

**Development of a Community-based Tourism Monitoring
and Evaluation Toolkit for Poverty Reduction Planning,
Assessment and Management**

*Submitted to
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ABOUT THIS TOOLKIT

The need for an accurate assessment of tourism's contributions to sustainable development and poverty reduction is important in the effective design and management of tourism development projects and planning. There is an increasing demand and attention from the development and donor sectors on how to claim tourism as a contributor to poverty reduction and sustainable development. It is widely recognized that substantive and specific knowledge development is still required in this emerging field. A more accurate understanding of tourism's contribution to sustainable development and poverty reduction will contribute to:

- The development and sharing of improved and consistent knowledge
- Improved project planning, development and management
- Improved information for tourism policy, planning and programming, and
- Increased donor confidence in tourism as an effective contributor to poverty reduction and sustainable development.

This toolkit is intended to provide an overview of the important concepts and rationale for monitoring tourism impacts and a methodology for developing monitoring and evaluation systems for project-level applications. Specific focus will be placed upon poverty reduction, particularly (though not exclusively) in rural areas.

In developing the Community-based Tourism Monitoring and Evaluation Toolkit (CBT-MET) the intention is not to "reinvent the wheel," but catalogue and review what already exists and make links to this supporting knowledge base. It is designed to be a user-friendly manual that will provide accurate and relevant information on measuring and managing tourism impacts in a community development and poverty reduction context.

Case studies and worksheets are included at the end of the toolkit. The case studies are designed to provide the users with examples of how poverty reduction and tourism development can work together.

This toolkit is not designed to provide a complete discussion of poverty reduction and tourism development. It is highly recommended that it be read in concert with "Impacts of Tourism Initiatives on Poverty Alleviation" by Walter Jamieson, Harold Goodwin, and Christopher Edmonds. A copy of this paper can be found on the CD.

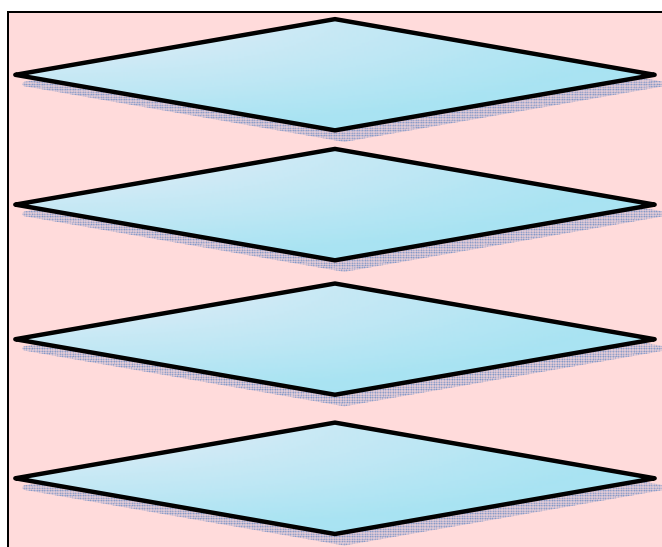


Figure 1: Structure of the Toolkit

SECTION 1: RATIONALE AND OBJECTIVES

Rationale

The success of the community-based pro-poor tourism initiative is greatly dependent on the ability of the process to monitor the implementation of action plans and achievement of the overall goals and objectives. Thus it is crucial that constant monitoring be put in place from the beginning in order to ensure that a tourism plan continues to be effective in meeting its poverty reduction goals and to ensure long-term sustainability of the community's resource base.

A monitoring plan requires a process for ensuring that impacts are monitored and evaluated, in order to both measure success as well as alter the plan itself if desired outcomes are not being achieved. Designing any monitoring process carries with it a number of issues, including the following:

- How will progress/success be measured?
- What indicators should be used to ensure that all stakeholders are kept aware of the implementation process and changes that affect a plan's vision and the community's well-being?
- The monitoring process must take into account that some impacts can take a long time to emerge. Does the process allow for this long-term monitoring?
- Data collection can be costly and time consuming. The question always is where will the resources be obtained to carry out long-term monitoring and evaluation.

This toolkit is designed to provide assistance to local officials and communities in developing a monitoring and evaluation program for assessing the positive and negative impacts of tourism in relation to poverty reduction at the local level. It will focus on a step-by-step process for developing a program and will present the available approach/techniques that can be used to assess if the desired poverty reduction results are being met.

Objectives

The objective of this toolkit is to create an easily implemented set of techniques and approaches for developing a monitoring program. The toolkit assumes that there is a local official, tourism planner, development practitioner or a consultant from outside the community who will help set up the monitoring system and assist in managing the data collection and analysis process. This toolkit outlines ways to measure and evaluate tourism-related changes in the community relating to poverty reduction and poverty related environmental, social and economic dimensions.

Specifically the content of the toolkit is intended to help local officials and communities to:

- Clarify the objectives of a monitoring and evaluation program
- Select a monitoring and evaluation approach, tools and indicators that are suitable to the level of capacity as well as the size and complexity of the community
- Develop and implement a monitoring and an evaluation program

SECTION 2: MONITORING AND EVALUATION PROCESS

Overview

For a tourism plan to be successful it must be monitored, evaluated, and updated on a regular basis. While ongoing monitoring has not commonly been done by tourism destinations, it is being increasingly recognized as a critical step in making a plan dynamic and effective. Most importantly, development and aid agencies require this type of information in order to justify and maintain funding levels for poverty- related tourism projects.

What should be monitored in a tourism plan implementation process is determined primarily by the plan's vision, goals, objectives, and actions as well as by the principles of sustainable tourism development. Monitoring of the ecological, economic, social and cultural conditions as related to tourism and poverty is critical.

Who Should Do the Monitoring?

Following sustainable tourism principles, all of the major stakeholders must be involved in the monitoring process to some degree. It is important however to remember that the poor are central to this monitoring process and all efforts must be made to ensure their meaningful involvement in the ongoing process of determining indicators as well as collecting and evaluating data. Figure 2 illustrates the range of stakeholders that must be considered in any monitoring and evaluation process.

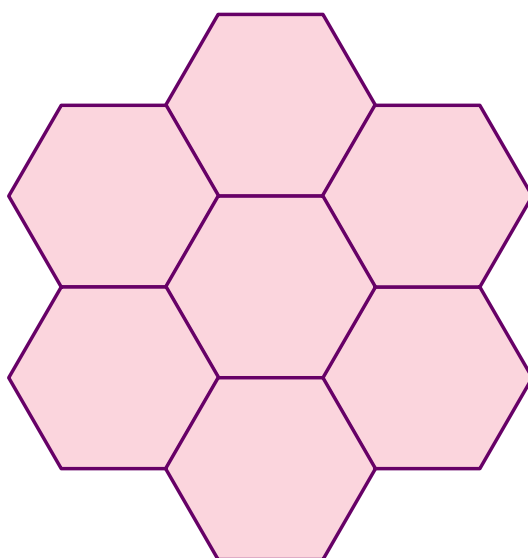


Figure 2: Stakeholders

Depending on the size of the community and the resources available it is important that a monitoring process be set up that allows for a level of independence that enables it to work effectively through changing leaderships. While gathering the monitoring data is a technical process, the evaluation of the data becomes very much a 'political' process, leading to decisions and choices for balancing and managing the impacts. In some instances a government official or consultant can lead the process, working closely with a community's leadership. In other cases setting up a separate committee responsible for monitoring may be desirable if the political and community willingness exist.

Issues that are relevant in deciding who actually does the monitoring include:

- How much direct community involvement is desired in the monitoring and evaluation process?
- The availability of public officials or consultants
- The level of funding for the monitoring committee and for the monitoring activities

The Process of Developing a Monitoring and Evaluation Program

It is important to keep in mind that a good monitoring program for community-based pro- poor tourism must have the following characteristics:

- Encourage extensive participation of local stakeholders and community in the monitoring, planning and implementation process
- Look at the community holistically, to include the socio-cultural, economic, ecological, physical and poverty reduction aspects
- Easy to manage and implement by local officials and community.
- Conduct the assessment for the selected impacts on a regular basis.

In order to develop a monitoring and evaluation program there are many possible processes that can be applied to local situations. Figure 3 provides a series of generic steps that can be considered in developing any poverty-led monitoring process.

Further readings:

<http://www.world-tourism.org/sustainable/publications.htm>

http://nrm.massey.ac.nz/changelinks/par_eval.html

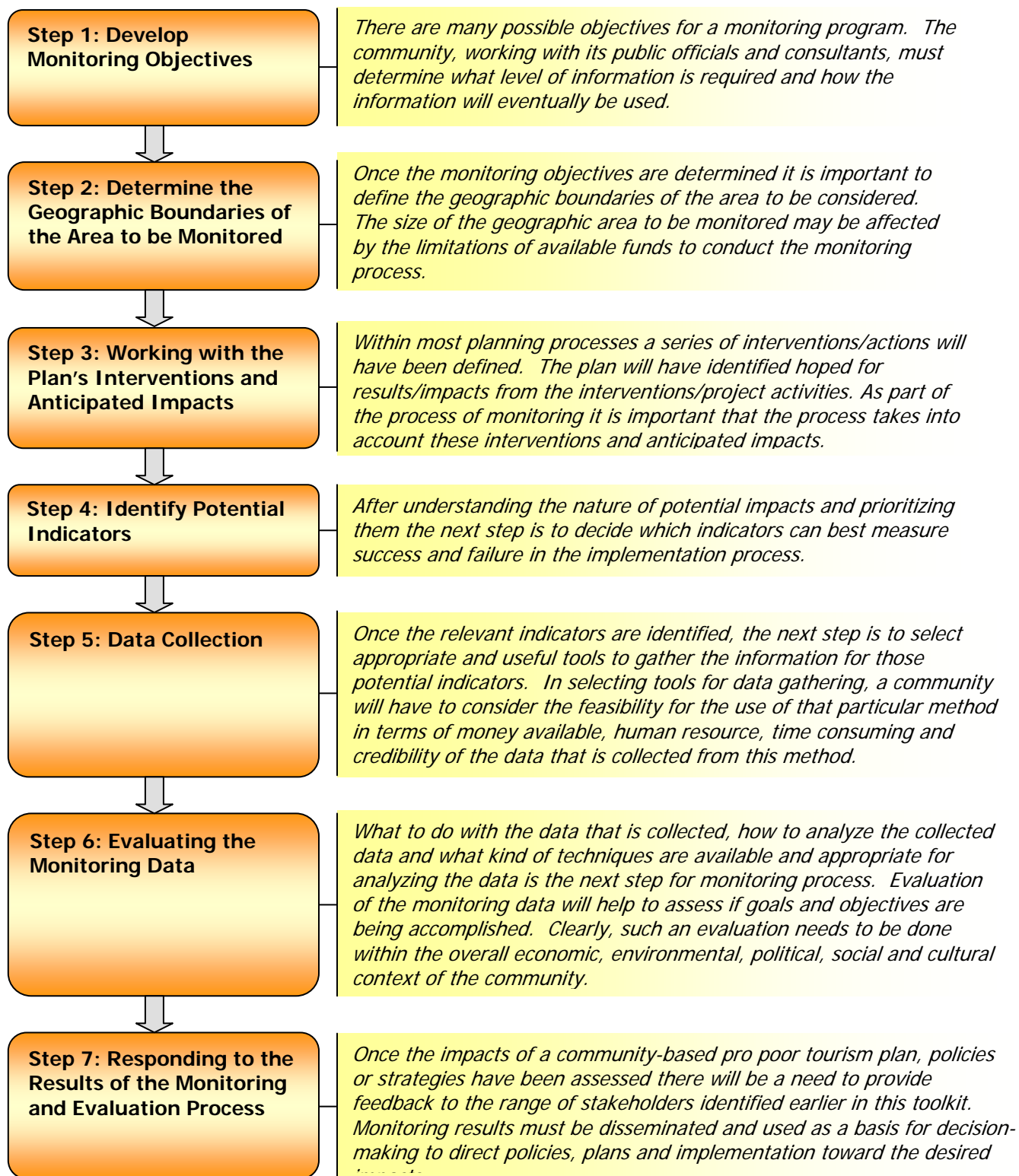


Figure 3: Steps to Developing a Monitoring Program

Step 1: Developing Monitoring Objectives

Setting up the objectives helps in defining the direction of a monitoring and evaluation program. Monitoring objectives must be developed with the aim of assessing if the overall goals and objectives of the community-based pro- poor tourism project are achievable.

The simple way to develop monitoring objectives is to look at what you want to achieve from developing tourism in your community. It is essential that the tourism plan has clear targets, objectives and most importantly the intended impacts which then can be used to evaluate success or failure. It is almost impossible to gauge success if a plan's objectives are vague. Table 1 provides examples of monitoring objectives.

Overall goals and project objectives	Monitoring objectives
<ul style="list-style-type: none"> ▪ To increase communities' benefit from tourism-related activities 	<ul style="list-style-type: none"> ▪ To assess tourism's contribution to local communities in terms of economic, social, cultural, environmental and quality of life
<ul style="list-style-type: none"> ▪ To ensure the equal and shared distribution of economic benefits to local people, especially - the poor 	<ul style="list-style-type: none"> ▪ To assess if tourism's contribution is equally distributed among local people with the emphasis on the poor
<ul style="list-style-type: none"> ▪ To encourage an extensive local participation in community-based sustainable tourism development 	<ul style="list-style-type: none"> ▪ To assess the level of participation of the local people in the decision-making process for tourism planning and management
<ul style="list-style-type: none"> ▪ To initiate tourism activities and services that can contribute to environmental conservation such as the use of water and energy- saving practices, reuse and recycling programs in the operation of local accommodations, restaurants etc. 	<ul style="list-style-type: none"> ▪ To assess the effectiveness of tourism activities and services that have been carried out for conservation of resources
<ul style="list-style-type: none"> ▪ To enhance tourism skill and knowledge of local people e.g., planning, management, product development, marketing, interpretation, etc. 	<ul style="list-style-type: none"> ▪ To assess the effectiveness of capacity building program ▪ To assess the level of understanding and knowledge of trained people

Table 1: Examples of Monitoring Objectives

Table 1 is not intended to be a comprehensive list, but rather provides suggestions of some of the things that can be considered when developing monitoring objectives.

The case studies presented in Section 3 illustrate actual objectives for community-based pro poor tourism project.

Worksheet 1 in Section 4 can be used to carry out this step.

Step 2: Setting Boundaries for Monitoring

After monitoring objectives have been set up to provide you with the scope of what the monitoring program should be focusing on, the next step is to define the geographic boundaries of the area to be considered. This is important because if you deal with a big project area, the size of the geographic area to be monitored may be affected by the limitations of available funds to conduct the monitoring process for the entire area. If you are capable of monitoring this is ideal but often human or financial resources make this impossible. In determining the size of the area to be monitored here are some useful questions to consider:

- Do you have any priority zones within the community that need to be measured carefully?
- Which part of the entire area do you plan to have the maximum impacts on e.g., the area where there are the highest number of poor people
- Which part is most likely to be affected by tourism development in terms of economic, social, culture and environmental aspects?
- What is the level of funding available for monitoring? Is it enough to conduct monitoring for the whole area or only part of the area?

Once you have decided on the area it is important to collect the information in a systematic way in order to match impacts and data to specific geographic locations especially when dealing with a larger environment. Surveyors should be trained in order to collect data tied to specific geographic locations. In some instances it may be possible in part to use a geographic information system that would allow the ongoing monitoring process to be tied to a computer database that is geographically oriented.

Step 3: Interventions and Anticipate and d Impacts

It is recommended that the relationship between the interventions or project activities and anticipated impacts be structured in such a way that indicators can be identified to gauge levels of achievements. In effect, the entire monitoring and evaluation process is designed to assess whether a plan is actually working in reducing poverty through tourism development.

▪ Interventions

There are an increasing number of initiatives that can be taken to use tourism as a tool for poverty reduction. There is no magic formula but it is recognized that there are generic types of interventions that are more likely to reduce poverty. In the paper "Impacts of Tourism Initiatives on Poverty Alleviation" by Walter Jamieson, Harold Goodwin, and Christopher Edmonds these interventions are discussed in detail. For the purposes of this toolkit it is sufficient to refer to Figure 4 which outlines some generic forms of intervention.



Figure 4: Poverty- related Tourism Development Interventions

Specific interventions for pro- poor tourism initiatives can be:

- Assistance in developing participatory approaches
- Raising the awareness of major stakeholders to support pro- poor tourism.
- Provision of training and capacity building programs
- Provision of basic infrastructure and tourism facilities to support pro- poor tourism development at the local level
- Introduction of micro credit programs.
- Linking pro- poor tourism projects in a circuit

The case studies in Section 3 illustrate a wide range of interventions that can be applied in actual community-based pro poor tourism projects.

Worksheet 1 in Section 4 can be used to carry out this step.

Further readings:

<http://www.tourismpoverty.com>

<http://www.odi.org/uk/publications/wp128.pdf>

<http://www.eldis.org>

http://world-tourism.org/frameset/frame_sustainable.html

- **Impacts**

Impacts on the poor – whether positive or negative – that are created from community-based tourism depend on the type of interventions put in place and activities that are implemented. For the most part, tourism in small communities or villages is based on natural or cultural attractions and the impacts are likely to be concentrated on these features. The monitoring process must take into account the intent of the actions and their impacts as indicators are being developed. This may mean that those involved in establishing the monitoring system must go back to those involved in a plan’s development to clarify objectives and actions. It is particularly important that the community and those involved in the plan development process be asked to identify the key impacts and concern issues from tourism development that are critical to the community.

Tables 2 and 3 provide a list of possible positive and negative impacts that can occur within a poverty reduction context. These are presented only for purposes of illustration.

Physical-ecological aspects
<ul style="list-style-type: none"> ▪ Conservation of important natural areas such as parks, bird sanctuaries, and aquatic ecosystems. ▪ Conservation and/or protection of valued historic sites or artifacts. ▪ Improvement to environmental quality such as drinking water purification, improved access to drinking water or the creation of a better sewage disposal system. ▪ Conservation of cultural heritage through resurgence in traditional arts and crafts, music, drama, customs, ceremonies and dress. ▪ Net positive environmental impacts which benefit the poor, for example, by improved access for grazing for their livestock. ▪ Infrastructure improvement, such as more and better roads, installation of and access to electricity lines or improved garbage disposal.
Socio-cultural aspects
<ul style="list-style-type: none"> ▪ Improvement in the local standard of living. ▪ Charitable donations from tourism businesses or from tourists. ▪ Opportunities for capacity building, education and training. ▪ Improvements in health, education and other forms of well-being. ▪ Improved socio-cultural status through community recognition and increased pride and self confidence which can be defined and reported in concrete terms. ▪ Reduced vulnerability through, for example, livelihood diversification which can be reported at the household level. ▪ Empowerment of the poor through effective engagement in the policy and planning process in their locality. ▪ Increased participation in decision making which benefit poor people in specific and definable ways.
Economic aspects
<ul style="list-style-type: none"> ▪ Increased employment opportunities. ▪ Increased personal and family incomes. ▪ Creation of SME business opportunities, which provide employment and earnings from the sales of goods and services. ▪ The creation of direct employment in formal sector businesses by the poor. ▪ The development of collective benefits where a community gains from concession or lease

agreements with formal sector enterprises or from user fees for passing through a village or visiting a community forest.

Table 2: Examples of Tourism- related Positive Impacts/Benefits

There can be, however, numerous negative impacts of tourism if the community experiences rapid or poorly planned change as can be seen in Table 3.

Physical-ecological aspects
<ul style="list-style-type: none"> ▪ Air, noise, water and soil pollution. ▪ Solid and liquid waste disposal problems. ▪ Traffic and transportation problems. ▪ Damage to fragile environments, such as aquatic ecosystems. ▪ Erosion, landslides and flooding. ▪ Changes in use of public areas and agricultural lands. ▪ Overuse of infrastructure (electricity, garbage, walkways). ▪ Damage to archaeological and historical sites.
Socio-cultural aspects
<ul style="list-style-type: none"> ▪ Overcrowding and loss of access to amenities for local people. ▪ Conflicts between hosts and guests. ▪ Culture becomes a commodity ▪ Loss of traditional language, customs and dress. ▪ Degradation of local arts, crafts, ceremonies and production. ▪ Social breakdown (increased crime, the selling and use of drugs, and family breakdown). ▪ Pressure on services and facilities necessitating increased investment.
Economic aspects
<ul style="list-style-type: none"> ▪ Potential loss of economic benefits due to lack of ownership and therefore lack of money accruing to local people. ▪ Unequal distribution of money and employment within the community. ▪ Increase in the cost of goods and services.

Table 3: Examples of Tourism- related Negative Impacts

From a wide range of possible key impacts (positive and negative) and concerns (potential and existing) that are identified in Tables 2 and 3, the challenge here is for a community to prioritize which should be monitored first given resource and time constraints. Prioritization of key impacts/issues is important since it helps to provide some boundaries on the scale of the monitoring process especially at the community level.

There is a need for a participatory process to get an agreement among the stakeholders to come up with the list of priority impacts/issues that are likely to be of most importance. Receiving perspectives from all stakeholders on this is crucial. This process can be carried out through a wide range of techniques including sharing session, brainstorming session, participatory learning exercise, etc.

More information on Participatory Learning and Action Tools can be found in “a Toolkit for Development Practitioners on Developing Sustainable Communities”, SNV/Nepal 2004.

The case studies in Section 3 illustrate actual impacts that were created by community-based pro poor tourism initiatives.

Worksheet 2 in Section 4 can be used to carry out this step.

Further readings:

<http://www.odi.org.uk/rpeg/PPT/index.html>

<http://www.odi.org.uk/publications/wp128.pdf>

http://www.adb.org/Documents/Books/Participatory_Poverty/default.asp

<http://www.eldis.org>

Step 4: Developing Indicators

After you identify and prioritize the key impacts and concerns to be monitored in Step 3, this step will help you in developing indicators to assess a plan implementation process's success and failures in achieving poverty reduction strategies and objectives.

Indicators are a way of measuring change and in the case of community-based tourism can demonstrate in what manner and how quickly communities are achieving their overall objectives or unintended change is occurring. For example, if the intent is to provide more opportunities for young women in the community to participate in the tourism economy and therefore raise their income it is essential that some measure of progress be established. In other words will 5% increase in opportunities be seen as sufficient? Or is the community looking for higher levels of achievement?

Given the widely accepted definition of poverty that encompasses not only economic but also social, cultural, environmental and empowerment dimensions there is a wide range of indicators that can be used to assess success or failure including changes in the quality of life of the poor, employment rates, job quality, average income, wealth distribution, environmental quality, health improvements and opportunities for cultural expression. A long comprehensive list of indicators can be developed; however, the important thing is how to select the most effective and credible indicators that provide valid, reliable, reproducible and critical information that enables decision makers to make timely changes in policy and strategic plan directions.

The most important factor to consider in selecting indicators is the usefulness or relevance of information provided by that indicator to decision makers. Once you have a list of the most relevant indicators, there is a need to assess the feasibility of each as to whether there is any existing information available and how reliable it is, whether it is possible to collect and analyze such information by local officials and communities or there is a need to hire a consultant or university to carry out, whether it is possible to conduct within budget and time available and whether there are trained people who can gather require information. Figure 5 illustrates the factors for considering the selection of indicators.

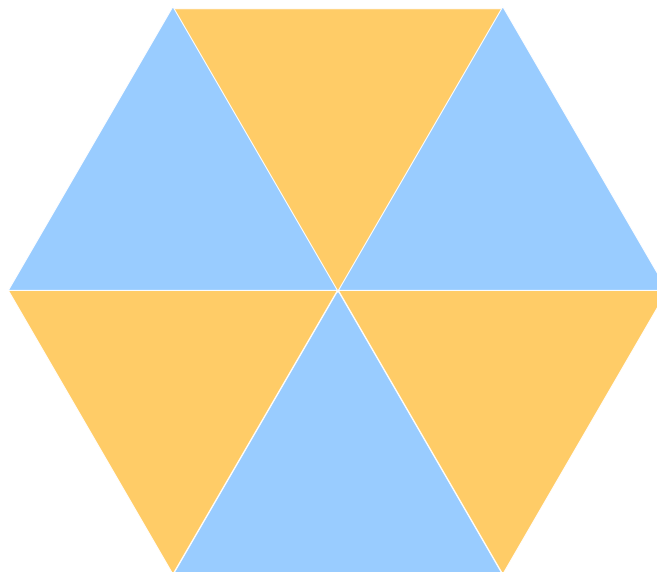


Figure 5: Other Factors for Selecting Indicators

Table 4 illustrates a wide range of indicators that the community can select for assessing the impacts. Indicators are organized into five categories including poverty reduction, economic, social, cultural, and ecological and environmental aspects. It is recognized that many of these indicators are more sophisticated and complex than is required at the small community level. However, it was felt to be important to provide a full range of indicators before defining a more narrow set of possibilities.

Aspects	Indicators	Degree of Difficulty for Data Gathering
Poverty reduction	<ul style="list-style-type: none"> ▪ Changes in the number of unemployed people within the community ▪ Level of participation of the poor in the decision-making process ▪ % change of employed poor people in tourism- related enterprises/initiatives ▪ Number of tourism -related businesses started by the poor e.g., vendors, community cooperatives and local services ▪ Income from alternative tourism programs operated by the poor/local ▪ Income level of the poor engaged in tourism business (before and after the plan implementation process has occurred) ▪ Level of access of the poor to public facilities and services 	<p>Easy</p> <p>Difficult</p> <p>Easy</p> <p>Easy</p> <p>Medium</p> <p>Easy</p> <p>Medium</p>
Economic	<ul style="list-style-type: none"> ▪ Number and type of jobs created by tourism activities <ul style="list-style-type: none"> ○ High and low seasons ○ Full-time and part- time employment ▪ Number of locally and outside owned tourism businesses. ▪ Level of the diversification of jobs ▪ Amount of sales for community products ▪ Expenditure patterns of people employed in tourism ▪ Cost of food and consumer goods before and after tourism development ▪ Income distribution within the community before and after ▪ Amount of leakage from accommodation, food and transportation expenditures ▪ Debt per capita before and after tourism development ▪ Land prices before and after tourism development 	<p>Easy</p> <p>Easy</p> <p>Difficult</p> <p>Easy</p> <p>Difficult</p> <p>Easy</p> <p>Difficult</p> <p>Difficult</p> <p>Difficult</p> <p>Easy</p>
Social	<ul style="list-style-type: none"> ▪ Level of community satisfaction with tourism ('Irritation index' to measure the health of host-guest relationships) ▪ Level of social services (compared to resident population growth rate) ▪ Contribution to public facilities by public and private tourism sectors ▪ Overcrowding of facilities and services used by locals ▪ Traffic congestion (peak season; annual) ▪ Changes in family structure ▪ Changes in community social structure ▪ Changes in the behavior of the community ▪ Changes in local housing styles ▪ Changes in land ownership (non-resident/resident) 	<p>Easy</p> <p>Medium</p> <p>Difficult</p> <p>Medium</p> <p>Easy</p> <p>Medium</p> <p>Medium</p> <p>Difficult</p> <p>Medium</p> <p>Medium</p>
Cultural	<ul style="list-style-type: none"> ▪ Ratio of visitors to locals ▪ Dispersal and density patterns of visitors in the local 	<p>Medium</p> <p>Medium</p>

Aspects	Indicators	Degree of Difficulty for Data Gathering
	community (annual/peak) <ul style="list-style-type: none"> ▪ Increase/decrease in cultural festivals ▪ Change in local values, dress, customs 	Easy Difficult
Ecological Resources and Environment	<ul style="list-style-type: none"> ▪ Solid waste problem in the community ▪ Water quality of river, canal or other water bodies ▪ Soil/groundwater quality ▪ Habitat fragmentation ▪ Species loss and change (e.g. mammal mortality, reproduction rates, etc.) ▪ Air pollution ▪ Noise pollution 	Easy Easy Medium Difficult Medium Easy Easy

Table 4: Examples of Indicators for Community-based Tourism

The indicator list provided in Table 4 presents varying degrees of difficulty for data gathering and evaluation. Given the consideration of factors mentioned earlier for selecting indicators, Table 5 provides a list of indicators that may be appropriate at the small community-based level.

Aspects	Indicators
Poverty reduction	<ul style="list-style-type: none"> ▪ Change in number of unemployed people within the community ▪ % of employed poor people in tourism related enterprises/initiatives ▪ Number of businesses related to tourism started by the poor e.g., vendors, community cooperatives and local services ▪ Income level of the poor engaged in tourism business (before and after) ▪ Number of local people/the poor involved in program design and tourism planning and management
Economic	<ul style="list-style-type: none"> ▪ Number and type of jobs created by tourism activities <ul style="list-style-type: none"> ○ High and low seasons ○ Full-time and part-time employment ▪ Number of locally and outsider owned tourism businesses ▪ Amount of sales for community products ▪ Cost of food and consumer goods before and after tourism development ▪ Land prices before and after tourism development
Social	<ul style="list-style-type: none"> ▪ Level of community satisfaction with tourism ▪ Traffic congestion (peak season; annual) ▪ Changes in land ownership (non-resident/resident) patterns
Cultural	<ul style="list-style-type: none"> ▪ Change in cultural festivals (survival and authenticity of these)
Ecological Resources and Environment	<ul style="list-style-type: none"> ▪ Solid waste problem in the community ▪ Water quality of the river, canal or other water bodies ▪ Air pollution ▪ Noise pollution

Table 5: List of Indicators for Small Community-based Monitoring

Worksheet 2 in Section 4 can be used to carry out this step.

Further readings:

http://archive.canada.icomos.org/bulletin/vol4_no3_jamieson_e.html

<http://www.world-tourism.org/sustainable/publications.htm>

<http://www.crefa.ecn.ulaval.ca/develop/Poverty.pdf>

<http://www.hakikazi.org/tcdd>

Step 5: Data Gathering Tools and Approaches

Once indicators have been selected, the next step is to develop baseline information on them as a benchmark against which future results can be measured as well as to gather the information on tourism impacts according to the indicators identified in Step 4.

Importance of Baseline Data Collection

Baseline data is information on the existing situation of the community, the poor, and the destination before tourism activities begin. It is the starting point used to monitor impacts. Baseline data collection must be undertaken on indicators identified in Step 4 in order to compare the well-being of the poor before and after tourism development taken place in the community. Data collection should be conducted over an extended time frame given the fact that having longitudinal data helps to evaluate certain impacts that can take a longer time to become visible. How often data will need to be collected depends on the indicator – it may be seasonal, annual or more often. It will also depend on each community and destination.

Data Gathering Process

There are 4 main issues to be considered when designing the data gathering process as illustrated in Figure 6.

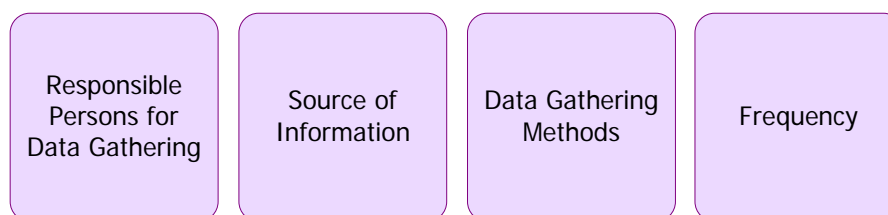


Figure 6: Considerations for Data Gathering Process

This first is to determine who will do the data collection:

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

It is important to ensure that the selection of indicators and the gathering of indicator data are carried out by individuals or groups who are perceived to be legitimate, unbiased and experienced. The reliability of the data collected will depend in large part on who collects it and how.

After determining who will conduct the data gathering process, there is a need also to identify who the source of information is (where information can be obtained), what kind of data gathering method can be used, and what is the frequency (how often that information is collected). Since this information will help determine the future direction of a project, it is important to select the right kind of tool and if necessary adapt it to the local needs. It is important to note here that given the community-based aspect of this toolkit only appropriate

techniques are to be considered. It is recognized that at higher policy and planning levels there exist a set of sophisticated monitoring and evaluation tools. While there are a number of possible tools for collecting information at national, regional and local levels it is recognized that at the small community level the data gathering techniques must be straightforward and economically feasible in terms of the use of scarce resources. There include:

a) Questionnaires/Interviews

Questionnaires and interviews are the most commonly accepted techniques for gaining detailed insights into people’s opinions, actions and capabilities., In communities where education and literacy are high and where people have enthusiasm for participating in a project, questionnaires can be used. However in communities where illiteracy is an issue the questionnaires will have to be administered by project staff or an interview method will have to be used. There are a number of different approaches to developing questionnaires and surveys and clearly the public official and/or consultant will guide a community in designing the right type of instrument. Questionnaires can be distributed to an entire community or a sample thereof. Experts in sampling must be consulted in order to achieve a statistically valid result.

Whatever the nature of a questionnaire or survey, the following information is useful:

- Care should be taken that the questions are simple and easy to understand. The expected answers can be in the form of yes or no, they can be long descriptive answers or they can be answers on a degree of comparison scale. Examples of these three types of questions are given below.

Types of Questions	Answers
Type 1: Do you make more income due to tourism activities developed in your community?	Yes or No
Type 2: Are there any negative impacts from tourism to your community?	If yes, please explain.
Type 3: What is your satisfaction level for the way tourism is developed in your community?	Give a rate from 1-3 <div style="display: flex; justify-content: space-around; width: 100%;"> 1 2 3 </div> <div style="display: flex; justify-content: space-around; width: 100%;"> Low Medium High </div>

- It is often a good idea to pilot test a questionnaire. Pilot testing the questions helps to modify those questions which are not properly understood or which do not yield the required information. It also helps to understand how much time it actually takes to answer the questions and amend these if necessary.
- Once the questionnaires are ready they can be distributed by mail or hand delivered to people’s houses or work places or distributed in group meetings or gatherings.
- Questionnaires generate immediate responses.
- There is room for asking not only about the status quo and opinions but also about future solutions.

b) Observation

In many communities it may be that simple observation techniques may be sufficient to provide credible information gauging success or failure. Observation can be a quick and easy tool to get an overview of a situation. Observation can be directed towards physical or behavioural changes. It can be carried out by, and focused on, different persons or groups.

In using observation as a data gathering technique:

- It is important to have a trained person who is aware of what needs to be observed.
- There must be a plan for recording different behaviours and patterns.
- He or she will have to make notes of what he/she observes and write a report for the people concerned.

Given the scale of a community it is often possible to determine success by looking for visible improvements in living standards. This can include, for example, observing the upgrading of houses, upgrading of infrastructure in general or the observation of a new means of transportation (motorbikes). This can be conducted formally using a series of before and after photographs or simply by observation.

c) Committee Meetings

In some cases, especially in smaller communities, meetings can be very effective in getting feedback on overall conditions and impacts. There should be no attempt to make the process of data gathering any more complex than need be and very often communities have their own mechanisms for obtaining feedback. These meetings can be with special interest groups and should be conducted in such a way that they create a safe environment for discussion and feedback.

d) Archival Information

As was mentioned earlier an effective way of collecting data is by using existing sources of information that have been created by public authorities, nongovernmental organizations and agencies. Very often these organizations may have the type of data that will allow a community to quickly assess the situation without becoming involved in original data gathering. The question of bias is important but it can be overcome with the correct type of analysis."

e) Combined Approach to Data Gathering

In most instances data gathering occurs using a range of techniques in order to provide the right level of data. Some information may already exist, some can be easily obtained by observation but in the case of changing values and attitudes questionnaires and interviews are often the most reliable means of assessing changes in values and approaches.

Worksheets 3 and 4 in Section 4 can be used to carry out this step.

Further readings:

<http://www.worldbank.org/participation/pmetoolsandmethods/communitybased.pdf>

<http://www.worldbank.org/participation/partme2.htm>

<http://www.icimod.org/publications/recent.htm#8>

Step 6: Evaluation Tools and Approaches

Monitoring and evaluation are processes that go hand in hand. As explained earlier evaluation is the opportunity to stop and reflect on the past in order to make decisions about the future. Evaluation is often seen to be a task of the experts and an add-on to the project implementers who are otherwise so busy dealing with other complexities of the project. Over the last few years evaluation and evaluating success or failure has become crucial to meeting community expectations as well as the requirement of funding agencies.'

Within the social sciences and in particular planning and development there are a number of policy and planning evaluation tools and techniques. Many of these are quite complex and involve sophisticated analysis. Some of these techniques include:

- Cost Benefit Analysis and Cost Effectiveness Analysis which provide a frame of reference for relating costs to program results. The procedures employed in both types of analysis are often highly technical.
- Planning Balanced Sheet Analysis which uses monetary units for measurements. Time dimension and physical scales are added in the assessment, while equity principles are incorporated. This analysis entitles the goals to be measured as a mirror of the preferences of the agents being surveyed.
- Goal achievement matrix which evaluates a plan or program by assesses the extent of achieving a stated goal.
- Multi criteria analysis which takes into account the conflicts and reconciliations between different areas of interest.

Given the small community-based aspects of this toolkit most of these techniques are neither appropriate nor feasible given levels of available resources.

Evaluation builds on monitoring efforts and focuses on policy and plan improvement and adjustment. In other words the evaluation process can lead to redefining strategies and policies if the implementation process indicates a lack of success in achieving objectives.

There is an ongoing debate about various approaches to evaluation, some of which stress an outcomes- based approach while others are process oriented. Some are very much concerned with only outcomes while others are concerned with the quality of the process that has been used in achieving success or in some cases failure.

It is recommended that a modified goal achievement matrix be used in most small community-based tourism initiatives. Using a modified matrix the following headings would be employed:

- Objectives
- Interventions/ project activities
- Anticipated impacts
- Indicators
- Analysis for the success or failure

Table 6 provides an example of what a matrix might look like.

Worksheet 5 in Section 4 can be used to carry out this step.

Further readings:

<http://www.ecotour.in.th/english.files/Info%20center/CBT%20Handbook/CBT%20Eng%201-8.pdf>
<http://www.icimod.org/publications/recent.htm#8>

Objectives	Interventions/ Project Activities	Indicators	Analysis for the Success or Failure
1. To enhance the quality of life of the local community	<ul style="list-style-type: none"> ▪ Creation of project related businesses/jobs e.g., sales of food, local products, local guesthouse, souvenir shops and local guides using micro enterprise loans 	<ul style="list-style-type: none"> ▪ Number of total business start-ups related to the project ▪ Number of businesses started by the poor e.g., vendors, community cooperatives and local services ▪ Number of total jobs created ▪ Number of poor people employed ▪ Change in the number of unemployed people within the community ▪ Income levels of the poor engaged in tourism business (before and after) ▪ Access to public facilities 	Success as a result of: <ul style="list-style-type: none"> ▪ Increased number of businesses started by local and poor people ▪ Lower level of unemployment ▪ Increased number of poor people with higher paid jobs ▪ Better access to public facilities
		<ul style="list-style-type: none"> ▪ Level of environmental problems which in fact increase the quality of life of the poor and worsen their overall conditions 	Failure due to: <ul style="list-style-type: none"> ▪ Increase in solid waste problems. ▪ Increased their and noise pollution problem due to tourist buses/vehicles. ▪ Increased traffic congestion. ▪ Increased wastewater problems.
2. To strengthen local empowerment	<ul style="list-style-type: none"> ▪ Capacity building for the entire community. 	<ul style="list-style-type: none"> ▪ Number of training and workshops being offered for targeted groups within the poor ▪ Increase in the number of local people with tourism-related training ▪ Increased education levels of the poor ▪ Number of the poor involved in program design and tourism planning and management 	Success as a result of: <ul style="list-style-type: none"> ▪ Better level of understanding of tourism by the poor ▪ Higher skill and knowledge levels of the poor ▪ Increased number of poor people participating in community-based tourism planning and management process

Table 6: Example of Matrix

Step 7: Responding to the Results

The information and knowledge that have been developed must be disseminated and used as a basis for decision-making to direct policies, plans and implementation toward the desired impacts. It allows the community to learn from the experience gained from the past and to improve pro-poor tourism actions in the future. A systematic feeding of monitoring data into a decision-making process is necessary to ensure tourism is being developed in a direction that generates benefits to the poor. It must always be remembered that a plan is a living document that can be amended at any time especially when it is determined that goals on impacts are not being achieved or the nature of the interventions that have been developed are not appropriate to the overall community context. The feedback is essential in providing the community and its technical advisers with sufficient and reliable information to amend a plan.

Remedial actions that help mitigate situations where poverty reduction goals and objectives are not being met need to be examined and implemented or altered. It can be a modification of the existing policies/plans or the development of new ones to ensure tourism creates maximum positive impacts and minimum negative impacts on the poor and destination, and to ensure the level of resource use for tourism activities is not exceeded by its carrying capacity. In effect, the entire purpose of the monitoring and evaluation process is not only to identify how well a plan is doing but also to help set new directions for planning and development initiatives.

Based on the analysis example illustrated in Table 6 of the previous step, Table 7 provides an example of the kinds of mitigation measures to be employed in order to maximize positive benefits and minimize negative impacts from tourism.

Analysis for the success or failure	Mitigation measures to be taken
Success as a result of: <ul style="list-style-type: none"> ▪ Increased number of businesses started by local and poor people ▪ Lower levels of unemployment ▪ Increased number of poor people with higher paid jobs ▪ Better access to public facilities 	To maximize positive impacts the following measures can be implemented. <ul style="list-style-type: none"> ▪ Creation of SME banks for pro- poor tourism activities ▪ Overall marketing and promotion assistance and advice. ▪ Encouraging private business organizations to support the implementation of pro-poor tourism development ▪ Quality control for local products, services and delivery e.g., creation of pro-poor tourism certification
Failure due to: <ul style="list-style-type: none"> ▪ Increase in solid waste problems ▪ Increased air and noise pollution problems due to tourist buses/vehicles ▪ Increased traffic congestion ▪ Increased wastewater problems 	To minimize negative impacts the following measures can be implemented. <ul style="list-style-type: none"> ▪ Establish solid waste management programs ▪ Encourage reuse/recycling techniques ▪ Work with local officials in dealing with traffic problems ▪ Encourage the use of non-motorized modes of transportation at site
Success as a result of: <ul style="list-style-type: none"> ▪ Better level of understanding of tourism by the poor ▪ Higher skill and knowledge levels of the poor ▪ Increased number of poor people participating in community-based tourism planning and management 	To maximize positive impacts the following measures can be implemented. <ul style="list-style-type: none"> ▪ Raising the awareness of various levels of government to support pro-poor tourism ▪ Provide technical aid in the form of planning and management advice and assistance on tourism planning and management, marketing, promotion and product development

Analysis for the success or failure	Mitigation measures to be taken
process	<ul style="list-style-type: none"> ▪ Provide training in English, vocational and life skills by governments, the private sector, educational institutes, NGOs in order to facilitate the participation of the poor in the tourism sector

Table 7: Examples of Mitigation Measures

Worksheet 6 in Section 4 can be used to carry out this step.

CONCLUSION

This toolkit contains an overview of why monitoring is important and the steps that are necessary to implement a monitoring program. It is best to consult professionals to ensure that the indicators the community has chosen can indeed measure the appropriate impacts. Experts can also provide technical assistance if the monitoring requires special equipment or training.

Monitoring can be a valuable tool for managing community tourism and ensuring maximum benefit to local communities and the environment and minimizing negative impacts. It is hoped that this toolkit will be useful in assisting local officials, local communities, or anyone who works in tourism development to develop monitoring programs that are applicable to their particular situations. Since this is the first (trial) edition of this toolkit, it will be updated and further revisions will be made as the implementation process progresses. If you have any suggestions on how this toolkit can be improved to be more user friendly, please take a few minutes to give us your feedback on the questionnaires provided in Appendix.

SECTION 3: CASE STUDIES

The case studies presented in this toolkit are part of a larger UN ESCAP initiative concerned with monetary and evaluation within the Asia-Pacific region. These case studies are presented to illustrate pro-poor tourism projects and initiatives and their impact on the poor. These case studies were presented at a UN ESCAP workshop.

Case Study 1: Philippines

Name of project	Dolphin Watch Pamilacan/Marine Life Tour
Implementing organization	Department of Tourism & Department and Department of Environment and Natural Resources
Cooperating organizations	New Zealand Agency for International Development Bohol Provincial Tourism Office Baclayon Municipality
Project site	Pamilacan Island, Municipality of Baclayon, Province of Bohol, Philippines
Project objectives	July 2002 – June 2003
Project activities	The Dolphin Watch Pamilacan/Marine Life Tour aims to enhance the Pamilacan Island Dolphin and Whale Watch Organizations tour operations by establishing a new business cooperative and laying out a business plan that covers tour operation, administrative and financial management as well as marketing. Likewise, the project was geared towards professionalization of the tour by incorporating features of fun and enjoyment, education and safety. More importantly, the project aims to generate additional income and benefits for the community and contribute towards the conservation of the island's marine resources.
Expected impacts on the poor	A series of meetings/consultations was conducted by the Department of Tourism with the Bohol Provincial Government, Baclayon Municipality, local private sector and members of the Pamilacan Island Dolphin and Whale Watch Organizations. Likewise, tour validation and site inspection were conducted to determine the feasibility of the project. Based on the needs identified by the organization for their tourism business, appropriate technical and financial assistance was extended in the following areas: <ul style="list-style-type: none"> • Product Interpretation – Those involved in the fishing industry were transformed into guides, and were trained in terms of client handling and product interpretation. A local tour guide was contracted to conduct training sessions with PIDWWO's potential guides. Interpretation scripts were drafted and other information materials on the cetaceans and marine life found in the sanctuary and island trivia/history were given to the organization.

	<ul style="list-style-type: none"> • Safety – Certain provision in the boat were installed and changes in physical handling of tourists were incorporated. Standard procedures were drawn-up to be followed in case of emergency. Life vests were provided and members of the tour crew underwent a certification course on First Aid and Safety in the Waters. • Facilities and Equipment – boats were upgraded to comfortably accommodate tourists and hold other equipment required on the tour. Restrooms on the islands were upgraded in terms of structure and user-convenience. • Tour/Entertainment Enhancement – The Marine Life Tour itinerary was formulated and test-run to include practice of the guides and their interpretation. As there is no guarantee of sightings of the migratory cetaceans, snorkeling at the marine sanctuary was included as part of the tour as secondary product. • Business Plan Preparation – A business plan was formulated to ensure the feasibility of the project. The plan includes costing and pricing strategies which help sell the product and possible contributions to the community once revenues are generated. • Marketing – Instead of using PIDWWO’s logo, the Dolphin Watch Pamilacan logo was designed as the brand of any of the products offered by the PIDWWO. With this new branding, promotional materials and drop banners were produced in aid of sales and promotions. Likewise, the PIDWWO tie-up with a local tour operator to act as its booking and sales agent.
Actual impacts	<p>The project recognizes that fishing is still the main source of income for the community. The project is not meant to replace fishing but rather to complement it with an alternative livelihood for the organization and the community. Marine Life Tour project does not promise to provide jobs for everyone in the community. It is completely unrealistic to expect that all adult members of the community can be a tour guide, dolphin spotter or boatman. What can be achieved though is a small group of the most capable people running a business that can provide a few jobs and generate enough profit that can be used on community initiatives such as providing/upgrading basic utilities, health care and livelihood programmes. Eventually, as the tourism business in the island increases, it is anticipated that other additional livelihood opportunities will be opened to the community such as food preparation, craft making and others.</p>
	<p>Since the launching of the Dolphin Watch Pamilacan/Marine Life Tour in April 2003 up to April 2004, the organization has conducted 196 trips as against 80 trips before launching with a total gross sales of Php 588,000.00 (\$US 11,000.00). The organization members/tour crew received about Php 367,000.00 for boat rentals, Php 75,900.00 for guides and spotters, Php 19,600.00 for user’s fee and Php 30,000.00 for food catering. To date, the PIDWWO has purchased a</p>

	<p>solar power device to provide electricity in the islands as well as conducted livelihood programmes for the community.</p> <p>With the success of the Dolphin Watch Pamilacan/Marine Life Tour, the small fishing village, once a dolphin and whale hunting community, is now reaping the benefits of ecotourism for their families and the entire community.</p>
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Case Study 2: Vietnam

Name of project:	Cultural Conservation and Poverty Reduction in Nam Dong District
Implementing organization:	The Department of Tourism of Thua Thien Hue Province and SNV (Netherlands Development Organization)
Cooperating organizations:	Youth Union, Nam Dong District People's Committee, Hue Tourism College, Dong Kinh Tourism Company
Project site:	Kazan is a hamlet within Thuong Lo Commune in the Nam Dong District of Thua Thien Hue Province, Central Vietnam. Approximately 80 kms. From Hue City, Kazan is a recently resettled hamlet of 26 households located in a shallow valley. The inhabitants exist on agricultural activities and extraction of forest resources. Thuong Lo commune is considered to be among the 10% of the poorest communes in Vietnam. The people of Kazan are from the Katu ethnic minority group.
Project objectives:	<p>a) For our direct clients, the Provincial Department of Tourism, the key objectives of this intervention are capacity building and organizational strengthening.</p> <p>b) For our target group, the rural poor of Kazan hamlet and Tuong Lo commune, key objectives include:</p> <ul style="list-style-type: none"> i) Increase local income earning opportunities for the rural poor ii) Cultural revitalization iii) Increase awareness of sustainability issues related to tourism development and, iv) Enhanced local governance
Project activities:	<ul style="list-style-type: none"> ▪ Awareness Raising was conducted through community-level seminars and study tours/exchange visits to other communities involved in tourism. ▪ Community Planning: An APPA (Appreciative Participative Planning and Action) was taken to identify community tourism development potential and interests as well as to develop action plans to bring these potentials into reality. ▪ Community Organization activities were conducted to establish the three Tourism Service Teams and a Community Tourism Management Board.

	<ul style="list-style-type: none"> ▪ Entry Point Activities were conducted to focus community involvement and jump-start product development. This included supporting the Cultural Performance Team with traditional costumes and musical instruments, and organizing the construction of a traditional community house. ▪ Training was provided for community-level planning, traditional dance performance, food preparation, hosting skills, and basic accounting and management skills. ▪ Product development activities which included organizing the management and cleaning the waterfall area."? ▪ Establishment of cultural performances, Food Services and creation of the Community Cultural House. ▪ Partnership Building has resulted in cooperation with the District People's Committee, Hue Tourism College, and Dong Kinh Tourism Company.
<p>Expected impacts on the poor:</p>	<ul style="list-style-type: none"> a) Diversify income earning opportunities b) Increased market for local products c) Cultural revitalization d) Enhanced local governance capacity e) Enhanced community pride and capital
<p>Actual impacts:</p>	<ul style="list-style-type: none"> a) Diversify income earning opportunities (direct) for 39 people, and some others indirectly. b) Increased markets for local products, including honey production and agricultural produce, materials and in the future handicrafts. c) Cultural revitalization: Traditional dance and music has been performed in the community for the first time in approximately 10 years. Elders are attending the performances in steadily increasing numbers, often in traditional dress. There are now two children's cultural performance teams. d) Enhanced local governance capacity: Traditional systems of local governance are merging with management structures designed to promote an equitable distribution of tourism benefits. A more open and inclusive decision making process is being sought.

Case Study 3: Thailand

Name of project:	Community-based Tourism, Klong Khwang Community, Nakhon Ratchasima Province, Thailand
Implementing organization:	Canadian Universities Consortium Urban Environmental Management Project at the Asian Institute of Technology funded by Canadian International Development Agency (CIDA)
Cooperating organizations:	Tourism Authority of Thailand, Sub-district Administration Organization and Provincial Government
Project site:	<p>Klong Khwang is in the Province of Nakhon Ratchasima (Korat) in the northeast region of Thailand. It is 30 minutes by automobile west of Korat, the province's capital city. The village belongs to the Sema Tambon (sub-district), which includes 13 villages and the Amphoe District of Sung Noen with a population of 75,000. The village has about 100 households and is led by a headman elected by the community.</p> <p>Klong Khwang's economy is based on agriculture; rice is the main crop. In order to generate additional income, the community identified tourism as a potential source of economic development. The village normally hosted small groups of local tourists who came to pay their respects to the Reclining Buddha, the Stone Wheel of Thamma and to visit an archaeological site near the community. These were identified as Klong Khwang's main tourism attractions.</p>
Project objectives:	To generate tourism benefits as extra income to reduce poverty in Klong Khwang village.
Project activities:	<ul style="list-style-type: none"> ▪ Providing technical assistance and advice in developing a community-based tourism plan for Klong Khwang. ▪ Providing technical assistance to get the community ready for tourism ▪ Assessment of carrying capacity of the village through organization of a mock tour. ▪ Encouraging public participation in the planning process. ▪ Developing promotional materials including brochures and post cards ▪ Monitoring impacts of the project on local community.
Expected impacts on the poor:	<ul style="list-style-type: none"> ▪ Increased income ▪ More jobs created within the village

	<ul style="list-style-type: none"> ▪ Less unemployed villagers ▪ Villagers working together more cooperatively
<p>Actual impacts:</p>	<p>After one year of the tourism plan's implementation the project team came back to the community and discussed the monitoring of tourism impacts in Klong Khwang with the headman. Simple methodologies to collect information involved observation, discussion with the headman and interviewing the community members. Based on the monitoring indicators developed the following are the results of tourism impact on the community:</p> <ul style="list-style-type: none"> ▪ Economic impacts: Based on data collected by local people the number of tourists has increased from 1,100 in 1999 to 3,000 visitors per month in 2000, with associated increases in the income of local people. ▪ Physical impacts: Currently there have been no negative physical impacts from tourism development because of the gradual and careful process adopted by villagers. ▪ Environmental impacts: While there have been no negative impacts either from the disposal of solid waste or dealing with wastewater, if tourism levels increase, formal infrastructure initiatives will have to be taken. The headman has been active in encouraging villagers to reuse and recycle materials to reduce the amount of waste being generated within the community and to earn extra income from selling recycled products. ▪ Socio-cultural impacts: From the village headman's point of view, the community is now more positive toward tourism. The community is friendlier and provides information to tourists. Modes of dress have changed; residents wear Thai clothes more often than before. There are also indications that the villagers are working together more cooperatively, given the type of tourism planning process that is in place in the community.

Case Study 4: Thailand

Name of project:	Educational Tourism at Yang Thong Village, Ang Thong Province, Thailand
Implementing organization:	Department of Agricultural Extension
Cooperating organizations:	Department of Industry Promotion (DIP), National Cultural Promotion Council (NCPC), Tourism Authority of Thailand, District Community Development Office and local communities
Project site:	Yang Thong village is located in Ang Thong province in the low flat land of the central plain where rice paddies are the main commodity. Although an irrigation facility is accessible, income from the paddies is not significant. There are 140 households in the village and 50% of them earned major income from bamboo basketry in 2004.
Project objectives:	<ul style="list-style-type: none"> ▪ To study the nature of pro-poor, sustainable and community based development activities (tourism industry projects included), their impact as well as causes and favorable conditions for those successes. ▪ To disseminate the know-how derived from various good practices in pro-poor and community- based projects to policy makers, implementing agencies and local communities through training and consultancy.
Project activities:	<ul style="list-style-type: none"> ▪ Development of local home stay program, local restaurants, local guides and etc. ▪ Technical aid in the form of planning and management advice and assistance in developing participatory approaches. ▪ Market research and product development assistance to small and medium-size tourism enterprises. ▪ Capacity building for local community on management of home stay. ▪ Working directly with individuals/community groups on the development of tourism products that directly benefit the poor. ▪ Linking with community development organizations and efforts as a way of maximizing the opportunities
Expected impacts on the poor:	<ul style="list-style-type: none"> ▪ Increased income and job opportunities ▪ Equitable distribution of tourism benefits among local

	<p>communities</p> <ul style="list-style-type: none"> ▪ Increased local businesses i.e., expanding basketry entrepreneurs ▪ Increased quality of local products and services ▪ Better quality of life
<p>Actual impacts:</p>	<p>Although tourism in this community is on a small scale it does increase the local business, i.e., expanding basketry entrepreneurs among villagers, establishing a few local small food shops and the community kitchen, home stay, local tour guides and village tour transportation services. Those who do not have capital or entrepreneurship skills are employed by the community kitchen or other farm owners.</p> <p>Since the road in the village is small big buses cannot be used and the driving speed in the village is less than 20 km. per hour. Most villagers use motorcycles and bicycles in the village. Cars and pickup trucks are mainly used for commuting to the provincial towns and other long distance trips. Road accidents in the village are minimal.</p> <p>The majority of visitors stay in the community only for a few hours and the food is mostly prepared and served by the community kitchen. Visitors have fewer chances to generate waste on their own. Visitors practice waste separation at the source... Plastic and metal items are collected and sold to itinerant buyers from the neighboring town. Organic waste is recycled as compost. The <i>Kamnan</i> (Sub-District Headman) takes the lead to do road cleansing in front of his house and the community center regularly. Other leaders and villagers follow him and cleanliness has become part of their way of life. The rest of the waste is burnt in individuals' own backyards. As the amount is small and there are many green areas (bushes, fruit and perennial trees) this waste disposal method is not disturbing.</p>

Case Study 5: Indonesia

Name of project	Community Based Tourism Development
Implementing organization	World Tourism Organizations (WTO)
Cooperating organizations	Ministry of Culture & Tourism Republic of Indonesia
Project site	Candi Rejo Borobudur, Central Java & old Banten Indonesia
Project objective	<ul style="list-style-type: none"> ▪ Poverty alleviation, economic recovery, equity, good governance, & social equity. ▪ The sustainable development of sensitive natural environments, and cultural heritage at the community level.
Project activities	<ul style="list-style-type: none"> ▪ Undertaking an assessment of the scope of the opportunity for the development of community tourism, and preparing an analysis of needs at the district and local community level in order to achieve sustainable community tourism development. ▪ Formulation of an overall agreed upon national policy framework or blueprint including objectives and strategies for sustainable community tourism development ▪ Preparation of specific guidelines and standards to guide the district and local community or village level in the development of sustainable community tourism. ▪ Preparation of criteria to assist in the selection of model community tourism sites that will assist in demonstrating best practice for sustainable community tourism based on the principles of good governance. ▪ Preparation of recommendations for a support structure to assist district governments and local communities to enhance their capability to develop sustainable community tourism.
Expected impacts on the poor	<ul style="list-style-type: none"> ▪ Increasing level of local income generated from tourism activities and businesses. ▪ Community empowerment through the participation of local people in the planning process, development, and management as well as monitoring. ▪ Community empowerment through training and education of local people in order to give them the skills to get involved in the planning and development process as well as in providing business related tourism services. ▪ Increasing the level of the health of the local community through the

	<p>development of a sanitation and sewage system.</p> <ul style="list-style-type: none"> ▪ Increasing the level of the quality of the physical environment through the development of public facilities and infrastructures of the village, such as roads, water system, electrical and telecommunication.
<p>Actual impacts</p>	<ol style="list-style-type: none"> 1. Increased numbers of tourism facilities <p>Since the development program has been executed and the tourism activity in the village has grown, there are some improvements on tourism facilities, such as:</p> <ul style="list-style-type: none"> ▪ The increasing number of home-stays from 10 in 2002 to 20 in 2003; in 2004 home-stays have increased to 22.. ▪ New investment in local transportation to 22 Andongs run by the local community. There was no local transportation prior to the village being established as a tourism village. ▪ New investment in 2 telephone and internet facilities for the public run by local village. ▪ New investment in a local restaurant (warung) run by the local community (6 warungs). 2. Improvement in the quality of village infrastructures <p>This includes the improvement of public infrastructure such a: public roads, lighting, telecommunication, a sewage and drainage system and other public facilities.</p> 3. Community Level of Income <p>The development of the village as a tourism area has resulted in significant improvement of the local community level of income: from 1.6 million rupiah/ per capita (2001) to 1.8 million rupiah/ per capita (2003). Meanwhile, the community itself also obtained additional income from tourist arrivals that was used for community development. The community income reached Rp. 25 million (rupiahs) in 2004. There was no community income before the village was established as a tourism village.</p> 4. Increase business opportunity and employment <p>The development of village tourism in Candirejo has also had significant impact on business opportunities and employment for local people. Those business opportunities included: local tourism guide, home-stay, local transportation, souvenirs, restaurant and local foods.</p> 5. Tourist Arrivals

	<p>The number of tourist arrivals to Candirejo village is growing rapidly. Candirejo village has now become one of the most popular tourist destinations around Borobudur Temple, which is recognized as the main destination in Central Java province for both domestic and international tourists.</p> <p>By 2003, It was recorded that the village has been visited by 55 international tourists (from Belgium, France, Netherlands, Japan), and 1047 domestic tourists. The length of stay was 3 days.</p>
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SECTION 4: WORKSHEETS

Worksheet 1

- Identify Community-based Tourism (CBT) project objectives
- Develop monitoring objectives
- Identify interventions/ project activities

CBT Project Objectives	Monitoring Objectives	Interventions/ Project Activities/ Actions

Worksheet 2

- Identify possible impacts/ changes from intervention/ project activities
- Identify possible indicators and assess its feasibility

Anticipated Impacts or Changes from Interventions/ Project Activities	Possible Indicators	Selecting Indicators						
		Relevance	Availability of Data	Reliability of Data	Ease of Data Collection	Ease of Analysis	Cost and Time for Obtaining Data	Availability of Human Resources
Poverty Reduction								
Economic								
Social								
Cultural								
Ecological Resources and Environment								

Worksheet 3

- Determine specific issues for data gathering process

Selected Indicator(s)	Responsible Monitoring Body	Source of Information	Methods for Data Gathering	Frequency
Poverty Reduction				
Economic				
Social				
Cultural				
Ecological Resources and Environment				

Worksheet 4

- Collect baseline data

Selected Indicator(s)	Baseline Data
Poverty Reduction	
Economic	
Social	
Cultural	
Ecological Resources and Environment	

Worksheet 5

- Collect monitoring results and compare to the baseline data
- Analysis for success or failure of the project

Objectives	Interventions/ Project Activities	Selected Indicators	Baseline Data	Monitoring Results	Analysis for Success or Failure
		Poverty Reduction			
		Economic			
		Social			
		Cultural			
		Ecological Resources and Environment			

Worksheet 6

- Develop mitigation measures/ CBT plan revision to address negative impacts and to strengthen positive impacts

CBT Objectives	Success or Failure	Management Response / Plan Adjustment Suggested

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