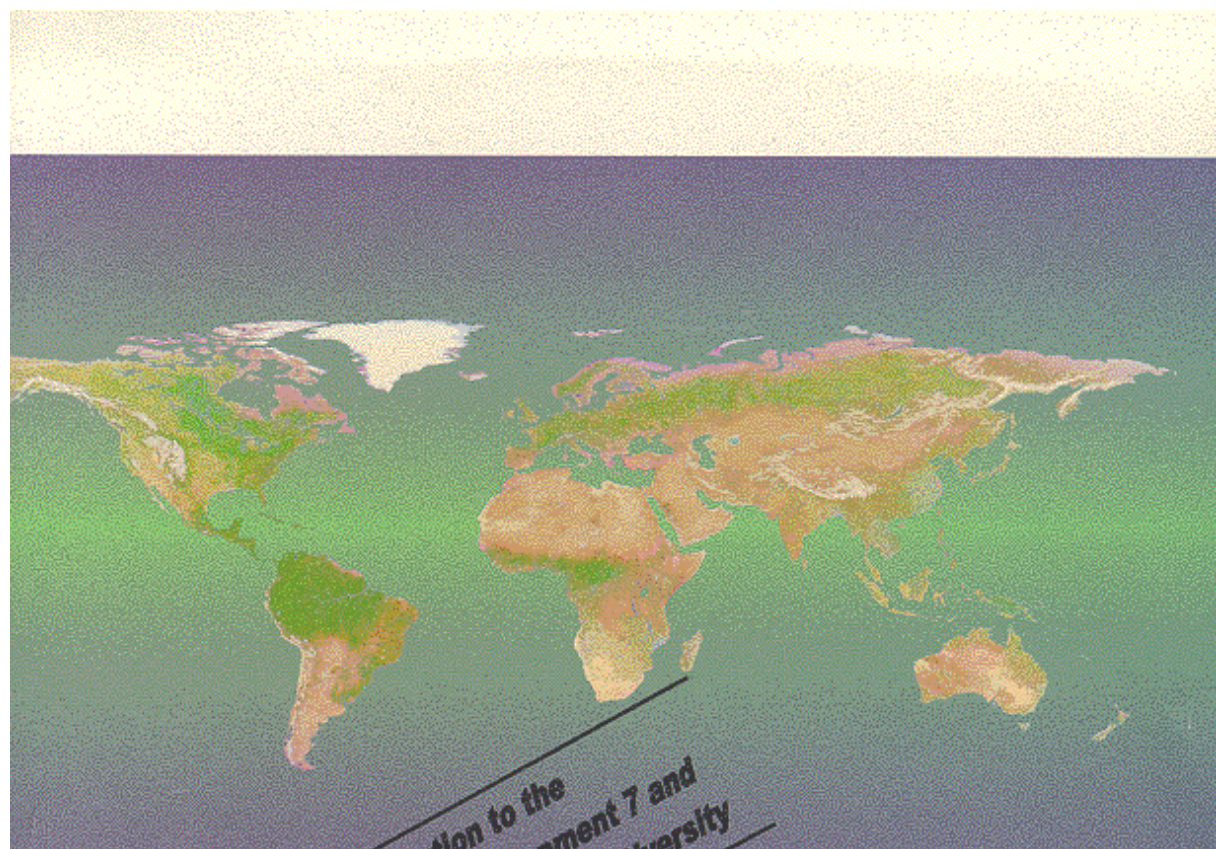




**A German Contribution to the
Commission on Sustainable Development 7 and
SBSTTA-4 of the Convention of Biological Diversity**

**Sustainable Tourism
as a Development Option**

**Practical Guide for Local Planners,
Developers and Decision Makers**

Bundesministerium
für wirtschaftliche
Zusammenarbeit
und Entwicklung



Federal Ministry for Economic
Co-operation and Development



Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

Birgit Steck

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**Practical Guide for Local Planners,
Developers and Decision Makers**

Eschborn, 1999



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Technische Zusammenarbeit (GTZ) GmbH



Federal Ministry for Economic
Co-operation and Development

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The present document is largely based on another publication by TOEB and BIODIV entitled **"Tourism in Technical Co-operation. A guide to the conception, planning and implementation of project-accompanying measures in regional rural development and nature conservation"**.

Written by B. Steck, W. Strasdas, E. Gustedt. Edited by Richard Haep. Eschborn, 1999

FOREWORD

Around the world, tourism is becoming increasingly popular, as both domestic and international visitors flock to the most attractive places. This growth is a cause for both enthusiasm and concern. Tourism can generate badly needed revenue for local and regional economies, increased local awareness of the importance of biodiversity conservation, and new incentives for governments and dwellers in and around appealing natural areas to preserve them.

The German Federal Ministry for Economic Co-operation and Development (BMZ) recognises the enormous potential of tourism as the world's major civil industry. It is also aware of the many dangers that poorly managed or uncontrolled tourism poses for the environment, the culture and the societies. It therefore believes that only tourism that is respectful of the environment and the well-being of local and indigenous people should be encouraged and promoted. Sustainable tourism is supposed to have the potential to meet each of these requirements.

However, if sustainable tourism is to fully achieve this potential, well-founded principles and clear guidelines for the active involvement of host communities, local planners, developers and private entrepreneurs, will be necessary. In addition, guidance is required to facilitate in-depth regional and site-specific research on the socio-economic and environmental impacts of visitors, and the development of appropriate local, national and regional tourism strategies.

Sustainable Development –the goal universally agreed to at the Rio Earth Summit in 1992 – has become the main challenge, against the background of the continued growth of tourism industry, which keeps pretending to “develop” the most remotest parts of the world.

Within the framework of the Convention on Biological Diversity and based on the “Berlin Declaration on Biological Diversity and Sustainable Tourism”, it is now necessary to identify clearly the key sustainable development issues and to formulate recommendations for concrete action – at global, regional and national levels. Especially for ecologically sensitive regions this would appear to be a logical step according to Article 10 of the Convention that considers sustainable use of biodiversity as a vital framework for its long-term preservation. Therefore, effective input from national and regional agencies is required.

In preparation of one of the cross-sectoral themes at the seventh session of the Commission on Sustainable Development, BMZ and GTZ, the German Agency for Technical Co-operation, would like to contribute hereby to the issue of Tourism and Sustainable Development in order to promote principles and practises of sustainable tourism.

We feel that expected outcomes of CSD-7 could provide a helpful framework for ensuring follow-up work leading to the International Year of Eco-Tourism (2002), in order to develop, in collaboration with relevant international organisations and major groups, an action-oriented international programme on sustainable tourism.

Dr. Uschi Eid

Parliamentary State Secretary to the Minister for Economic Co-operation and Development

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Organisations for information and co-operation

Acronyms

BMU	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
BMZ	Federal Ministry for Economic Co-operation and Development
CIM	Centre for International Migration
DED	German Development Service
DN	Developing Nations
DC	Development Co-operation
FC	Financial Co-operation
EIA	Environmental Impact Assessment
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (<i>german agency for technical co-operation</i>)
IN	Industrialised Nations
ITB	International Tourism Exchange (Berlin)
KfW	Kreditanstalt für Wiederaufbau
NGO	Non-governmental Organisation
SME	Small and medium enterprises
TC	Technical Co-operation
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
SHO	Self-help-organisation
WTO	World Tourism Organisation

Introduction

Issues at hand

Tourism is one of the largest and steadily growing economic sectors world-wide, as well as being a sector in which developing nations have a considerable stake. For this reason alone, tourism is a relevant factor in terms of development policies. Especially in nature conservation, the "ecotourism" option is increasingly advocated in order to contribute to conservation project funding and offer economic incentives for the preservation of ecosystems and their biodiversity.

Many countries are confronted with a wide range of different forms of tourism development and, at the same time promote themselves as "ecotourism-destinations". Tourism, however, does hold the potential to assist in the implementation of conservation and development objectives, for example by creating economic benefits for local communities and the national economies and by furthering the acceptance of nature conservation and environmental protection.

With due consideration given to the aim of ensuring the greatest possible benefits for sustainable development, and bearing in mind the active advisory, yet overall mediating and catalytic nature of technical co-operation, this practical guide represents the first step towards acquiring the know-how necessary for sustainable tourism development. The focus here will be exclusively on sustainable concepts, in other words, forms of development that guarantee both the preservation of natural resources and economic value creation for local communities whereby participative decision-making and learning processes will be attuned to the culture and traditions of the people affected.

With this awareness as a backdrop, we distinguish the two types of intervention specific to tourism:

-  selective promotion of sustainable forms of tourism
-  regulation of problematic tourism development.

Purpose of this guide

The present document reflects the main ideas of a joint production by the two Technical Co-operation projects "Implementation of the Biodiversity Convention" (BIODIV) and the "Tropical Ecology Support Programme" (TOEB), entitled "*Tourism in Technical Co-operation*".

Taking tourism as a sustainable development option, it must be planned and managed so that its socio-economic benefits are spread as widely as possible throughout the society of the destination. Community-based tourism projects are important means for spreading benefits to local residents.

The sustainable development approach is particularly important in tourism because this sector depends mostly on tourism attractions and activities that are related to the natural environment and historic and cultural heritage. Environmental planning approaches and carrying capacity analysis are important techniques for preventing environmental and sociocultural problems resulting from tourism. In order to plan for tourism development that meets present and future expectations of tourists and accomplishes sustainability of the tourism sector, local authorities must understand major tourism trends internationally.

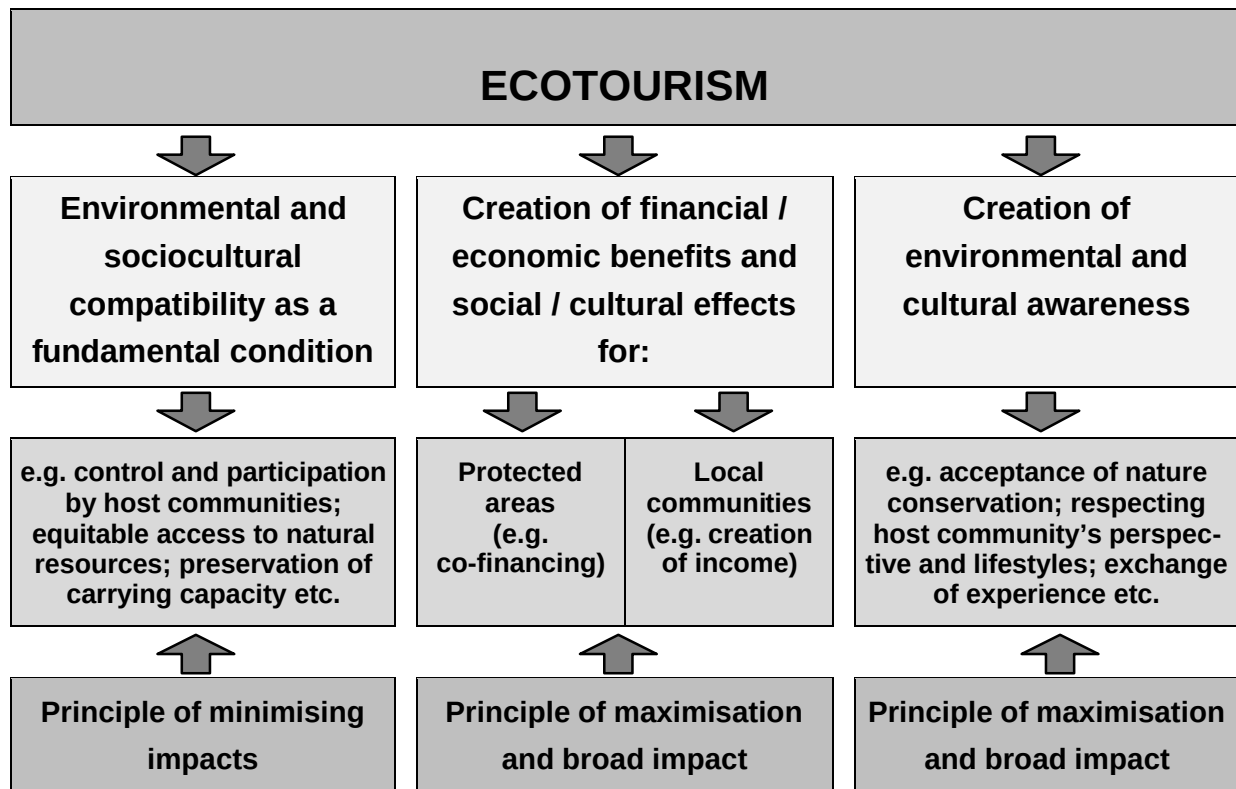
Therefore, this practical guide would like to address first and foremost, local, and regional administrations, protected area managers, decision makers in tourism and nature conservation ministries as well as the associations of the private sector and NGOs at the local, national and international level.

Definitions: sustainable tourism / ecotourism

At the United Nations Conference on Environment and Development, popularly known as the Earth Summit, held in Rio de Janeiro in 1992, the sustainable development was further elaborated and expressed in the Agenda 21 that was adopted by the conference. Whenever tourism is mentioned here, we mean sustainable tourism at all times, in the way WTO has defined it as follows:

"Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems."

Since the focus will be on protected areas and rural regions, ecotourism will be considered one of the most important forms of tourism. The concept of ecotourism – in the sense of a sustainable, nature-oriented form of tourism – stems from the conservation movement and is defined by the following principle-columns, which we will also use as parameters for this practical guide:



This definition of objectives differentiates ecotourism from other, non-sustainable forms of tourism specifically in relation to desired ecological, sociocultural and economic effects.

What has not been mentioned in the definition, but is tacitly implied, is the feasibility of this kind of tourism development in a destination area with regard to implementation, competitiveness and profitability. In the following chapters, a fair amount of space will be devoted to this aspect, which is self-evident but neglected to a surprising extent in many practical activities.

How to use this guide

The current practical guide may support local planners and developers in the decision whether or not to consider tourism as a viable development option and assist in the planning and implementation of sustainable tourism forms, in co-operation with the stakeholders concerned.

Chapter 1 provides an aspects of actual tourism figures as well as an idea about the debate about tourism in Development Co-operation. International Conventions on Sustainable Tourism are mentioned and lead to an overview of the debated international experience with Eco- and Nature Tourism.

Chapter 2 presents an introduction to tourism as a complex system: tourism services, the interaction between supply and demand, the necessary framework conditions and regional economic interrelations.

Chapter 3 suggests key questions, designed for a rapid appraisal to help at the very beginning in the decision as to whether tourism development would be appropriate or justifiable.

Chapter 4 offers assistance for the various activities in planning, implementing and evaluating a sustainable tourism development. Suggestions for possible co-operation models and partners will also be provided. A comprehensive checklist for indicators of sustainability will help in planning and evaluation processes.

Finally, in the **Appendix** you will find an overview of literature classified thematically, addresses of contacts, other sources of information and various places for vocational or further training.

Note to the reader:

For emphasis without words we have used the following signs:



This "attention!" underscores particularly important aspects that must never be neglected.



The "alarm bell" draws attention to particularly serious criteria for decision-making or to high risk.



The "smiley" (in chapter 3) points to especially favourable framework.

1 Tourism and Development Co-operation

2 How does tourism function?

3 Before take-off: key questions for a rapid appraisal

4 Tourism development: step by step

APPENDIX

1.1 Facts and figures of international tourism

What was once the individual journeys of a few privileged persons has become a mass phenomenon during the past decades. The figures announced by the World Tourism Organisation (WTO) are indeed impressive: In 1997, the number of international arrivals (including business trips) stood at 613 million. Based on an annual growth of 4.3 %, WTO expects the figure to rise to 1,600 million international arrivals by the year 2020.

The tourism industry employs an estimated 212 million people world-wide (directly and indirectly) and its total turnover volume is around US\$ 3.4 billion, which represents 5.5 % of the global GNP. In other words, tourism is one of the most dynamic and – in light of its volume – most significant global industries.

The developing countries, including the threshold nations receive just about 154 million tourist arrivals, which represents approximately 25 % of the international travel traffic and about 24 % of the total hard currency income, i.e. about US\$ 109 billion (WTO 1998). This share of the market, however, is very different from region to region. Touristically speaking, the most developed regions are North-east Asia, South-east Asia and Central America (including Mexico and the Caribbean). Tourism in the Caribbean and in some island groups in the Indian Ocean and the South Pacific is the most intensive (compared to the geographical limitations). It clearly drops off on the African continent by contrast. Large sections of the Near East, Central Asia and South Asia are also poorly developed in terms of tourism (cf. Table 1.1).

**Table 1.1: The top tourism destinations
in the developing world (selection)**

Source: Statistical data from WTO (1998): Compendium of Tourism Statistics
1996 figure, if not indicated otherwise

Country	Arrivals [1,000]	Income [US\$ millions]	Tourism share of foreign currency earnings ¹
China	22,765	10,200	6.3 %
Mexico	21,405	6,934	12.8 % (1995)
Turkey	7,966	5,962	20.5 %
Thailand	7,192	8,664	13.5 %
Malaysia	7,138	3,910 (1995)	4.8 %
Indonesia	5,034	6,087	10.9 %
South Africa	4,944	1,995	6.6 %
Argentina	4,286	4,572	16.1 %
Tunisia	3,885	1,451	20.8 %
Egypt	3,528	3,204	47.5 %
Morocco	2,693	1,381	16.7 %
Brazil	2,666	2,469	4.9 %
India	2,288	2,963	8.2 %
Philippines	2,049	2,700	11.7 %
Dominican Republic	1,926	1,842	69.3 %
Cuba	999	1,231	43.5 %
Costa Rica	781	689	19.0 %
Kenya	717	474	18.7 %
Guatemala	520	284	12.3 % (1995)
Mauritius	487	503	22.2 %
Ecuador	482	281	5.4 %
Namibia	410	208	13.3 %
Nepal	394	117	23.3 %
Fiji	340	299	29.3 %
Ghana	305	249	14.8 %

¹ Own calculation: tourism earnings + exports yield = 100 %

Domestic tourism is not included in these statistics and has, especially in the threshold countries, a volume that is several times larger than international tourism.

1.2 International conventions

The "distressing attractiveness of tourism" lies in its ambivalence. In recent times, this has led to tourism's greater significance in the international debate over sustainability and nature conservation. Tourism is hardly mentioned if at all in Agenda 21, the Framework Convention on Climate Change and the Convention on Biological Diversity. However, since then, tourism has become the subject of several official, albeit non-binding, international declarations (UNEP Environmental Programme of 1995, UNESCO's 18-point "Charter on Sustainable Tourism" announced in Lanzarote in 1995, the "Malé Declaration on Sustainable Tourism Development" by the tourism and environmental ministers of the Asia-Pacific area in 1997).

The most important initiative in this respect is the "Berlin Declaration – Biological Diversity and Sustainable Tourism", signed by the environment ministers of 18 nations – including developing countries with a major stake in tourism – at the International Tourism Exchange (ITB) in 1997 on the initiative of the German Federal Ministry of the Environment. The Parties and Signatory States assume that the *"central objectives of global environmental policies, namely sustaining biological diversity, climate protection and reducing consumption of natural resources cannot be accomplished without a sustainable development of tourism."*

Based on the "Berlin Declaration" and within the framework of the Biodiversity Convention, global directives for sustainable tourism, especially in ecologically sensitive regions, are to be drawn up. This would appear to be a logical step, since Article 10 of the Convention considers sustainable use of biodiversity as a vital framework for its long-term preservation (creation of socio-economic incentives for nature conservation). According to this principle, sustainable tourism would be one possible form of use of biodiversity. For the same reason, many national strategies, action plans and national reports on application of the convention have hitherto made mention of tourism activity whenever sustained use of genetic resources has been discussed. The relationship between tourism and biodiversity is all the more significant because of the fact that major tourism destinations in tropical and subtropical regions also exhibit a high degree of biodiversity.

However, at the 4th Conference of the Parties to the Convention on Biological Diversity, which was held in Bratislava in May 1998, the co-signatories could only agree to international exchange of information and experience in the question of tourism and biodiversity. The subject of "sustainable tourism", though, is still on the agenda of international environmental and development policies: For instance, the 7th meeting of the UN Commission on Sustainable Development (CSD) will address the topic in April 1999. It was asked by the "Special General Assembly of the United Nations on Environment and Development" to come up with a working programme for sustainable tourism by 1999. Furthermore, the 5th Conference of the Parties to the Convention on Biological Diversity, which will meet in Nairobi in May 2000 will also examine "sustainable tourism" as a main topic.

If developing countries are to implement the letter of the "Berlin Declaration" and other similar agreements, they will in all probability require the assistance of bilateral and multilateral donor organisations. This has already taken place in some cases. Various tourism projects have been funded by major organisations such as the World Bank and its subsidiary, the International Finance Corporation (IFC), and the European Union (EU). Some of the larger international ecologically-oriented NGOs such as IUCN, the World Wildlife Fund (WWF) or The Nature Conservancy are also partly involved in this area.

In the meantime, German development co-operation has taken initial steps toward promoting tourism: For instance, the study entitled "Ecotourism: A Conservation Instrument?" published by the BMZ in 1995, does answer its own question with a cautious "yes". In June 1997, the GTZ held a meeting of experts to discuss the question: "Ecotourism – a Tool for Sustainable Development?" The first projects of the German TC with tourism as a central focus were launched in 1997 and July 1998 in the Palestinian territories and in co-operation with the *Secretaría de Integración Turística Centroamericana* (SITCA) in Central America respectively.

1.3 Advocating tourism in Development Co-operation

No-one would seriously claim the deeply discussed points of contention to be altogether wrong. As a result, the private sector has largely imposed its dynamics on the development of tourism while government intervention is usually limited to setting up an infrastructure and promoting marketing efforts. In the process, ecological, social and cultural aspects are frequently disregarded.

The lack of concern with the subject of tourism in development co-operation entails that organisations cannot devote themselves to regulate the negative impacts of uncontrolled tourism. The fact is, however, that tourism is an activity that touches upon many different sectors and therefore affects many of the DC's other aims and work areas directly or indirectly.

Tourism and its various kinds of impact must be examined with greater differentiation than the outspoken critics would like. Advocates of development strategies in tourism argue the following points:

-  Tourism has become an integral part of the economies of many developing countries and is frequently the most important or at least one of the most important sources of foreign currency earnings.
-  The currency leakage caused by imports is only minor in the more developed economies. In those places with higher currency leakage (island states) there is often no economic alternative to tourism.
-  Lack of Third-World influence on the global market and fluctuations in demand are also typical for the agricultural sector. No-one would ever dare suggest ending DC commitment to agriculture because of this.
-  Tourism exhibits a broad range of links to other industries and therefore indirectly affects the generation of income and jobs.
-  Due to its service orientation, tourism is hard to "automate" and is therefore a modern industry with an immense capacity for job creation.
-  Tourism also produces its share of qualified jobs with different task profiles. By the same token, the great number of unqualified jobs on the touristic market should not only be judged negatively, since they can be filled by local people who lack training.
-  "Alternative" forms of tourism (e.g. ecotourism) are characterised by different supply and demand structures than conventional mass tourism or sea-shore tourism, which incur a different economic, sociocultural and ecological impact.
-  The environmental impact of tourism can be controlled to a certain extent by good management. This might even lead to positive environmental effects, for example in cases where tourism replaces more environmentally detrimental land use, such as monocultures for agricultural exports, extensive exploitation of the rain forest for tropical woods as well as slash-burn practices or poaching in protected areas.

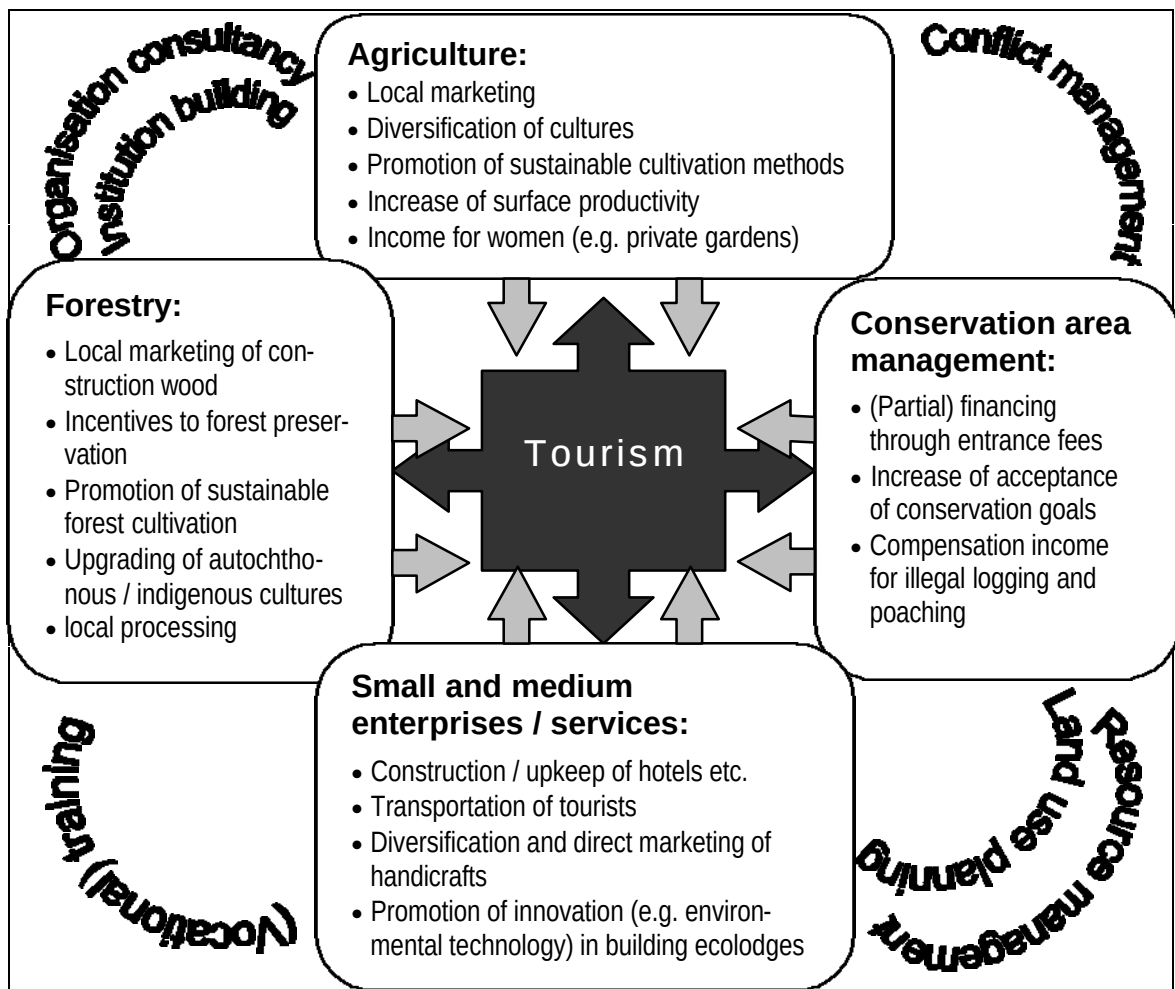
- ☞ Nature tourism is one of the few non-consumptive economic activities (with the exception of hunting and fishing tourism) that can contribute to the sustained validation) of ecosystems.

Due to multifaceted networking with its physical and social environment, tourism makes various forms of interrelationship with almost all other economic sectors or types of land use in addition to having direct effects on jobs and incomes.

Fig. 1.1 underscores the potential in linking

- ➔ **Tourism** (e.g. job and income effects, product differentiation, sociocultural effects, resource consumption) with the
- ➔ **traditional development co-operation work areas** (which begin where natural resources and agricultural and forestry products necessary to tourism are made available or services rendered). The **cross-sectoral tools and methods** of development co-operation represent in many cases the connecting links between the partial sectors.

Fig. 1.1: Links between traditional DC work areas and tourism



1.4 International experience with ecotourism

World-wide research has in part achieved varying results with regards to the implementation of the aspirations expressed in the concept of ecotourism: environmental compatibility, promotion of nature conservation and benefits for the local population. The majority of assessments see great potential in ecotourism, but at the same time note major difficulties with implementation in all three areas. Occasional success is mentioned, however.

On the other hand, great difficulty in putting the economic potential of tourism to use as per the expressed objectives is common. What generally causes more problems than the financing/promotion of conservation areas through tourism is the adequate involvement of the local population.

Table 1.2: Typical problems in developing ecotourism

- **Conservation areas** levy either no fees or only very **low ones** that do not – or hardly – exceed the expenses incurred by tourism.
- **Earnings from fees must be sent to a central tax authority** and thus are no longer available to local nature conservation.
- **Tourism companies are often opposed to fees** either because they fear adverse effect on their competitiveness; or they criticise the fact that fees are only used to finance government bureaucracy.
- The **local rural population lacks** the necessary **know-how, experience** and **financial resources** to engage in the business of tourism.
- In many cases, the local labour force cannot take on qualified jobs because of **low level of training**. Also, rural goods and services are either non-existent or **too poor in quality** to result in any noteworthy multiplier effects.
- It is extremely difficult to achieve widespread benefits in **socially and culturally heterogeneous local communities with low level organisation**.
- **Tourism potential is overestimated** because no feasibility-studies or cost-benefit analysis were conducted.
- The **abilities of local communities** are overestimated. Local ownership and participation are certainly desirable and necessary, but only exhibit a limited degree of professionalism necessary in the tourism industry.
- **Clarifying roles** amongst the **protagonists** involved only occurs insufficiently or not at all. Some DC projects accidentally end up in the **“doers role”** or are suddenly forced to support local tourism projects at long-term.
- Often, **the private sector and other relevant protagonists** are ignored instead of being drawn upon for their professionalism and market contacts .

The most promising initiatives (in terms of ecotourism objectives) are those that link resource conservation and local participation with professionalism in the tourism business, entrepreneurial thinking and market orientation. Achieving this balance is not easy. In tourism, the idealistic initiatives with a maximum of local ownership in particular (“*the people should preferably do and decide everything*”) only seldom produce high development-policy benefits. Consequently, the private sector’s role will become even more significant.

NGOs and TC organisations should adopt the role of expert mediators between nature conservation, local interests and tourism companies. This way, the development-policy benefits can best be maximised, in the interest of the local communities as well.

1	Tourism and Development Co-operation?
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2 How does tourism function?

3	Before take-off: key questions for a rapid appraisal
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4	Tourism development: step by step
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APPENDIX

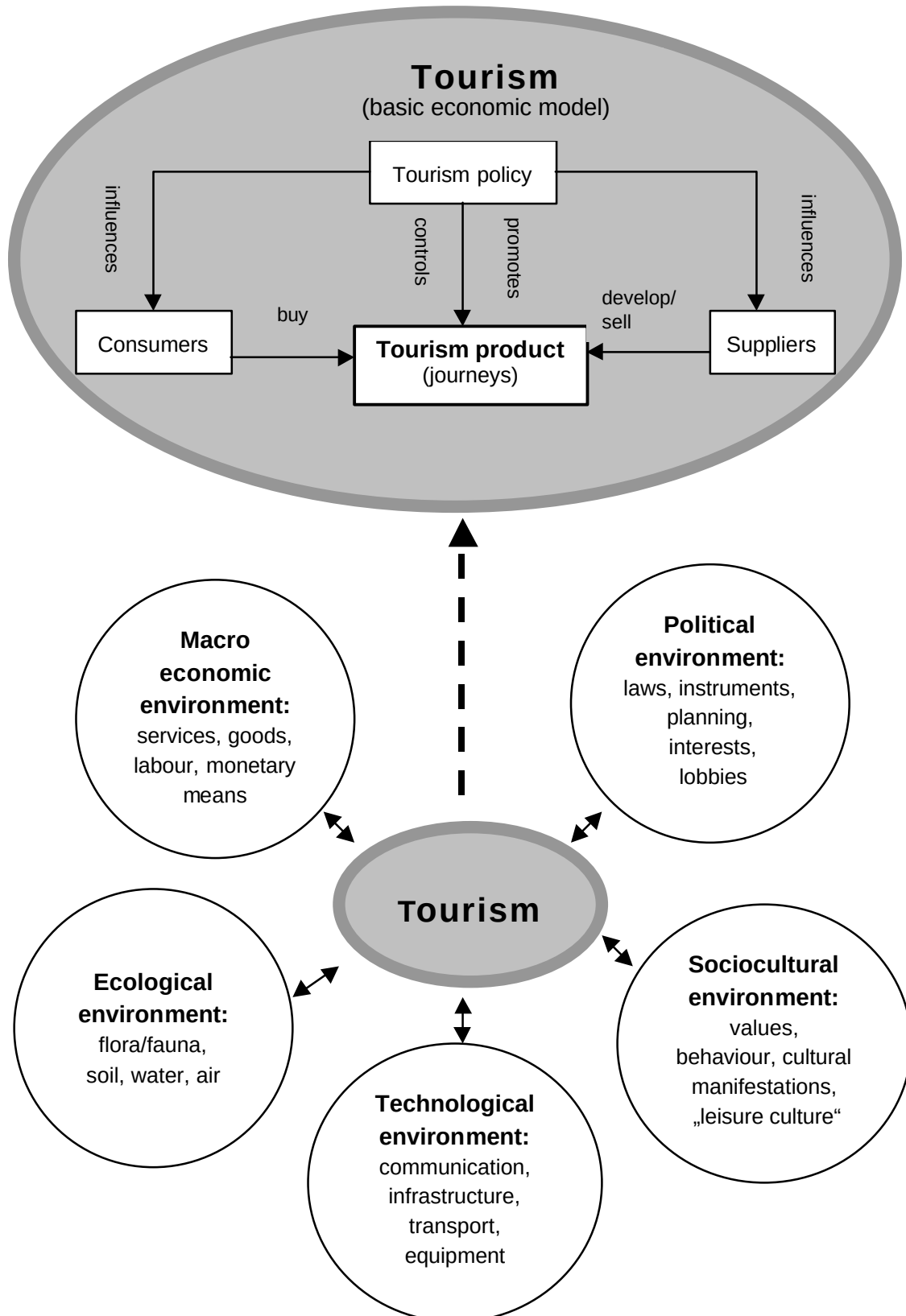
Tourism consists of a highly complex system of activities and services with numerous regional to global interrelationships into other economic and social areas (cf. Fig. 2.1). Accordingly, a large number of players are involved in tourism activities in the various sectors and at just about every physical level. If sustainable tourism is to be developed to achieve a specific effect, it presupposes a fundamental understanding of the complexity and characteristics of the global tourism system.

Drawing from tourism benefits for the host region, assumes the application of free-market mechanisms for ecological and social purposes. This implies accepting the logic of a system mainly carried by private enterprise, in which competitiveness and operational profitability are both the core purpose and at the same time the prerequisite for its very ability to function. Administrations of environmental protection areas, government-run institutions, NGOs and local communities that want to partake actively in tourism, therefore, will have to begin thinking in these terms as well.

The following chapter on tourism will consequently outline the fundamental developments and mechanisms of tourism as a global economic activity and the typical characteristics of forms of tourism relevant to rural areas of developing countries.

Fig. 2.1: Tourism: a complex system

(Cf. FREYER 1995)



Tourism takes place on several physical levels, ranging from the place or country of origin to the destination. This means that training a few local guides, building lodgings and printing information brochures will not suffice on its own. The entire service chain of a journey, which often crosses national boundaries, must function in order to develop tourism in a particular area. Because there is no possibility for the traveller to get to visit the destination before the decision of buying the journey, we have to look at the very special linkage between supply and demand in the tourism system.

2.1 Market Mix

In the tourism industry, a marketing strategy includes many factors that influence the marketing effort: timing, brands, packaging, pricing, channels of distribution, product, image, advertising, selling, public relations.

Product

The tourism product includes not only the physical product and service but also planning and development, branding and packaging. Basic marketing concepts suggest that any new product development must meet the needs of some segment of the market. We must differentiate between the original and derived offerings. The original touristic offering consists of:

-  natural attractions
(landscapes, climate, water, beaches, wildlife, vegetation)
-  cultural attractions (historic, religious or especially typical architectural monuments, traditional handicrafts or other economic forms, folklore, festivals, everyday culture, hospitality, special dishes, etc.).

The natural and cultural attractions must be rendered accessible and available in order to be utilisable for tourism. This is possible with the derived offerings, which consist of the following developments:

-  Transportation facilities
-  Holiday facilities (accommodations, food, shops, entertainment and other facilities necessary for tourism activities, such as hiking paths)
-  Mediating facilities
(travel agents, tour operators, tourist information offices).

The touristic product is a combination of the original and the derived offerings.

Marketing

Marketing comprises all the activities and processes used to bring buyers and sellers together, including creating, distributing, promoting, pricing and innovating ideas to facilitate satisfying exchange relationships in a dynamic environment.

To compete in today's tourism marketplace with its increasing global competition, organisations of both, the public and private sectors must know who their customers are and what they want. They must also be able to communicate the availability of tourism products and services to potential customers and convince them to become actual customers.

For communities that hope to compete for their share of visitors, the marketing of a distinctive culture, attractions or outstanding amenities might be the central theme. For firms in the private sector, success may be dependant on effective marketing and selling activities of the airline, hotel chain, or tour company.

Promotion

Promotion is essentially communication with the goal of changing the behaviour of the consumer, specifically to purchase a tourism product such as air travel, hotel accommodations, restaurant meals, tours, or a complete destination package. Understanding where potential buyers are in terms of readiness to buy is important in setting appropriate objectives and developing effective promotional materials.

Conclusions from practise

-  When conservation area managers, NGOs or local administrations receive support in developing tourism products, they have to keep in mind the market demands. When marketing matches the right product or service with the right customer at the right place and the right time, the results are a profitable business and a satisfied customer.
-  In order to market a local touristic product, the private sector must become involved, mainly tour operators and wholesalers. When designing offerings and managing tourism, their interests and operational processes must be taken into consideration.
-  In view of sustainable tourism development, marketing and promotion should emphasise environmentally sound and socioculturally equitable behaviour on the part of the tourists and on the tourism industry in general.

2.2 What framework conditions are necessary?

As with other enterprises, the tourism industry is also dependent on certain framework conditions in order to function in a sustainable manner. The necessary conditions for implementing sustainable tourism can be subdivided as follows:

Framework Conditions for Sustainable Tourism Development

Fundamental framework conditions

- Presence of basic **transportation infrastructure** (international airport, road network, runways)
- **simple immigration and currency regulations** (very important for tours that include several border-crossings)
- **personal safety** for the tourist (protection from crime, political unrest, harassment from police/ military)
- **relatively low health risks** (existence of basic medical services, no epidemics)
- **Protection of touristic sights** against destruction or dilapidation (legal regulations and their strict implementation).

Economic policy framework conditions

- Existence of an **economic order and financial policies** that promote tourism and other private companies or at least do not hamper them excessively.
- Access to **financing or promotional options** (e.g. special credit lines for SME or investments in general)
- Access to information and advice regarding entrepreneurial competence (e.g. for business start-ups)
- Access to **information/consultation** for **product development** and **marketing** (especially with regard to new types of touristic demand)
- **Support for marketing** abroad (e.g. trade-fair assistance, access to new booking systems)
- Existence of **possibilities for training specialised tourism personnel** (tourism schools and vocational training centres).

Framework conditions for ecological and socially sustainable tourism

- government **environmental legislation** (e.g. high environmental standards for tourism industry, obligatory EIA for major tourism projects, solid legal position for conservation areas)
- political and administrative structures that grant local/indigenous communities a certain share of **ownership rights and freedom of action**
- government economic and fiscal policies that basically permit **income from tourism to be directed into nature conservation or local communities**
- **funding tools/systems of incentives** that make environmentally sound investments, investments in peripheral regions or technical qualification of rural communities economically attractive
- information/ consultancy with regards to **environmentally sound technologies and management methods**.

Tourism is almost impossible without these framework conditions being met. Furthermore, tourism companies depend on a climate propitious to investment as well as on industry-wide institutions (e.g. vocational training centres) and on funding within the framework of economic or tourism policies. Finally, other political, institutional, planning and financial framework conditions are necessary in order to regulate that tourism is not only economically sustainable, but also ecologically and socially sustainable as well as economic benefits for the host communities.

To secure or create important touristic framework conditions and to promote and regulate tourism, government institutions are on the one hand necessary, and private sector, community or mixed associations on the other.

Small and medium enterprises (SME) in particular depend on the existence of funding and on the possibility of consulting as well as preliminary work by the government (e.g. existing infrastructure). SME tend to lose money in developing countries. In contrast, larger companies and business federations (e.g. regional tourism associations or sectoral groups) are in a better position to offset government deficits at least in part using their own means (e.g. in the areas of training, infrastructure).

Conclusions from practise

-  It is very important to clarify *ahead of time* whether or not the core conditions for sustainable forms of tourism exist (cf. Chap. 3.).
-  Should considerable deficits exist (e.g. institutional weaknesses), then development co-operation must be started on the framework conditions.
-  For in general, state agencies and NGOs cannot provide sufficient support to local tourism initiatives (e.g. with regards to consulting, training); co-operation with the private sector should be increased.

2.3 Regional interrelationship

Tourism expenditures create direct benefits in tourism-related services and such as accommodation, hospitality, attractions, events, and transportation, and indirect and induced benefits in other sectors such as agriculture, construction and manufacturing.

Direct effects

Direct benefits are realised through direct tourist expenditures for goods and services in the destination, in the form of business receipts, income, employment, and government receipts from the sectors that directly receive the tourism expenditure. In the destination areas, jobs are mainly created in accommodation, catering and other services (programmes). It is safe to say that in comparison to other modern economic sectors, tourism is relatively job intensive in relationship to volume of turnover and often, too, to the capital invested. Rough estimates of job impact of tourism in developing nations range from one to a maximum of two jobs per bed in the total tourism trade of a destination area.

Indirect effects

Indirect benefits are generated by the circulation of the tourism expenditure in the destination through inter-business transactions in the domestic economy. For example, indirect benefits can be generated from the investment and spending by businesses which benefit directly from tourism expenditures. The direct business receipts, when re-funnelled as investments or used to purchase other goods and services from domestic suppliers (who, in turn, purchase goods and services from other domestic suppliers), stimulate income and employment in other sectors.

In addition, tourism expenditure within the destination can create **induced benefits**. As income levels rise due to the direct and indirect effects of the change in the level of tourism expenditure, some of the additional personal income is spent within the destination. This results in amplification of the direct impact on the creation of income and jobs in neighbourhood or economically linked areas as well, which is known as the **multiplier effect**. The multiplier effect for tourism in developed countries is generally above 1. In less developed economies, the multiplier effect is usually below 1, however (cf. Table 2.1).

The extent of direct and indirect effects on the creation of income and jobs in an area under consideration depends on the following factors:

-  Existence of capital, entrepreneurial initiative and know-how
-  Availability and qualification of workers
-  Availability, quality, prices of local goods and services.

Table 2.1: Multiplier Effect: Examples

Tourists pay for:	Secondary expenditures:	Suppliers (ultimate beneficiaries)
Accommodations	construction supplies and work	construction co., craftspersons
	interior furnishings	furniture shops, craftspersons,
	repairs	craftspersons
Catering	fresh groceries	agriculture, fishing, local commerce/markets
	processed foods	bakers, butchers, food wholesalers
Transportation	vehicles	auto dealers, boat rentals
	fuel	filling stations
	carriers	unskilled local forces
	riding animals	local agriculture
Activities / programmes	special tours	skilled (local) forces
	cultural events	local population
	courses, workshops	skilled (local) forces
	(sports) equipment	dealer or rental of sports articles

Leakage

Some of the added revenues from the increase in tourism expenditures may, however, undergo leakage. Leakage refers to the process through which tourism receipts leave the destination's economy. Revenues may leak out of the local economy in the form of payment for imports or moneys saved (without re-investment). Important payments can take several forms, such as repatriation of profits to foreign corporations and salaries to non-local managers, as well as payment for imported goods and for promotion and advertising by companies based outside the destination.

Conclusions from practise

- ☞ Limited direct effects and high leakage rates can be expected for peripheral and undeveloped areas, for investments coming from outside and a high percentage of goods/services must be imported. Nonetheless, even lower earnings from tourism will have outstanding significance if hardly any other opportunity for cash income exists.
- ☞ A central task of local regulation for sustainable tourism development is to promote entrepreneurial initiatives of local communities and to increase sustainable use of local resources.

2.4 Upcoming tourism alternatives

The bulk of travel traffic consists of business trips and classic “seaside tourism” in the large holiday centres. In spite of recent tendencies towards alternative travel, the latter is still the true engine of national and international tourism traffic. The natural and cultural attractions of rural areas have captured relatively little traveller interest, but it is growing. The most relevant forms of upcoming tourism alternatives are:

-  **Nature tourism:** Interest lies in diverse nature, pristine at best.
-  **Rural /cultural tourism:** Interest lies in special cultural manifestations in a rural context, or at least in one close to nature.
-  **Scientific tourism:** Interest lies in visiting social or ecological projects and trips for professional or educational purposes.

Nature tourism

Exact data on the world-wide demand for nature tourism is not available, but isolated figures for certain countries/regions do exist. East Africa and South Africa (safari tourism), the Himalayan countries (mountain tourism), Southeast Asia (rain-forest tourism), the coral reefs of the Indian Ocean, the South Pacific and the Caribbean (scuba-diving tourism) and Central and South America (rain forest and mountain tourism) are the most important destinations for nature tourists in developing countries.

The exclusiveness of the nature experience has a more or less important position at the root of the tourists' needs in this particular segment of the demand. Such qualities are more frequently encountered in conservation areas than elsewhere.

The quantitative significance of the various demand segments are also important in order to assess the market potential of a nature tourism product. According to growth forecasts, the “classic” ecotourist with a special interest in nature, with low demands on comfort and high environmental awareness will increasingly be part of the minority in the global nature tourism market.

The number of “casual” nature tourists is far greater, i.e. those who schedule visits to nature areas often as a mere add-on to a trip and tend not to make “purist” claims when it comes to proximity to nature and the presence of other visitors. This type includes especially the bulk of domestic tourists in developing nations. The respective needs must be taken into consideration when doing the planning. Indeed, if well managed, this type of tourism could even be a significant potential for income for nature areas within range of holiday centres.

Rural / cultural tourism

Surveys of tourism to developing countries show a great interest amongst travellers in what they experience as exotic culture in the destination countries. As opposed to nature tourism, which can be principally conducted without the participation of the local population, intercultural encounters are the core of the journey in cultural tourism. Usually the highest possible level of cultural authenticity is also expected. In addition travellers often have a great number of different – and in part very special – interests (cf. Table 2.2). Cultural trips, like nature tourism, are often combined with other attractions (e.g. stays on the beach, excursions into nature areas).

Scientific tourism

Scientific and educational tourism are interesting from an economic point of view, since this type of demand features longer on-site stays and can also often be extended after the end of the actual project. Both require the active development of suited offers by the research-project executing agency or by the responsible organisation. It can grow into a lucrative source of income for the executing organisation if combined with complementary vacation offers, and create additional jobs for the local population.

Table 2.2: Types of rural / cultural tourism

Source: VORLAUFER 1997; modified

Form of tourism	Attractions
Historical/ archaeological tourism	historic monuments, ruins excavations
Ethno-tourism	traditional/indigenous communities and their folklore, buildings, economic life, handcrafts, shrines
Rural tourism (agro-tourism)	rural estates (e.g. <i>fincas</i>), interesting villages, cultural landscapes and farming activities (e.g. rice terraces); horse-back-riding
Educational tourism	Courses and workshops (music, handcrafts, languages, natural medicine, etc.), based upon authentic local capabilities
Religious/esoteric tourism	traditional places of pilgrimage, monasteries and other sacred places, traditional ceremonies, meditation centres, etc.
Health tourism/ weekend-outings	Thermal or mineral baths, cool mountain areas in tropical countries

The alternative market

The nature and cultural tourists may be characterised by a host of combined features such as above-average academic qualification, higher income and greater travel expenditures, broad travel experience, high quality-conscious and relatively open-minded to conditions in the host country or region. The bulk of the demand stems from industrialised nations. However, domestic travellers with interest in the natural beauty and cultural heritage of their own country – is gradually gaining in popularity in the threshold nations.

What distinguishes tour operators of nature and cultural tours in developing nations and operators of lodges and guesthouses from the growing trend toward concentration in the global tourism industry is the fact that they are usually highly-specialised, small and medium enterprises that do not really have access to major financial capacities. Nevertheless, large-scale tourism enterprises are increasingly turning to nature and cultural tourism as a means to diversify their offerings. These kinds of tour operators as a rule offer excursions into villages or nature conservation areas as add-on programmes.

Even in the area of nature and cultural tourism, striving for short-term gain and non-sustainable use of touristic resources by the private sector can be observed, because of know-how-gaps in terms of environmentally sound and socially equitable management, product design and appropriate promotion.

Conclusions from practise



When co-operating with the private sector, it must be clarified in what areas do the objectives of sustainable tourism development harmonise with the primarily economic interests of the companies and where do they tend to conflict. Above and beyond a general sense of responsibility, tourism industry principally exhibits immediate interest in the sustainability of tourism development when:

- appropriate measures are taken to lower operational expenses or at least not to increase costs,
- it can prevent damage to the touristic resources (e.g. destruction of the landscape, water pollution, driving out wildlife by poachers),
- the respective measures fit the company's corporate identity and appeal to customers (image care).



The fundamental readiness to co-operate with the local communities have similar traits. For companies it first of all means delays and increased complications in operational processes, but it could become interesting if it gives way to an attractive touristic product.



If the conditions mentioned above are not met, the tourism industry cannot be relied upon to voluntarily act in environmentally and socially sound fashion, especially if this would generate higher expenses or loss of revenue. In such cases conservation area administrations, local organisations and governmental and non-governmental institutions would be well advised to create special incentives (e.g. granting exclusive rights of use, fee discounts, joint training of local personnel) or impose charges (e.g. for granting concessions), so that the activities of tourism companies might produce the kind of effects considered right from the standpoint of nature conservation or benefits for local communities.



A very significant but only indirect economic advantage of project-related tourism is the impact on the public relations work of development cooperation and nature conservation organisations in donor nations. Members and other interested parties can actually observe on location where their contribution is being spent and might well decide to increase their support for such projects.

1 Tourism and Development Co-operation?

2 How does tourism function?

3 Before take-off: key questions for a rapid appraisal

4 Tourism development: step by step

APPENDIX

Before “take-off” with tourism development, it has to be decided by local planners and developers, whether or not to consider sustainable tourism as a viable development option. This chapter presents a rapid appraisal by answering key questions for the initial evaluation of the feasibility of sustainable tourism development.

The rapid appraisal is a kind of snapshot based on rough, qualitative evaluations and partially on assumptions as well. Playing out various scenarios based on different assumptions is recommendable in case of serious doubt.

As with the objectives pursued by sustainable tourism, the key issues are:



Objectives and interests: What goals/interests are being pursued by the protagonists? Is steering or promotion of tourism the primary issue?



Feasibility: Is the area suited for tourism, are the conditions for sustainable implementation being met (basic conditions, protagonist capability)?

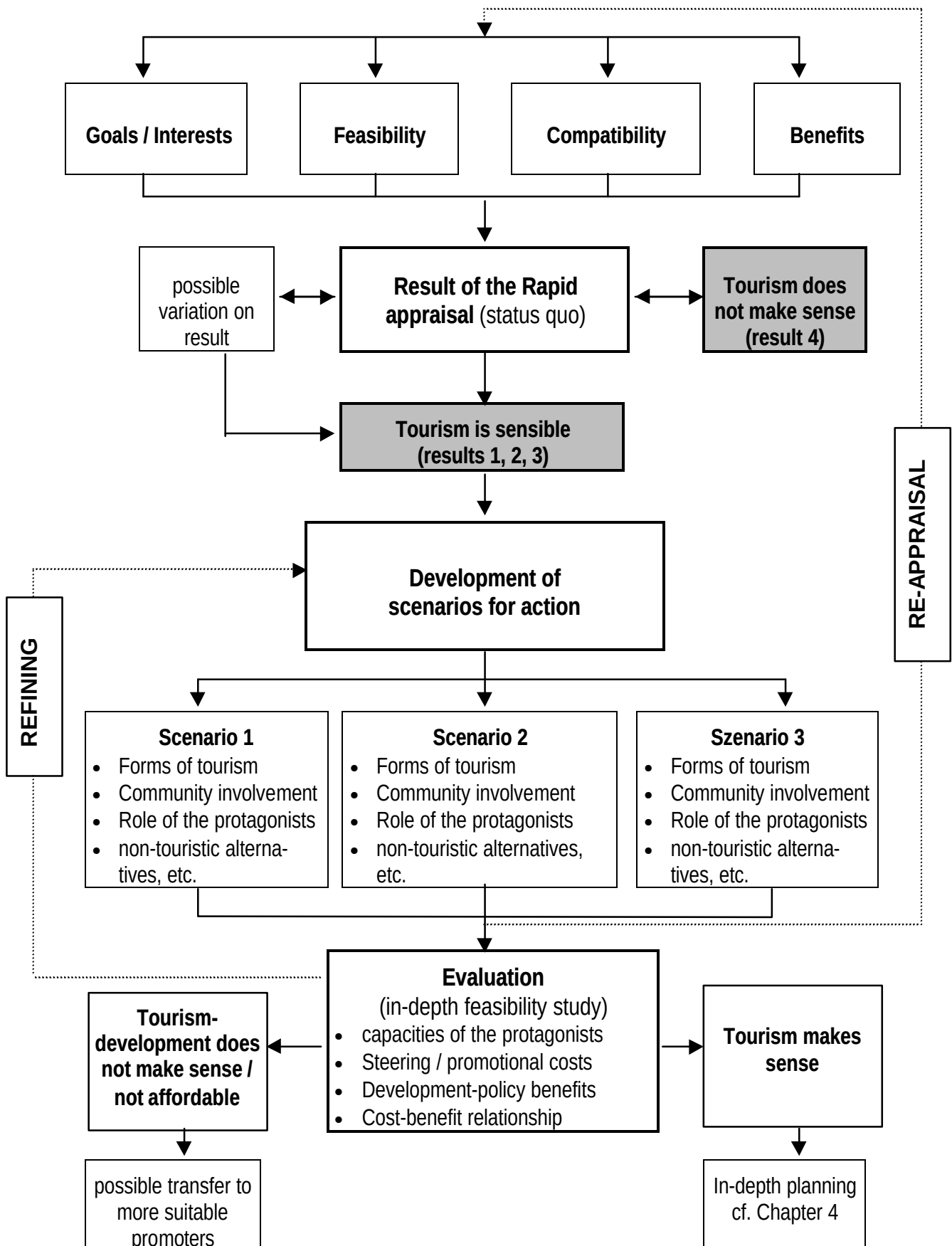


Compatibility: Will the ecological and sociocultural circumstances basically permit compatible tourism development? Are the institutional conditions such that negative effects can be avoided by regulation means?



Benefits: Are the fundamental political, social and institutional conditions present for tourism to help make a noteworthy contribution to conservation areas at all and/ or have a broad impact on the income of local communities?

Fig. 3.1: Feasibility evaluation of sustainable tourism development





Answering the key questions is an iterative process. The conclusions drawn from the answers always coincide with certain conditions or assumptions, which refer to other questions or lead back to previous questions (cf. Fig. 3.1).



Thus, a question that has been answered positively on its own does not necessarily mean that a tourism development is legitimate! The greater picture is the decisive factor insofar as there are no criteria for exclusion (cf. questions 4 and 7).



Rapid appraisal only allows limited judgement of the feasibility and rationality of tourism. An in-depth feasibility study is necessary as a future course.



The results of a rapid appraisal do suggest, however, which and under what conditions a tourism development can be pursued. Hence it also helps create consciousness of the potentials and risks linked to tourism.



It is desirable to invite an expert on tourism (short-term expert, later also long-term experts) to participate at the earliest possible date, at the latest, however, if the in-depth feasibility-study and concrete planning is being carried out.

Not all questions in every project will have the same importance or even necessarily play a role in the first place. For example, the financing of conservation areas in rural regional development is irrelevant. The respective emphasis or particular accents must therefore be decided on a case by case basis. If needed, questions relating to specific situations can be added to the catalogue of questions suggested. The “possible answers” listed and their corresponding conclusions can naturally be complemented – personal creativity is welcome here! The “Guide for local authorities on developing sustainable tourism,” just published by the WTO, which is listed in the Appendix, can also provide assistance.

Clarification of objectives and interests

Clarifying the various interests of the stakeholders and keeping in mind the general development objectives are a major framework for assessing a possible tourism development. The current status of the development of tourism also plays an important role.

Question 1: Interests, objectives and abilities of the protagonists: On whose initiative should tourism be promoted ?

Possible answers		Conclusions
Local community (-ies)		Evaluate the respective abilities and expectations of the communities (Question 8) because the conceptions are often unrealistic and purely economic.
NGOs		Basically suitable as a source of planning, management and (in part) entrepreneurial implementation, <u>however</u> : estimate know-how in tourism or business since they often have a purely social or nature conservation focus.
Nature conservation-/ protected area administration (officials)		Suitable as a source of planning and management, seldom for entrepreneurial implementation, evaluate tourism know-how and steering authority (Question 12); evaluate possibility of autonomous administration of tourism revenue (Question 13).
Tourism officials/ associations (cf. Chapter 2.2)		Important co-operation partners for influence on touristic framework (Question 7), <u>but</u> : evaluate authority, sensitivity to nature conservation / local needs and willingness to co-operate, because they often have purely (macro) economic conception.
Tourism companies		Best possible guarantee of professional implementation with corresponding experience, <u>but</u> : evaluate sensitivity and readiness for co-operation (Questions 9, 12).
Development Project's staff		Best possible compatibility with development goals, <u>but</u> : compare their conceptions with those of the other protagonists; evaluate touristic know-how and capacities of the project.
???		!!!

Question 2: Relationship between tourism and development objectives: What should be achieved or what deficits is tourism supposed to improve?

Possible answers		Conclusions
Improved income for rural communities		Development aspect at the forefront; measures should stress participative planning, local companies, direct and indirect job/income effect
Contribution to financing of conservation areas		Development aspect at the forefront; preference on up-market segments; if possible; observe conditions (Question 13)
Compensation for local non-sustainable land use in and around conservation areas	👉	Development aspect at the forefront; accent on participative planning and local benefits; watch for broad impact and direct linkage with nature conservation goals.
Improvement of the situation of nature conservation areas on a national level	👉	Development aspect at the forefront; benefits do not necessarily have to be produced at the local level; create a connection between tourism and nature conservation.
Counteract impediments to development goals with (existing) tourism	👉	Steering aspect at the forefront (skip over Questions 4 to 7). Minimise ecological and sociocultural impediments; divert more revenues from existing tourism business, to local benefits.
???		!!!

Question 3: Is there tourism in the area or its surroundings at all?

Possible answers		Conclusions
Tourism has not been developed in the area or its surroundings.	🔔	Intense testing of the feasibility of tourism (Questions 4 to 9); development aspect clearly at the forefront; watch for the protagonist's capacities, because of great need for action.
Tourism exists in the surroundings but not in the project area.	😊	Propitious starting position because of presence of supra-local conditions for feasibility and the local ones can still be influenced; development aspect at the forefront.
Tourism already developed in the area		Steering aspect at the forefront: minimising negative effects (Question 2), use of existing business for local benefits and financing of conservation areas.
???		!!!

Answering the following construct of questions on the feasibility of tourism (especially Questions 4 to 7) is related in the first place to regions in which tourism has only been developed rudimentarily or not at all. Whether tourism development makes sense is a fundamentally open question. The answer can be “yes” or “no” depending on the type of situation to be found locally. On the other hand, the question as to “whether” (and as to economic feasibility) becomes virtually moot in the event of more advanced tourism development, since tourism will then already exist as a reality and will almost surely exert influence on the achievement or non-achievement of general development objectives.

Feasibility of tourism

Question 4: How attractive are the original offerings?

Possible answers		Conclusions
High attractiveness (most positive and all the minimum criteria in Table 3.1 apply)	😊	Tourism development makes sense, when nothing stands in its way; expectation of large numbers of visitors and high benefits; but watch the need for steering (Questions 10 to 12).
Moderate attractiveness (only some positive criteria and all minimum criteria in Table 3.1 apply)	👉	Tourism development makes sense with good derived offerings (Question 5), existing markets (question 6) and favourable conditions (Question 7), watch for possible competing supplies.
Low attractiveness (Absence of all minimal criteria and very few positive criteria in Table 3.1 apply)	🔔 🔔	Tourism development does not make sense.
???		!!!

Question 5: How is the quality of the derived offerings/ infrastructure ?

Possible answers		Conclusions
High-quality supply available	😊	Tourism development makes sense; relatively low project costs with emphasis on financing of conservation areas and diverting of local benefits.
Current supply is quantitatively and qualitatively insufficient		Tourism development makes sense, but it is more costly because infrastructure will need investment.
No/hardly any offerings available	👉	Tourism development only makes sense if the high attraction of the original offerings seem to promise returns on investment.
???		!!!

Table 3.1: Criteria for the touristic attractiveness of natural areas

Source: EWG 1995, slightly modified

Original offerings	Additional criteria
Natural attributes	Accessibility
Grandeur/ diversity of landscape (mountains, bodies of water)*	Proximity to an international airport and/or a tourist centre
High level of biodiversity*	Duration and comfort of travel there (runway, state of roads) are relative to attraction !!
Presence of large animal species*	Attractions in the region
Presence of other interesting animal species (above all avifauna)	Existence of other attractions in the destination or neighbour country (possibility for touring) !!
Easily-spotted wildlife*	Existence of complementary attractions on the journey or in the region.
Interesting forms of vegetation (e.g. tropical rain forest)	Cultural attractions
Uniqueness of species (endemism) or of topographical elements	Archaeological sites
"Pristine quality" of the ecosystems	Indigenous cultures
Possibilities for swimming (beach, lake, rivers, waterfalls)	Bed and board
Natural sports possibilities (rafting, diving, climbing)	On-hand or possible access to pleasant, hygienic, acceptable lodgings !!
Palaeontological sites	Offer of tasty, hygienically-prepared meals !!
Climate	Basic framework
Pleasant temperatures, humidity	Tourists' personal safety (protection from crime) !!
A drier season !!	Presence of basic medical care

* especially important criteria

!! minimal criteria

Question 6: How much effort is necessary to access markets in nature, cultural or scientific tourism?

Possible answers		Conclusions
The possible demand segments already travel to the country (or to neighbouring countries), and there is little competing supply.	☺	Tourism development makes sense; relatively little marketing effort is needed to tap into existing markets.
Possible demand still remains to be accessed	☝	Tourism development might make sense, <u>however</u> : relatively expensive because of the need for market research and more comprehensive marketing measures (high professionalism and “seed money”).
Several competing supplies might exist in the region.	☝	Tourism developments might make sense, <u>however</u> : market research must be rounded off by analysis of the competition; perhaps differentiation of the touristic product, high professionalism necessary.
???		!!!

Question 7: Are fundamental and economic policy framework conditions for tourism implementation given?

Possible answers		Conclusions
Both fundamental and economic policy framework conditions are being met.	☺	Tourism development makes sense; interventions for the development of tourism can be confined to the local level.
The fundamental framework is being met, but the economic policy framework have some flaws.	☝	Tourism development makes limited sense; besides the local intervention level, capacities to affect the framework must be present.
Neither the fundamental nor the economic policy framework is being met.	🔔 🔔	Tourism development does not make sense.
???		!!!

Question 8: Do local communities have sufficient skills to become active in tourism?

Possible answers		Conclusions
Communities have experience with tourism or other market products, basic formal education, knowledge of languages.	☺	Tourism development makes a lot of sense: substantial benefits possible; direct involvement in the tourism business has relatively good prospects.
Host communities have no experience with tourism or market products; subsistence economy, low level of training.	☝	Tourism developments might make sense, <u>however</u> : great need for training and consultancy; independent activity at best in the lower market segment or in joint ventures; indirect benefits possibly only through redistribution of fee funds (or similar).
Both types exist.	🔔	Tourism developments only make limited sense, <u>however</u> : beware of possible social inequities and conflicts as a result of tourism; seek increased wide-spread effects of benefits (questions 11 and 14).
???		!!!

Question 9: Does the indigenous tourism industry has access to sufficient know-how and capital?

Possible answers		Conclusions
Tourism industry does have experience with ecotourism / sustainable forms of tourism and has sufficient sources of capital.	☺	Tourism development makes a lot of sense; seek close co-operation with the tourism sector (especially in consulting and training); joint ventures with local groups or conservation area administrations are possible (infrastructure financing, training etc.).
Tourism industry has little experience with ecotourism.		Tourism development makes sense, <u>however</u> : tourism industry needs to be advised (and possibly trained) in product development, marketing and sustainable corporate management; access to loans if capital is absent.
???		!!!

Conditions for compatibility of tourism development

Question 10: How sensitive are the ecosystems in the area with respect to tourism?

Possible answers		Conclusions
High sensitivity of the ecosystems to tourism usage is expected.		Tourism development is not justifiable or only in a very limited manner; condition: nature conservation officials have great authority and the tourism industry is willing to co-operate (Question 12); EIA is absolutely necessary; incompatibility with intensive touristic usage.
Ecosystems can be burdened within limits or separate zones.		Tourism development is justifiable, if conservation objectives can be achieved (Question 12); <u>however</u> : EIA necessary, if uncertainty exists about sensitivity or intensive touristic usage.
???		!!!

Question 11: How sensitive are local communities to possible sociocultural/ economic impacts of tourism?

Possible answers		Conclusions
Very high sensitivity (indigenous/traditional community with little influences from outside)		Tourism development is not justifiable or only to a very limited degree; condition: limitations on access are easy to enforce, sense of responsibility on the part of the tourism industry (Question 12); benefits possibly through fee funds without seeking direct involvement in tourism.
High sensitivity (indigenous/traditional community in cultural transition)		Tourism development might be justifiable, <u>however</u> : intensive support/ mediation as well as willingness to co-operate on the part of the tourism industry.
Sensitivity to income distortions (local community is heterogeneous and poorly organised)		Tourism development might make sense, <u>however</u> : watch especially for possible social imbalances caused by tourism; seek increased broad impact of benefits (Question 14).
Rather less sensitivity (local community already has experience with tourism or market production, is relatively homogeneous and well organised).		Tourism developments make sense and are justifiable (Question 8).
???		!!!

Question 12: How great is the steering authority of the institutions and is the tourism industry willing to co-operate?

Possible answers		Conclusions
Institutions dispose of sufficient legal, personnel, expert and financial instruments or capacities and have political support.	☺	Tourism development makes sense and is justifiable, even if the tourism industry shows little willingness to co-operate.
Institutions have a weak legal and political position and dispose of insufficient means or capacities.	🔔	Tourism development is not justifiable or only to a limited extent; condition: tourism industry is very willing to take on responsibility voluntarily.
Tourism industry shows great willingness to co-operate and to take on responsibility voluntarily.	☺	Tourism development makes a lot of sense; seek close co-operation with the private sector; launch joint ventures with local groups or conservation area administrations.
Tourism industry is not very co-operative and has hardly any interest in sustainability.	🔔	Tourism development is only justifiable if it can be controlled (see above) ; difficult persuasion work and government regulation needed; looking for alternatives is complicated (NGO-“companies”; direct co-operation with foreign operators).
???		!!!

Prerequisites for achieving benefits

Question 13: Do the conservation areas exhibit the prerequisites for earning independent and cost-covering income?

Possible answers		Conclusions
The conservation area administration has the right to levy entry and licensing fees and to manage them (in part) independently and at the local level.	😊	Tourism development makes a lot of sense, if the earnings from fees exceeds operational expenses specific to tourism (see below).
Fees may not be levied or must be remitted entirely.	🔔	Tourism development makes no sense if the situation cannot be changed.
Income from tourism might exceed tourism-specific investment and operational costs (infrastructure, additional staff).		Tourism development makes sense if independent management of fees (see above) or another distribution mechanism are also possible for nature conservation; <u>prerequisites</u> : cost-efficient management, sufficient demand, aim for competitive prices that cover costs.
The tourism-specific costs will probably exceed earnings from tourism.	🔔	Tourism development does not make sense, if demand is insufficient, efficient management seems unrealistic or cannot be entirely taken over by the private sector (via proper concession agreements).
???		!!!

Question 14: Are prerequisites present to achieve broad income effects through tourism? (cf. Questions 8 and 11)

Possible answers		Conclusions
Local community is relatively homogeneous, well organised and has sufficient rights.	☺	Tourism development makes sense; co-operative company structures should be strived for; link tourism development and conservation objectives.
Local community is heterogeneous and hardly organised, legal position (land ownership, political autonomy) is unsound or uncertain.	🔔	Tourism development makes no sense or only within limits: influencing legal/political framework must be possible; danger of income inequities (Question 11); divergence of tourism development and conservation aims; great necessity for mediation.
Conservation area is thinly settled.	☺	Tourism development makes a lot of sense, since broad impact and linkage with conservation objectives is possible even with relatively low turnover from tourism; <u>however</u> : avoid too sharp tourism development to avoid migration into the area.
Conservation area is densely populated.	👉	Tourism development makes limited sense, since broad impact is hardly possible from tourism earnings; combine tourism with other development strategies.
???		!!!

Conclusions of the rapid appraisal

“Working through” the key questions without deeper analysis will not lead to a concluding verdict with regards to the feasibility and rationality of tourism within the context of a specific region. Yet it will result in an initial directed evaluation of the existing conditions and the leeway for action available to possible interventions. The following results drawn from the rapid appraisal are conceivable:

Result 1: Tourism makes a lot of sense

- Expected steering / promotion costs: low
- Estimated development benefits: high
- Appraisal criteria: very often ☺, no 👉 or 🔔.

Result 2: Tourism makes sense

- Expected steering / promotion costs: quite high
- Estimated development benefits: relatively high
- Appraisal criteria: quite often ☺, some 👉, no 🔔.

Result 3: Tourism makes limited sense

- Expected steering / promotion costs: high
- Estimated development benefits: limited or uncertain
- Appraisal criteria: no/few 😊 , quite often 🤔 , some 🚫

Result 4: Tourism does not make sense

- Expected steering / promotion costs: very high
- Estimated development benefits: low
- Appraisal criteria: quite often 🤔 and 🚫, exclusion criteria (🚫🚫) exist.

In the case of result 4 the obvious lack of core conditions for success shows that tourism development should be avoided. The first three results, however, do open various promising prospects for the promotion of sustainable tourism.

We recommend that this rather general approach to tourism is followed by the development of various visions or active options in form of scenarios and that this approach once again be tested for its specific feasibility (cf. Fig. 3.1).

The weak points identified in the key questions should be stressed in the process of a in-depth-feasibility-study. In addition, the capacities of the protagonists, the necessary promotion costs, the probable development policy benefits and the expected cost-benefit relationship of development co-operation must be evaluated as precisely as possible at this point. If the tourism development of the most propitious scenario still seems to make sense, then concrete planning of projects can begin (Chapter 4).

- 1 Tourism and Development Co-operation?
- 2 How does tourism function?
- 3 Before take-off: key questions for a rapid appraisal

4 Tourism development: step by step

APPENDIX

In order to assist in planning, implementing and supervising a sustainable tourism development, Chapter 4 will introduce the different steps for the close co-operation between tourism industry, civil society, local and regional governments. Only with the active participation of local and indigenous communities, sustainable tourism can contribute to the conservation and management of biodiversity, thus contributing to the local economy. A final indicator-checklist supports monitoring and evaluation in the whole process of sustainable tourism development.

Step 1: Situation analysis

After the basic decision has been made using the rapid appraisal as to whether tourism should be at all considered as an area of intervention, all stakeholders must join to conduct closer analysis of the initial situation.



Include the experts in sustainable tourism!

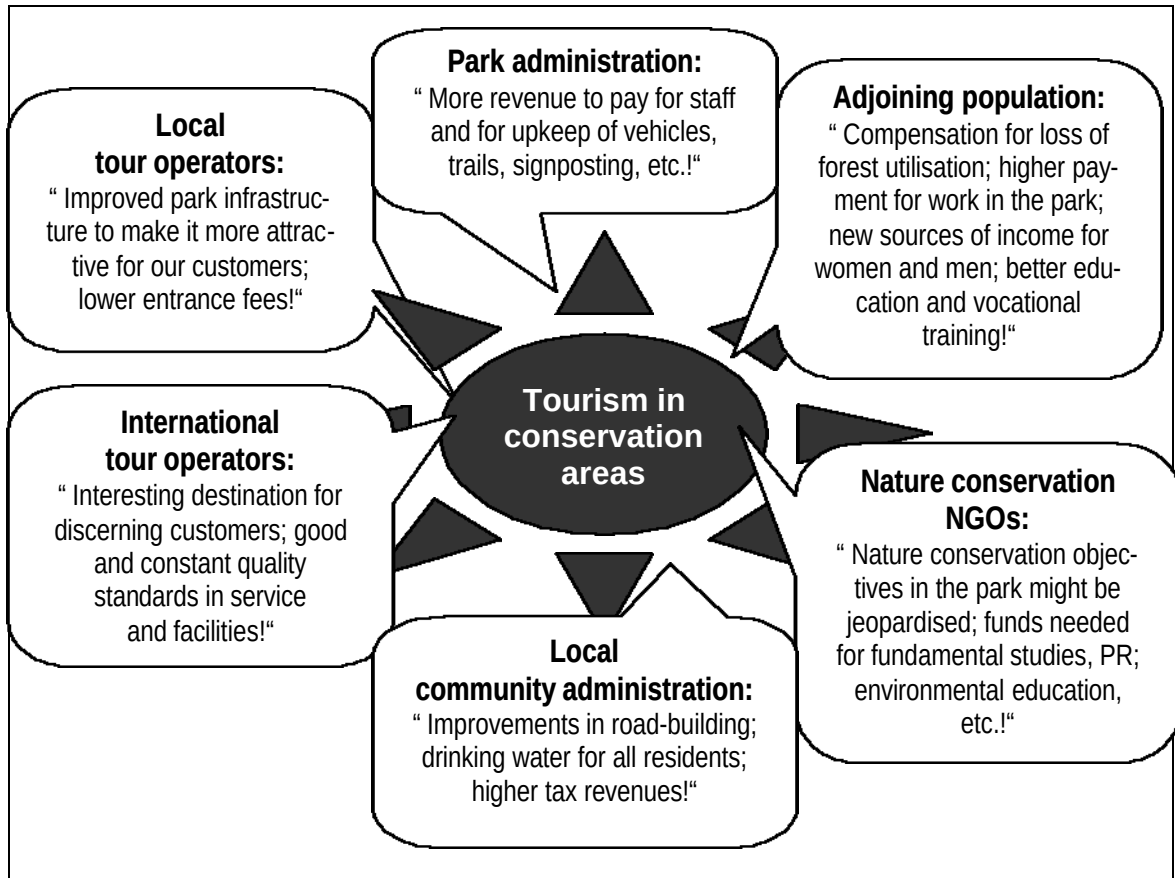
Stakeholders and interests

Interests and goals of the stakeholders and their mutual relationships (power relationships; privileged/underprivileged groups, gender) must be filtered out. Fig. 4.1 shows the stakeholder groups and their respective interests using the example of "tourism in a nature conservation area".



All stakeholders without exception (♯ + ♯ !) must be incorporated!

Fig. 4.1: Example for on-site stakeholders and interests



Problems and potentials

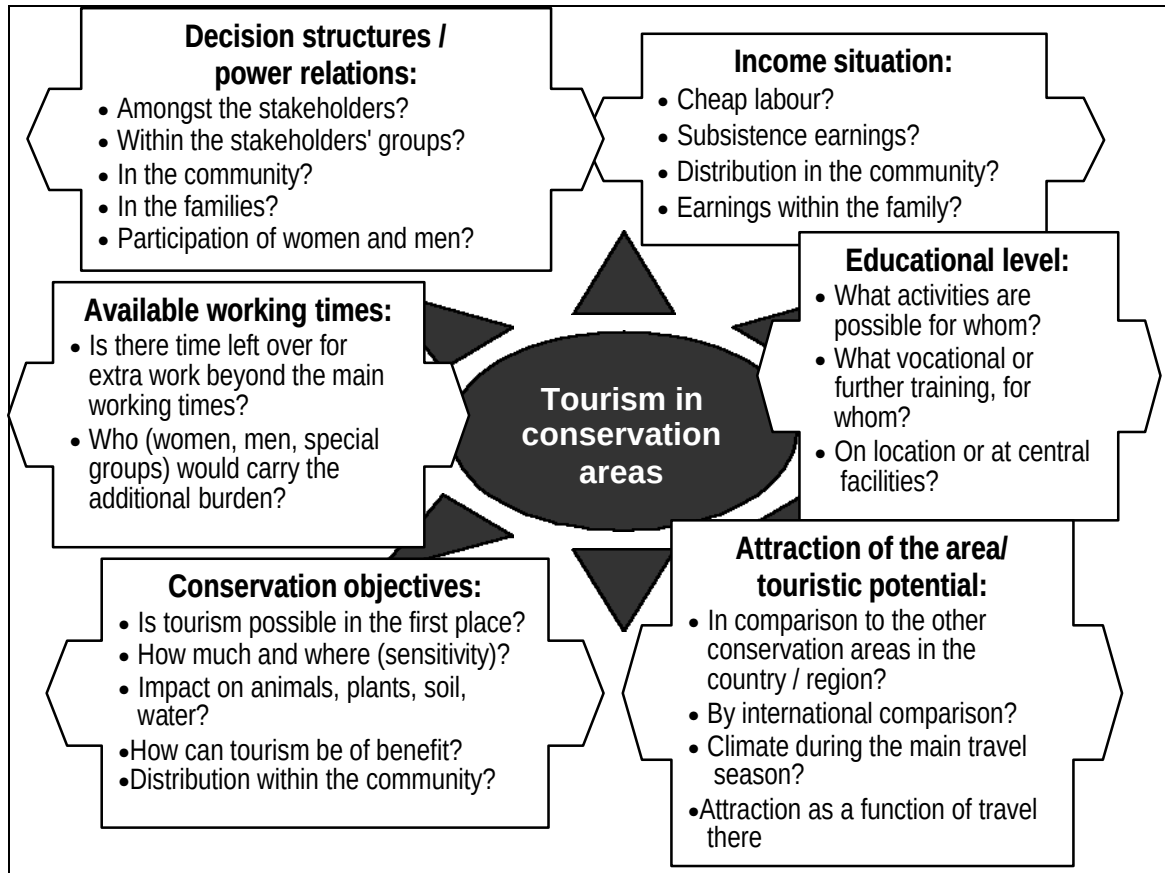
As befit the complexity of the cross-sectoral planning process, the feelings and ideas that all stakeholders have with regard to their own possibilities must be recorded and the touristic attraction of the area evaluated. In the international competitive tourism business in particular, it is usually the local village communities that find themselves in need of basic support already at a very early stage of the tourism development, with regards to:

- general legal advice,
- land rights,
- dealing with the proper co-operation partners,
- negotiations on the distribution of profits, etc..

Keep an eye on the negotiating position of the individual participants!

Which of the stakeholders should/ must already be especially promoted here?

Fig. 4.2: Example of problems and potentials



Framework conditions and prerequisites

This is where we analyse those factors and preconditions that influence the expected effects of the tourism development, but which for their own part can only be influenced to a limited degree or not at all at the local level (e.g. in resource conservation).

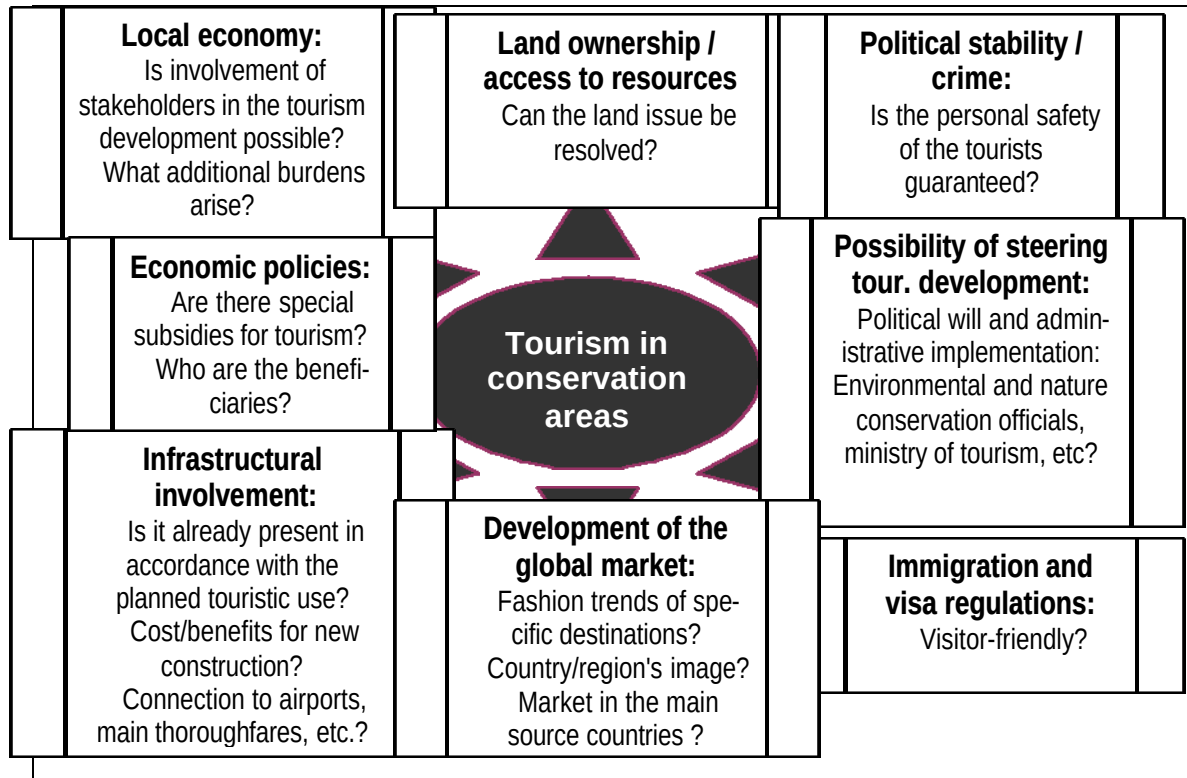


Watch for changes and momentum during the course of the development process!



Look for opportunities and risks!

As became obvious in the preceding chapters, countless interrelations arise within the tourism system. During preparations for the tourism development and also during the individual implementation stages, serious framework conditions are of vital significance for the course of the process, as is illustrated by the example in Fig. 4.3.

Fig. 4.3: Example of framework conditions and prerequisites

Step 2: Designing a strategy for tourism development

This step will discuss tourism strategy planning approaches. It involves many parties with different perspectives, including governmental bodies and private investors and developers. Given the diverse interests of all these parties, the range of different destinations, and the many types of possible development, the subject of designing a strategy of tourism development is quite extensive.

Planning seeks to simultaneously prevent negative impacts and meet the goals and objectives of a community. The effects expected must already be established during the elaboration of the strategy with help from the corresponding indicators for subsequent monitoring and evaluation (M&E) of the development's sustainability.

What kind of tourism? Which tourists?

The type and dimension of the possible tourism development must be decided on a case by case basis. A realistic evaluation by the possible forms of tourism with the collaboration of tour operators and market experts is an important precondition for the economic sustainability.

The following questions must be answered:

- What group should be dragged with the touristic attractions?
- Where do these groups live (countries, regions of origin)?
- What is their main interest, what are their expectations?
- What are they prepared to pay for their journey?
- What would they like to do or experience here?
- How easy or difficult is it to travel here?
- What factors determine the decision to travel (to what country) and during the journey (what should they do on location)?

Based on the situation analysis with the participating stakeholders and with additional consultation of an expert in the field of tourism, thoughts should turn to the goals that are to be reached with the tourism development. The following question can be applied through analysis of the specific deficiencies and of the potential input of the various participants:

Where to begin?

Linking the complex tourism system with objectives specific to development gives rise to very different

Possibilities for the starting points of a tourism development intervention:

- Planning and implementation of **market research, product development and improvement**,
- Development of a **marketing strategy** (and perhaps implementing them in the form of trade fair presentations, etc.)
- Collaboration in a physical **tourism plan** (e.g. as an integral element of the conservation area's management plan) including the elaboration of **socially sanctioned environmental quality goals**
- Planning, financing and implementation of tourism-specific **infrastructural measures**: e.g.
 - **transportation** (roads, paths, boat piers, etc.),
 - **lodgings** (camping, lodges, private, guesthouses, hotels, etc.),
 - **supplies and disposal** (food, drinking water, energy, garbage, sewage)
 - **information** (signposting, offices, centres)



Every protagonist must analyse objectives and possibilities within the framework of its own planning, and define its own role within the complete system.



Clear definition and limitation of the different roles within the overall context of the stakeholders!

- **Representation of the interests of the host communities** (e.g. contracts with investors, training pledges, purchase guarantee etc.)
- Support and advice in setting up the **organisations of the local communities**(co-operatives, SHOs, etc.)
- Support and advice in setting up **Institutions, who are involved as consultants or controllers in the tourism system** (business associations, NGOs, local and national administrations, officials, etc.)
- Planning and implementation of **vocational and further training measures** in the small and medium enterprises sector (e.g. for touristic services, corporate management, etc.)
- Planning and implementation of **surveys**, application of **steering and monitoring systems** with regard to ensuring quality of the touristic product on the one hand, and to control the desirable effects or avoid the undesirable ones.



Look for co-operation partners. One protagonist on his/her own cannot come to terms with the complex demands alone. Here (too), the private sector is needed!

Step 3: Determining roles and responsibilities

In accordance to the subsidiarity principle, it is the stakeholder group that is supposed to determine what they can do on their own and where assistance is required. In order to make broad use of synergy effects within the framework of co-operations, the existing potential in the respective countries (tourism know-how and investment capital or regional subsidies) should first of all be used to the greatest possible extent. Naturally, all other development organisations within the region as well as all donors should be included.



The less experience with tourism in the country / region and the lower the level of knowledge of the individual stakeholders, the greater the need for input from the outside.

The issue of who from the great crowd of stakeholders will perform what effort, which task, or how can that task be performed from the outside, will be treated next.

Networking the stakeholders: who, how, with whom?

The cross-sectoral approach to promotion of tourism cannot be performed by a single actor alone. Hence it is imperative to find competent partners for joint planning, implementation and evaluation, partners who after agreeing among themselves, can manage the individual measures independently and autonomously.



The partners

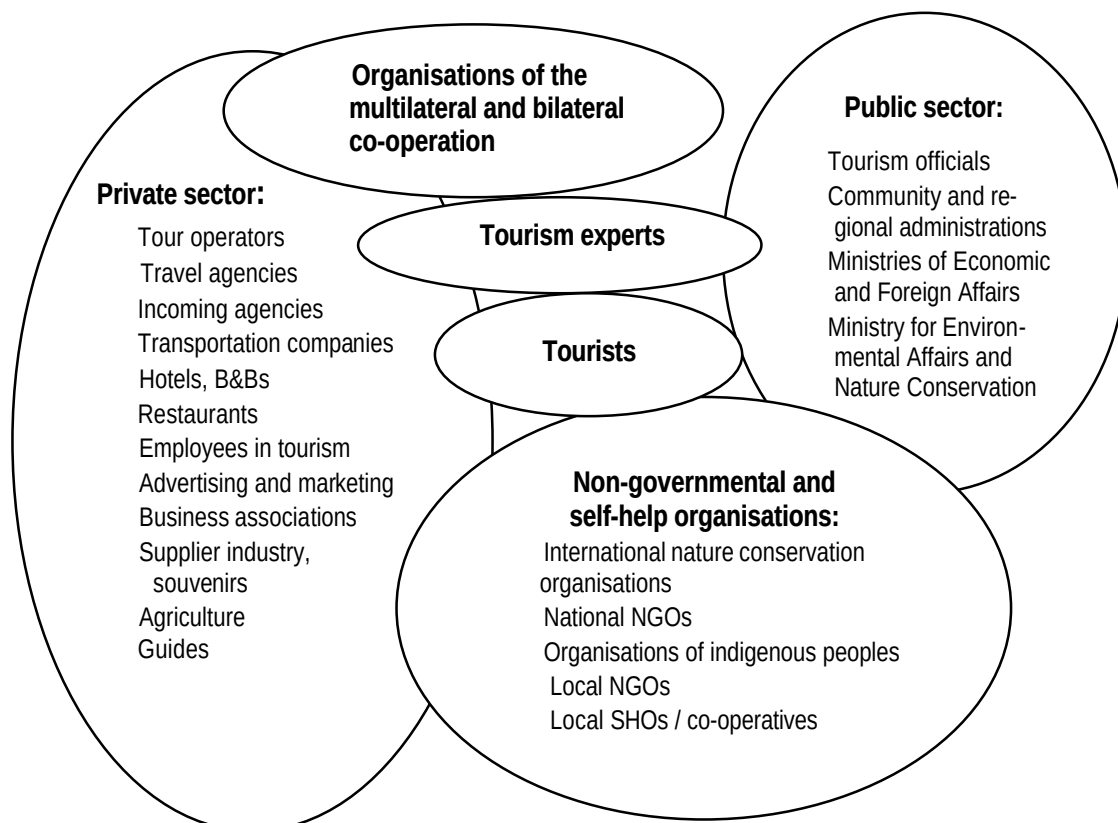
- must truly want tourism development and
- be prepared to co-operate and communicate.

The different visions and varying cultural backgrounds of the following groups of stakeholders must be taken into account. When setting up partnerships (e.g. joint ventures, public private partnerships, etc.) structures should be found in which not only the possible income is shared, but the risk as well. Imagination and personal initiative of participants should know no limits when it comes to their own input (e.g. knowledge, financing, manpower, land, etc.).



Support creative management, too, and – in consultation with your partners – especially in relation to new co-operation forms and partial financing.

Fig. 4.4: Networking in tourism: an overview of the stakeholders



Private sector

(companies, associations: local, national, international)

What can it contribute?

Know-how of the complex tourism system

Capital (principle of profits orientation as the most important yardstick for the chances for success of a co-operation)

How and with whom can it co-operate?

Consulting: executing agencies, or local small enterprises, regarding market opportunities, affordability, product development, marketing.

Training a skilled workforce locally for tourist services as employees or independent companies or sub-contractors

joint ventures with the local population.

(Co-)financing of touristical infrastructure, improvement of the supply and creation of new attractions (e.g. canopy walkway, lookout platform, etc.), further training measures and the like.

Public private partnership ("PPP extreme model": full concessioning with regards to investments and upkeep of conservation areas.)

Where can deficiencies still be found?

- 🔔 In the understanding of "ecotourism" and "sustainable development"
- 🔔 In (positive) experience in collaboration with local groups, the public sector and development co-operation projects.

Public sector:

(community or regional administrations, sector officials, ministries)

What can it contribute?

Steering and controlling know-how

Links with other sectors and levels

Capital (limited; nevertheless access via other donors, banks, etc.)

How and with whom can it co-operate?

Expert advice (e.g. Ministry of Tourism) for tourism master plans as a whole, product development, international marketing as well as for individual tourism companies.

Improve framework conditions: creation of investment incentives; improve immigration, personal safety of tourists, etc.

Control and steering in accordance with sustainable tourism development: enactment and enforcement of laws (!) when it comes to maintaining environmental standards (from the EIA in big projects all the way to the local land use planning, supplying and waste disposal), negotiation of regulations for the social sector (e.g. obligatory training).

Conservation area administrations: Overall charge of the joint elaboration of tourism management plans; running the park's own infrastructure (e.g. simple lodges, campgrounds, souvenir shops).

Administration of planning, building and upkeep of **access, supply and waste disposal infrastructure**.

The organisational form of a **trust company** or **an own executing association** is a good solution for carrying out business-oriented touristic activities.

Where can deficiencies still be found?

- 🔔 In the understanding of "ecotourism" and "sustainable development"
- 🔔 Little experience with public private partnership.
- 🔔 Lack of knowledge and experience in business
- 🔔 Frequent lack of enforcement of existing legal regulations concerning environmental protection and nature conservation.

Non-governmental Organisations (*nature conservation NGOs, SHOs, local communities*)

What can they contribute?

Expert know-how

Direct contact/ collaboration with the host communities

Access to subsidies

How and with whom can they co-operate?

Detailed knowledge of the destination area is mandatory for **product development and its subsequent marketing**, which should be carried out together with tourism professionals (e.g. private sector, experts).

The **appraisal of the ecological and sociocultural sensitivity of the destination area or isolated zones** can only be done on the basis of more exact information, or if needed, with the assistance of further research; that is why inclusion of local NGOs is imperative in both **planning** as well as **monitoring** of tourism development.

Popular organisations are **prerequisites for augmenting the benefits for the local communities through tourism and the starting point for strong joint ventures with the private sector** (e.g. in the self-administration of small-scale loans, guesthouses, marketing local products, etc.).

NGOs can offer specialised educational or nature trips (in the field of ornithology, entomology, geology, ethnology, archaeology, etc.) **for a specific section of a journey** (excursion, day programme) **as independent contractors or as sub-contractors**.

Contacts with North-NGOs might even be a great deal to **support marketing** (trips for members and project journeys; study stays, etc.).

Since NGOs receive support from a great variety of donor organisations and from the private sector, they can also **access additional sources of financing**, even for tourism promotion measures.

Where can deficiencies still be found?

- 🔔 In the clear separation or legal decoupling of the NGO's tax-exempt status and the tourism company.
- 🔔 Local NGOs / SHOs often fail to meet conditions for organisation and transparency set by executing or implementing partners of the development co-operation.

Step 4: Community involvement

Tourism can bring both benefits and problems to an area. If well planned, developed and managed, tourism generates local jobs and income and provides opportunities for local entrepreneurs to establish tourism enterprises, all of which lead to improved living standards of residents. Tax revenue generated by tourism can be used to improve community facilities and services. Tourism requires improved infrastructure which can be used by residents. Tourism can stimulate the expansion of other economic activities such as agriculture, fisheries, manufacturing and crafts production. Tourism can provide the justification and help pay for conservation of local nature areas, archaeological sites, arts, crafts, and cultural traditions and overall improvement of environmental quality because these are attractions for tourists.

According to the claim of participation in development policy, self-determination by the largest possible number of people in the destination area is considered the ideal approach. However, the short-living dynamics often observed in the tourism industry are in stark contrast to the painstaking participation processes.



The participative approach requires more time and hence more costs especially at the start of a project.

Co-determination and collaboration of the (indigenous, autochthonous or immigrant) communities must be guaranteed in any case right from the start with respect to the planned touristic activities.



Community involvement in particular will make sure, however, that participants will feel that they are shaping the tourism development and will continue to take responsibility for it.

The extent to which the inhabitants want or are able to participate actively or passively in the implementation of business activities in tourism if they receive the proper support, must be re-considered with them in each individual case.

The advantage of **independent local enterprises** is that a high percentage of the turnover remains in the local area. As a rule, however, this means that only the lower or – at best – the middle market segment of tourism demand (with respect to comfort and service expectations) is being addressed. The upper segments should by all means be dealt with in collaboration with professional companies.

Joint ventures with committed, responsible tourism companies represent a transition between the two forms. Professionalism and self-determination can be ideally combined with each other here.

Delegation of rights of use are an option in cases where high fees can be earned (e.g. in hunting tourism) and/or direct economic share in tourism is out of the question because of the absence of local capacities or the expectation of negative sociocultural effects. The prerequisite is local ownership rights to the resource being used. The earnings could be diverted to a fund, e.g., which would finance community facilities or produce limited royalties for all private households.

All the strategies mentioned can also complement each other and can therefore be combined to address on the one hand various market segments and on the other hand meet the different development objectives.

Examples and case studies concerning community involvement

- Conservation, Local Communities and Tourism in Africa. Conflicts, Symbiosis, Sustainable Development. VORLAUFER *in*: HEIN (Ed.) 1997
- Das CAMPFIRE-Programm in Zimbabwe. NUDING *in*: ELLENBERG et al. (Eds.) 1997
- Ecoturismo Comunitario en la Selva Maya – Estudio de Seis Casos en Comunidades de México, Guatemala y Belice. BEAVERS 1995
- Ecoturismo en el Ecuador. DDA, INTERCOOPERATION, UICN (Eds.) 1995: *Various examples of community involvement and joint ventures*
- Ecoturismo, Ingresos Locales y Conservación: El Caso de Cuyabeno, Ecuador. WUNDER 1996
- Meeting the Global Challenge of Community Participation in Ecotourism: Case Studies and Lessons from Ecuador. EPLER WOOD 1998
- Ecotourism as a Conservation Instrument? EWT 1995: *Case Studies about Selous Game Reserve, Tanzania and Cuyabeno, Ecuador*
- Parks Tourism in Nepal: Reconciling the Social and Economic Opportunities with Ecological Threats. WELLS *in*: MUNASHINGE; MCNEELY (Eds.) 1994
- The Annapurna Conservation Area Project: A Pioneering Example of Sustainable Tourism? GURUNG; COURSEY *in*: CATER; LOWMAN (Eds.) 1994
- Tourismus in Entwicklungsländern. VORLAUFER 1996: *Local participation; e.g: Selous/ Tanzania, Lupande/ Zambia, Annapurna/ Nepal*

Participation stages in tourism development

Tourism development can be carried out with various degrees of participative intensity. Interests, knowledge and abilities must be weighed case by case in order to find out at what degree of participation and ownership in tourism development maximal benefits might realistically be achieved: maximum ownership at the local level is not the same as maximal development policy benefit!

No participation in the tourism business

Locals as resources owners:

-  Income from **user/entrance** fees, **hunting licenses** or **compensation payments**.
-  Setting up of a self-administered **fund for community development** (e.g. infrastructural measures, building schools, medical centres, etc.).

Indirect participation in the tourism business

Locals as suppliers for tourism companies due to increased consumption of local products:

-  **Foodstuffs:** fruit and vegetables, (flowers), meat, fish, etc.
-  **Local construction materials:** natural ones such as palm leaves, bamboo; hand-crafted bricks, *adobe*; construction wood; tree nursery material, etc.
-  **Handicrafts:** old techniques are revived and new ones introduced; direct marketing to tourists or souvenir shops.

Construction materials are often quite common; souvenirs as well; they are therefore easier to export (in other words: the market comes to the producers!): initiatives in Central America; meat exports to Mongolia; fish and high-quality sea food especially in vacation regions along the coast.

Direct participation in the tourism business

1. Locals as employees:

-  Work in the area of nature conservation or in the tourism sector (park guards, rangers, guides, catering, hostelry, etc.)
-  Better opportunities when combined with vocational and further training possibilities (e.g. as a charge for companies).

2. Locals as independent tourism entrepreneurs:

-  Easier to achieve with higher education level, immigrated foreigners or locals who have returned from abroad and with experience in ecotourism
-  Investment capital must be available or access to financing found
-  Marketing only possible in certain price classes; i.e. co-operation with incoming agencies, operators, foreign operators, individual travellers.

Joint ventures

-  The decision for what is the most sensible form depends on:
 - the tourism market segments that are to be addressed
 - entrepreneurial skills, level of training and
 - the experience of the local population.
-  Intelligent complementing of knowledge and skills between the tourism industry and the local population.
-  May also comprise training components.

e.g .Co-operations between Ecuadorian tour operators and indigenous communities in the Amazon basin.

Prerequisites for community involvement

Tourism companies geared towards the free market, who are seeking local participation or joint ventures, require

-  basic training skills of the local communities
-  that a particularly authentic cultural tourism product can be offered
-  that otherwise conflicts could be expected (condition: highly attractive destination area; otherwise no investment)
-  that the image of the company will be improve (only of importance to a narrow demand segment)
-  authentic and original, high-quality handicrafts
-  perfectly hygienic food, deliverable in sufficient quantity and quality.

Step 5: Guarantee sustainability: indicators for monitoring and evaluation

In view of guaranteeing the sustainability of tourism, managing environmental and socio-economic impacts, establishing indicators and maintaining the quality of the tourism product is required. Negative impacts can be minimised by continuous monitoring and acting if problems arise. In order to ensure that tourism remains sustainable, the indicators can be assigned as follows:

-  **ecological and sociocultural compatibility**
-  **creation of benefits for conservation areas and/or for the host communities**
-  **raising consciousness for nature and resource conservation.**

The following points or questions constitute help in the monitoring and evaluation of sustainable tourism development, beginning with the first steps.

Environmental compatibility

Transportation, lodging facilities, services, touristic activities



Intervention avoidance or minimisation principle!

Landscape utilisation (all infrastructural facilities)

Energy consumption (share of renewable energy sources)

Water consumption (competition with the local population; often a very limited resource)

Waste water disposal (often not centrally; little tolerance for decentralised waste water treatment)

Avoidance of garbage, recycling, dumping

Noise, exhaust (depends on means of transportation, energy consumption, etc.)

Trophy collecting, photo hunting and other activities such as rafting, climbing, mountain biking, trekking, birdwatching, etc.
(protected species, driving out of reclusive fauna)

Damage to the ecological balance

Sociocultural compatibility

Society, culture



Impact avoidance or minimisation principle!

Exacerbation of social inequities

Acculturation through demonstration effect
(increasing or lessening prejudice on both sides?)

Change of value system within society
(Destruction of social system?)

Social uprooting through migration
(Exodus or immigration after the region is opened to tourism?)

Increase of prostitution and crime?

Improvement or worsening of women's social situation?

Study, renovation and protection of historic sites, or destruction?

Strengthening of the national identity or sell out of cultural treasures?

Revival of handicrafts

(Financial dependence on cartels or independent marketing?)

Observance of **traditional celebrations** or commercialisation of folkloric shows?

Benefits for the host communities

Foreign currency revenue,
job and income effects,
secondary economic impact



**Broad impact and
maximisation
principle!**

Amount of touristic currency leakage (distribution of operators, increase in import for luxury and consumer items, energy carriers, etc.?)

Vertical and horizontal distribution of growth in earnings

(for whom: women, men, youths?)

Creation of long-term jobs with work all year round if possible

(for whom: women, men, youths?)

How high should investments be for job creation?

Creation of vocational and further training possibilities

(for whom: women, men, youths?)

**Prevention of an exodus from peripheral regions to economic centres /
creation of new centres for immigrants?**

Sharp wage inequity between management (often foreign)
and (usually local) **wage groups?**

Strengthening or weakening of the local economy (construction industry,
trade, transportation, crafts, agriculture, fishing, etc.?)

Strengthening of the informal sector

(general increase in the job possibilities, but by the same token increase in
uncertain sources of income that are not very productive for the national
economy?)

**Improvement / worsening of the infrastructure used by the local
communities** (impact on women, men, youths?)

Price increase for consumer goods for the local population?

Increase in communal / state tax revenue?

Increase of one-sided dependency on the tourism business

(local, public and private economy becomes dependent on the conception of
investment, behaviour, price and supply).

Support of nature conservation, (partial) financing of conservation areas

Availability,
use



Maximisation principle!

Is the income generated by tourism also being used locally for nature conservation in the broadest sense, or are they being rededicated locally/nationally (local conservation area administration, national conservation agency, central fiscal authority, local communities, NGOs)?

Is collection of fees and use transparent, is the tourist/company being informed of how fees are to be used?

Do the earnings from tourism exceed the tourism-specific infrastructure and management costs, or have the user fees been set too low?

Are other subsidies/funds being cut because of revenue from tourism?

Building awareness for nature and resource conservation

Local communities for nature conservation,
tourism companies for sustainable tourism,
tourists for the aims of development co-operation



**Broad impact and
maximisation
principle!**

Is the level of acceptance for nature and resource conservation measures growing along with tourism development?

Have equitable joint ventures been developed between companies and the local population?

Is there any awareness of a link between income from tourism and nature conservation?

Are tourists/companies participating in promotion of sustainable tourism (visitor payback, sponsorships, etc.)?

Which indicators will be relevant to local planners, developers and tourism manager's decision making depends on the destination's characteristics and the special emphasis within the development objectives. The main emphasis of sustainable tourism development at a destination might be to preserve specific attributes of the natural environment, so that it can continue to be enjoyed. The main objective might be as well to maintain the quality of the historic site and its popularity as an attraction. The key indicators may also differ because the important objective is to bring the benefits of tourism to particular communities.

