity of trail per hour	No. per hour Capacity per hour	Primary - Guide trail survey	Env. Dept
	Number of people per day to the Argyll Waterfall	Visitors per day	Secondary	Tourism Dept.

Source: Tobago SMART Project, Twining-Ward (2006)

Data collectors

In designing the monitoring and evaluation programme it is important to determine who will collect the data:

- Members of the community with direction and advice from a public official or consultant
- Government officials
- Tourism industry professionals
- Professors or students from a nearby university or college
- In some communities, schoolchildren are able to monitor factors such as water quality after they and their teachers have been trained by a professional. This gives the children an opportunity to learn about environmental issues and about involvement in their community, as well as giving them valuable technical skills.
- All of the above.

Wherever possible, community members should be involved in developing data collection tools and monitoring the indicators. However, it is also important to ensure that the selection of indicators and the gathering of indicator data are carried out by individuals or groups who are perceived to be legitimate, unbiased, and experienced. The reliability of the data collected will depend in large part on who collects it and how.

The Iguazu Forest Natural Reserve in Brazil, for example, uses tourist guides to identify animal activity and other indicators of the state of fauna and flora. Once the guides were trained, there were very clear

learning benefits in terms of providing more information to tourists and encouraging improved tourist behaviour. Similarly, involving hoteliers in the monitoring of waste generation and other issues of importance may help raise awareness of sustainability issues.

Designing data collection methods

In deciding what method to use for data gathering consider:

- Ease of use: can a non-specialist use this technique to collect data?
- Reliability: will this technique produce consistent results?
- Cost: how expensive will it be to collect this data on a regular basis?
- Time: how long will it take to collect the data using this technique?

In terms of secondary data, contact points will need to be established. Where information is of a sensitive nature (for example inland revenue data, company registration, or average wages), a "data alliance" will sometimes need to be worked out. This is an agreement between the monitoring agency and the providers of information for confidentiality and sometimes for other benefits for sharing information.

Some of the primary data collection techniques include using local community surveys, focus group meetings, interviews with tourism employees, face-to-face interviews with tour operations, site surveys, aerial photography, water sampling and coral reef monitoring. The use of a visitor book and visitor questionnaires using open-ended questions has been found to work well in assessing satisfaction either independently or when added to an existing survey.

For each primary survey, a survey plan will need to be drawn up. Here is a summary of a plan for a domestic tourism survey.

Box 13: Example of Survey Plan

Name of Survey:
Domestic Tourism Survey
Objective:
To find out more about the expenditure and behaviour patterns of domestic tourists
Method:
Simple, structured self-completion questionnaire administered at the airport and ferry terminal by trained enumerators from the Tourism Department
Timeframe:
4 to 5 months
Planning:
Early June
Data collection:
6 weeks (two weeks in each of June, July, and August)
Data analysis:
July and August
Progress to date:
802 questionnaires completed to date
Analysis currently underway

Community level the data gathering techniques must be straightforward and economically feasible in terms of the use of resources. The following techniques are reviewed here: questionnaires and interviews, visitor books, observation, and focus-group meetings.

Questionnaires/Interviews

Questionnaires and interviews are the most useful techniques for gaining detailed insights into people's opinions and actions. They are particularly useful in communities where education and literacy are high and where people have past experience in participating in development projects.

In communities where literacy is low, the questionnaires will have to be administered by project staff or an interview method will have to be used. There are a number of different approaches to developing questionnaires and surveys. The public official and/or consultant will guide a community in designing the right type of instrument.

In some cases, sampling the entire population will be possible. In other cases a sampling frame will need to be used. The sample should be as representative of the whole population as possible in terms of gender, income status, ethnic group, and activity. Participants can either be randomly selected (for example, every 3rd household along a road) or selected based on their characteristics (for example, all women working in a particular hotel). In order to achieve a statistically valid result, it is important that someone with research expertise be involved in setting up the sample.

Whatever the nature of a questionnaire or survey, the following should be kept in mind:

- Care should be taken that the questions are simple so they are understood the same way by all the respondents.
- There are three main types of questionnaire responses: i) yes/no responses, which are perhaps the easiest to analyse, ii) open descriptive answers, that are difficult to analyse but can yield important information; and iii) scaled answers which require the respondent to rank their response on a scale, for example 1=Excellent 5=Poor.

Examples of these three types of questions are given below.

Box 14: Types of Questions for Use in Questionnaires

Type	Sample Questions	Answers
YES/NO	Do you have any experience of working with tourists?	Yes/No
OPEN	What do you think the effects of tourism on your community are?	Please explain.
SCALED	How would you rate your involvement in tourism planning in your community	Give a rating 1-3 1 = Low 2 = Medium 3 = High

Here are some tips for administering a questionnaire survey

- Be careful not to lead the respondent. For example "Would you like to see more tourists in your community?" This encourages respondents to say yes by including the word "more". Also, try to avoid ambiguous questions. For example, "Would you like to see more or less tourists in your community? YES/NO"
- It is often a good idea to pilot a questionnaire. Test it with different social categories. Piloting the questions enables surveyors to identify and improve those questions that are not properly understood or do not yield the required information.   It also helps to understand how much time it actually takes to answer the questions.
- Once the questionnaires are ready, they can be distributed by mail or hand-delivered to people's houses or workplaces or distributed in group meetings or gatherings.

Visitor Book

Placing a visitor book and pen at the exit to a site or lobby of a hotel can be a useful and low-cost method of collecting information about visitors and their experiences. Think carefully about the information you

need from visitors and draw up a table of columns requesting information. Make the book attractive so visitors are more inclined to open it. You might include the following columns:

- Visitor Name
- Country of residence
- Number of nights stayed in the village/area
- Overall rating of experience (1-5, 5 is highest)
- What did we do best?
- What areas can we improve?

Observation

For some indicators simple observation techniques may be sufficient to provide credible information gauging success or failure.   Observation can be a quick and easy tool to get an overview of a situation.

Examples of situations where observation might be a useful option are for indicators relating to visible improvements in living standards. This can include, for example, observing the upgrading of houses, upgrading of infrastructure in general, or the observation of a new means of transportation (e.g. cars, motorbikes). This can be conducted formally using a series of before-and-after photographs or simply using informal observation. The results collected should be presented to the participants and wider community to verify their accuracy.

In using observation as a data gathering technique:

- It is important to have a trained person who is aware of what needs to be observed.
- There must be a plan for recording different behaviours and patterns.
- Observer will have to follow the plan, make notes, and report on the observation.

Focus-group meetings

In some cases, especially in smaller communities, focus-group meetings can be very effective in getting feedback on overall conditions and impacts of tourism. Try to keep the meeting format as simple and direct as possible. Very often communities have their own mechanisms for obtaining feedback. For ensuring fair representation and open participation in these meetings it maybe necessary to arrange separate meetings for separate groups within the community. These should be conducted in such a way that they create a safe environment for discussion and feedback.

Data management

Monitoring sustainable tourism indicators results in the accumulation, over time, of a large amount of information. Careful consideration of data management is therefore also an important consideration during the initial round of data collection. A simple computerised database or spreadsheet is often the most effective and accessible method of storing and analysing data. The simpler the system, the more accessible it will be for a wider range of stakeholders. A simpler system cut the cost of inputting and updating data to reflect changes and improvements made over time.

The kinds of information that can be included in the database are:

- Indicators
- Definitions of concepts used in indicators
- Data requirements
- Data sources
- Data collection techniques
- Results

The table below provides an example of the format that can be used in a computerised database. This example is from the Samoa sustainable tourism monitoring project and was developed in Microsoft Excel. Each indicator was given a separate "sheet" in the database to simplify the layout.

Table 7 Example of Indicator Sheet

INDICATOR NAME	Percentage of tourist accommodation facilities using acceptable waste-water treatment systems						
DEFINITIONS	Tourist accommodation facilities: Establishments providing overnight accommodation for tourists Acceptable waste-water treatment systems: Those that are categorised as secondary or tertiary treatment facilities Secondary treatment: Involves biologically reduction of wastes using aerobic and anaerobic micro-organisms e.g. composting toilet Tertiary treatment: Involves the use of advanced technologies capable of breaking down the constituents of waste-water and sludge using filtration and/or UV beds						
DATA REQUIREMENTS	1. List of all tourist accommodation facilities 2. Data on what type of waste water system each accommodation facility is using						
DATA SOURCES	SVB can update the list of tourist accommodation facilities. Contact Tourist Board Manager of Planning and Development.						
DATA COLLECTION TECHNIQUES	1. Send cover letter to all accommodation facilities early November and ring to arrange interview 2. Conduct interview using standard questionnaire found in Indicator Handbook 3. Input results into the Indicator Database and evaluate in the context of data from previous years noting changes in population or sample size						
RESULTS	1999	2000	2001	2002	2003	2004	2005
	5%	7%	10%	10%	15%	15%	18%
GRAPH OF RESULTS OVER TIME, COMPARED WITH THRESHOLD							

TIP: Each monitoring situation is different. The best method for your project will depend on resources, time, place, and other local circumstances.

Further reading:
*http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTSOCIALDEVELOPMENT/EXTPCENG/0,,
menuPK:410312~pagePK:149018~piPK:149093~theSitePK:410306,00.html*
Participatory Monitoring and Evaluation, The World Bank

http://www.rprogress.org/newpubs/1999/CI_CaseStudy1.pdf
Community Indicators Network, Redefining Progress

http://www.ecotourismlaos.com/directory/publications/nam_ha_ecotourism_project_monitoring_manual.pdf
*Monitoring the Success and Impacts of Community-Based ecotourism: A Manual for Ecotourism guides
and managers, UNESCO*

STEP 5: Evaluating Results

Once the data has been collected, it needs to be evaluated and interpreted. This involves assessing each indicator result and deciding whether it represents an excellent, good, or poor result. For example, if the waste indicator shows 76% of sampled accommodation facilities recycle their biodegradable waste, how do we decide whether this is an excellent, good, or poor result? There are two main tools that can be used to assist the monitoring team to interpret the monitoring results: benchmarking and thresholds.
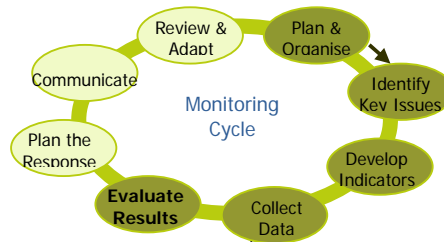
Benchmarking

Benchmarking involves using year one monitoring results as the point of reference for interpreting future results. For example, if 15% of households have running water in year one and 25% have running water in year two, a positive change of 10% would be noted.

This is a very simple analysis process, provides easy-to-use data for graphs, and will be understood by the community. In the case of the above example, because year two showed a positive trend, the indicator would be given a good rating and not earmarked for any immediate action unless the percentage suddenly dropped below the 15% benchmark.

The problem with using benchmarks is that they do not tell us whether year one results are acceptable, or whether the situation already requires urgent action. To solve this problem a second point of reference is required.

Thresholds

A threshold is the cut-off point beyond which some type of severe consequence may occur. For example, the point at which the pollution of a stream leads to loss of fish life or the point reached in a dispute where users are obliged to take legal action.

Although it is very difficult to determine threshold levels in advance with any degree of certainty, having an approximate threshold guideline for each indicator provides a useful second point of reference for the monitoring team. When an indicator result falls far short of the threshold, then action needs to be taken.

In order to develop indicator thresholds, a degree of expertise is needed. For example, for the environmental indicators it would be wise to contact an environmental specialist in the area, discuss the first round of indicator results, and determine whether or not these appear acceptable and realistic. The threshold for action can then be set on the basis of this interpretation.

- For some indicators, such as in the case of providing running water to all households in the community, anything less than 100% will require action. In other cases, for example in the case of the amount of protected forest in the community out of all forest, 40% might be an acceptable target, depending on the year one benchmark.
- For social indicators, a community meeting might be an appropriate forum for discussion of what is an "acceptable" level of tourism or the degree of change that can occur in the community as a result

of tourism.

- For economic indicators, the thresholds might be based on a compromise between what is desirable and what is a realistic target in terms of income and employment from tourism.

Thresholds require value-judgements and different people will inevitably see the same result with different eyes. Here is a list of considerations in the development of indicator thresholds.

Box 15: Advice on Setting Thresholds

- If thresholds are set too low, the outlook is too rosy, and this sends "business as usual" signals to the community and may result in problem areas not being identified soon enough.
- If the thresholds are set too high, too many indicators fail and the situation could appear so daunting that there is a risk nothing will be done at all.
- There are some indicators for which the desired direction of trend will be ambiguous. For example whilst a drop in tourism's contribution to GDP to below 10% in the context of an acceptable range of 15-20% might be regarded as "poor", it could simply mean that other areas of the economy were performing strongly, which in itself would not be cause for concern. Think, for example, about whether an increase in the number of police officers is indicative of increased or decreased security.
- For environmental indicators, there may be a relatively objective scientific basis for setting thresholds (e.g. proven level of air pollution which causes respiratory illnesses)
- Social and economic limits are more value-laden and indicators must be relative to each community's vision and expectations
- Thresholds need to be updated every so often as new threats occur, or unexpected events take place. What seems "acceptable" today may suddenly not be tomorrow.

The following table gives an example of the acceptable ranges that were developed for a national-level sustainable tourism monitoring programme in Samoa.

Table 8: Interpreting Samoa Sustainable Tourism Indicators

TYPE	SUSTAINABLE TOURISM INDICATORS	RESULT	THRESHOLD	PERFORMANCE	
ENVIRONMENT	% of new hotels undertaking environmental impact assessments	33%	90-100%	V. POOR	☒☒
	% of hotels using secondary or tertiary sewage treatment	8%	30-50%	V. POOR	☒☒
	% of tourists participating in nature tourism	8%	20-40%	V. POOR	☒☒
	% of tourist sites passing water quality tests	50%	70-90%	POOR	☒
	% of hotels composting their biodegradable waste	76%	60-80%	ACCEPTABLE	☑
	Water usage per guest night in hotels (in litres)	928	500-1000	ACCEPTABLE	☑
ECON-OMY	Contribution of direct tourism businesses to GDP	4%	10-20%	POOR	☒
	Proportion of new businesses focused on tourism	4%	10-20%	POOR	☒

	Proportion of hotel jobs in rural areas	48%	40-60%	ACCEPTABLE	☑
SOCIETY AND CULTURE	Hotel staff participating in training courses	27%	25-50%	ACCEPTABLE	☑
	Villages included in tourism awareness programmes	28%	25-50%	ACCEPTABLE	☑
	Proportion of traditional events in Tourism Festivals	50%	50-70%	ACCEPTABLE	☑
	Proportion of handicraft stalls out of all stalls in markets	21%	20-40%	ACCEPTABLE	☑
	Tourism operators informing visitors of village protocol	72%	50-70%	GOOD	☑☑

Further reading:
http://www.tourism.govt.nz/tourism-toolkit/tkt-monitoring-performance/index.html
Monitoring Tourism Performance Index, New Zealand Government

http://www.unep.fr/pc/tourism/library/st%20in%20prot.areas/BP8-11.pdf
Monitoring tourism in protected areas, UNEP

http://www.tomm.info/results/internal.php%BFpageid=3.html
Kangaroo Island Monitoring Manual

Community based tourism, Samoa, South Pacific

STEP 6: Planning the Response

> *"Monitoring is an empty exercise, no matter how well conceived, if it does not tie in with the policy-making or management process"*
> *Busch and Trexler (2003: 10)*

It is important not to see indicators, or the monitoring results, as an end in themselves. If a monitoring framework is to be successful, the analysis of results has to be linked to a management response system. A *Management Response System* is an action planning process whereby areas with indicator results which fail to reach the "threshold" level are earmarked for corrective action. The following process is recommended for the development of management responses.
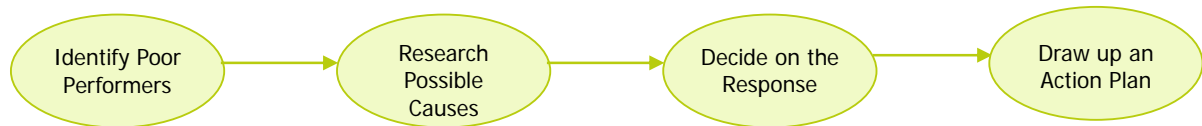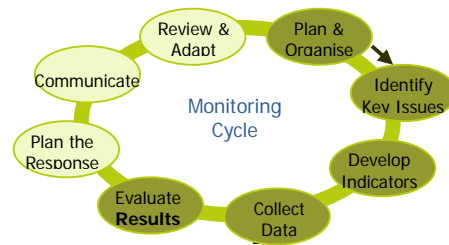
Figure 6: Implementation Plan

Identify Poor Performers

First identify, on the basis of the newly established thresholds, those indicators that give a "poor" result.

Research Possible Causes for Poor Performance

Investigate each poor performer to try to establish the cause of the poor performance. For example, you might need to check the following:

- Has the data been properly collected?
- Has there been any significant change in the sample or data set?
- Could any external factors have influenced the result?

Some causal factors will be relatively easy to identify but for others there will be no easily identifiable cause.

Box 16 Example of Research into Causes of Poor Performance

In a situation where an indicator on the percentage of hotels treating their sewage gave a result well below the threshold, several questions will need to be researched:

- What is the main reason why hotels are not treating their sewage?

> • How can this situation most efficiently be reversed?
>
> To assist with the answering of these questions, both hoteliers and waste water experts will need to be consulted and possible management responses lined up for consideration and prioritisation by the indicator working group.
>
> Relatively simple actions to consider might include:
>
> • Conduct environmental awareness programmes for hoteliers
> • Organise competition for environmentally friendly hotels
> • Provide tax breaks for import of secondary and tertiary technology
> • Provide free technical advice on the upgrading of sewage systems
>
> More labour-intensive and cost-intensive actions might include:
>
> • Placing a ban on one-chamber septic tanks in some areas
> • Draw up proper regulations for hotel waste water treatment

Decide on Response

Based on the investigation results, decide on what can be done to improve the indicator result. This activity may be best conducted with a small group made up of the key stakeholders, monitoring organisers, or the working group. Ensure representativeness of the community. Some actions will be quite simple to assess, whereas others may require outside expertise.

For example, if an indicator shows a low level of satisfaction amongst tourists with their tour guides, an appropriate action might be a tour-guiding course, or a workshop where guides can improve their skills.

Once a draft list of actions has been drawn up for each "poor" indicator result, review the list and decide on the highest priority areas and most appropriate actions. Some key questions to ask of the proposed actions are:

• How urgent is it that this area be addressed?
• Is this action likely to directly improve the problem area?
• Is this action affordable given the current budget?
• Do we have the available human resources to complete this action?

Draw up an Action Plan

All the project ideas then need to be drawn together in the form of an action plan. Like other action plans, this identifies the area of concern, proposed action, timing, the individual or group that has responsibility for completing the task, and the estimated cost of the actions.

In some cases one action may respond to several indicator areas. In others, actions may be identified but delayed whilst funding is sought. The following table provides some examples of action projects linked to particular indicators.

Table 9: Example of Management Responses

AREA	INDICATORS WITH POOR RESULTS	PROPOSED ACTION
RESIDENT VIEWS ON TOURISM	Percentage of residents who would prefer less tourists	Investigate reasons for residents' negative response to tourism. Discuss ways to monitor and control the number of visitors per day/week. Implement actions.
	Percentage of residents who are	Find out what opportunities there are for

	satisfied with their level of involvement in tourism planning discussions	involvement, and what residents would like to participate in. Then implement changes in administrative structure.
LOCAL CULTURE AND TRADITIONS	Change in the quality of local arts and crafts as perceived by community leaders	Find out what arts and crafts are suffering. Consider using tourism dollars to set up a programme to teach traditional arts and crafts.
	Percentage of new generation compared to previous generation that stay within the community after schooling	Investigate main reasons for loss of young people. Look at means to address these such as a micro credit scheme for starting businesses and incentives for returning graduates.
POVERTY REDUCTION	Percentage of unemployed people in the community	Investigate ways to increase employment in tourism indirectly through the supply of goods to tourism operations.
	Percentage of low income households with one or more household member employed in tourism	Look at ways of diversifying the tourism product to provide greater employment opportunities.
	No. of tourism-related enterprises run by low-income households	Provide incentives for lower income groups to join training sessions and have access to business advice and credit.

Further reading:
http://www.tomm.info/results/internal.php%BFpageid=68.html
Kanagaroo Island Results

http://www.worldbank.org/html/opr/pmi/pmi.pdf
Performance Monitoring Manual World Bank

http://www.macaulay.ac.uk/publications/FrameworkReport.pdf
A Framework for Developing Indicators of Sustainable Tourism, The Macaulay Institute and Cairngorms National Park

http://www.baltic21.org/attachments/report_no_13_98__indicators.pdf
Indicators on Sustainable Development in the Baltic Sea Region, Baltic 21

STEP 7: Communicating Results

Communication is frequently overlooked in monitoring programmes. To make a difference, indicator results need to be communicated to stakeholders in an easily understood and transparent manner. This process allows the community to learn from past experiences and to improve CBT tourism as a result. It also helps ensure that tourism generates benefits for the poor. Every monitoring programme must therefore have a clear plan for how to communicate results to stakeholders.
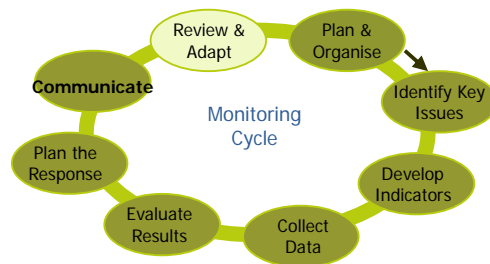
Long lists of numbers may lie in the indictor database, but the results presented to stakeholders need to be creative, using forms and concepts which the community can easily understand. Instead of tables with percentages, it may be useful to experiment with colours and symbols that convey excellent, good, or poor indicator results in a visual manner. Maps can also be an effective means of reporting indicator results, especially where there are localised "hot spots", such as areas of high water usage.

The presentation format used will depend on the users, their level of literacy, and level of interest in the project.

- For example, the Samoa Sustainable Tourism Indicator Project experimented with the use of traffic light coding, but in the end opted for ticks and crosses to resolve the problem of lack of colour copying facilities.
- The Kangaroo Island TOMM project in Australia uses squares, triangles and circles to present "acceptable" and "not acceptable" results.
- Other indicator projects in Europe use complex 3D graphics to present results in the form of a sustainability index.

For most CBT monitoring projects a simple graphic presentation with images stakeholders are familiar with will be the most appropriate. Here are some communication ideas.

Community Meeting

In many societies verbal communication is preferred to written communication. The monitoring committee can organise annual or bi-annual meetings where the results of the monitoring can be shared with the community and discussed. This means of communication is more personal and also has the advantage of being two-way, giving meeting participants the chance to comment on the programme. Make sure that all social categories of the community are represented well and facilitate their participation (in terms of when, where and how the meeting is held).

Newsletter/Flyer

A newsletter or flyer can be an easy and fun way of updating key stakeholders on the indicator results. A two or three page newsletter can be produced for donors, local government, and supporters on an annual or bi-annual basis and distributed either in hard copy or electronically. A simple flyer may also be produced as quick and graphic overview of monitoring results for a wider audience.

Website

Where the level of technology available to the programme permits, a website can be a relatively cheap and effective means of communicating the results of a monitoring programme. The design and management of websites is moving from the domain of computer experts to that of the general computer-literate public, making it easier to design a simple website and then to update it without great expense.

Whatever means is used to convey the results to stakeholders, it is important that there are opportunities for stakeholder feedback. Community residents should know who to speak to about the project and where to go for more information. The newsletter should have a contact address, phone and email. The website should include a "contact link".

Further reading:
http://www.tomm.info/results/internal.php%BFpageid=33.html
Kangaroo Island Project

http://www.tzonline.org/pdf/povertymonitoringmasterplan.pdf
Poverty Monitoring Master Plan, Tanzania

http://www.worldbank.org/html/opr/pmi/pmi.pdf
Performance Monitoring Indicators: A Handbook for Task Managers, World Bank

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STEP 8: Reviewing and Adapting

Your CBT monitoring framework is unlikely to be perfect first time around. Situations change, new data becomes available, and thresholds that seemed appropriate initially may turn out to be unacceptable to the community. After each year of monitoring, a review should be organised. Based on the results of the review, changes and improvements should be made to the monitoring framework. This is an adaptive management process. *Adaptive Management* is about learning to cope with change by monitoring, experimenting, and learning.
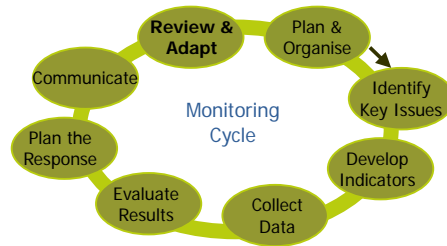
Review of Objectives and Key Issues

First, it is important to look again at the project and monitoring objectives and assess whether or not they have been achieved and to what degree. Based on the monitoring experience, objectives can often be improved and made more specific and realistic. Once the objectives have been reviewed, take another look at the key issues. This can be done during a community meeting or in a small group of key stakeholders. The reviewers should consider whether any of the key issues are now of lesser importance or whether new issues have emerged over the year. If new issues have emerged, indicators will need to be developed to measure these, using the same process as discussed in Step 3.

Review of Indicators and Data Collection

Second, it is important to ensure the indicators and data collection process fit with any changes that have been made to the key issues. Similarly, any indicators that prove unmanageable or too time-consuming may need to be altered. If a questionnaire has a poor response rate, the reasons for this and possible alternative strategies should be discussed.

Review of Management Responses

Third, it is important to keep a close check on the management responses in order to assess how well they are addressing the identified problem areas. It is important that managers understand that they are unlikely to get it right first time around. The idea is to try new approaches, monitor their performance, and learn and improve as a result.

Once the review is completed, the CBT monitoring process is ready for the second round of monitoring.

Re-Monitor Process

Once the initial round of monitoring and reviews is completed, a strategy is needed to ensure that the monitoring enters the public domain and becomes an expected and relied-on process. If monitoring is not maintained, the long-term effects of the indicator development process will be minimal. Here are some ideas to help keep up the momentum:

- Internalise the monitoring process.   It should become part of the CBT management programme, not an extra or one-off "monitoring event".
- Try to create a public or official demand for the results such as an annual reporting system.

- Initiate a system where policy decisions or budgetary allocations for action projects rely on indicator data.
- Provide training opportunities and incentives for those involved, building a sense of pride in reliable and timely results.
- Have a clear schedule for monitoring activities that can be incorporated into already existing data collection processes. This can help with institutionalising the monitoring cycle. The monitoring schedule will depend on the purpose of the particular indicator programme. The Working Group will need to determine whether it is annual, (to coincide with other reporting requirements of the business, organisation, or community) or biennial.

During the second round of monitoring, the cycle will be far shorter and easier. Instead of eight steps there will be only five. The following figure shows the on-going monitoring cycle.
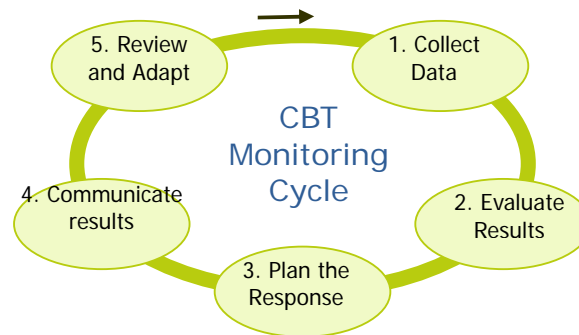
Figure 7 Ongoing Monitoring Cycle

Further reading:
http://www.ecotourismlaos.com/directory/publications/nam_ha_ecotourism_project_monitoring_manual.pdf
Monitoring the Success and Impacts of Community-Based ecotourism: A Manuel for Ecotourism guides and managers, UNESCO

http://www.usp.ac.fj/jica/ict_research/documents/pdf_files/report_gis.pdf
Community Integrated Tourism Development in the South Pacific, Stephen Doorne (USP)

http://www.sustainableseattle.org/Programs/RegionalIndicators/1998IndicatorsRpt.pdf
http://www.sustainableseattle.org/conffolder/conffolder/ChantalStevensPresentation.ppt#31
Indicators of Sustainable Community, Sustainable Seattle

Conclusion

This Toolkit has been compiled to enable CBT stakeholders to establish a simple and effective monitoring programme for a community-based tourism operation. Monitoring should not be considered a one-off activity or an additional burden for over-stretched CBT managers, but as a tool that is fundamental to CBT success. Monitoring allows CBT projects to stay focused on their objectives and keep pace with change.

Some basic monitoring concepts have been introduced and the process of setting up and running a CBT monitoring programme has been carefully reviewed. Many examples and additional resources have been included to help readers to understand the process and become successful monitoring managers. Be sure to look carefully through Section Three and Four to give you even more ideas about the design of your monitoring programme.

Although this Toolkit provides a standardised CBT monitoring process, it must always be remembered that each project is unique. Each monitoring plan should be a living document that can be amended and updated at any time. Not all CBT projects will require the same level or type of monitoring. Nor will they be faced with the same issues, or use the same indicators. But similar steps can be used to set up a monitoring programme regardless of the destination or size of the project.

It should be clear by now that monitoring is about a lot more than just chasing the numbers. It is about fostering an *adaptive learning environment* for all stakeholders. It is about creating perceptive managers who monitor trends and research problem areas before they become too severe. It is about creating a management culture which is not afraid to try new approaches and is willing to face challenges head-on. If these key principles are remembered, the community will find itself well on its way to sustainability.

Post Script

The following box provides some helpful tips on what makes a successful monitoring programme. They are based on the lessons learned in the Kanagroo Island Tourism Optimisation Management Model, a successful community-based tourism planning and monitoring system, in Australia.

Box 17: Factors Influencing the Success of a Monitoring Programme

Indicators

- Ensure data are collected in an appropriate and consistent manner. Data is only of value if it can be applied and used by others.
- Review existing data collection systems to see how they can be applied. Do not reinvent the wheel.
- Review indicators on a regular basis for relevance to both the destination and audience needs.
- Integrate monitoring data into existing information systems.
- Align indicators and data collection processes with other models where applicable so a global comparative study may be possible.
- Ensure that the development of indicators meets the long-term needs of the community, not just of the funding agencies.

Stakeholder involvement

- Communicate of the findings in a format and language understood by the intended audience.
- Establish a marketing budget to enable the production of promotional tools such as a website, posters, fliers, news articles, and conference papers.
- Do not try to engage everyone at the same time. Identify target markets and work towards engaging the entire community in the long-term.
- Work collaboratively and collectively with government and non-government agencies and community groups to ensure a mutually beneficial approach for all involved.
- Demonstrate how people can become involved in the process; detail what they can do to help.

Human Resources

- Recognise the signs of burnout of key project drivers; provide support.
- Ensure some continuity of key individuals, especially on the management committee, to maintain institutional memory that will, in turn, ensure the process remains on track.
- Appoint staff, advisors, and management committee members with the passion, interest and willingness to invest their time in seeing the process succeed.

Governance

- Independence of a board/management committee is important to its ability to comment on issues relating to the status of tourism.
- Agencies / partners have to believe in the long-term process and articulate this belief within the public arena.
- People will always question if the process is working. Project managers need to demonstrate that the process runs through a natural life-cycle. Urge stakeholders not to lose confidence when stagnation hits.
- Cultural change amongst government agencies, communities, and individuals takes time. Do not worry if integration into management practice does not happen immediately. Remember, this is a long-term process.
- Plan activities in such a way that all intended stakeholders can participate actively.

Funding

- Access to sufficient resources to implement action projects may demand a great deal of time and energy.
- Think creatively, commercially, and collectively regarding funding arrangements to ensure the

implementation of project activities. Traditional funding sources may not be sufficient to maintain the operational costs in the long-term.
- Develop a business plan and funding outline.
- Encourage government agencies to allocate funding for monitoring as a standard operational cost rather than through annual funding rounds.

Source: Adapted from Miller and Twining-Ward (2005)

Chapter 3

CASE STUDIES

Case Study Instructions

Some of the following case studies were presented at a UNESCAP workshop as part of a UNESCAP Initiative concerned with monitoring and evaluation within the Asia-Pacific region. They have been adapted, with the addition of suggested indicators and comments, for the purpose of providing practical examples of CBT Monitoring.

Some of the projects are more completely described than others. Some have much better linkages between their objectives, activities and outcomes than others. Use this section as an evaluation exercise. Review and critique the projects. Think about the following:

- Which case study does the best job at achieving its goals?
- What key issues are consistently missed?
- What do the projects appear to do well?
- What do they appear to do less well?
- If you could add one category to the case studies what would this be?
- How could the information be more effectively communicated?
- How could we compare the performance of the different projects?
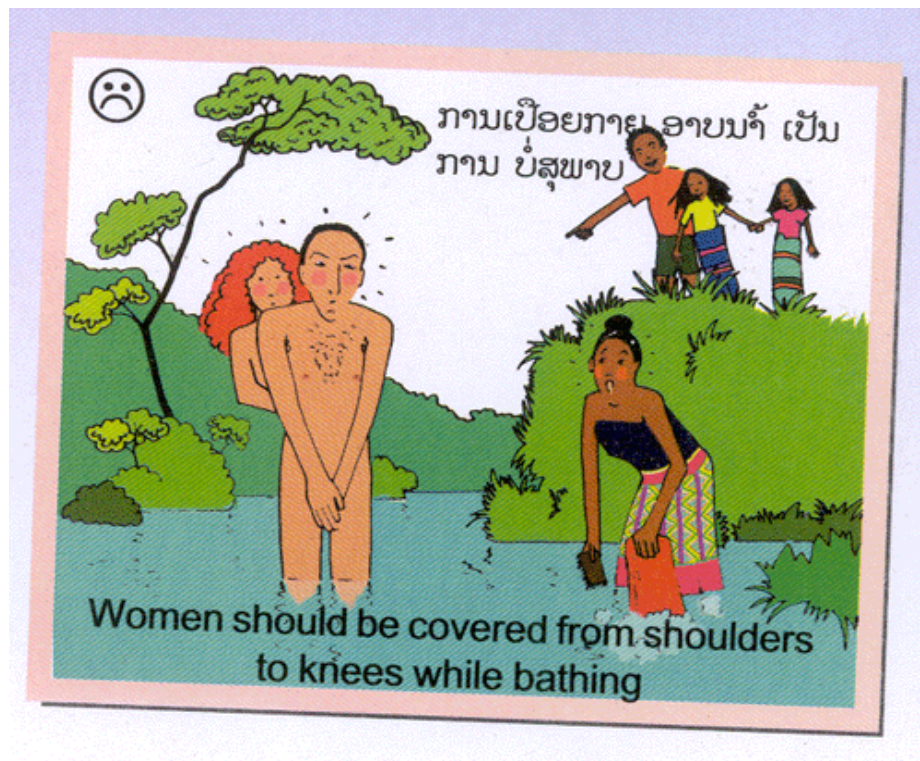
CASE STUDY 1: Philippines

Name of Project:

Dolphin Watch Pamilacan/Marine Life Tourism

Responsible Organisation:

Department of Tourism and Department of Environment and Natural Resources

Cooperating Organisations:

- New Zealand Agency for International Development
- Bohol Provincial Tourism Office
- Baclayon Municipality

Project Site:

Pamilacan Island, Municipality of Baclayon, Province of Bohol Philippines

Project Timing:

July 2002 – June 2003

Project Goals and Objectives:

The Dolphin Watch Pamilacan/Marine Life Tour aims to enhance the Pamilacan Island Dolphin and Whale Watch Organisations tour operations by establishing a new business cooperative and laying out a business plan that covers tour operation, administrative and financial management, as well as marketing.

The objectives of the programme were to:

- Professionalise the tour;
- Add features of fun and enjoyment, as well as education and safety;
- Generate additional income and benefits for the community; and
- Contribute towards the conservation of the island's marine resources.

Process:

A series of meetings/consultations was conducted by the Department of Tourism with the Bohol Provincial Government, Baclayon Municipality, local private sector, and members of the Pamilacan Island Dolphin and Whale Watch Organisations. Tour validation and site inspection were conducted to determine the feasibility of the project.

Key Project Activities:

- *Product Interpretation*
    - Fishermen were trained in terms of client handling and product interpretation.
    - A local tour guide was contracted to conduct training sessions with PIDWWO's potential guides
    - Interpretation scripts were drafted and other information materials on the marine life found in the sanctuary and island trivia/history were given to the organisation
- *Safety*
    - Safety equipment was installed in the boats and improvements were made in the handling of tourists
    - Standard procedures were drawn-up to be followed in case of emergency
    - Life vests were provided for crew and passengers
    - Members of the tour crew underwent a certificate course on First Aid and Water Safety
- *Facilities and Equipment*

- – Boats were upgraded to comfortably accommodate tourists and hold other equipment required on the tour
  - – Restrooms on the islands were upgraded in terms of structure and user-convenience

- *Tour/Entertainment Enhancement*

  - – The Marine Life Tour Itinerary was formulated and test-run
  - – Snorkelling was included as a secondary product at the marine sanctuary.

- *Business Plan Preparation*

  - – A business plan was formulated including costing and pricing strategies to help sell the product

- *Marketing*

  - – The Dolphin Watch Pamilacan logo was designed as the brand of any of the products offered by the PIDWWO
  - – Promotional materials and drop banners were produced in aid of sales and promotions
  - – The PIDWWO linked with a local tour operator to act as its booking and sales agent

Suggested Indicators:

- *Business Plan:*

  - – Existence of an active business plan

  - – Number of activities earmarked for action in business plan completed on time

  - – Number of community stakeholders involved in the business planning process

  - – Satisfaction of Dolphin Watch and Marine Life employees

- *Marketing:*

  - – Number of tourists pre-booking tours
  - – Number of tourists who said they had seen the logo or promotional materials

- *Safety*

  - – Percentage of boats that meet international water safety recommendations
  - – Number of safety-related incidents during the year
  - – Percentage of boat crews that have training in first aid and water safety
  - – Number of times boats safety equipment has been checked during the year

- *Visitor Satisfaction*

  - – Change in percentage of visitors saying they are extremely satisfies with their experience per month
  - – Change in percentage of visitors saying the tour was fun
  - – Percentage of visitors who would recommend the tour to their friends

- *Economic Benefits*

  - – Change in total income from Dolphin Watch during the year
  - – Number of full and part-time jobs provided by the tour
  - – Change in the amount spent on local suppliers of goods and services

- Conservation

  - – Percentage of operators participating in the whale-watching code of practice
  - – Number of reported incidents of marine mammal harassment
  - – Change in number of whales and dolphin groups sighted in local area
  - – Change in behaviour patterns of whales
  - –

Outcomes:

- Since the launching of the Dolphin Watch Pamilacan/Marine Life Tour in April 2003 up to April 2004, the organization has conducted 196 trips as against 80 trips before launching

- Total gross sales during 2003-04 were Php 588,000 ($US 11,000). The organisation members/tour crew received about Php 367,000 for boat rentals, Php 75,900 for guides and spotters, Php 196,000 for user's fee and php 30,000 for food catering.

- To date, the PIDWWO has purchased a solar power device to provide electricity in the islands as well as conducted livelihood programmes for the community.

Map credit: http://bohol.ph/article16.html

CASE STUDY 2: Vietnam

Name of Project:

Cultural Conservation and Poverty Reduction in Nam Don District

Responsible Organisation:

The Department of Tourism of Thua Thien Hue Province and SNV (Netherlands Development Organisation

Cooperating Organisation:

Youth Union, Nam Dong District People's Committee, Hue Tourism College, Dong Kinh Tourism Company

Project Goals and Objectives:

For the Provincial Department of Tourism, the key objectives of this intervention are capacity-building and organisational strengthening.

For the rural poor of Kazan hamlet and Tuong Lo commune, Key objectives include:
- Increasing local income earning opportunities for the rural poor
- Revitalising culture
- Increasing awareness of sustainability issues related to tourism development
- Enhancing local governance

Key Project Activities:

- *Awareness*

    – Awareness raising was conducted through community-level seminars and study tours/exchange visits to other communities involved in tourism.
    – Product development activities included organising the management and cleaning the waterfall area

- *Governance*

    – An APPA (Appreciative Participative Planning and Action) was taken to identify community tourism development potential and interests as well as to develop action plans to realise this potential
    – Community organisation activities were conducted to establish the three Tourism Service Teams and a Community Tourism Management Board
    – Partnership building has resulted in cooperation with the District People's Committee, Hue Tourism College, and Don Kinh Tourism Company

- *Cultural Revival*

    – Entry Point Activities were conducted to focus community involvement and jump-start product development. They included supporting the cultural performance team with traditional costumes and musical instruments, and organising the construction of a traditional community house
    – Training was provided for community-level planning, traditional dance performance, food preparation, hosting skills, and basic accounting and management skills.
    – Cultural performances were established along with a Community Cultural House.

Suggested Indicators:

- *Impact on Community*

    – Monthly income from tourism activities
    – Percentage of households benefiting from increased income as a result of tourism activities
    – Number of full and part-time positions in tourism out of all formal employment
    – Percentage of residents who believe their access to services, infrastructure and/or utilities has

improved as a result of tourism development

- *Governance*

    - Percentage of local residents who feel they have been involved in the tourism planning process
    - Existence of an area tourism plan that has been agreed on by community leaders

- *Capacity Building*

    - Number of people who have been trained in the provision of tourism services over the year
    - Percentage of households where one or more members have attended a tourism awareness programme
    - Percentage of local schools visited by tourism awareness programmes
    - Percentage of local officials who have received training in tourism

- *Cultural Sustainability*

    - Percentage of residents in support of further development of tourism activities in the area
    - Percentage of residents who believe tourism has resulted in cultural revitalisation
    - Percentage of residents who believe tourism has resulted in changed in traditions, dress, and attitudes of your people
    - Percentage of residents who feel they are prouder of their community now than they were five years ago.

- *Business Performance*

    - Change in the diversity of tourism products
    - Change in levels of tourist satisfaction
    - Change in percentage of tourists who would recommend the destination to their friends
    - Percentage of visitors who feel they received value for money

Project Outcomes:

- Direct income opportunities were provided for 39 people
- Increased markets for local products, including honey production and agricultural produce were found
- Traditional dance and music has been performed in the community for the first time in approximately 10 years. Elders are attending the performances in steadily increasing numbers, often in traditional dress. There are now two children's cultural performance teams.
- Traditional systems of local governance are merging with management structures designed to promote an equitable distribution of tourism benefits. A more open and inclusive decision making process is being sought.

Cultural Interactions

CASE STUDY 3: Thailand

Name of Project:

Community-based Tourism, Klong Khwang Community, Nakhon Ratchasima.
Province, Thailand

Responsible Organisation:

Canadian Universities Consortium Urban Environmental Management Project at the Asian Institute of Technology funded by Canadian International Development Agency (CIDA).

Cooperating Organisations:

Tourism Authority of Thailand, Sub-district Administration Organisation and Provincial Government

Project Site:

Klong Khwang is in the Province of Nakhon Ratchasima (Korat) in the northeast region of Thailand. The village belongs to the Sema Tambon (sub-district), which includes 13 villages and the Amphoe District of Sung Noen with a population of 75,000.

Project Goals and Objectives:

Klong Khwang's economy is based on agriculture; rice is the main crop. In order to generate additional income, the community identified tourism as a potential source of economic development. The village normally hosted small groups of local tourists who vidit the Reclining Buddha, the Stone Wheel of Thamma, and an archaeological site near the community. These were identified as Klong Khwang's main tourism attractions.

The goal of the project was to generate tourism benefits as extra income to reduce poverty in Klong Khwang villare. Specifically, the project aimed to:

- Increase income
- Create more jobs within the village
- Encourage villagers to work together more cooperatively

Key Project Activities:

- *Planning and Participation*

    - Providing technical assistance and advice in developing a community-based tourism plan for Klong Khwang
    - Providing technical assistance to get the community ready for tourism
    - Encouraging public participation in the planning process
- *Marketing*

    - Developing promotional materials, including brochures and postcards
- *Impact Management*

    - Assessment of carrying capacity of the village through organisation of a mock tour
    - Monitoring impacts of the project on local community

Suggested Indicators:

- *Planning*

    - Number of stakeholder groups who participate in the preparation of the tourism plan
    - Representation of diverse stakeholder interest on tourism decision-making bodies
    - Percentage of households satisfied with their role in tourism developments in their village

- *Marketing*
    - Change in numbers of visitors to the village annually
    - Change in satisfaction level of visitors
    - Percentage of visitors who think the site is too crowded
    - Change in number of groups visiting the village as part of an organised tour
- *Impacts*
    - Number of days per year carrying capacity is exceeded
    - Percentage of tourism accommodation facilities with access to sewage treatment
    - Percentage of tourism accommodation facilities making efforts to reduce and recycle waste
    - Percentage of local residents who feel there are too many visitors
    - Percentage of local residents who feel tourism is negatively affecting the local culture and lifestyle

Project Outcomes:

- Based on data collected by local people the number of tourists has increased from 1,100 per month in 1999 to 3,000 visitors per month in 2000, with associated increases in the income of local people
- So far there have been no perceived negative impacts either from the disposal of solid waste or dealing with wastewater, if tourism levels increase, formal infrastructure initiatives will have to be taken
- The headman has been active in encouraging villagers to reuse and recycle materials to reduce the amount of waste being generated within the community and to earn extra income from selling recycled products.
- There has been an increase in the percentage of community with positive attitudes towards tourism.
- Modes of dress have changed; residents were Thai clothes more often than before.
- Villagers are working together more cooperatively, given the type of tourism planning process that is in place in the community.

Local Products

CASE STUDY 4: Nepal

Name of Project:

Tourism for Rural Poverty Alleviation Programme (TRPAP) NEP/99/013

Responsible Organisation:

Ministry of Culture, Tourism and Civil Aviation (MoCTCA)
Financial and technical assistance from UNDP, DIFD and SNV-Nepal

Cooperating Organisations:

Ministry of Local Development and District Development Committees (DDCs); Nepal Tourism Board (NTB)
Department of National Parks and Wildlife Conservation (DNPWC)
Trekking Agents Association of Nepal (TAAN)
National Academy of Tourism and Hospitality Management (NATHM)
Nepal Mountaineering Association (NMA)
Nepal Association of Travel and Tourism Agencies (NATTA)

Project Site:

Six areas covering major tourism destinations in Nepal, namely taplejung (Kenchenjungha region), Solukhumbu (Mt Everest region), Rasuwa (Langtang region), Dolpa, Rupandehi (Lumbini area) and Chitwan.

Project Goals and Objectives:

- To demonstrate successful sustainable tourism development models
- To develop institutional mechanisms to improve the management of tourism in Nepal
- To help the government review and formulate sustainable tourism development policies and strategies and integrate them into wider conservation objectives

Key Project Activities:

- *Social Mobilisation*

  – Community Organisations (COs) have been formed and APPA (Appreciative Participative Planning and Action) planning exercises undertaken.
  – A Sustainable Tourism Development Unit (STDU) has been formed within Nepal Tourism Board (NTB)
  – Sustainable Tourism Development Committees have been formed at the village level to manage rural tourism through the COs.
  – A tourism unit has been set up within the park office
  – Buffer zone management committees have been strengthened for managing tourism within the area of park and buffer zones

- *Human Resource Development*

  – Support has been given to central level tourism institutions to develop their capacity to identify rural tourism opportunities and develop tourism plans
  – Local residents in COs and Functional Groups have been trained in areas related to tourism and enterprise such as small hotel and lodge management, home-stay management, trek guiding, and organic faming
  – Tourism and Environment Awareness Programmes (TEAP) have been conducted for the members of CO, Functional Groups, and students.

- *Tourism Infrastructure Development*

  – Maintenance and construction of a wide range of tourism infrastructure has taken place including trails, bridges, information centres, and resting places; the renovation of religious

artefacts, fixing of signage and information boards, dustbins; construction of dumping sites, incinerators, improved cookstoves, private and public toilets.

- *Entrepreneurship*
  - A venture capital fund has been set up to provides soft loans from the revolving fund established at the village level to the members of CO and FG to start new enterprises or upgrade existing ones.
  - Efforts have been made to promote and market newly developed rural tourism products through the development of print and electronic media, participating in international trade fairs such as ITB Berlin, and organising familiarisation trips for tour operators, hoteliers, tour and trekking agents, and tourism journalists.
- *Planning and Management*
  - National tourism strategy and tourism marketing plan for Nepal has been developed in collaboration with all the stakeholders including government, the private sector, and the local community representatives
  - Five district tourism plans have been developed (Taplejung, Rasuwa, Dolpa, Chitwan and Rupandehi).
  - A plan for management of tourism in Sagamatha National Park has been prepared to help manage tourism within the Park on a sustainable basis.

Suggested Indicators:

- *Tourism Activities/Services*
  - Percentage of guides who are local to the area they are guiding in
  - Percentage of local/outsiders running hotels, guesthouses and lodges
- *Enterprises*
  - Percentage of foodstuffs used by tourist accommodations that can be sourced locally
  - Number of local residents taking advantage of micro-credit schemes
  - Change in number of small argi-businesses supplying the tourism industry
  - Change in number of local residents engaged in the sale of handicrafts
- *Culture*
  - Change in frequency and number of local residents participating in or attending traditional dance performances
- *Health and Sanitation*
  - Percentage of households with regular garbage collection
  - Percentage of households with clean energy systems
  - Percentage households with access to clean water
- *Institutional Strengthening*
  - Percentage of households who feel they are involved in tourism decision-making
  - Diversity of participation at CO meetings
  - Number of COs with successful participatory mechanisms in place
  - Number of local residents who have participated in Appreciative Participatory Planning and Action (APPA) workshops
  - Number of schoolchildren who have participated in awareness programmes

Project Outcomes:

- 30 VDC (out of total 48) have established a Sustainable Tourism Development Committee (STDC)
- Over 635 COs can now manage their institutions and perform regular functions like bookkeeping and communication as well as participatory decision-making
- A network of more than 2800 local entrepreneurs about enterprises
- Over 360 Appreciative Participatory Planning and Action (APPA) workshops have been conducted in the programme areas.
- Over 24,000 local stakeholders, including the school children, have been made aware about environment conservation issues

- Over 7,400 people (local stakeholders such as VDC, STDC, STDS, DDC and COs) were trained tor provide various tourism-related services
- Over 470 micro-enterprises have been started and upgraded with the soft loan provided by the programme in the districts.
- Promotional materials such as postcards, brochures, posters and documentaries have been developed and distributed to the private sectors.

CASE STUDY 5: Laos

Name of Project:

Community-based Tourism, Muangngoi Community, Luang Prabang Province, Laos PDR

Responsible Organisation:

Lao National Tourism Administration, Mekong Tourism Development Project (ADB Loan) Advisory services supported by Netherlands Development Organisation (SNV).

Cooperating Organisations:

Provincial Tourism Office, Sub-district Administration Organisation and local community.

Project Site:

Muangngoi villages are located in the Luang Prabang Province (World Heritage Town) which is located in the northeast region of Laos PDR. It is an area popular with tourists for its scenery and for the traditional way of life of the hill tribes.

Project Goals and Objectives:

To generate tourism benefits as extra income to reduce poverty in Muangngoi village and other villages in that area. The expected benefits of the project are:

- Increase income generation
- Create more jobs within the village
- Increase cooperation between residents
- Raise awareness of both eco-tourism and sustainable tourism
- Reduce poverty in the area

Key Project Activities:

- *Planning*
    - Encouraging public and local community participation in the planning process and private sector partnership.
    - Providing technical assistance and advice in developing a community-based tourism development plan for Muangngoi.
    - Providing technical assistance to get local tourism committee setting up and the community ready for tourism.
- *Product Development*
    - Setting up information centre and boat landing at both Nong Khaiw and Muangngoi
    - Providing funding for building some necessary infrastructure, for example: Boat landing, Toilet, Sala (rest house)
    - Developing promotional materials including brochures and advertised internal and external media such as magazine, newspaper, and internet.
- *Monitoring*
    - Assessment of carrying capacity of the village
    - Monitoring impacts of the project on local community

Suggested Indicators:

- *Planning*
    - Existence of tourism plan
    - Percentage of activities in tourism plan completed on schedule
    - Diversity and level of stakeholder involvement in planning process
- *Income Generation*
    - Annual income generated by the community
    - Ratio of income attributable to tourism versus traditional income generating activities
    - Total number of SMEs operating in the community
    - Annual financial contribution by tourism to community projects
- *Poverty Reduction*
    - Ratio of income attributable to tourism versus traditional income generating activities
    - Ratio of time dedicated to tourism versus traditional income generating activities
    - Ratio of top to the lowest paid local tourism worker
- *Product Development*
    - Satisfaction level of visitors to the village
    - Level of use of new information centres
    - Change in number of activities for tourists available through the information centre

Project Outcomes:

About a year later the consultant from MTDP came to the community and discussed the monitoring of tourism impacts in Muangngoi with the headman, tourists, and all stakeholders.

- *Tourist Numbers*
    - Based on data collected by local people the number of tourists has increased from just over 1,000 to 3,000 visitors per month in 2000
- *Physical Impacts*
    - Currently there have been a few negative physical impacts from tourism development but further monitoring is necessary
- *Social Impacts*
    - Tourists are welcomed more than previously
    - Residents are working more cooperatively
    - Styles and modes of dress seem to be changing

Inside Akha villages it is usually prohibited to cut or break tree branches

CASE STUDY 6: Indonesia

Name of Project:
Community Based Tourism Development, Central Java

Responsible Organisation:
United Nations World Tourism Organisation (UNWTO)

Cooperative Organisations:
Ministry of Culture and Tourism, Republic of Indonesia

Project Site:
Candi Rejo Borobudur, Central Java and old Banten Indonesia

Project Goals and Objectives:
The general goals of the project are as follows:

- Poverty alleviation, economic recovery, equity, good governance, and social equity; and
- The sustainable development of sensitive natural environments, and cultural heritage at the community level

Specifically, the project aims to:

- Increase the level of local income generated from tourism activities and businesses
- Enhance community empowerment through the participation of local people in the planning process, development and management as well as monitoring
- Provide training and education for local people in order to give them the skills to get involved in the planning and development process as well as in providing business related tourism services
- Increase the level of the health of the local community through the development of a sanitation and sewage system
- Increase the quality of the physical environment through the development of public facilities and infrastructure of the village, such as roads, water system, electricity network and telecommunications

Key Project Activities:
- An assessment of the scope of the opportunity for the development of community tourism was undertaken
- A sustainable community needs analysis was completed at the district and local community level
- An overall national policy framework or blueprint including objectives and strategies for sustainable community tourism development was achieved
- Specific guidelines and standards to guide the district and local community in the development of sustainable community tourism have been drawn up
- Criteria to assist in the selection of model community tourism have been agreed on
- Recommendations for a support structure to assist the district governments and local communities to enhance their capability to develop sustainable community tourism have been prepared

Suggested Indicators:
- *Planning*
    - Existence of national and regional tourism plan
    - Number of villages that have drawn up their own tourism plan
    - Level of participation in tourism decision-making
- *Training and Education*
    - Number of local residents who have attended tourism awareness workshops

- – Number of local residents who have been trained in the provision of tourism goods and services
- *Health and Sanitation*
  - – Change in percentage of households with access to clean running water
  - – Change in percentage of households connected to local sewage treatment system
  - – Numbers of tourists and local residents reporting incidents of food poisoning and water borne illnesses
- *Income Generation*
  - – Change in number of people employed in tourism
  - – Percentage of local income generation from tourism businesses
  - – Number of new tourism businesses established annually

Project Outcomes:

- Since the development program has been executed tourism activity in the village has grown
- In 2003, the village has been visited by 55 international tourists (from Belgium, France, Netherlands, Japan), and 1047 domestic tourists. The average length of stay was 3 days
- Number of home-stays has increased from 10 in 2002 to 20 in 2003; in 2004 home-stays have increased to 22.
- New investment in a local restaurant (warung) run by the local community (6 warungs).
- The quality of village infrastructure e.g. public roads, lighting, telecommunication, a sewage and drainage system and other public facilities has improved
- The development of the village as a tourism area has resulted in significant improvement of the local community level of income: from 1.6 million rupiah/ per capita (2001) to 1.8 million rupiah/per capita (2003)
- The community itself also obtained additional income from tourist arrivals that was used for community development. The community income reached Rp. 25 million (rupiahs) in 2004. There was no community income before the village was established as a tourist destination
- Business opportunities and employment for local people increased in areas such as tour guiding, home-stays, local transportation, souvenirs, restaurant and local food production and distribution.

Borobuudur Temple

Chapter 4

ADDITIONAL RESOURCES

Introduction to Additional Resources

In this section you will find two additional tools to assist you in the development of a CBT monitoring programme.

First, a long list of 302 indicators is provided to assist the generation of an initial indicator list. The long list should be compared against a community's identified key issues in order to assess if these are applicable to the particular project.

Second, three worksheet templates are provided for use in indicator workshops. These are a key issue worksheet, an indicator screening worksheet and an indicator fine-tuning and data collection worksheet.

List of Indicators

Environmental Indicators

- *Conservation*

ISSUE	No	POTENTIAL INDICATOR
FOREST CONSERVATION	1.	Percentage of forest under sustainable use programme
	2.	Extent of protected areas in square km
	3.	Degree of degradation in areas designated as critical for biodiversity
	4.	Change in state of forest resources in sample areas
	5.	Percentage change in primary forest cover
	6.	Presence of key species
	7.	Number of species known to be in decline
	8.	Number of threatened or extinct species as percentage of all known species
TOURISM AND NATURE	9.	Perceived value of key species to tourism
	10.	Perceived value of forest resources to tourism
	11.	Number of days tourists spend on nature tourism activities out of total number of days
	12.	Number of tourists visiting designated sites per month
	13.	Income earned from tourism in conservation areas and parks
	14.	Number of donor agencies supporting ecotourism projects
	15.	Percentage of managers of protected areas estimating tourism provides 50% or more of total revenues to the area
	16.	Number of villages with by-laws concerning the careful management of forest resources
	17.	Number of ecotourism activities in sampled conservation areas
TOURISM PRACTICES	18.	Number of hotels with environmental policy
	19.	Number of tour operators who have taken steps to address the environmental impact of their operations
	20.	Percentage of EIAs for which follow-up studies have been carried out

- *Marine Environment*

ISSUE	No	POTENTIAL INDICATOR
MARINE CONSERVATION	21.	Percentage of reef in pristine condition
	22.	Change in state of corals in sample areas
	23.	Change in stock of key marine species
	24.	Perceived effort needed to catch fish
	25.	Protected coastal zones as percentage of coastal zone
	26.	Number of endangered marine species
	27.	Number of regulations in place to protect coastal and beach area from adverse development
	28.	Percentage change in amount of reef/mangrove protected by village or national law
	29.	Legislation to prohibit sand mining from areas of special importance
	30.	Percentage of critical marine and beach environment protected from inappropriate activities
TOURISM AND MARINE LIFE	31.	Perceived value of coastal zone to tourism
	32.	Catch of game fish per annum
	33.	Amount of reef that is protected/ % of all reef
	34.	% reef system considered to be degraded
	35.	Number of dive sites thought to have decreased in quality
	36.	% coastal water testing sites testing > recommended levels of coliform bacteria
	37.	Colonies of coliforms/100 ml.
	38.	% of dive / marine operators utilising code of conduct
	39.	Percentage of time tourists spend in the coastal zone / total time
	40.	Income from tourism at marine conservation sites
	41.	Income from marine tourism (dive/surf/gamefish)
	42.	Numbers of tourists using marine protected areas
	43.	Planning legislation in place to protect coast and beach from adverse tourism development
	44.	% turtle watching guides that have been trained
	45.	Tourist perception of noise pollution
	46.	Number beaches with noise control policy
	47.	Number turtles known to have been poached per year
	48.	Number of outlets selling harvested corals, shells and marine life
	49.	Percentage of tourists coming to area specifically to engage in marine tourism (dive/surf/fish)
	50.	Number of marine operators found to be regularly dropping anchour on reef areas
	51.	Mechanisms in place to protect against harvesting of protected marine species for souvenir trade
	52.	Percentage of villages located in key tourism zones with marine protected areas
	53.	Percentage of protected marine areas which promote tourism activities

- *Waste*

ISSUE	No	POTENTIAL INDICATOR
NATIONAL WASTE	54.	Waste generation intensity expressed per capita or per unit of GDP
	55.	Hazardous waste per unit of GDP
	56.	Percentage of villages with public litter bins
	57.	Change in reported tidiness of villages by beautification committee inspection
	58.	Percentage of households keeping pigs fenced in
	59.	Legislation in place for the management of human waste
	60.	Change in national expenditure on rubbish collection per capita
	61.	Environmental awareness campaigns conducted
	62.	Number of shops actively seeking to reduce plastic packaging
	63.	Number of drop toilets (pit latrines) in use over lagoon areas
	64.	Number of NGO activities focused on the reduction of waste
	65.	Number of villages with by-laws/committees for keeping village clear of litter
TOURISM & WASTE	66.	Change in volume of litter produced at designated tourist sites
	67.	Change in percentage of sewage from tourist facilities receiving treatment
	68.	Number of composting toilets in use by tourism industry
	69.	Number of hotels separating their wastes
	70.	Tourist perception of littering/waste problems
	71.	Quantity of waste strewn in public areas (garbage counts)
	72.	Faecal coliform count on bathing beaches
	73.	Number of hotels with waste management policies
	74.	Number of operators who actively encourage guests to take their non-biodegradable rubbish home with them
	75.	Number of beach clean-ups per week at designated sites
	76.	Number hotels (separating) composting/recycling 25% or more of their waste products
	77.	Number of reported contamination events per annum linked to tourism developments
	78.	Hotel expenditure on sewage treatment
	79.	Change in waste management evaluation given to selected sites during site inspection
	80.	Number of tourist sites which have been targeted by environmental awareness campaigns

- *Water*

ISSUE	No	POTENTIAL INDICATOR
WATER QUALITY	81.	Demand/supply ratio for water
	82.	River water quality by amount of oxygen and nitrogen in water
	83.	Domestic water consumption per capita
	84.	Price for water per cubic meter
	85.	Intensity of use of water resources (annual water withdrawal/available water resources)
	86.	Faecal coliform and heavy metal count in water supply
	87.	Frequency of waterborne diseases: number/percentage of reports
	88.	Ratio between use of non-renewable and renewable water supply
	89.	Annual withdrawal of ground and surface water
	90.	Number of reports of water leakages per year
	91.	Expenditure on repairs and upgrading of water pipes
	92.	Percentage population served by recycled water
	93.	Water availability per capita
	94.	Water saving (% reduced, recaptured, or recycled)
	95.	Percentage of commercial water users with water meters
WATER SUPPLY	96.	Access to safe water
	97.	Number of reported development incursions into water catchment areas
	98.	Number of catchments used for livestock grazing
	99.	Percentage water catchment areas protected from inappropriate uses
	100.	Number of hotels located in catchment areas
	101.	Awareness campaigns conducted about keeping water catchment areas clean
	102.	Number of schools including the importance of water catchment areas in their curriculum
	103.	Change in number of landowners with livestock in catchment areas
	104.	Number of villages with by-laws to protect catchment areas
	105.	Number of inappropriate activities in water catchment areas
WATER USE	106.	Number of hotels with dual flush toilets
	107.	No of hotels on metered water
	108.	Number of tourism developments in catchment areas
	109.	Number of identified water efficiency measures commonly used by tourism facilities
	110.	Change in ratio of water volume used by tourists / used by residents per person
ELECTRICITY USAGE	111.	Per capita consumption of energy from all sources
	112.	Electricity usage per tourist per day
	113.	Electricity usage per tourist per year by type and/or category of the tourist establishment
	114.	Percentage of businesses participation in energy conservation programmes
	115.	% of energy consumption from renewable resources

Economic Indicators

ISSUE	No	POTENTIAL INDICATOR
TOURISM INCOME	116.	Average wage rates in tourism jobs rural/ urban
	117.	Number of local people employed in tourism (men and women)
	118.	Revenues generated by tourism as % of all revenues generated in the community
	119.	Percentage of visitors who overnight in local tourist accommodation
	120.	Annual expenditure by souvenir outlets on village-produced goods
	121.	Income from tourism in designated villages
	122.	Number of community-run tourism ventures
	123.	Number of village groups in designated villages directly or indirectly involved in tourism
	124.	Annual value of national goods consumed by the tourism sector/Total consumption by the sector.
	125.	Number of people in rural areas primarily employed in accommodation facilities
	126.	Number of rural residents (by gender) employed directly in tourism
SUPPLYING TOURISM	127.	Number of rural residents engaged in supplying goods to tourists or tourist facilities
	128.	Percentage of products and services consumed by tourists supplied locally
	129.	Longevity of tourism businesses (rate of turnover)
	130.	Strength of membership of local tourism associations
	131.	Percentage of hotels with a majority local staff
	132.	Percentage of non-local-made souvenirs stocked by main souvenir outlets
	133.	Number of hotels under expatriate management
NATIONAL TOURISM EARNINGS	134.	Percentage of employment provided by tourism
	135.	Average annual growth in direct employment in tourism
	136.	Average hourly earnings (male/female/part-time) in tourism compared to national average
	137.	Average growth in total tourism expenditure per visitor
	138.	Total expenditure per tourist per day
	139.	Percentage of GDP provided by tourism
	140.	Change in number of visitor arrivals
	141.	Average tourist length of stay
	142.	Annual investment spent on tourism sector as a percentage of total revenue
	143.	New tourism businesses as a percentage of all new businesses
	144.	Percentage change in number of hotel rooms in existing establishments
LOCAL TOURISM EARNINGS	145.	Percentage of exchange leakage from tourism revenues
	146.	Import duties collected from tourism sources
	147.	Aid/grant money into the tourism industry as percentage of total revenues
	148.	Contribution of tourism to local economy (measure of dependency)
	149.	Ratio of foreign to local partners in hotels
	150.	Percentage of tourism ventures registered to local community owners
	151.	Reliance of tourism industry on foreign aid and grants
	152.	Percentage of registered tourism businesses with local managers

Gender Equity and Social Inclusion Indicators

ISSUE	No	POTENTIAL INDICATOR
STRESS	153.	% tourism employees (male/female) suffering increased fatigue and stress as a result of their work
CHILDCARE	154.	% of tourism operators who provide daycare and other benefits for employees with children
HEALTH AND SAFETY	155.	% of tourism operators who have regulations/made commitments regarding equal gender opportunities % of tourism operators who promote awareness amongst staff regarding occupational health, safety, and issues affecting female employees
TRANSPORT	156.	% of tourism operators who provide transport for women returning from night shifts
OPPORTUNITIES FOR WOMEN	157.	Women/men as a % of all tourism employment
	158.	Women/men as a % of all formal tourism employment
	159.	Women/men as a % of all informal tourism employment
	160.	% women/men in part-time employment
SENIORITY	161.	% of women/men in different tourism income earning categories
	162.	% of women/men in unskilled, semi-skilled, and professional positions in the industry
ENTREPRENEURS	163.	% of owner-operator tourism businesses run by women/men
	164.	% of tourism businesses registered under women/men
TRAINING	165.	% women/men tourism employees with formal tourism training
	166.	% women/men employees sent on training programmes
COMMUNITY TOURISM	167.	% women/men involved directly (providing services) in village-based tourism projects
	168.	% women/men involved indirectly (supplying goods) in village-based tourism projects
OWNERSHIP	169.	% women/men owning/controlling village tourism businesses
REWARDS	170.	Average income for Women/men working in village-based tourism businesses
	171.	% women/men involved in village-base tourism satisfied with their work and rewards
LAND OWNERSHIP	172.	% women/men with rights to land in tourism development areas
	173.	% women/men holding rights to tourism leases
LOANS	174.	% bank loans issues to women/men for tourism ventures
	175.	% women/men defaulting on bank loans
	176.	% donor grants issued to women/men for tourism ventures

Poverty Indicators

ISSUE	No	POTENTIAL INDICATOR
COMMUNITY INCOME	177.	Annual income generated by the community
	178.	Ratio of income attributable to tourism versus traditional income generating activities
	179.	Ratio of time dedicated to tourism versus traditional income generating activities
	180.	Ratio of time dedicated to tourism versus tourism income
	181.	Annual financial contribution by tourism to community projects
MICRO ENTERPRISES	182.	Total number of SMEs operating in the community
	183.	Incentives for SMEs in the community
	184.	Community survey of the usefulness and success of various development programmes
	185.	Number and type of development programmes in place (education, training)
LOCAL EMPLOY-MENT	186.	% workers in the community directly employed by tourism, % full time, % part time)
	187.	Ratio of top paid tourism worker to lowest paid tourism worker
	188.	Annual audit of the contribution of different activities to household needs
	189.	% indigenous people employed directly in tourism
	190.	Ratio of locals to "outsiders" employed in tourism

Social and Cultural Indicators

ISSUE	No	POTENTIAL INDICATOR
NATIONAL AWARESNESS	191.	Percentage of individuals who have participated in tourism awareness programmes
	192.	Number of formal tourism awareness programmes which provide people with information about what to expect from tourism and how to interact with tourists
	193.	Number of TV and radio "short spots" on appropriate tourism awareness
	194.	Number of media features focused on tourism issues over sample period
	195.	Number of letters to the editor of local newspaper on tourism issues
TRAINING AVAILABILITY	196.	SVB funds spent on tourism training
	197.	Percentage of tourism employees with formal tourism training
	198.	Percentage of tourism training which takes place in rural areas
	199.	Number of people (by age/gender and rural/urban residence) completing designated tourism training courses per year
	200.	Number of places available in formal and informal tourism training courses
	201.	Number of tourism industry association members with formal tourism training
COURSE CONTENT	202.	Number of tourism courses including environmental education in their curriculum
	203.	Percentage of tourism courses including some degree of cultural education in their curriculum
	204.	Percentage change in amount of emphasis given to specific aspects of sustainable tourism in formal tourism education
	205.	Awareness amongst tourism course graduates of sustainable tourism issues
TOURIST LEARNING	206.	Percentage of visitors who leave the area with some understanding of local culture
	207.	Percentage of visitors taking tours
	208.	Percentage of visitors choosing cultural instead of scenic tours
	209.	Percentage of visitors taking part in in-depth cultural experiences or home stays
	210.	Number of families providing home-stays
	211.	Number of villages organising specific cultural programmes for tourism
	212.	Number of initiatives for educating tourists about correct behaviour in villages
	213.	Percentage of marketing materials produced by inbound tour operators, providing information to tourists about appropriate behaviour and dress
	214.	Number of hotels providing information about village rules
RESIDENT CONFLICTS	215.	Number of complaints from tourists about local behaviour
	216.	Number of tourist-related crimes reported
	217.	Local satisfaction with tourism
	218.	Number of villages where tourism-related problems have been addressed
	219.	Satisfaction with tourism in villages with tourism/without tourism activities
CRIME	220.	Number of crimes reported by tourists in the destination / Total number of tourists per year.
	221.	% tourists who regard the destination as safe
	222.	Number of beaches with security/beach patrol
	223.	Number of visitors charged with crime
	224.	Number of crimes reported by tourists in the destination / Total number of tourists per year
	225.	Number of child prostitution cases detected/tourists
HANDICRAFTS	226.	Quality rating of souvenirs sold at main souvenir outlets
	227.	Tourist satisfaction with quality of souvenirs
	228.	Change in quality of arts and crafts produced for tourist market at key source villages

	229.	Number of known carvers supplying the souvenir trade
	230.	Percentage of sampled villages using a traditional meeting house
	231.	Number of new houses which are built in the traditional style in sampled villages
	232.	Income from souvenir trade
PERFORMING ARTS	233.	Authenticity of dances and songs at tourism festivals
	234.	Assessment on the degree of participation, in cultural expressions within the tourist destination (gastronomy, design shows, entertainment, handicraft)
	235.	Change in quality of specific song and dance performances
	236.	Number of training programmes available in performing arts
	237.	Number of competitions for traditional dance performances
	238.	Number of events including traditional dance performances per year
	239.	Income generated by dance nights at designated hotels
	240.	Expenditure per day from tourists during festivals compared to other times

International visitors to northern Thailand community

Tourism Management Indicators

ISSUE	No	POTENTIAL INDICATOR
ATTRACTIONS	241.	Expenditure on cultural and historical monuments
	242.	Number of attraction sites managers who have had tourism training
	243.	Number of sites with appropriate directional signage and interpretation boards
	244.	Number historical and cultural sites protected by village or national law
	245.	Number of hotels sending employees on staff training
FACILITIES & SERVICES	246.	Percentage of SVB staff who have attended tourism training courses
	247.	Tourist satisfaction with sites facilities and services
	248.	Percentage of overseas visitors making return trips
	249.	Change in quality valuation of designated tourism facilities and services
	250.	Number of hotels undertaking guest satisfaction questionnaires
TOURISM DEVELOPMENT	251.	Percentage of new developments using local architecture
	252.	Existence of land use or development planning processes
	253.	% area subject to development control
	254.	Percentage of new developments using low rise facilities which blend into the existing surroundings
	255.	Existence of environmental review procedure for site development
	256.	Percentage of new tourism developments that are screened
	257.	Number of tourism developments not in compliance with tourism plan
	258.	Number of developments required to change size or form due to screening
	259.	Percentage difference between planned and actual growth of tourism in survey year
LANDSCAPES	260.	Amount of land under protection as percentage of all land
	261.	Planning legislation for development in significant areas
	262.	Percentage of critical tourist landscapes protected by national or village law
	263.	Current state of important natural and historic landscapes
	264.	Number of inappropriate developments in landscapes identified as being of key importance to tourism
	265.	Amount of land under protection as percentage of all land
	266.	Planning legislation for development in significant areas
STAKEHOLDER ROLE	267.	Number of communities satisfied with their role in tourism development in their villages
	268.	Degree of stakeholder involvement in preparation of tourism plans
	269.	Percentage of industry stakeholders who feel they are adequately/regularly consulted about tourism planning and policy-making
	270.	Number of identified stakeholder groups who participated in the preparation of major planning documents by degree of consultation
	271.	Representation of stakeholder interests on tourism decision-making bodies
	272.	Number of villages within designated tourism development zones that have received some awareness information about tourism development
	273.	Number of villages that have drawn up their own tourism plan
	274.	Percentage of landowners leasing land to tourism investors, who are happy with the lease agreement
	275.	Degree of consultation between investors and village landowners
	276.	Number of village councils with tourism land lease agreements, who are satisfied with the arrangement
USE INTENSITY	277.	Number of tourists per square metre of the site and per kilometre of the destination
	278.	Ratio of locals to tourists on peak days

Tourism Business Indicators

ISSUE	No	POTENTIAL INDICATOR
VISITOR FLOWS	279.	Average expenditure/length of stay = average spend per visitor by type
		Occupancy rates of licensed accommodation per month
		Total number of tourist arrivals (mean, monthly, peak periods)
	280.	Change in number of guest nights at commercial accommodation
TOURIST SATISFACTION	281.	Level of satisfaction of visitors
	282.	Percentage of returning visitors
	283.	Perception of value for money
MARKETING IMPACT	284.	% arrivals from largest market
	285.	Amount spent on marketing per visitor
	286.	Change in number of hits to promotional website
BUSINESS PERFORMANCE	287.	Businesses offering tourism services as % of all businesses
	288.	Value of new foreign/resident applications for hotel development per year
	289.	Longevity of tourism businesses (rate of turnover)
	290.	Cost/price ratios of accommodation, attractions, tours and packages compared to industry/competitors

Monitoring Scheme Performance Indicators

ISSUE	No	POTENTIAL INDICATOR
SUSTAINABLE TOURISM OBJECTIVES	291.	Knowledge of objectives amongst tourism operators
	292.	Knowledge of objectives by Minister of Tourism and Board of Directors
	293.	Number of Tourism Ministry publications with information about the objectives
	294.	Level of support for objectives from Tourism Department staff
	295.	Level of satisfaction of Monitoring Working Group members with use of objectives
INDICATOR USE	296.	Number of times indicator results have been published
	297.	Knowledge of monitoring programme by key stakeholder groups
	298.	Indicator Working Group satisfaction with the measurement of indicators
	299.	Number of projects initiated due to indicator results
	300.	Number of activities undertaken by the Tourism Dept. during the year, which focus on one or more aspects of sustainability (as defined in the objectives)
	301.	Number of times indicators have been monitored
	302.	Number of reviews of indicator list undertaken

Worksheet 1: Identifying Key Issues

- Re-read Step 2 of the Toolkit
- Divide into small groups according to the areas detailed
- Discuss and note the key issues facing the community in their key area
- Prioritise them using 1-5 stars (✶ = least important, ✶✶✶✶✶= most important)
- Review, revise, and finalise the list in groups.

Area	Key Issues	Priority in stars
Environmental Issues	e.g. Management and disposal of solid waste	e.g ✶✶✶✶✶
Economic Issues	e.g. Economic yield from visitors	
Poverty Issues	e.g. Benefits to disadvantaged groups	

Social Issues	e.g. Incidence of crime	
Gender Equity & Social Inclusion Issues	e.g. Women's role as entrepreneurs	
Cultural Issues	e.g. Renovation of heritage sites	
Tourism Management Issues	e.g. Condition of trail signage	
Business Performance Issues	e.g. Occupancy rates	

Worksheet 2 Indicator Screening

- Re-read Step 3 of the toolkit
- Divide into small groups according to the expertise of the participants
- Review the 7 screening questions for each potential indicator allocating a ✓, ×, or ?
- Bring groups together to review, revise, and finalise the list.

Area	Possible Indicators	Selecting Indicators						
		Is it relevant to the key issue?	Is it feasible to monitor?	Is it simple to understand?	Will it give a clear cut result?	Is it simple to evaluate?	Is it likely to be popular with residents	FINAL DECISION
Environment	e.g. % of hotels recycling water from showers	×	✓	✓	✓	✓	✓	×
Economy								
Poverty								
Gender & Social								

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Area	Possible Indicators	Selecting Indicators						
		Is it relevant to the key issue?	Is it feasible to monitor?	Is it simple to understand?	Will it give a clear cut result?	Is it simple to evaluate?	Is it likely to be popular with residents	FINAL DECISION
Inclusion								
Society								
Culture								
Tourism Management								
Business Performance Issues								

Worksheet 3 Indicator Fine-tuning

- Re-read Step 4
- Undertake research for each selected indictor to decide on monitoring methods

Selected Indicator(s)	Responsible Monitoring Body	Source of Information	Methods for Data Gathering	Frequency of data collection
Number of local residents employed as tour guides out of all tour guides	Parks Authority	Primary data	Guide Survey	Every 6 months

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Resources relevant to MDG3