Tourism in Technical Co-operation

A guide to the conception, planning and implementation of project-accompanying measures in regional rural development and nature conservation

Tropical Ecology Support Programme (TÖB)

Biodiv

Sectoral Project “Implementation of the Biodiversity Convention”

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH
Tourism in Technical Co-operation

A guide to the conception, planning and implementation of project-accompanying measures in regional rural development and nature conservation

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The following Guide is a joint production by the two sectoral projects "Implementation of the Biodiversity Convention" (BIODIV) and the "Tropical Ecology Support Programme". The subject of "sustainable tourism" has long been the focus of both projects, albeit seen from different perspectives: the TÖB mainly approaches the issue within the framework of several project-accompanying research undertakings, while BIODIV emphasises the question as to the potential contribution tourism activities could make towards the preservation of biological diversity and how these could be realised in sustainable manner.

This tourism Guide recapitulates the material gathered until now and places it in a concrete, practical project context. Even though tourism is not currently a priority issue in German development co-operation activities, it could be a meaningful development policy option – especially where regional rural development and nature conservation are concerned – if examined critically, planned competently and carried out prudently. This Guide intends to enable a realistic evaluation: Involvement of German development co-operation would only be justified if the development policy benefits of tourism that can be achieved by a reasonable effort through tourism are greater than those of other optional courses of action.

Furthermore, tourism is an activity that is particularly dependent on the rules and regulations of a globalised and increasingly dynamic market – with the respective consequences for planning complexity and the diversity of participating players. Here, an orientation to the subsidiarity principle can not only lead to pragmatic solutions, but can also pave the way toward new collaboration models between development co-operation and the private sector. We hope that the present Guide presents this aspect in ample clarity.

At this point we would like to thank our team of experts once again and also all the colleagues from the GTZ and other organisations who showed their interest and whose contributions and comments assisted in completion of the Guide.

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P.S. We would be very grateful if you could use the evaluation forms included in the appendix to give us your impressions and any experience gathered in studying or using the Guide. They will be taken into consideration when updating the next edition.
ACKNOWLEDGEMENTS

The team of authors would like to thank the many people whose ideas, suggestions and hints for improvements contributed to the completion of the current Guide.

On the one hand our gratitude is owed to those who originally agreed to an oral or written interview exploring important basic technical and financial co-operation issues and creating a link to actual project practice.

We would also like to express our thanks for the ideas and comments on the draft version, which were given during the presentation at the GTZ and later in written form. All the individuals who contributed to the completion of this guide in one form or other are listed in the Appendix.

Birgit Steck    Wolfgang Strasdas    Evelyn Gustedt
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Abbreviations

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
DC Development Co-operation
FC Financial Co-operation
GTZ Deutsche Gesellschaft für Technische Zusammenarbeit (German Society for Technical Co-operation Ltd.)
KfW Kreditanstalt für Wiederaufbau (Bank for Reconstruction)
NGO Non-governmental Organisations
PCM Project Cycle Management
SHO Self-help Organisation
TC Technical Co-operation
TG Target Group
WTO World Tourism Organisation
ZOPP Objectives-oriented Project Planning
Introduction

What are the issues at hand?

Tourism is one of the largest and steadily growing economic sectors worldwide, as well as being a sector in which developing countries 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. Moreover, partner nations are increasingly calling for consulting in other areas within the context of development co-operation.

Especially TC projects in nature and resource conservation, regional rural development as well as forestry and agriculture are confronted locally with a wide range of different forms of touristic development, or the wish for promoting ecotourism. In view of the fact that tourism is not a focus area of German development co-operation the promotion of tourism per se can not be part and parcel of these projects. Tourism, however, does hold the potential to assist in the implementation of other conservation and development objectives in rural areas, for example by creating benefits for target groups and by furthering the acceptance of conservation areas.

With due consideration given to the aim of ensuring the greatest possible development policy benefits, and bearing in mind the active advisory, yet overall mediating and catalytic nature of technical co-operation projects, this Guide represents the first step towards acquiring the know-how necessary for sustainable touristic 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 people 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, the current Guide will address the following interventions specific to tourism:

- **selective promotion** of sustainable forms of tourism
- **steering** of problematic developments characterised by inherent dynamics.

This practical Guide was written first and foremost for the technical personnel in TC projects, counterpart institutions and executing and implementing organisations, but also for the planning officers of TC organisations and NGOs. The Manual is based on two assumptions:

- The development potential of tourism has been unsatisfactorily exploited until now.
- Due to DC’s different set of priorities in rural areas, TC staff generally tend to have little knowledge of the tourist industry and tourism management.

The Guide therefore opens with an introduction to the basic ways in which tourism functions (the section focusing on tourism) and goes on to present strategies that envisage and integrate tourism management into the TC project (the section focusing on TC). As with other project contexts, the components of a tourism project will involve adapting to the local situation and process orientation. The feed-back loops will always lead back to questions previously posed and might eventually result in a differentiated answer. Thus there is no signed and sealed recipe for the topic of ”tourism and TC”.

**What can I find where?**

**Chapter 1** provides an overview of various aspects of tourism and its sustainability as currently debated by the international community. International agreements are discussed as well as the connection between tourism and TC.

**Chapter 2** is the core of the section focusing on tourism and presents the complexity of tourism as a system. The most important spheres of activity relating to touristic development are discussed: tourist services, the
interaction between supply and demand, the necessary framework conditions and regional economic intermeshing. **Forms of tourism** that might be suitable for rural areas of developing countries will also be described. The relevant players will be identified and the consequences for the TC discussed.

**Chapter 3** can be seen as the quintessence of the section focusing on tourism and as the **introduction to the section focusing on TC**. It initially summarises the most important **experiences** made with tourism in the context of environmental protection and rural development. Using that material, key questions are worked out, that are designed to help project advisors and experts make fundamental decisions in the meaning of a **Rapid Appraisal** as to whether a tourism component would be appropriate or justifiable in a future or ongoing TC project.

**Chapter 4** forms the **core of the section focusing on TC** and deals with the question as to where there are starting points within TC for the development of sustainable tourism. An idealised ”**project sequence outline**” offers assistance for the various activities in planning, implementing and evaluating a tourism component in a project from the regional rural development area. Suggestions for possible **co-operation models and partners** will also be provided.

**Chapter 5** establishes the relationship between tourism and the standard faculties and traditional fields of TC activity. Typical **TC instruments** are linked with the ”complex system of tourism” and assigned according to suggested reading and GTZ divisions.

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**. **Work aids for structuring rapid appraisals and developing scenarios** are also listed as suggestions and short checklists.
Note to the reader:

For non-verbal emphasis 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 preconditions.
1 Why Include Tourism in Development Co-operation?

2 How Does Tourism Function?

3 Should Tourism Be Considered a Project Option?

4 Intervention in the Context of TC Projects

5 Fields of Action and Instruments of Development Co-operation

APPENDIX
What was once the individual journeys of a few privileged persons has become a mass phenomenon during the past decades, one that is increasingly taking hold of developing countries. 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. The tourist 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. According to the WTO it leads all other economic activities in terms of turnover in the meantime – and is even outpacing the automobile and oil industries.

Whether one likes it or not: Tourism today can hardly be ignored. On the other hand, there is sufficient reason to be critical of tourism, especially Third-World tourism. The critics, many of whom are to be found in TC, repeatedly cite the following points:

- The developing countries have no control over the influx of tourists. Instead, control is in the hands multinational tourist travel corporations usually headquartered in the industrialised world.

- Currency earnings from tourism are considerably reduced because of greater need for imports (poor balance of foreign exchange payments).

- Touristic monostructures are dangerous for the countries of destination because tourism is readily subject to tremendous demand fluctuations.

- Tourism creates mostly poorly paid, seasonal jobs offering no potential for further qualification.

- Due to the massive confrontation with foreign values and behaviour patterns, tourism in developing countries destroys traditional social and cultural structures, exacerbates social imbalances and creates non-sustainable consumer patterns in the countries of destination.

- Long-distance tourism damages the earth’s climate due to the high CO₂ emissions by aeroplanes.
In the destination areas, especially along seashores, tourism **damages the environment** (viz.: water pollution, urban proliferation, destruction of nature).

No-one would seriously claim these points of contention to be altogether wrong. During the 1980s, German development co-operation – which had always been somewhat reserved when it came to tourism – was prompted by growing criticism of Third-World tourism to almost entirely withdraw from tourism promotion. Tourism, the DC organisations pointed out, was a private economic activity that would develop on its own anyway and – according to the subsidiarity principle – was not in need of DC support.

This lack of concern with the subject of tourism – not only on the part of German development co-operation – also entails that organisations cannot devote themselves to controlling the above mentioned negative effects. As a result, the private sector has largely imposed its dynamics on the development of tourism in developing countries. Government intervention on the part of the developing countries themselves is usually limited to setting up an infrastructure and promoting marketing efforts. In the process, ecological, social and cultural aspects are frequently disregarded.

Whether the almost total abstinence on the part of German development co-operation was the right decision or not need not be debated at this point. 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, for example, nature and resource conservation, regional rural development or promotion of the private economy (see chapter 4.1). This means that many DC projects must in practice deal with tourism, or even consider it appropriate, while lacking the proper qualifications and the support of DC institutions in this field. The consequences are often fragmentary, uncoordinated and – especially in the economic sector - unprofessional project activities which remain marginal and rarely yield significant benefits (see chapter 3.1).

Tourism (including its 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 (Kenya, Costa Rica, Caribbean, Nepal).

The currency drain caused by imports is only minor in the more developed economies (above all in the threshold nations). In those countries with higher currency drain (island states) there is often no alternative to tourism.

Lack of Third-World influence on the global market and fluctuations in demand are also typical of other export areas, for example 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 job creation and earnings (see chapter 2.3).

Due to its services orientation, tourism is hard to "automate" and is therefore one of the modern industries with the greatest capacity for jobs creation.

Tourism also creates its share of qualified jobs with different task profiles. By the same token, the great number of unqualified jobs on the tourist market should not only be judged negatively, since they can be filled by local people who lack formal education.

"Alternative" forms of tourism (e.g. ecotourism) are characterised by different supply and demand structures than conventional mass tourism or sea-shore tourism. Therefore, they also incur a different economic, socio-cultural and ecological impact (see chapter 2.4).

The environmental impact of tourism can be controlled 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.

The social and cultural transformations are among the most wide-reaching and the most difficult to evaluate effects of tourism. However, such massive changes are also caused by other factors, such as television or urbanisation. On the other hand, forms of tourism controlled by locals might even serve to strengthen traditional cultures in peripheral areas.

The air travel pollution issue is indeed one of the biggest and almost unsolvable problems of long-distance tourism. However, visible evidence has shown that calls for abstinence have no effect whatsoever – even among those groups where one might expect sensitivity toward environmental issues. One pragmatic approach is to accept this reality and to ensure that tourism is at least having a positive effect in the destination areas. Nevertheless, the measures that are taken to promote tourism should not lead to further increases in air traffic.

The ”distressing attractiveness of tourism” lies in its ambivalence (TIPP-MANN 1997). 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 those days, 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 Tourist Exchange (ITB) in 1997 on the urging of the German Federal Ministry of the Environment. The co-signatories 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.” (TEMPEL 1998).
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 precondition 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 touristic 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 tourist destinations in tropical and subtropical regions also exhibit a high degree of biodiversity.

However, at the 4\textsuperscript{th} 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 7\textsuperscript{th} 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 5\textsuperscript{th} 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), the European Union (EU) and the United States Agency for International Development (USAID). 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. However, in all of the
organisations mentioned, what is clearly lacking is a comprehensive and at the same time specific and implementation-oriented concept for the promotion of sustainable tourism.

As is the case with German development co-operation, tourism is handled by those organisations on a case by case basis or is divided up over several areas of expertise or individual projects. This hampers a coherent, learning-oriented approach in the tourism sector.

To a certain extent, the **European Union** is an exception here, as the European Commission has its own tourism section. A special EU tourism promotion programme has committed about 18 million ECU since 1990, mainly to ACP countries. These programmes were sharply criticised however, in part because of their ineffectiveness, and in part because of the little attention paid to the local conditions and to environmental protection, so that one could hardly speak of sustainability. A total of 52% of the funds were spent on marketing and only 2% on environmental protection. Re-orientation and re-structuring of the programme has already begun, however.

In the meantime, **German development co-operation** has once again taken initial steps toward promoting tourism: For instance, the seminal study entitled "Ecotourism as 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.

Whenever tourism is mentioned in the Guide, we mean **sustainable tourism at all times**. Borrowing from the *Forum Umwelt und Entwicklung* (Forum for Environment and Development), this is defined as follows:

"Sustainable tourism must fulfil social, cultural, ecological and economic compatibility criteria. In the long-term, with regard to current and future generations sustainable tourism is ethically and socially equitable, culturally compatible, ecologically viable and economically appropriate and productive."


Since the focus of this guide 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 sustainable, nature-oriented tourism – stems from the conservation movement and has defined the following principles, which we will also use as parameters for this guide:

☞ Environmental and socio-cultural compatibility as a fundamental condition (principle of minimising changes)

☞ Creation of benefits (positive material [financial, economic] or immaterial [social, cultural] effects or advantages) for:
  a) Protected areas/conservation projects (co-financing)
  b) Local target groups (creation of income)
  (principle of maximisation and broad impact)

☞ Creation of environmental awareness
  (e.g. acceptance of nature conservation as an indirect effect of the benefits).

This target definition differentiates ecotourism from other, non-sustainable forms of tourism specifically in relation to desired ecological, socio-cultural 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 target area or project 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 practical TC project activities.

Tourismus in Entwicklungsländern - Möglichkeiten und Grenzen einer nachhaltigen Entwicklung durch Fremdenverkehr. VORLAUFER, K. 1996
Die unangenehme Attraktivität des Tourismus. TIPPMANN, K. In: CIM aktuell 1997
Biodiversity and Tourism – Conflicts on the World’s Seacoasts and Strategies for Their Solution.BfN (German Federal Agency for Nature Conservation) 1997
Guide for Local Authorities on Developing Sustainable Tourism. WTO (World Tourism Organization), Madrid 1998
Tourism in Technical Co-operation: 
A guide to the conception, planning and implementation of project-accompanying measures in regional rural development and nature conservation

1 Why Include Tourism in Development Co-operation?

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APPENDIX

2.1 Tourism: a system of supply and demand
2.2 What is the necessary framework?
2.3 Regional interrelations of the tourism economy: income and jobs
2.4 Forms of tourism in rural areas of developing countries
Tourism\(^1\) consists of a highly complex system of activities and services with numerous regional to global interconnections, also in other economic and social areas (see Fig. 2.1). Accordingly, a large number of players are involved in touristic activities in the various sectors and at just about every physical level. If tourism is to be used in a TC project to achieve a specific effect, it presupposes a fundamental understanding of the complexity and characteristics of the global tourism system.

The strategy of drawing certain benefits from tourism – mainly of an economic nature – implies taking advantage of free-market mechanisms for ecological and social purposes, and this means in turn 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 protected areas, government institutions, NGOs and rural target groups that want to partake actively in tourism, therefore, will have to begin thinking, at least partially, in these terms.

International project experience has shown that many protected area managers and conservation experts are not used to this approach (see chapter 3.1). For them, economic activities are primarily utilisation claims that have to be regulated. Thinking in economic terms is perforce more widespread in the case of regional rural development projects aimed against poverty, but ensuring subsistence and serving local markets are often at the forefront of those particular projects. In this regard, tourism represents an entirely new perspective, an economic activity oriented mainly toward national or global markets with no traditional role models whatsoever in most rural areas of developing countries.

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

\(^1\) The term tourism will be used here to mean mainly vacation trips, since they have the greatest impact on rural areas. Business trips, however, do make up quite a considerable share of international traffic. In addition, there are other forms of travel (such as scientific and educational trips) which do not focus on recreation, but rather have other predominant motives (see also chapter 2.4).
Fig. 2.1: Tourism: a complex system

See KASPAR 1993 and FREYER 1995

Tourism (basic economic model)

Tourism policy

Influences

Consumers (buy)

Tourism product (journeys)

Develop/sell

Suppliers

Influences

Macro economic environment: services, goods, labour, monetary means

Political environment: laws, instruments, planning, political interests

Ecological environment: flora/fauna, soil, water, air

Sociocultural environment: values, behaviour, cultural manifestations, "leisure culture"

Technological environment: communication, infrastructure, means of transport, equipment
2.1 Tourism: a system of supply and demand

At the heart of the tourism system is the journey, the actual touristic product, as it were, born of the interplay between supply and demand and influenced by tourism policies and various other general conditions (chapter 2.2).

2.1.1 Anatomy of a journey

The most important characteristic of a journey is that the tourist travels to some other place where he or she would like to engage in certain activities and experience something interesting. Tourism – and that includes preparing for the trip, implementing it and follow-up activities therefore takes place on several physical levels, ranging from the source area (the tourist's place or country of origin) to the destination (see chart 2.1). This means that training a few guides locally, 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.

2.1.2 Touristic supply

We must differentiate between original and derived offerings. The original supply consists of:

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

These offers are either available or not and the possibility of creating them artificially is very limited. The basic touristic infrastructure of a destination (i.e. road network, supply and disposal facilities, telecommunications) are often placed under the heading of the original supply.
Table 2.1: Travel stages and the stakeholders involved

<table>
<thead>
<tr>
<th>Travel stage</th>
<th>offered as a service by (stakeholders)</th>
<th>Physical level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel information</td>
<td>Publishers of travel guides, the media, tourist boards, exhibition corporations</td>
<td>Source area</td>
</tr>
<tr>
<td>Intermediary services</td>
<td>Travel agencies</td>
<td>Source area</td>
</tr>
<tr>
<td>Travel preparations and organisation</td>
<td>Tour operators (&quot;outgoing&quot;) or self-organised (individual traveller)</td>
<td>Source area</td>
</tr>
<tr>
<td>Travel to destination</td>
<td>Transportation companies (usually an airline company)</td>
<td>Source area → destination</td>
</tr>
<tr>
<td>Organisation of travel at the destination</td>
<td>Incoming agencies</td>
<td>Destination: (usually national centres)</td>
</tr>
<tr>
<td>Travel information at destination</td>
<td>Tourist boards, incoming agencies, hotels, regional information offices, other travellers (word of mouth)</td>
<td>Destination: national to regional level</td>
</tr>
<tr>
<td>Inland transportation (buses, planes, rental cars, etc.)</td>
<td>Transportation companies (airlines, bus companies, car rental agencies)</td>
<td>Destination: national to regional level</td>
</tr>
<tr>
<td>Accommodations</td>
<td>Hotel operators, hotel chains, holiday centres, B&amp;Bs, lodges, hostels, camping sites</td>
<td>Destination: national to local level</td>
</tr>
<tr>
<td>Food</td>
<td>Operators of accommodation, restaurants, snack bars, food shops</td>
<td>Destination: national to regional level</td>
</tr>
<tr>
<td>Local transportation (minibuses, jeeps, boats, horses)</td>
<td>Local transportation companies, local population (e.g. fishermen, shepherds, porters)</td>
<td>Destination: national to local level</td>
</tr>
<tr>
<td>Touristic activities/programmes</td>
<td>Couriers, tour guides, MCs, sports and other teachers, equipment rentals</td>
<td>Destination: national to local level</td>
</tr>
<tr>
<td>Other activities (shopping, going to bars)</td>
<td>Bar owners, operators of souvenir shops, photo stores, bathing item shops</td>
<td>Destination: national to local level</td>
</tr>
<tr>
<td>Return trip</td>
<td>Transportation company (usually an airline company)</td>
<td>Destination → Source area</td>
</tr>
<tr>
<td>Travel follow-up activities</td>
<td>Individually organised or via the tour operator</td>
<td>Source area</td>
</tr>
</tbody>
</table>
The natural and cultural attractions must be rendered accessible and available in order to be of use for tourism. This is possible with the derived supply, which consists of the following components:

- **Transportation facilities**
- **Holiday facilities** (accommodations, food, shops, entertainment and other facilities necessary for touristic 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 supplies.

### 2.1.3 The relationship between supply and demand

**Marketing** is what basically creates the link between supply and demand. The relationship between supply and demand in tourism does feature a few peculiarities when compared to other economic transactions. The most important peculiarity is that, like real estate, the touristic product is immovable, so that demand must go to supply and not the other way round. At first glance this may seem to be an advantage for the destination regions that boast the appropriate supply of offers. Since the customers can’t really see the product before deciding on the purchase, a serious effort must be made to nevertheless convince them to decide in favour of the desired trip. Therefore marketing has a central position in the strategies of tour companies.

Another notable aspect is the increasing competition in global tourism supply. Today’s travellers can choose from a wealth of world-wide offerings of tourist destinations and products. This has turned the travel market into a supply market, which gains further momentum by the plain fact that travel is not a consumer product necessary to life itself. Should the accompanying circumstances be disagreeable, a trip can easily be abandoned.

### 2.1.4 Demand

On the demand side, the most important juncture for a holiday trip is the travel decision. A whole series of different factors ultimately determine how that decision will be made. Some basic, hardly influenceable factors can be listed straight away, such as personal motives, income, availability of time,
mobility, social influences (value systems), etc. Availability of, or access to, high-quality information on products and destination tailored to the interests of the various demand groups does indeed play a central role in the lead-up to decision-making and can certainly be influenced by touristic providers.

2.1.5 Stakeholders

Besides the travellers themselves (the demand side, or clientele), the providers of tourist services at all spatial levels also play a significant role (see Table 2.1). Offering individual tourist services and products is mainly the realm of private companies. The tourist industry exhibits a multifaceted structure and can be classified according to the following degrees of specialisation:

- **Tourist industry proper**: typical tourist operations offering services that are exclusively demanded by the traveller (transportation, lodgings, mediating agencies);

- **Complementary tourism industry**: businesses that are basically not typical for tourism, but whose offers are especially geared toward travellers as a target group (e.g. travel guide companies, credit card providers, manufacturers of handicrafts);

- **Marginal tourist industries**: businesses offering products or services not specifically for tourists, but that are dependent (year-round or seasonally) on tourists as their most important target group (e.g. photo industry, filling stations, grocery stores, doctors).

- **Suppliers for tourist businesses** (e.g. construction companies, food producers; see chapter 2.3).

2.1.6 Conclusions for TC projects and implementing organisations

☞ To begin with, one thing must be made clear: Should conservation area managers, NGOs or target groups receive support in developing tourist products, they must be accepted by the demand. This can only be accomplished by providing information and if the potential visitor feels that the relationship between price, service and
attractiveness/uniqueness of the product is well balanced.
The demand side can be addressed directly only in the rarest of cases. **Private companies are the actual implementing agencies of tourism as an economic activity.** In other words, in order to market a local touristic product other providers must become involved, mainly tour operators and travel agencies. When designing products and managing tourism, their interests and operational processes must be taken into consideration.

**Influencing the behaviour of the relevant stakeholders** (the demand sector and suppliers) with the objective of sustainable development in mind should be done ideally (directly or indirectly) at all stages of a trip and at all physical levels. Environmentally sound and socio-culturally compatible behaviour on the part of the tourists therefore begins already with the initial information relating to travel or in the way programmes are designed by the tour operators in the source areas.

Tourismus - Einführung in die Fremdenverkehrsökonomie. FREYER, W. 1995

### 2.2 What are the necessary preconditions?

As with other businesses, the tourist industry is also dependent on certain preconditions in order to function in sustainable manner. Creation and improvement of these conditions usually lies beyond the influence of the individual provider and the local level and is therefore the task of **tourism policies**.

The necessary preconditions for implementing sustainable tourism can be subdivided under the following headings:

- **fundamental preconditions**
- **economic policy framework**
- **preconditions for ecologically and socially sustainable tourism.**
Table 2.2: Preconditions for touristic development

<table>
<thead>
<tr>
<th>Fundamental preconditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Existence of basic transportation infrastructure (international airport, road network, runways)</td>
</tr>
<tr>
<td>• Simple immigration and currency regulations (very important for tours that include several border-crossings)</td>
</tr>
<tr>
<td>• Personal safety for the tourist (protection from crime, political unrest, harassment from the police/military)</td>
</tr>
<tr>
<td>• Relatively low health risks (presence of basic medical services, no epidemics)</td>
</tr>
<tr>
<td>• Protection of tourist attractions (monuments, nature areas) against destruction or dilapidation (through legal framework and functioning government institutions in charge of its implementation, e.g. conservation agencies).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic policy framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Presence of an economic order and financial policies that promote tourism companies and other private enterprises or at least do not hamper them excessively.</td>
</tr>
<tr>
<td>• Access to financial or promotional assistance (e.g. special credit lines for small and medium-size businesses or investments in tourism in general)</td>
</tr>
<tr>
<td>• Access to information and advice regarding business (e.g. for business start-ups)</td>
</tr>
<tr>
<td>• Access to information/consultation for product development and marketing (especially with regard to new types of touristic demand)</td>
</tr>
<tr>
<td>• Support for marketing abroad (e.g. trade-fair assistance, access to new booking systems)</td>
</tr>
<tr>
<td>• Possibilities for training specialised tourist personnel (schools specialised in tourism).</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preconditions for ecologically and socially sustainable tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Government environmental legislation (e.g. high environmental standards for tourist businesses, obligatory EIA for major tourist projects, solid legal position of protected areas)</td>
</tr>
<tr>
<td>• Political and administrative structures that grant local/indigenous communities a certain share of ownership rights and freedom of action</td>
</tr>
<tr>
<td>• Government economic and fiscal policies that basically permit earnings from tourism to be funnelled into nature conservation or to local communities</td>
</tr>
<tr>
<td>• Funding instruments / systems of incentives that make environmentally sound investments, investments in peripheral regions or on-the-job-training of rural target groups economically attractive</td>
</tr>
<tr>
<td>• Information/consultation on the subject of environmentally sound technologies and management methods</td>
</tr>
</tbody>
</table>
Implementing tourism more or less smoothly in a particular destination area requires the presence of certain basic preconditions. Unless these fundamental preconditions are met, tourism is virtually impossible. Furthermore, tourist companies depend on a propitious climate for investment as well as on supra-company institutions (e.g. schools for tourism training) and promotion within the framework of economic or tourism policies (economic policy framework). Finally, other political, institutional, planning and financial preconditions are necessary in order to guarantee that tourist activity is not only economically profitable, but also ecologically and socially sustainable as well as earning benefits for target groups (cf. Table 2.2).

### 2.2.1 Stakeholders

To secure or create a meaningful framework for tourism and to promote and steer tourism, **government institutions** are necessary on the one hand, and private sector, community, parastatal or mixed **associations** on the other. These stakeholders can be mainly categorised under tourist policy but belong to other sectors as well (cf. Table 2.3).

**Table 2.3: Touristic preconditions – important stakeholders**

<table>
<thead>
<tr>
<th>Type of precondition</th>
<th>Responsible stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamental conditions</td>
<td>Transportation/infrastructure authorities, immigration authorities, health authorities/institutions, police/military, conservation authorities/NGOs, institutions for the preservation of monuments, cultural institutions</td>
</tr>
<tr>
<td>Economic policy framework</td>
<td>Ministry/department of tourism, tourist board, economic/fiscal authorities, banks/lending institutions, institutions for economic consultation, state/private schools specialised in tourism, national/regional/local tourism associations, sectoral associations, (e.g. ecotourism associations)</td>
</tr>
<tr>
<td>Conditions for sustainability</td>
<td>Environmental protection/nature conservation authorities, agricultural/forestry authorities, institutions/organisations for regional development, vocational or social organisations, institutions/ organisations for environmental consultation</td>
</tr>
</tbody>
</table>

Small and medium-size businesses in particular depend on the possibility for promotion and consultations as well as governmental groundwork (e.g. on the infrastructure). The latter, however, are often lacking in developing countries.
In contrast, larger companies and business federations (e.g. regional tourist 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).

2.2.2 Conclusions for TC projects and implementing organisations

For TC projects and their partners who would like to become involved in the area of tourism, it is very important that they clarify at an early stage whether or not the core conditions for sustainable forms of tourism exist (cf. Chapter 3.2).

Should evidence reveal considerable deficiencies (institutional weaknesses), then these preconditions must be addressed first. The respective structures and their relevant actors can be found at the regional level at least, usually at the national level and sometimes even at the supra-national level. Hence they generally do not let themselves be influenced by locally-limited projects or by individual enterprises alone.

If state agencies and NGOs cannot provide sufficient support to local tourism projects (e.g. with regards to consulting, training) within a defined time-frame, then increased co-operation with the private sector – either concurrently or as a substitute – should be sought that go beyond direct business relations.

2.3 Regional links of the tourism economy: the effects on income and jobs

For specific target groups, tourism can create economic benefits (or social benefits based on economic effects) in both the tourist industry itself (direct effects on earnings and jobs) and the upstream and downstream economic areas (indirect effects) in the region, in the country of destination (at national level) or at international level.
2.3.1 Direct effects

Direct effects on income and jobs arise from:
- **independent entrepreneurial activity** (profits)
- **employment work** (salaries).

In the destination areas themselves, direct tourist 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 by and large relatively **labour intensive** in relationship to volume of turnover and often, too, to the capital invested. Rough estimates of job impact of tourism in developing countries range from one to a maximum of two jobs per bed in the total tourist trade of a destination area.

2.3.2 Indirect effects

Of even greater importance are tourism’s **indirect effects on income**, which consists of salaries and profits. On the one hand indirect income derives from tourist enterprises purchasing goods and services (advance outlays) from **suppliers** who are by and large not involved in tourism (cf. Table 2.4); and on the other hand from spending direct earnings partly on **general consumption** (consumer goods, services) and partly on **investments**.

This results in multiplication of the original impact on income and jobs in non-tourist economic areas as well, which is known as the **multiplier effect**. The multiplier effect for tourism in developed countries is generally above 1 (in Germany it is about 1.4), in other words, at least one other non-tourist job is created in upstream and downstream industries for every tourist job. In less developed economies (e.g. in many developing countries or small island nations), the multiplier effect is usually below 1, however.

The **area under consideration** is important for the assessment of both direct and indirect effects on income and jobs. The world-wide significance of tourism derives from the fact that the multiplier effects always materialise at a global level. The smaller the area, however, the greater the likelihood that companies and manpower come from outside the area, that advance outlays are imported and direct earnings exported. This drain of income from tourism on the area under consideration is referred to as **leakage**.
The extent of direct and indirect effects on earnings and jobs in an area under consideration depends on the following factors:

- Availability of capital, entrepreneurial initiative and know-how
- Availability and qualification of the labour force
- Availability, quality, prices of local goods and services.

2.3.3 Stakeholders

Indirect effects on income and jobs from tourism can occur in a wide number of different industries. Table 2.4 lists examples of typical advance outlays and their respective suppliers.

**Table 2.4: Examples of tourism outlays and suppliers**

<table>
<thead>
<tr>
<th>Touristic services</th>
<th>Outlay</th>
<th>Supplier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodations</td>
<td>construction supplies and work</td>
<td>construction companies, craftspersons</td>
</tr>
<tr>
<td></td>
<td>interior furnishings</td>
<td>furniture shops, craftspersons</td>
</tr>
<tr>
<td></td>
<td>repairs</td>
<td>craftspersons</td>
</tr>
<tr>
<td>Catering</td>
<td>fresh groceries</td>
<td>agriculture, fishing, local commerce/markets</td>
</tr>
<tr>
<td></td>
<td>processed foods</td>
<td>bakers, butchers, food wholesalers</td>
</tr>
<tr>
<td>Transportation</td>
<td>vehicles</td>
<td>auto dealers, boat rentals</td>
</tr>
<tr>
<td></td>
<td>fuel</td>
<td>filling stations</td>
</tr>
<tr>
<td></td>
<td>porters</td>
<td>unskilled local labour</td>
</tr>
<tr>
<td></td>
<td>riding animals</td>
<td>local agriculture</td>
</tr>
<tr>
<td>Activities / programmes</td>
<td>special tours</td>
<td>skilled (local) guides</td>
</tr>
<tr>
<td></td>
<td>cultural events</td>
<td>local population</td>
</tr>
<tr>
<td></td>
<td>courses, workshops</td>
<td>skilled (local) instructors</td>
</tr>
<tr>
<td></td>
<td>(sports) equipment</td>
<td>dealership or rental of sports articles</td>
</tr>
</tbody>
</table>

2.3.4 Conclusions for TC projects and implementing organisations

Most TC projects operating ”in the green”, as it were, function within a locally limited frame of reference or at best at a regional level with the target groups living in those areas. As a rule, limited direct effects and high leakage rates can be expected for these peripheral and economi-
cally underdeveloped areas, because investments usually come from the outside and goods/services must be imported in large quantities. Considering this backdrop, however, even lower earnings from tourism will have a high significance if hardly any other opportunity to earn cash income exists.

A central task of TC projects and their partners consists in (co-) controlling tourism development in such a way as to promote entrepreneurial initiatives of the target groups and to increase sustainable use of local resources.

Wirtschaftliche Effekte touristischer Entwicklungsstrategien. Arbeitsmaterialien für einen umweltschonenden Tourismus. BTE 1995

2.4 Forms of tourism in rural areas of developing countries

The developing countries – including the threshold nations – receive about 154 million tourist arrivals, which represents approximately 25% of international travel and about 24% of the total foreign exchange income (WTO 1998), i.e. about US$ 109 billion. This share of the market, however, varies significantly from region to region. In tourism terms, 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 (in relation to their limited land surfaces). By contrast, it clearly drops off on the African continent. Large sections of the Middle East, Central Asia and South Asia are also poorly developed in terms of tourism (cf. Table 2.5).

With 80 million international arrivals and currency revenues reaching US$ 27 billion, tourism also plays a prominent role in the East European transformation states which are a relatively new field of activity for development co-operation.

Domestic tourism, which does not feature in the WTO statistics, often plays an even more important role than international travel. It is especially significant in threshold and transformation countries.
Table 2.5: The top tourist destinations
in the developing world (selection)

1996 figures, if not indicated otherwise

<table>
<thead>
<tr>
<th>Country</th>
<th>Arrivals [1,000]</th>
<th>Income [US$ millions]</th>
<th>Tourism share of foreign currency earnings²</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>22,765</td>
<td>10,200</td>
<td>6.3 %</td>
</tr>
<tr>
<td>Mexico</td>
<td>21,405</td>
<td>6,934</td>
<td>12.8 % (1995)</td>
</tr>
<tr>
<td>Turkey</td>
<td>7,966</td>
<td>5,962</td>
<td>20.5 %</td>
</tr>
<tr>
<td>Thailand</td>
<td>7,192</td>
<td>8,664</td>
<td>13.5 %</td>
</tr>
<tr>
<td>Malaysia</td>
<td>7,138</td>
<td>3,910 (1995)</td>
<td>4.8 %</td>
</tr>
<tr>
<td>Indonesia</td>
<td>5,034</td>
<td>6,087</td>
<td>10.9 %</td>
</tr>
<tr>
<td>South Africa</td>
<td>4,944</td>
<td>1,995</td>
<td>6.6 %</td>
</tr>
<tr>
<td>Argentina</td>
<td>4,286</td>
<td>4,572</td>
<td>16.1 %</td>
</tr>
<tr>
<td>Tunisia</td>
<td>3,885</td>
<td>1,451</td>
<td>20.8 %</td>
</tr>
<tr>
<td>Egypt</td>
<td>3,528</td>
<td>3,204</td>
<td>47.5 %</td>
</tr>
<tr>
<td>Morocco</td>
<td>2,693</td>
<td>1,381</td>
<td>16.7 %</td>
</tr>
<tr>
<td>Brazil</td>
<td>2,666</td>
<td>2,469</td>
<td>4.9 %</td>
</tr>
<tr>
<td>India</td>
<td>2,288</td>
<td>2,963</td>
<td>8.2 %</td>
</tr>
<tr>
<td>Philippines</td>
<td>2,049</td>
<td>2,700</td>
<td>11.7 %</td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>1,926</td>
<td>1,842</td>
<td>69.3 %</td>
</tr>
<tr>
<td>Cuba</td>
<td>999</td>
<td>1,231</td>
<td>43.5 %</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>781</td>
<td>689</td>
<td>19.0 %</td>
</tr>
<tr>
<td>Kenya</td>
<td>717</td>
<td>474</td>
<td>18.7 %</td>
</tr>
<tr>
<td>Guatemala</td>
<td>520</td>
<td>284</td>
<td>12.3 % (1995)</td>
</tr>
<tr>
<td>Mauritius</td>
<td>487</td>
<td>503</td>
<td>22.2 %</td>
</tr>
<tr>
<td>Ecuador</td>
<td>482</td>
<td>281</td>
<td>5.4 %</td>
</tr>
<tr>
<td>Namibia</td>
<td>410</td>
<td>208</td>
<td>13.3 %</td>
</tr>
<tr>
<td>Nepal</td>
<td>394</td>
<td>117</td>
<td>23.3 %</td>
</tr>
<tr>
<td>Fiji</td>
<td>340</td>
<td>299</td>
<td>29.3 %</td>
</tr>
<tr>
<td>Ghana</td>
<td>305</td>
<td>249</td>
<td>14.8 %</td>
</tr>
</tbody>
</table>

² Own calculation: tourism earnings + exports yield = 100 %
The bulk of travel traffic consists of **business trips** (mostly between neighbouring countries) 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 tourist traffic. The natural and cultural attractions of rural areas of developing countries has captured only relatively little traveller interest, but it is growing. The most important relevant forms of tourism are:

- **nature tourism**: interest lies in diverse, preferably pristine nature
- **rural cultural tourism**: interest lies in special cultural manifestations in a rural or natural context
- **project-oriented tourism and scientific tourism**: interest lies in visiting social or ecological projects as well as trips for professional or educational purposes.

### 2.4.1 Nature tourism

Exact data on the world-wide demand for this form of 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 (rainforest tourism), the coral reefs of the Indian Ocean, the South Pacific and the Caribbean (diving tourism) and Central and South America (rainforest and mountain tourism) are the most important **destinations for nature tourists in developing countries**.

**Motivation, expectations and attitudes** of nature tourists are important for the development of the tourist product, marketing (segment-oriented marketing) and the need for planning and controlling in the destination areas. Nature tourists can be subdivided into different types (cf. Table 2.6).

To a varying degree the **exclusivity of the nature experience** has an 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. On the other hand, the expectations typically found in ”conventional” tourism with regards to comfort, food or rest and relaxation, tend to diminish – without losing their importance, however! The **expectations** of comfort in the up-market price category of nature tourism are even very high.
Table 2.6: Expectations and attitudes of nature tourists

<table>
<thead>
<tr>
<th>Type</th>
<th>Main interest</th>
<th>intact nature</th>
<th>Demands on guides</th>
<th>Standards of comfort</th>
<th>Demand potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>The &quot;committed nature tourist&quot;</td>
<td>experiencing nature, special interests</td>
<td>very important</td>
<td>special knowledge of ecology</td>
<td>low</td>
<td>low</td>
</tr>
<tr>
<td>The &quot;interested nature tourist&quot;</td>
<td>experiencing nature, ecological interrelationships</td>
<td>important</td>
<td>good knowledge of ecology</td>
<td>low to high</td>
<td>moderate</td>
</tr>
<tr>
<td>The &quot;casual nature tourist&quot;</td>
<td>easily accessible/ &quot;obvious&quot; nature attractions</td>
<td>less important</td>
<td>unspecific knowledge of ecology</td>
<td>high (ind. countries); low (devel. countries)</td>
<td>high</td>
</tr>
<tr>
<td>The sports / adventure tourist</td>
<td>focus on activities</td>
<td>nature as a backdrop</td>
<td>area and technical knowledge</td>
<td>low</td>
<td>moderate to high (diving)</td>
</tr>
<tr>
<td>The hunting / fishing tourist</td>
<td>focus on activities</td>
<td>nature as a backdrop</td>
<td>area and technical knowledge</td>
<td>low</td>
<td>low</td>
</tr>
<tr>
<td>The nature tourist with cultural interests</td>
<td>natural and cultural experience</td>
<td>important</td>
<td>good ecology and very good cultural knowledge</td>
<td>low</td>
<td>moderate</td>
</tr>
</tbody>
</table>

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 countries. This must not necessarily be considered negative, however 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 source of income for nature areas within range of holiday centres.
2.4.2 Rural cultural tourism

Surveys of tourists traveling to the “Third World” reveal great interest amongst those travellers in what they experience as exotic culture in the countries of destination. As opposed to nature tourism, which can be basically conducted without the participation of the local population, intercultural encounters form the core of the journey in cultural tourism.

Usually the highest possible level of cultural authenticity is desired. In addition, travellers often have a great number of different – and in part very special – interests (cf. Table 2.7). The ”classic” cultural tourism type is the study trip (usually a tour). Cultural trips, like nature tourism, are often combined with other attractions (e.g., stays on the beach, excursions into nature areas).

### Table 2.7: Cultural tourism and attractions in rural areas

<table>
<thead>
<tr>
<th>Form of tourism</th>
<th>Attractions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Historical/archaeological tourism</td>
<td>historic monuments, ruins, excavations</td>
</tr>
<tr>
<td>Ethno-tourism</td>
<td>traditional/indigenous communities and their folklore, buildings, economic life, handicrafts, shrines</td>
</tr>
<tr>
<td>Rural tourism (agro-tourism)</td>
<td>rural estates (e.g. fincas), interesting villages, cultural landscapes and farming activities (e.g. rice terraces); riding</td>
</tr>
<tr>
<td>Travel oriented toward learning and education</td>
<td>Courses and workshops (music, handicrafts, languages, natural medicine, etc.), drawing upon authentic local capabilities</td>
</tr>
<tr>
<td>Religious/esoteric tourism</td>
<td>traditional places of pilgrimage, monasteries and other sacred places, traditional ceremonies, meditation centres, etc.</td>
</tr>
<tr>
<td>Project-based forms of tourism</td>
<td>environmental, agricultural (especially organic farming), forestry, social projects, mainly in conjunction with non-governmental DC</td>
</tr>
<tr>
<td>Health tourism/Summer resorts</td>
<td>Thermal or mineral baths, cool mountainous areas in tropical countries</td>
</tr>
</tbody>
</table>
2.4.3 Project-related forms of tourism and scientific tourism

Nature conservation projects and the DC projects themselves are quite significant catalysts for tourism that are often underestimated and therefore hardly used. This applies particularly to projects in the social sector, in agriculture (organic farming) and above all in larger conservation areas often within reach of several development co-operation projects by various sponsors. For the most part travellers are motivated by their own social or ecological commitment, or their commitment to development policy; professional and private interests are often concurrent in broad areas. We can distinguish between the following forms of tourism:

- **Scientific tourism** (e.g. professional or amateur researchers, mostly biologists or social scientists)
- **Educational tourism** (e.g. courses and internships for foreign students, e.g. in tropical ecology)

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 continued after the end of the actual project. Both require the active development of respective offerings by the agency carrying out the project or by an organisation specifically responsible for this type of tourism. It may grow into a lucrative source of income for the executing organisation if combined with complementary vacation programmes, and create additional jobs for the local population. **Official visits** and **visits to projects for professional reasons** (e.g. as part of project evaluations or workshops) can also make a fairly significant contribution here. If well organised, it could even stimulate **commercial project tourism** (guided tours of travel groups or individual tourists). These forms of tourism are known for the most part from the non-governmental development co-operation sector, while state-supported DC has been reluctant to commit itself until now.

2.4.4 Stakeholders

**Demand** for nature and cultural tourism is characterised by a host of common features such as above-average formal education, higher income and higher travel expenditures, extensive travel experience, high quality-consciousness and relatively important degree of open-mindedness to conditions in the host country or region. The bulk of the demand stems from **industrialised**
countries. However, **domestic demand** – travellers with interest in the natural beauty and cultural forms of their own country – is gradually gaining in popularity in the threshold countries of Asia and Latin America as well. Globally speaking, the share of **individual travellers** tends to be small, but there are some regional differences that must be taken into account in marketing. Inland travellers especially tend not to use the services of tour operators.

Besides the travellers themselves, the most important stakeholders are the tourist service **providers**, who are for the most part private. What distinguishes organisers of nature and cultural tours in developing countries and operators of lodges and guesthouses from the growing trend toward concentration in the global tourist industry is the fact that they are usually **highly-specialised, small or medium-size businesses** that do not really have access to major financial capacities. Nevertheless, large-scale tourist enterprises are increasingly turning to nature and cultural tourism as a means to **increase their line of products**. These kinds of organisers as a rule offer excursions into villages or nature conservation areas as add-on programmes.

**Specialised tour and hotel operators**, on average, **exhibit greater consciousness of problems and sense of responsibility** with respect to the environmental and social compatibility of tourism than is seen in the tourist industry as a whole. This is because there is an obvious relationship between quality of the tourist product (“nature” or ”culture”) and the environmental quality or intactness of socio-cultural conditions. However, we should not generalise too much at this point. Besides, the consciousness of a problem does not automatically lead to the appropriate behaviour, especially where willingness to pay – e.g. for protected areas – is concerned.

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 does exist. In developing countries, this is often coupled with **lack of know-how, not just** in terms of environmentally friendly and socially compatible management, but also with regards to product design and marketing appropriate for that segment.
2.4.5 Conclusions for TC projects and implementing organisations

Initially, consideration should be given to which demand groups might potentially be interested in the original supply already on location. Owing to the growing differentiation of touristic demand, **marketing** must be carried out as segment-oriented as possible.

When collaborating with the tourist companies, one thing must be clear, namely the areas in which the goals of the project or the interests of the target groups fundamentally harmonise with the primarily economic interests of the companies and the areas in which they tend to conflict. Above and beyond a general sense of responsibility, tourist companies fundamentally exhibit immediate **interest in the environment and nature conservation** when the respective measures

- lower their **operational expenses** or at least do not to increase costs,
- **prevent damage to the touristic resources** (e.g. destruction of the landscape, water pollution, driving out wildlife by poachers),
- fit the company’s **corporate image** and appeal to customers (image care).

The fundamental **readiness to co-operate with the local population** has 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 tourist product (cf. Chapter 4.6.3).

If the conditions mentioned above are not met, then the tourist companies cannot be relied upon to voluntarily act in environmentally and socially sound manner, especially if this would generate higher expenses or loss of revenue. In such cases protected 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 certain **requirements** (e.g. for granting concessions), so that the activities of tourist companies might produce the kind of effects considered proper from the standpoint of nature conservation or the target groups.

A very significant but only indirect economic advantage of **project-**
related tourism is the impact on the public relations work of DC 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.

Tourismus in Entwicklungsländer. BMZ 1993
Tourism, Ecotourism, and Protected Areas. CEBALLOS-LASCURAIN, H. 1996, pp. 19-54
Ecotourism in the Asia-Pacific Region: Issues and Outlook. LINDBERG, K. et al. 1998
Erkundungsuntersuchung zum Kooperationspotential für nachhaltigen Tourismus /Ökotourismus bei Reiseveranstaltern. BTE 1998
# Tourism in Technical Co-operation:
A guide to the conception, planning and implementation of project-
accompanying measures in regional rural development and nature conservation

## 1. Why Include Tourism in Development Co-operation?

## 2. How Does Tourism Function?

## 3. Should Tourism Be Considered a Project Option?

## 4. Intervention in the Context of TC Projects

## 5. Fields of Action and Instruments of Development Co-operation

## APPENDIX

### 3.1 International experience with ecotourism

### 3.2 Key issues for Rapid Appraisal

### 3.3 Results and conclusions
Chapter 2 provided an overview of the tourism system and made some fundamental recommendations for professional tourist management that should also be heeded in TC projects. What follows now is a description of how development and steering of tourism can be supported as project components within the TC context. The first step in this direction will be to outline the most important international experience with tourism in nature conservation and development co-operation projects (Chapter 3.1).

The next step – proceeding from the basis of Chapter 2 – will be to present a method for an initial evaluation of the feasibility and sensibility of tourism as a project component. This will be in the form of a Rapid Appraisal. Answering key questions based on specific situations should help clarify whether promoting tourism within the framework of a TC project seems at all possible or justifiable.

### 3.1 International experience with ecotourism

World-wide research has in part reached varying conclusions regarding the implementation of aspirations expressed in the concept of ecotourism: environmental compatibility, promotion of nature conservation and benefits for the local population. The majority of appraisals see great potential in ecotourism, but at the same time note difficulties with implementation in all three areas. Success is mentioned occasionally, however. Simply put, there are two types of situation:

1. **Expansive, uncontrolled tourism** in highly attractive, easily accessible nature areas and their surroundings (“boom phase”): Tourist companies determine the dynamics of the development. Turnover is high, but only little of it ends up benefiting the administrations of the protected areas or the local population. Environmental damage caused by tourism does occur.

2. **Development of tourism during the initial phase** (“development phase”): The areas are not as spectacular (often located in tropical forests) and/or difficult to access. The local population runs some small tourist projects – economically insignificant for the most part – often supported by the development co-operation or other organisations. Environmental damage caused by tourism is hardly expected given proper controls.
The **environmental compatibility** of nature tourism has a critical part to play especially in the first type of area. Most rural projects supported by development co-operation, however, are usually in areas where mass tourism is hardly possible.

On the other hand, **great difficulty in putting the economic potential of tourism to use in accordance with the goals expressed** is common to both types of area or development mentioned above. In the areas already subject to tourism use, this potential ”merely” has to be redistributed, whereas in the second type of area it must still be developed. In doing so, what generally causes more problems than the financing/promotion of protected areas through tourism is sufficient involvement of the local population.

**Table 3.1: Frequent problems in harnessing the economic potential of tourism**

<table>
<thead>
<tr>
<th>Problem</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Protected areas</strong> levy either <strong>no fees</strong> or only very low ones that do not – or hardly – exceed the expenses incurred by tourism.</td>
</tr>
<tr>
<td><strong>Earnings from fees</strong> must be paid to a <strong>central fiscal authority</strong> and thus are no longer available to nature conservation.</td>
</tr>
<tr>
<td><strong>Tourist companies</strong> are often opposed to fees either because they fear (usually falsely) adverse effect on their competitiveness; or because they criticise (often correctly) the fact that fees are only used to finance government bureaucracy.</td>
</tr>
<tr>
<td>The <strong>local rural population lacks</strong> the necessary <strong>know-how, experience</strong> and <strong>financial resources</strong> to engage in the business of tourism.</td>
</tr>
<tr>
<td>The local labour force cannot take on qualified jobs because of <strong>low level of formal education</strong>. Also, rural goods and services are either non-existent or of <strong>too poor a quality</strong> to produce any noteworthy multiplier effects.</td>
</tr>
<tr>
<td>It is extremely difficult to achieve wide impact benefits in <strong>socially and culturally heterogeneous local communities with a low level of internal organisation</strong>. Tourism can produce notable imbalances in earnings, resulting in tensions and conflicts.</td>
</tr>
</tbody>
</table>

**Intervention by nature conservation and development organisations**, including those benefiting from development co-operation support, have seldom been able to change this situation.
Table 3.2: Common deficiencies in tourism development by DC and conservation organisations

- **Tourism potential** is overestimated because no feasibility-studies or cost-benefit analyses were conducted.

- The **abilities of the target groups** are overestimated. Local ownership and participation are certainly desirable and necessary, but are compatible only to a limited degree with the professionalism required in the tourist industry.

- **Clarifying roles** amongst the **stakeholders** involved is not done sufficiently. Some projects accidentally end up in the **doer role** or are suddenly forced to support local tourism projects long-term. The danger here is **lack of continuity** after the project has been terminated.

- However, in order to afford the long-term support usually necessary, the projects themselves need **human and financial resources** (or must attract them or broker them for other stakeholders) that are either lacking or not planned (tourism as an "negligible" side line). The local tourism activity is then left to its own devices after a short while.

- In addition, many development co-operation projects overestimate their own **capacities in tourism management**. Interventions by nature conservation and rural development projects in the tourist sector are frequently unprofessional or incomplete (they typically neglect the economic aspects).

- Often, the **private sector and other relevant stakeholders** are ignored instead of being drawn upon for their professionalism and market contacts (subsidiarity). The net result is small-scale projects divorced from the tourist market and without any broad economic impact.

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 by nature. In tourism, those idealistic initiatives focusing on a maximum of local ownership in particular ("the people should preferably do and decide everything themselves") only seldom produce tangible development-policy benefits.

The **private sector** should be depended upon here a great deal more when it comes to co-operative collaboration. In this case NGOs and TC organisations should preferably adopt the role of **expert mediators** between nature conservation, local interests and tourist companies. This way, the development-policy benefits can best be maximised – in the interest of the local population as well (cf. Chapter 4.6).
3.2 Key questions for a Rapid Appraisal

The method developed here can be seen as a **pre-feasibility-analysis**, to be used initially to appraise the feasibility, justifiability and sensibility of tourism as a project component. As with the goals pursued by sustainable tourism (cf. Chapter 1), the key questions here refer to the following points:

- **Goals and interests**: What goals/interests are being pursued by the project and other stakeholders? Is control or promotion of tourism the primary issue?

- **Feasibility**: Is the area suited for tourism, are the conditions for sustained implementation being met (basic conditions, stakeholder capability)?

- **Compatibility**: Will the ecological and socio-cultural circumstances basically permit compatible touristic development? Are the institutional conditions (steerability) such that negative effects can be avoided?

- **Benefits**: Are the fundamental political, social and institutional conditions present for tourism to make a noteworthy financial contribution to conservation areas and/or have broad impact on the income of target groups?

When looking at the Rapid Appraisal, it is the issue of feasibility that initially will have to be dealt with, as it represents the cornerstone for all subsequent considerations, but is frequently neglected in practice. However, even if feasibility has been determined, tourism is only justifiable and legitimate within the broader context of development-policy goals if it additionally engenders specific **desired effects**, in other words, when it is both compatible and yields benefits.
Answering the key questions is an iterative process. The conclusions derived from the answers always coincide with certain conditions or assumptions that 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 component is justified! The greater picture is the decisive factor insofar as there are no criteria for exclusion (cf. questions 4 and 7).

A Rapid Appraisal represents a kind of snapshot based on rough, qualitative evaluations and, in part, on assumptions as well. Playing out various scenarios based on modified assumptions (goals, stakeholder interests, basic conditions, expected development) is recommendable in case of serious doubt. This may well lead to a differentiated appraisal.

A Rapid Appraisal only allows limited judgement of the feasibility and sensibility of tourism. An in-depth feasibility study will be necessary as a subsequent measure (cf. Fig. 3.1).

The results of a Rapid Appraisal do suggest, however, which and under what conditions a tourism component might be pursued. Hence it also helps create consciousness of the potentials and risks linked to tourism.

When examining applications for projects or project modifications, experts, project staff and counterparts involved in existing projects should all be put in the position of making a preliminary decision on a possible tourism component with the help of the Rapid Appraisal even if they are not experts in tourism. This presupposes that they are to a certain extent familiar with the project area, the potential stakeholders and the preconditions, so that the answers to the key questions can be given quite swiftly and without further investigation.

It is advisable to carry out the Rapid Appraisal within a limited circle of project planners rather than having the target groups participate at this point, to avoid the possibility of raising false expectations. Participative strategy development and project planning should take place at a later date – only if the tourism component is going to be pursued, of course. We recommend contracting an expert on tourism (short-term experts, later perhaps also long-term experts) to participate at the earliest possible stage, at the latest, however, when the in-depth feasibility-study and concrete planning is being carried out (cf. Chapter 4).
Fig. 3.1: Evaluation of the feasibility and sensibility of a tourism component

Goals / Interests → Feasibility → Compatibility → Benefits

Possibly modified result

Result of the Rapid Appraisal
(status quo)

Tourism seems to make sense
(results 1, 2, 3)

Tourism does not make sense
(result 4)

Development of scenarios for action
(for TC intervention)

Scenario 1
- Forms of tourism
- TG participation
- Role of the project
- Non-touristic alternatives, etc.

Scenario 2
- Forms of tourism
- TG participation
- Role of the project
- Non-touristic alternatives, etc.

Scenario 3
- Forms of tourism
- TG participation
- Role of the project
- Non-touristic alternatives, etc.

Refining

Evaluation
(in-depth feasibility study)
- Project capacities
- Steering/promotional costs
- Development-policy benefits
- Cost-benefit ratio

Tourism component makes sense

Tourism component does not make sense / cannot be

possible turning over to more suitable promoters

In-depth planning cf. Chapter 4
By the way, not all questions will have the same importance in every project or even play a role in the first place. For example, the financing of protected areas in rural development projects is irrelevant. The respective emphases or particular accents must therefore be determined on a case by case basis. If need be, questions relating to specific situations can be added to the catalogue of questions suggested here (cf. also the "Work Aids for Rapid Appraisal" in the Appendix). The ”possible answers” listed and their respective conclusions can naturally be complemented – individual 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.

### 3.2.1 Clarification of goals and interests

Clarifying the various interests of the stakeholders and keeping in mind the general development goals and the specific project objectives are a major precondition for assessing a possible tourism component. The current status of the development of tourism also plays an important role. Therefore the issue at this point is the fundamental orientation of the project and not yet whether tourism is to be a part of it.
**Question 1:** Interests, goals and abilities of the stakeholders:  
On whose initiative should tourism be promoted by a DC project?

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local target group(s)</td>
<td>![Tip icon] Evaluate the respective abilities and expectations of the TG (Question 8) because the conceptions are often unrealistic and purely economic.</td>
</tr>
<tr>
<td>NGO</td>
<td>Basically suitable as executing agencies for planning, management and (in part) business implementation, however: evaluate know-how in tourism or business since they often have a purely social or nature conservation focus.</td>
</tr>
<tr>
<td>Nature conservation-/protected area authorities</td>
<td>Suitable as executing agencies for planning and management, seldom for business implementation; evaluate tourism know-how and steering authority (Question 12); evaluate possibility of autonomous administration of earnings from tourism (Question 13).</td>
</tr>
<tr>
<td>Tourism authorities/associations (cf. Chapter 2.2)</td>
<td>Important co-operation partners for influence on touristic preconditions (Question 7), but: evaluate capacities, sensitivity to nature conservation / local needs and willingness to co-operate, because they often have a purely (macro) economic conception.</td>
</tr>
<tr>
<td>Tourist companies (cf. Chapter 2.4.4)</td>
<td>Best possible guarantee of professional implementation with corresponding experience, but: evaluate sensitivity and willingness to co-operate (Questions 9, 12).</td>
</tr>
<tr>
<td>Project staff</td>
<td>Best possible compatibility with project goals, but: compare their conceptions with those of the other stakeholders; evaluate touristic know-how and capacities of the project (cf. Chapter 3.3).</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>
Question 2: Relationship between tourism and the project goals: What should be achieved or what deficiencies should tourism help improve?

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved income for rural target groups</td>
<td>Focus on development aspect; measures should stress participative planning, local companies, direct and indirect job/income effects</td>
</tr>
<tr>
<td>Contribution to financing of protected areas</td>
<td>Focus on development aspect; preference of up-market segments if possible; observe general preconditions (Question 13)</td>
</tr>
<tr>
<td>Compensation for local non-sustainable forms of land use in periphery of protected areas</td>
<td>Focus on development aspect; accent on participative planning and local benefits; watch for broad impact and direct linkage with nature conservation goals.</td>
</tr>
<tr>
<td>Improvement of the situation of protected areas on a national level</td>
<td>Focus on development aspect; benefits do not necessarily have to be produced at the local level; create a connection between tourism and nature conservation.</td>
</tr>
<tr>
<td>Counteract impediments to project goals caused by (existing) tourism</td>
<td>Focus on control aspect (skip over Questions 4 to 7). Minimise negative ecological and socio-cultural impact; greater &quot;diverting&quot; of local benefits from existing turnover.</td>
</tr>
</tbody>
</table>

Question 3: Does tourism already exist in the project area or its surroundings? 
(cf. Chapter 3.1)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism has not been developed in project area or its surroundings</td>
<td>Intense testing of the feasibility of tourism (Questions 4 to 9); focus clearly on development aspect; watch for the partner's/project's capacities (Chapter 3.3) because of great need for active promotion.</td>
</tr>
<tr>
<td>Tourism exists in the surroundings, but not in the project area</td>
<td>Propitious starting position because supra-local conditions for feasibility are present and the local ones can still be influenced; development aspect at the forefront.</td>
</tr>
<tr>
<td>Tourism already fairly well developed in the project area</td>
<td>Focus on control aspect: minimising negative effects (Question 2), use of existing turnover for local benefits and financing of protected areas.</td>
</tr>
</tbody>
</table>

???
The answers to the following construct of questions on the feasibility of tourism (especially Questions 4 to 7) are foremost related to regions and projects in which tourism has only been developed rudimentarily or not at all. In this case it is a fundamentally open question whether a tourist component in a project makes sense or not. 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 or not” (and as to economic feasibility) becomes virtually redundant in the event of more advanced touristic development, since tourism will then already exist as a reality and will almost surely exert influence on the achievement or non-achievement of project goals. It should therefore be considered in the project, whereby important steering functions need not necessarily be adopted by a TC organisation, but instead might be performed by other stakeholders (cf. Chapter 3.3).

3.2.2 Feasibility of tourism

Question 4: How attractive is the original supply?
(cf. Table 3.1 and 2.7)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>High attractiveness <em>(most positive and all the minimum criteria in Table 3.1 apply)</em></td>
<td>😊 Tourism component 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).</td>
</tr>
<tr>
<td>Moderate attractiveness <em>(only some positive criteria and all minimum criteria in Table 3.1 apply)</em></td>
<td>😞 Tourism component makes sense with a good derived supply (Question 5), existing markets (question 6) and favourable general conditions (Question 7); watch for possible competing offers.</td>
</tr>
<tr>
<td>Low attractiveness <em>(Absence of one or several minimal criteria or very few positive criteria in Table 3.1 apply)</em></td>
<td>🎯 Tourism component does not make sense.</td>
</tr>
</tbody>
</table>
**Table 3.3: Criteria for evaluation of the touristic attractiveness of nature areas**

Source: AGÖT 1995, slightly modified

<table>
<thead>
<tr>
<th>Original natural supply</th>
<th>Additional criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Natural attributes</strong></td>
<td><strong>Accessibility</strong></td>
</tr>
<tr>
<td>Grandeur/ diversity of landscape (mountains, bodies of water)*</td>
<td>Proximity to an international airport or a tourist centre</td>
</tr>
<tr>
<td>high level of biodiversity*</td>
<td>Duration and comfort of travel there (runway, state of roads) are relative to quality of attraction !!</td>
</tr>
<tr>
<td>Presence of large animal species*</td>
<td>Attractions in the region</td>
</tr>
<tr>
<td>Presence of other interesting animal species (above all avifauna)</td>
<td>Existence of other attractions in the country of destination (possibility for touring) !!</td>
</tr>
<tr>
<td>Easily-spotted wildlife*</td>
<td>Existence of complementary attractions on the journey there or in the region.</td>
</tr>
<tr>
<td>Interesting forms of vegetation (e.g. tropical rain forest)</td>
<td>Cultural attractions</td>
</tr>
<tr>
<td>Uniqueness of species (endemism) or of topographical elements</td>
<td>Archaeological sites</td>
</tr>
<tr>
<td>&quot;Pristine quality&quot; of the ecosystems</td>
<td>Indigenous cultures</td>
</tr>
<tr>
<td>Possibilities for swimming (beach, lake, waterfalls)</td>
<td>Accommodation and catering</td>
</tr>
<tr>
<td>Natural sports possibilities (rafting, diving, climbing)</td>
<td>Existence or feasibility of pleasant, hygienically acceptable lodgings !!</td>
</tr>
<tr>
<td>Palaeontological sites</td>
<td>Offer of tasty, hygienically prepared meals !!</td>
</tr>
<tr>
<td><strong>Climate</strong></td>
<td>Basic preconditions</td>
</tr>
<tr>
<td>Pleasant temperatures, humidity</td>
<td>Tourists' personal safety (crime protection) !!</td>
</tr>
<tr>
<td>Occurrence of a drier season !!</td>
<td>Presence of basic medical care</td>
</tr>
</tbody>
</table>

* especially important criterion  
!! minimal criterion
Question 5: How high is the quality of the derived supply?  
(cf. Chapter 2.1 and Table 3.1)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>High-quality offers available</td>
<td>☀ Tourism component makes sense; relatively low project costs with emphasis on financing of protected areas and &quot;diverting&quot; of local benefits</td>
</tr>
<tr>
<td>Current offer is quantitatively and qualitatively insufficient</td>
<td>Tourism component makes sense, but it is more costly because infrastructure will need investors and perhaps even financial assistance</td>
</tr>
<tr>
<td>No/hardly any offers available</td>
<td>Tourism component only makes sense if a high attraction of the original supply seems to promise returns on investments</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>

Question 6: How much effort is necessary to access markets for local offers in nature, cultural or scientific tourism?  
(cf. Chapter 2.1 and Table 2.6)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The possible demand groups already travel to the country (or to neighbouring countries), and there are few competing offers.</td>
<td>☀ Tourism component makes sense; relatively little marketing effort is needed to tap into existing markets.</td>
</tr>
<tr>
<td>Possible demand still remains to be accessed.</td>
<td>Tourism components might make sense, however; relatively costly because of the need for market research and more comprehensive marketing measures (high professionalism and initial financing).</td>
</tr>
<tr>
<td>Several competing offers might exist in the region.</td>
<td>Tourism components might make sense, however; market research must be rounded off by analysis of the competition; perhaps differentiation of the touristic product; high professionalism necessary.</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>

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Question 7: Are fundamental preconditions and an economic policy framework for implementation of tourism present? (cf. Chapter 2.2; for evaluation criteria see Table 2.2. and 2.3)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Both fundamental and economic policy preconditions are being met.</td>
<td>☺ Tourism component makes a lot of sense; project interventions for the development of tourism can be limited to the local level.</td>
</tr>
<tr>
<td>The fundamental preconditions are being met, but the economic policy framework has some deficiencies.</td>
<td>🙁 Tourism component makes limited sense; besides the local intervention level, capacities to favourably influence economic policy framework must be present.</td>
</tr>
<tr>
<td>Neither the fundamental nor the economic policy preconditions are being met.</td>
<td>🙁 Tourism component does not make sense.</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>

Question 8: Do the rural target groups have sufficient skills to become active in tourism? (cf. Chapter 3.1)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>TGs have experience with tourism or other marketable products, basic formal education, knowledge of foreign languages.</td>
<td>☺ Tourism component makes a lot of sense: substantial benefits possible; direct involvement in the tourism business has relatively good prospects.</td>
</tr>
<tr>
<td>TGs have no experience with tourism or market products, subsistence economy, low level of training.</td>
<td>🙁 Tourism components might make sense, however: great need for training and consultation (cf. Chapter 3.3); independent business activity at best in the lower market segment or in joint ventures; benefits possibly only through funds financed by touristic fees.</td>
</tr>
<tr>
<td>Both types exist.</td>
<td>☢ Tourism components only make limited sense, however: beware of possible social inequities and conflicts as a result of tourism; seek increased wide-spread effects of benefits (questions 11 and 14).</td>
</tr>
</tbody>
</table>
Question 9: Does the national tourist industry have sufficient know-how and access to capital? (cf. Chapter 2.4)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourist industry does have experience with ecotourism and has sufficient sources of capital.</td>
<td>😊 Tourism component makes a lot of sense; seek close co-operation with the tourism sector (especially in consulting and training); joint ventures with local groups or protected area administrations are possible (financing of infrastructure).</td>
</tr>
<tr>
<td>Tourist industry has little experience with ecotourism.</td>
<td>Tourism component makes sense, however; tourist industry needs to be advised (and possibly trained) in product development, marketing and sustainable corporate management; access to loans if capital is lacking.</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>

3.2.3 Conditions for compatibility of touristic development

Question 10: How sensitive to tourism usage are the ecosystems in the project area?

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>High sensitivity of the ecosystems to tourism usage may be expected.</td>
<td>🕣 Tourism component is not justifiable or only to a limited extent; prerequisite: nature conservation agencies have a great deal of authority and the tourist industry is willing to co-operate (Question 12); EIA is absolutely necessary; incompatibility with intensive touristic usage.</td>
</tr>
<tr>
<td>Ecosystems or certain areas thereof can take strain.</td>
<td>Tourism component is justifiable, if conservation objectives can be achieved (Question 12); however; EIA necessary, if uncertainty exists about sensitivity or if intensive touristic usage is expected.</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>
Question 11: How sensitive are local communities to possible (negative) socio-cultural/economic effects of tourism?

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

???
Question 12: How much authority do the participating institutions wield (nature conservation authorities, NGOs) on the one hand and how great is the tourist industry’s willingness to co-operate on the other hand?

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutions have sufficient legal instruments, staff, expertise and financial capacities at their disposal and enjoy political support.</td>
<td>😊 Tourism component makes sense and is justifiable, even if the tourist industry shows little willingness to co-operate.</td>
</tr>
<tr>
<td>Institutions have a weak legal and political position and have insufficient means or capacities at their disposal.</td>
<td>😝 Tourism component is not justifiable or only to a limited extent; prerequisite: tourist industry is willing to take on responsibility voluntarily.</td>
</tr>
<tr>
<td>Tourist industry shows great willingness to co-operate and to take on responsibility voluntarily.</td>
<td>😊 Tourism component makes a lot of sense; seek close co-operation with the tourism sector; launch joint ventures with local groups or protected area administrations (financing of infrastructure).</td>
</tr>
<tr>
<td>Tourist industry is not very co-operative and has hardly any interest in sustainability.</td>
<td>😝 Tourism component is only justifiable if negative effects can be counteracted (see above); difficult persuasion work and government regulation needed; looking for alternatives (NGO companies; direct co-operation with foreign operators) requires effort.</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>
3.2.4 Prerequisites for achieving benefits

Question 13: Do the protected areas have the prerequisites for earning independent and cost-covering income? (cf. Chapter 3.1)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The protected area administration has the right to levy entry and licensing fees and to manage them (in part) independently.</td>
<td>😊 Tourism component makes a lot of sense, if the earnings from fees exceed operational expenses specific to tourism (see below).</td>
</tr>
<tr>
<td>Fees may not be levied or must be remitted entirely.</td>
<td>😞 Tourism component makes no sense if the situation cannot be changed.</td>
</tr>
<tr>
<td>Income from tourism might exceed tourism-specific investment and operational costs (infrastructure, additional staff).</td>
<td>😊 Tourism component makes sense if independent management of fees (see above) or other distribution mechanisms benefiting nature conservation are possible; prerequisites: cost-efficient management, sufficient demand, possibility of achieving prices that cover costs and are market-conforming at the same time.</td>
</tr>
<tr>
<td>The tourism-specific costs will probably exceed earnings from tourism (incl. revenue to the national economy)</td>
<td>😞 Tourism component does not make sense, if demand is insufficient, efficient management seems unrealistic or cannot be taken over (entirely or partially) by the private sector (via proper concession agreements).</td>
</tr>
</tbody>
</table>

???
**Question 14:** Are prerequisites extant to achieve widely spread income effects to target groups through tourism? (cf. Questions 8 and 11)

<table>
<thead>
<tr>
<th>Possible answers</th>
<th>Conclusions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local community is relatively homogeneous, well organised and has sufficient rights.</td>
<td>Tourism component makes sense; co-operative company structures should be striven for; link tourism development and conservation objectives.</td>
</tr>
<tr>
<td>Local community is heterogeneous and hardly organised, legal position (land ownership, political autonomy) is unfavourable or uncertain.</td>
<td>Tourism component makes no sense or only within limits: influence on legal/political preconditions must be possible; danger of income inequities (Question 11) and divergence of tourism development and conservation aims; high mediating demands on the part of the project/partner.</td>
</tr>
<tr>
<td>Protected/project area is sparsely populated.</td>
<td>Tourism component makes a lot of sense, since broad impact and linkage with conservation objectives is possible even with relatively low business volume from tourism; however: avoid tourism development that is too steep to prevent migration into the area.</td>
</tr>
<tr>
<td>Protected/project area is densely populated.</td>
<td>Tourism component makes limited sense, since broad impact is hardly possible from tourism earnings; combine tourism with other development strategies.</td>
</tr>
<tr>
<td>???</td>
<td></td>
</tr>
</tbody>
</table>

### 3.3 Result and conclusions

"Working through" the key questions without in-depth analyses will not lead to a conclusive judgement regarding the feasibility and sensibility of tourism within the context of a specific project or region. Yet it will generate an initial and directed appraisal of the existing conditions and the available leeway for a possible TC intervention. The following results drawn from the **Rapid Appraisal** are conceivable (see, too, the Work Aids for the "Tourism Guide" in the Appendix):
Result 1:  Tourism makes a lot of sense.
- Expected time and costs for steering/promotion: low
- Estimated development policy benefits: high
- Appraisal criteria: very often ☑️, no ☐ or ☐

Result 2:  Tourism makes sense.
- Expected time and costs for steering/promotion: relatively high
- Estimated development policy benefits: relatively high
- Appraisal criteria: quite often ☑️, some ☐, no ☐

Result 3:  Tourism makes limited sense.
- Expected time and costs for steering/promotion costs: high
- Estimated development policy benefits: limited or uncertain
- Appraisal criteria: no/few ☑️, quite often ☐, some ☐

Result 4:  Tourism does not make sense.
- Expected time and costs for steering/promotion costs: very high
- Estimated development policy benefits: low
- Appraisal criteria: quite often ☐ and ☐, exclusion criteria (☐☐) do appear.

3.3.1 Development and evaluation of scenarios for action

In the case of result 4 the obvious lack of core conditions for success means that a tourism component should not be pursued. The first three results, however, do present various promising prospects for TC intervention.

We recommend that this rather general approach to tourism be followed up with the development of various visions or options for action in the shape of scenarios and that this approach once again be tested for its specific feasibility and sensibility (cf. Fig. 3.1 as well as other criteria in the Work Aids for the ”Tourism Guide” in the Appendix). Evaluation of the scenarios will then be performed as an in-depth feasibility study – in contrast to the Rapid Appraisal – in which basically the same set of questions must be clarified.
The weak points identified in the key questions should be stressed in the process. In addition, the capacities of the project, the necessary promotion time and costs, the probable development policy benefits and the expected cost-benefit ratio of a DC measure must be evaluated as precisely as possible at this point. If the tourism component of the most propitious scenario still seems to make sense, then concrete planning of projects can begin (Chapter 4).

3.3.2 Role and capacities of the TC project or of the implementing organisation

Determining what role a TC project or other organisation will play in implementing a tourism component is of paramount importance (cf. Chapter 4.4.2). It will depend partially on the capacities of the target groups and the other stakeholders (cf. Chapter 3.2, Questions 7, 8, 9, 12). Generally, however, one can assume that these capacities will be low in many developing countries, even where the conditions at the start are comparatively favourable. In rural target groups in particular, the gap between autochthonous knowledge and the necessary professionalism in tourism is particularly wide.

This means that the projects will generally have to accommodate greater need for advisors, training and in part, too, financing, for the target groups. This will be exacerbated in those areas where start-up conditions are more difficult (result 3 and partly, too, result 2). In order to meet this challenge, the TC project or its partner must supply its own suitable technical, personnel or financial capacities. Purely locally-oriented NGOs and TC projects in particular are frequently unable to manage tourism sustainably if supra-regional preconditions must be influenced at the same time.

Therefore, whether or not a basically sensible tourism component can be accomplished within a given framework is a fact that must be analysed carefully. Should this not be the case and should no appropriate adjustments be possible, then passing the component on to – or work-sharing/co-operation with – another development co-operation or implementing organisation should be considered. The private sector should also be more involved, if it has the proper capacities and shows willingness to co-operate.
Tourism in Technical Co-operation:  
A guide to the conception, planning and implementation of project-accompanying measures in regional rural development and nature conservation

1 Why Include Tourism in Development Co-operation?
2 How Does Tourism Function?
3 Should Tourism Be Considered a Project Option?

4 Intervention in the Context of TC Projects

4.1 Goals and visions:  
How does tourism enter into the project?

4.2 Situation analysis

4.3 Developing a strategy for the tourism component

4.4 Assigning responsibilities and roles

4.5 Networking the stakeholders: who, how, with whom?

4.6 Participation: when and how?

4.7 Monitoring and evaluation

5 Fields of Action and Instruments of Development Co-operation

APPENDIX
To assist in orientation for planning new and ongoing projects and programmes in the sense of objectives-oriented project planning (ZOPP), Chapter 4 will explore approaches for developing tourism for technical co-operation projects. In accordance with the ideal of a typical project process scheme, the chapter will present activities for the tourism component in the project and identify stakeholders with whom one can and should collaborate.

### 4.1 Goals and visions: How does tourism enter into the project

In spite of the premise that tourism is currently not a promotional focus of German development co-operation, we would like to clarify at this point whether, where and to what extent promotion of tourism might serve as support for other DC conservation and development objectives. Due to multifaceted interrelations with its physical and social environment, tourism has various contact points with almost all other economic sectors or types of land use in addition to having direct effects on jobs and incomes.

The criticism that Third-World tourism brings more disadvantages than benefits and runs counter to the development co-operation goals of nature conservation, environmental protection, self-determination of the target groups and combating poverty, however, does not imply that one need not be concerned with tourism – quite the contrary! Tourism does develop in the project periphery even without promotion by development co-operation, especially in touristically highly attractive conservation areas and coastal regions, but when it does, it is often poorly managed from a development policy standpoint, or totally unregulated. In such cases, given proper advising and steering, outside capital can also be used for development policies.
Fig. 4.1 underscores the potential in linking Tourism (e.g. job and income effects, product diversification, socio-cultural effects, resource consumption) with the traditional DC work areas (which apply where natural resources and agricultural and forestry products necessary to tourism are made available or where services are rendered). The cross-sectional topics & methods of development co-operation often constitute the links between the sub-sectors.

<table>
<thead>
<tr>
<th>Agriculture:</th>
<th>Conflict management:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local marketing</td>
<td>• (Partial) financing through fees</td>
</tr>
<tr>
<td>• Diversification of crops</td>
<td>• Increase of acceptance of conservation goals</td>
</tr>
<tr>
<td>• Promotion of sustain. cultivation methods</td>
<td>• Alternative income replacing illegal felling and poaching</td>
</tr>
<tr>
<td>• Increase of productivity per area unit</td>
<td></td>
</tr>
<tr>
<td>• Income for women (e.g. vegetable gardens)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Forestry:</th>
<th>Protected area management:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local marketing of lumber used for construction</td>
<td>• construction / upkeep of hotels, etc.</td>
</tr>
<tr>
<td>• Incentive to preserve the forest</td>
<td>• transportation of tourists</td>
</tr>
<tr>
<td>• Promotion of sustainable forms of land use</td>
<td>• diversification and direct marketing of handicrafts</td>
</tr>
<tr>
<td>• Upgrading of autochthonous / indigenous cultures</td>
<td>• promotion of innovation (e.g. environmental technology) in building eco-lodges</td>
</tr>
<tr>
<td>• Local processing / value creation</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Small business, services:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• construction / upkeep of hotels, etc.</td>
<td></td>
</tr>
<tr>
<td>• transportation of tourists</td>
<td></td>
</tr>
<tr>
<td>• diversification and direct marketing of handicrafts</td>
<td></td>
</tr>
<tr>
<td>• promotion of innovation (e.g. environmental technology) in building eco-lodges</td>
<td></td>
</tr>
</tbody>
</table>
The initial situation is ultimately decisive in the DC project approach with respect to the kind of intervention in the field of tourism promotion, i.e., the phase of touristic development extant in the region at that time. We can distinguish the following phases (with blurred transitions) and the respective technical co-operation foci:

<table>
<thead>
<tr>
<th>Table 4.1: Phases of touristic development + DC intervention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Phases</strong></td>
</tr>
<tr>
<td><strong>Pioneer phase</strong></td>
</tr>
<tr>
<td><strong>Promotion + Development</strong></td>
</tr>
<tr>
<td>• Advice in planning sustainable tourism (integrated tourism planning)</td>
</tr>
<tr>
<td>• Marketing</td>
</tr>
<tr>
<td>• Build-up of an infrastructure</td>
</tr>
<tr>
<td>• Training</td>
</tr>
<tr>
<td><strong>Development phase</strong></td>
</tr>
<tr>
<td><strong>Promotion + Control</strong></td>
</tr>
<tr>
<td>• Proximity to the market (e.g. add-on to seashore tourism)</td>
</tr>
<tr>
<td>• Touristic know-how almost on location (e.g. local advisors, training, investors, business associations, etc.)</td>
</tr>
<tr>
<td>• Application of existing steering mechanisms and introduction of specific systems of control and incentives (integrated tourism planning) (e.g. certification).</td>
</tr>
<tr>
<td>• Use of tourism in accordance with development policy directives.</td>
</tr>
<tr>
<td><strong>Boom phase</strong></td>
</tr>
<tr>
<td><strong>Steering + Control</strong></td>
</tr>
<tr>
<td>• No quantitative growth in tourist arrivals</td>
</tr>
<tr>
<td>• Income redistribution</td>
</tr>
<tr>
<td>• Improvement in social and ecological compatibility</td>
</tr>
<tr>
<td>• Greater influence on political and legal preconditions (multilaterally).</td>
</tr>
</tbody>
</table>

SINFONIE. Systemische Interpretation für Organisationen und Netzwerke in Entwicklungsprozessen. denkmodell Dialog Design, Berlin
Societal Change and the Growth in alternative Tourism. PROSSER, R. in: Ecotourism: A Sustainable Option?. CATER; LOWMAN 1994
Strategic Orientation. MDF 1996
ZOPP: Objectives-oriented Project Planning. A planning guide for new and ongoing projects. GTZ 1997
In deciding the "whether" and "how" of a tourism component, finding out to what extent tourism can contribute to achieving the overall objective or sub-targets of the project constitutes the fundamental element in all phases. This applies particularly to the intended effects on target groups.

As one of a great number of stakeholders in tourism, the project must answer the questions listed below during both the planning phase and the implementation of the tourism component. It must do so in order to clarify the role it will play, the type of intervention as well as the kind of approach it will use. This is part of an on-going examination and checking during the course of the project:

| ? | What are the relevant sub-systems/functions of tourism? | Chapter 2.1 | Chapter 4.1 |
| ? | Who are the pertinent stakeholders and what are their interests? | Chapter 2.1 | Chapter 4.2.1 |
| ? | How can the various stakeholders become involved? What is the role of the project? | Chapter 2.3 | 4.4 + 4.5 + 4.6 |
| ? | What are the suitable development co-operation tools? | Chapter 5 |
| ? | What are the desirable or undesirable effects and how can they be checked? M+E! | Chapters 2+3 | 4.7 |
| ? | Who else supports / promotes projects in the field of sustainable tourism? | APPENDIX |

The "Work Aids for the Tourism Guide" in the APPENDIX are intended as suggestions to give structural assistance in the planning and decision process. The short checklists for both Rapid Appraisal and scenario development provide a possible basic structure for a rough assessment and for detailed planning of the tourism component in the project.
Planning of a tourism component in the project should fundamentally

- serve to create **win-win situations** and **synergy effects**.
  - E.g.
    - Drive for profits by the tourism companies
    - Earnings and self-determination of the local population
    - Long-term preservation of biodiversity

- take **feasibility**, **economy** into account and
  - E.g.
    - Attraction and marketability of the tourist product
    - Competitiveness and profitability of the tourist facilities

- be adapted to the general **preconditions**.
  - E.g.
    - Political stability
    - Economic and institutional preconditions
    - Clarified land rights and rights of use

One prerequisite is seeking **consensus** – particularly in the complex tourism system with its large number of very different stakeholders. This requires continuous negotiations and binding agreements between the project team and

- **partner organisations**, e.g.
  - protected area administrations
  - local and regional authorities
  - NGOs, SHOs
  - private sector associations

- **target groups**, e.g.
  - people living next to the protected area
  - highly differentiated population in rural regions

- **advisors**, e.g.
  - short-term or long-term experts
  - local skilled labour
  - ministries
  - tourism institutions
4.2 Situation analysis

After the basic decision has been made using the "Rapid Appraisal" (Chapter 3) as to whether tourism should be considered as an intervention area for the project, all stakeholders must join to conduct closer analysis of the actual situation.

4.2.1 Stakeholders and interests

Interests and goals of the stakeholders and their mutual relationships (power relationships; privileged/underprivileged groups, gender) must be identified. Fig. 4.2 shows the stakeholder groups and their respective interests using "tourism in the protected area" as an example.

![Fig. 4.2: Example for on-site stakeholders and interests](image)

The round table as a programme? GTZ (1995)
Gender differentiation throughout the project cycle, GTZ (1996)
Markt der Möglichkeiten, GTZ (1995)
Process monitoring. GTZ 1996: tools!
4.2.2 Problems and potentials

As befits the complexity of cross-sectoral planning processes, the feelings and ideas that all stakeholders have with regard to their own possibilities must be recorded and the touristic attractiveness of the area evaluated. In the internationally competitive tourist 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 touristic development (with regards to general legal advice, land rights, dealing with the proper co-operation partners, negotiations on the distribution of profits).

Fig. 4.3: Example of problems and potentials

- **Decision structures / power relations:**
  - Amongst the stakeholders?
  - Within a group of stakeholders?
  - In the community?
  - In the families?
  - Participation of women and men?

- **Available working times:**
  - Is there time left over for extra work beyond the traditional work?
  - Who (women, men, spec. groups) would carry the additional burden?

- **Conservation objectives:**
  - Is tourism possible in the first place?
  - How much and where (sensitivity)?
  - Impact on animals, plants, soil, water?
  - How can tourism be of benefit?
  - Distribution within the community?

- **Income situation:**
  - Cheap labour?
  - Subsistence economy?
  - Distribution in the community?
  - Earnings within the family?

- **Educational level:**
  - What activities are possible for whom?
  - What vocational or further training, for whom?
  - On location or at central facilities?

- **Attraction of the area / Touristic potential:**
  - In comparison to other protected areas in the country?
  - By international comparison?
  - Climate during the main travel season?
  - Attractiveness in relation to the journey there! inbound?

Process monitoring, GTZ 1996: tools!
Tourism and Gender: Impacts and Implications on Nepalese Women (GURUNG, D. 1995): Chapters 2 + 4
Tourismus, Waldschutz, Bauern. GTZ/LITRA 1998, Chapter 4
4.2.3 Project environment

At this point, we will analyse those factors and preconditions that influence the expected effects of the intended tourism component, but which for their own part can only be influenced to a limited degree or not at all by a project situated at the local level (e.g. in resource conservation).

As became obvious in the preceding chapter, countless inter-relations arise both within the tourism system as well as in every DC project. During preparations for the project and also during the individual implementation stages, significant preconditions in the project environment are of vital significance for the continuation of the project, as is illustrated by the example in Fig. 4.4.

Fig. 4.4: Example of Project environment + Preconditions

<table>
<thead>
<tr>
<th>Local economy:</th>
<th>Land ownership / resource utilisation:</th>
<th>Political stability / crime:</th>
<th>Possibility of steering touristic development:</th>
<th>Immigration and visa regulations:</th>
</tr>
</thead>
<tbody>
<tr>
<td>? What additional burdens arise?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economic policies:</th>
<th>Development of the global market:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>? Who are the beneficiaries?</td>
<td>? Country’s/region’s image?</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>? Market in the main outbound countries?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Land Tenure in Development Co-operation - Guiding Principles, GTZ 1998
Naturschutz durch Tourismus? MÜLLER, B. in RAUSCHELBACH, B. (Hg.) 1998, p. 39ff
Process monitoring. GTZ 1996: tools!
4.3 Developing strategy for the tourism component

The phase of touristic development (the initial situation) is of paramount importance in connection with the issues of feasibility, compatibility and benefits when it comes to drawing up scenarios for possible touristic activities.

The expected touristic effects within the project’s set of objectives must already be established during the development of the tourism strategy by using the respective indicators for subsequent M&E.

4.3.1 What kind of tourism? What tourists?

Type and extent of the possible touristic development must be determined on a case by case basis. Carrying out a realistic analysis of the possible forms of tourism by evaluating the original and the derived supply with the collaboration of tour operators and market experts is an important precondition for the economic sustainability of the tourism component.

In order to establish the potential tourist target group(s) and keeping future marketing in mind, the following questions must be answered:

- ? What groups should be attracted by the product?
- ? Where do these groups live (countries, regions of origin)?
- ? What are their main interests, 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 do they do on location)?
Based on the analysis of the situation with the participating stakeholders and with additional consultation with an expert in the field of tourism, thoughts should turn to the goals that are to be met with the tourism component and to development of tourism as a whole. By analysing the specific deficiencies as well as the potential input of the various participants, you can define the following question on a case by case basis:

4.3.2 Where are the project’s points of departure?

Linking the complex tourism system with objectives specific to development gives rise to very different possibilities for the starting points of a DC intervention (not least of all those possibilities that are dependent on the respective project type and approach):

- 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 elaboration of socially-sanctioned environmental quality goals
- Planning, financing (cf. Chapter 5.6) 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)
- Representation of target group interests (e.g. contracts with investors, training pledges, purchase guarantee etc.)
• Support and advice in setting up the **organisations for the local population** (co-operatives, SHOs, etc.)

• Support and advice in setting up **institutions that are involved as consultants, planners or controllers in the touristic system** (business associations, NGOs, local and national administrations, officials, etc.)

• Planning and implementation of **vocational and further training measures** in the small and medium-size business sector (e.g. for touristic services, business management, etc.)

• Planning and implementation of **studies, use of steering and monitoring systems** with regard to quality assurance of the touristic product on the one hand, and control of the desirable effects or avoidance of undesirable ones on the other.

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Tourism, Ecotourism and Protected Areas: CEBALLOS-LASCURAIN, H. 1996, Chapters 5 + 7

Erhaltung von Schutzgebieten durch Tourism: NIEKISCH, M. in RAUSCHELBACH, B. (publ.) 1998, p. 54


Promoting Participation and Self-help in Natural Resource Management, GTZ 1997, Chapter 1.3

---

### 4.4 Assigning responsibilities and roles

In accordance with the **subsidiarity principle**, it is the stakeholder group that is supposed to determine what it can do on its 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, other projects of German development co-operation (e.g. private sector promotion or Integrated Consultancy Services) as well as other donors should be included.

The issue of who from the great number of stakeholders should perform what
task, or how a task might be performed from the outside, is one that will be asked next:

### 4.4.1 Issues in defining the roles of the participating stakeholders

When defining a role (not only in view of a possible tourism component), it is that the participating stakeholders define their roles and expectations themselves and communicate them to everyone else in the course of the process. Ultimately, these ubiquitously transparent role definitions should be accepted (bindingly) by all other participants as well.

<table>
<thead>
<tr>
<th>? What can the target groups (e.g. farmers in the peripheral zone of a protected area) do on their own?</th>
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<tbody>
<tr>
<td>e.g.</td>
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<tr>
<td>✗ Prepare typical, local meals</td>
</tr>
<tr>
<td>✗ Hire out horses, mules</td>
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<tr>
<td>✗ Improve paths; build simple houses</td>
</tr>
<tr>
<td>✗ Dye cloth, manufacture ceramics for daily use, woodcarvings, etc.</td>
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<table>
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<th>? Where do they need support?</th>
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<tr>
<td>e.g.</td>
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<tr>
<td>✗ In defending their rights (e.g. land or resource utilisation) against ”stronger” stakeholders</td>
</tr>
<tr>
<td>✗ Access to and self-administration of small loans</td>
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<tr>
<td>✗ Knowing tourists' expectations (e.g. hygiene, comfort, interests during tours, souvenirs, etc.)</td>
</tr>
<tr>
<td>✗ Setting up contacts with international tour operators</td>
</tr>
<tr>
<td>✗ Development and management of organisations (e.g. village cooperatives, SHOs as executors / suppliers of tourist facilities or services</td>
</tr>
<tr>
<td>✗ Business management.</td>
</tr>
</tbody>
</table>
What can the **executing organisations / implementing partners** (e.g. protected area administrations, NGOs, regional development offices) do on their own?

- Improve exchanges and collaboration with other stakeholders (tourist offices, ministry of tourism, tour operators, etc.)
- Take influence on legal and institutional preconditions.
- Grant licenses.

Where might they need support?

- In setting co-ordination and decision processes in motion (e.g. organising information and public discussions on tourism development in the respective villages)
- Mediating between the stakeholders (e.g. indigenous groups and travel company, concerning the assignment of services for the tourists or international tour operators)
- Strengthening the protected area administration with regards to touristic zoning, guiding visitors, managing revenue, etc.
- Advising on design of PPP models (Public-Private-Partnership).
- Train-the-trainer programmes in tourist services.
- Business advice (especially for small and very-small businesses in the tourism sector).
4.4.2 Definition of the role of the project team:

Building up "ownership" is important especially in the tourism sector, which is dominated by private enterprise. This means promoting individual initiative and motivating people to take on responsibilities. With this in mind, the following questions should be considered for each individual case:

Advising or doing?

? Who will train the guides? Who will teach bookkeeping to the co-operative?
? Who will organise hospitality training for the taxi drivers and the park rangers?
? Who will build the paths in the national park and maintain them?
? Who is responsible for the visitor centre?
? Who is going to build the village guesthouse and tend to it?

Collaboration with other projects:

? What other projects lend themselves to co-operation or to complementation with regards to education, marketing, exchange on a business basis?
? Who could be approached for investments (e.g. the tourism industry or sponsoring by national/ international companies, regional development banks, other donors, etc.?)

Who is paying, who is managing?

? Funds, vehicles, etc., e.g. for workshops, vocational and further training courses, marketing, studies?

The tourist industry or specialised NGOs can easily conduct training programmes.

If enough leeway is available for SHOs and NGOs, then they can be relied upon if they exhibit the right executing structure.

In multi-sectoral tourism in particular, co-operation and complementation of the individual projects (not only of the German TC) appears to be especially appropriate.

Whether project funds are to be managed by partners or executing agencies no longer need be discussed any further at this point.

Promoting Participation and Self-help in Natural Resource Management, GTZ 1997, Chapter 1.3
Environmental Conflict Management, GTZ 1996, Chapter 4 + Appendices
Process management. GTZ 1996. tools!
SINFONIE. Systemische Interpretation für Organisationen und Netzwerke in Entwicklungsprozessen. denkmodell Dialog Design, Berlin
Strategic Orientation. MDF, 1996: SWOT
Tourism, Ecotourism and Protected Areas: CEBALLOS-LASCURAIN, H. 1996, Chapter 5 + 7
4.5 Networking the stakeholders: Who, how, with whom?

The multi-sectoral approach to promotion of tourism can neither be performed by a single actor, nor by a TC project alone. Hence it is imperative for a development co-operation project to find competent partners for joint planning, implementation and evaluation, partners who after agreeing among themselves, can implement the individual measures independently and autonomously.

The different visions and various organisation types and "cultures" of the following groups of stakeholders must be taken into account. When setting up partnerships (e.g. joint ventures, public private partnerships, etc.) specific forms of co-operation should be found in which not only potential income is shared, but the risk as well. No limits should be placed on imagination and individual initiative of the participants when it comes to their own input (e.g. knowledge, financing, manpower, land, etc.).

The partners
- must truly want the tourism component,
- they must be accepted by the TG and
- be prepared to co-operate and communicate.

In consultation with your partner, support creative project management, too, and especially in relation to new co-operation forms and partial financing.

Networking is only sustainable if all participants profit from it in accordance with sustainable criteria.

---

Fig. 4.5: Networking in tourism: An overview of the stakeholders

- **Organisations of the multilateral and bilateral co-operation**
  - Tourism authorities
  - Municipal and regional administrations
  - Ministries of Economy and Foreign Affairs
  - Ministry for the Environment & Nature Conservation

- **Tourism-experts**
  - Internat. conservation organisations
  - National NGOs
  - Organisat. of indigenous peoples
  - Local NGOs
  - Local SHOs / co-operatives

- **Tourists**

- **Public sector**: Tour operators, Travel agencies, Incoming agencies, Transportation companies, Hotels, B&Bs, Restaurants, Employees in tourism, Advertising & marketing, Business associations, Supplier industry, souvenirs, Agriculture, Guides, Internat. conservation organisations, National NGOs, Organisat. of indigenous peoples, Local NGOs, Local SHOs / co-operatives
Tourism in Technical Co-operation

**Private sector**

(*companies, associations: local, national, international*)

What can it contribute?

- Know-how: business management, market expertise, etc.
- Capital (principle of profit orientation as the most important yardstick for the chances for success of a co-operation)

How and with whom can it co-operate?

- **Giving advice** to the project, the partner or the executing organisations, or to local small businesses regarding market opportunities, profitability, product development, marketing.
- **Training local people to become skilled workers** able to handle tourist services as employees, independent businesses or sub-contractors
- Joint ventures with the local population
- **(Co-)financing** of a tourist infrastructure, improvement of the supply quality 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 concessions with regards to investments and upkeep of conservation areas.)

Where are deficiencies frequently encountered?

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

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**Public sector:**

Förderung von Klein- und Kleinstgewerbe in Entwicklungsländern. Sektorkonzept, BMZ 1997

Individuelle Konzepte für Ihr Auslandsengagement. Das IBD-Programm. BMZ-GTZ-DEG 1994


Skizzen von Planungsmethoden und Finanzierungsinstrumenten zur Förderung der Zusammenarbeit zwischen staatlichen und privaten Akteuren. GTZ 1996

Towards New Forms of Public Private Partnership. WTO 1998

Zusammenarbeit von Projekten des Integrierten Beratungsdienstes für die Wirtschaft (IBD) mit Selbsthilfe- und Selbstverwaltungsorganisationen der Wirtschaft (SHODW) in Partnerländern. GTZ 1995
What can it contribute?

- Steering and controlling know-how
- Links with other sectors and levels
- Capital (limited; nevertheless access via other sponsors, banks, etc.)

How and with whom can it co-operate?

- **Expert advice** (e.g. Ministry of Tourism) for tourism master plans in general, product development, international marketing as well as for individual tourism companies.
- **Improving general preconditions**: creation of investment incentives; improve immigration regulations, personal safety of tourists, etc.
- **Control and steering** according to sustainable tourism development: enactment and enforcement of laws (!) for maintaining environmental standards (from EIA in large-scale projects all the way to the local design regulations, supply and waste disposal), negotiation of social sector obligations (e.g. compulsory vocational training);
  - **Protected area administrations**: Administration 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 **independent executing organisation** is a viable solution for carrying out business-oriented tourist activities.

Where are deficiencies frequently encountered?

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

*Skizzen von Planungsmethoden und Finanzierungsinstrumenten zur Förderung der Zusammenarbeit zwischen staatlichen und privaten Akteuren. GTZ 1996
Towards New Forms of Public Private Partnership. WTO 1998
Conservation, Local Communities and Tourism in Africa. VORLAUFER in: HEIN 1997; p. 92 ff*
Tourism in Technical Co-operation

Non-governmental or self-help organisations:  
(*nature conservation NGOs, local organisations, local people*)

What can they contribute?

- Expert know-how
- Direct contact/collaboration with the target group
- Access to subsidies

How and with whom can they co-operate?

- Detailed knowledge of the destination area (ecological, socio-cultural) is mandatory for **product development and its subsequent marketing**, which should be carried out together with tourism professionals (e.g. private sector, consultants).
- The **appraisal of the ecological and socio-cultural sensitivity of the destination area or sections** of it can only be done on the basis of intimate knowledge, or if need be with the assistance of further research studies (target group analysis or inventories as part of an EIS); that is why inclusion of local NGOs is imperative in both **planning** as well as **monitoring** of touristic development.
- Organisations representing the local population are **prerequisites for augmenting the benefits for the target group through tourism and starting points for strong joint ventures with the private sector** (e.g. in the self-administration of small loans, guesthouses, marketing local products, etc.).
- **NGOs can offer specialised educational or nature trips** (with focus on ornithology, entomology, geology, ethnology, archaeology, etc.) as **independent operators or as sub-contractors for a specific leg of a journey** (excursion, day programme).
- Contacts with NGOs from the North might do a great deal to **support marketing** (trips for members and project-related journeys; research 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**, including for tourism promotion measures.

Where are deficiencies frequently encountered?

- In the clear organisational and legal separation of the NGO’s tax-exempt status and the touristic enterprise.
- Local NGOs/SHOs often fail to meet conditions for internal structure and transparency set for executing organisations and implementing partners of the development co-operation.
4.6 Participation: When and how?

In the discussion of "tourism and development co-operation", self-determination by the largest possible number of people in the target area of touristic development is considered the ideal approach, according to the development policy participative claim as well as the target group-orientation of the project measures.

However, the short-lived dynamics often observed in the tourist industry are in stark contrast to the painstaking participation processes.

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

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.

Factores que pueden limitar la participación (con énfasis en los grupos meta). HAEP in: GTZ-LISTRA-TOEB 1998
Konzept für die Förderung der gleichberechtigten Beteiligung von Frauen und Männern an Entwicklungsprozessen. BMZ 1997
Ländliche Regionalentwicklung: LRE aktuell. GTZ 1997; Chapter 3.3
Markt der Möglichkeiten. Partizipative Lernansätze in der EZ. GTZ 1995
4.6.1 Community Involvement

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 covered. The upper segments should by all means be addressed with the collaboration of professional companies.

Joint ventures with committed, responsible tourist enterprises represent a transition between the two forms. Professionalism and self-determination can be ideally combined together here.

Delegation of rights of use is an option in those cases that involve earning high fees (e.g. in hunting tourism) and/or where direct economic involvement in tourism is out of the question because of the absence of local capacities or because negative socio-cultural effects are expected. This assumes local ownership rights to the resource being used. The earnings could be collected in a fund, that would finance community facilities, for example, or generate limited royalties for all private households.

All the strategies mentioned can also complement each other and can therefore be combined to address various market segments.

Examples of Community Involvement and case studies can be found in, e.g.:

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. (Hg.) 1997
Community Ecotourism in the Maya Forest – Six Case Studies of Communities in Mexico, Guatemala and Belize. BEAVERS 1995
Ecoturismo en el Ecuador. DDA, INTERCOOPERATION, UICN (publ.) 1995: various examples illustrating 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? AGÖT 1995, Case studies on the Selous Game Reserve, Tanzania and Cuyabeno, Ecuador
Parks Tourism in Nepal: Reconciling the Social and Economic Opportunities with Ecological Threats. WELLS in: MUNASHINGE; MCNEELY (Ed.) 1994
Tourism in Entwicklungsändern. VORLAUFER 1996, Chapter 9.3: participation of the local population, example: Selous/ Tanzania, Lupande/Zambia, Annapurna/ Nepal
4.6.2 Stages of participation in touristic development

Projects in the field of tourism, too, can be carried out with various degrees of participative intensity. Interests, expertise and abilities must be weighed case by case in order to find out at what degree of participation and ownership in the touristic development the maximum development policy benefit might realistically be produced: maximal ownership at the local level is not the same as maximum benefit from the point of view of development policy!

Fig. 4.6: Participation stages

Participation stages

(based on GTZ-LISTRA-TOB 1998)

No participation in the tourist business

Locals as owners of resources:

- Income from user/entrance fees, hunting licenses or compensation payments for usage no longer possible in protected areas.
- Setting up of self-administered funds for community development (e.g. infrastructural measures, building schools, medical centres, etc.).
### Indirect participation in the tourist business

**Locals as suppliers for tourist 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; supplies for tree nurseries, etc.
- **Handicrafts:** old techniques are revived and new ones introduced; direct marketing to tourists or souvenir shops.

**Examples:** 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; local meat supply in Mongolia; fish and high-quality sea food especially in holiday areas along the coast.

### Direct participation in the tourist business

**Locals as employees:**

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

**Locals as independent tourist entrepreneurs:**

- Easier to achieve with higher education level, newcomers to the area, locals who have returned from abroad or after long experience in ecotourism
- Investment capital must be available or access to financing found
- Marketing is only possible in certain price classes; i.e. co-operation with incoming agencies, foreign tour operators, individual travellers
### Joint ventures

Deciding on what is the most sensible form depends on:
- the tourist market segments that are to be addressed
- entrepreneurial skills, level of qualification and
- the experience of the local population.

Sensible combination of expertise and skills of the tourist industry and the local population.

May also comprise training components.

**Examples:** Co-operations between Ecuadorian tour operators and indigenous communities in the Amazon.

### 4.6.3 Prerequisites for Community Involvement

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

- a local population with basic qualifications,
- the possibility of providing a particularly authentic cultural tourist product,
- that this will divert possible conflicts (prerequisite: highly attractive destination area; otherwise no investment),
- that this will improve the image of the company (only of importance to a narrow segment of the demand),
- authentic and original, high-quality handicrafts,
- perfectly hygienic food, deliverable in sufficient quantity and regularly.

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Ecotourism in the Third World. CATER in: CATER; LOWMAN 1995
Environmental Planning and Concept Development for Ecotourism with Case Studies from Asia. HÜTTCHE 1998
Local Participation in Ecotourism Projects. DRAKE in: WHELAN 1991
Nature Conservation and Ecotourism in Central America. HAYSMITH; HARVEY 1995, Chapt.11
Tourismus in Entwicklungsländer. BMZ-Materialien Nr. 88, 1993, p. 218f
Tourism, Ecotourism and Protected Areas: CEBALLOS-LASCURAIN, H. 1996, Appendix IX
Women’s Roles in Community Based Mountain Ecotourism. GODDE in: TES-Newsletter, 3rd Q. 1998
4.7 Monitoring and evaluation

M+E is used to steer the project and it therefore monitors achievement of objectives, the process development as well as the influencing project environment. Furthermore, besides the intended effects, non-intended effects are also to be observed and evaluated in order to adjust implementation of the project if need be. M+E is learning-oriented. In a good M+E system, a healthy relationship exists between cost and benefits; M+E is set up in such a way that participants can continue using it on their own even after the project has come to an end. At this point, we would like to once again recall the aspirations of ecotourism as guidelines for promotion of tourism within the projects as expressed in the introduction.

As a basis for the evaluation of goal achievement, indicators for the tourism component must be defined for assumptions and (un)expected effects as well as for the following levels: results, project objectives and overall goals. Additional indicators for individual project activities must also be worked out in operation planning.

The indicators for a possible tourism component with the greatest possible validity – qualitatively and quantitatively – can be divided up as follows:

- ecological and socio-cultural compatibility
- creation of benefits for protected areas and/or for the local target groups
- Raising consciousness for nature and resource conservation

The following points or questions will already be of considerable assistance in developing scenarios for the tourism component.

<table>
<thead>
<tr>
<th>Transportation, lodging facilities, services, touristic activities</th>
<th>Principle of avoiding or minimising interference!</th>
</tr>
</thead>
</table>

- Landscape exploitation (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 extant in central facilities; little acceptance of decentralised waste water treatment)?

? **Avoidance of garbage, recycling, disposal**?

? **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 reclusive fauna)?

? **Damage to the ecological equilibrium**?

### 4.7.2 Socio-cultural compatibility

<table>
<thead>
<tr>
<th>Society, culture</th>
<th>Principle of avoiding or minimising interference!</th>
</tr>
</thead>
</table>

? **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 rate**?

? **Improvement or worsening of women’s position in society**?

? **Exploration, renovation and protection of historic sites, or their destruction**?

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

? **Revival of handicrafts**:
Financial dependence on cartels or independent marketing via craftspersons?

? **Observance of traditional celebrations or commercialisation of folkloric shows**?
4.7.3 Benefits for target groups

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Principle of broad impact and maximisation!</th>
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<tbody>
<tr>
<td>Foreign currency earnings, job and income effects, secondary economic impact</td>
<td></td>
</tr>
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</table>

- **Amount of touristic currency leakage** (distribution of operators, increase in imports for luxury and consumer items, sources of energy, etc.)?
- **Vertical and horizontal distribution of growth in earnings**
  (For whom: women, men, youths)?
- **Creation of long-term jobs with year-round work if possible** (for whom: women, men, youths)?
- **Amount of investments necessary for job creation**?
- **Creation of opportunities for vocational and further training**
  (for whom: women, men, youths)?
- **Preventing an exodus from peripheral regions to economic centres/creation of new centres of immigration**?
- **Sharp wage inequity between management staff** (often foreign) and the **lower wage groups** (usually local)?
- **Strengthening or weakening of the local or regional economy**
  (construction industry, trade, transportation, crafts, agriculture, fishing, etc.)
- **Strengthening of the informal sector**
  (General increase in the job opportunities, but by the same token increase in unstable sources of income that are not very productive for the national economy)?
- **Improvement / worsening of the infrastructure used by the local population** (impact on women, men, youths)?
- **Price increase for consumer goods for the local population**?
- **Increase in municipal/national tax revenue**?
- **Increase of one-sided dependency on the tourism business**
  (local, public and private economy becomes dependent on foreign companies’ conception of investment, behaviour, price and supply).
4.7.4 Support of nature conservation, (partial) financing of protected areas

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<th>Availability, Use</th>
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- Is the income generated by tourism being used locally for nature conservation in the broadest sense, or is it locally/nationally being used for other purposes (local protected area administration, national conservation agency, central fiscal authority, local communities, NGOs)?
- Is collection of fees and use thereof 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?

4.7.5 Building awareness for nature and resource conservation

<table>
<thead>
<tr>
<th>Of the local population for nature and resource conservation, of tourism companies for sustainable tourism, of tourists for the aims of development co-operation</th>
</tr>
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</table>

- Is the level of acceptance for nature and resource conservation measures growing along with touristic development?
- Have equitable joint ventures 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.)?

Gender-Differenzierung im Projektzyklus. GTZ, 1995
Nature Conservation and Tourism in Central America. HAYSMITH; HARVEY, 1995, Chapter 12
Ökotourismus: Chancen und Gefahren für den Ressourcenschutz in Mittelamerika. STECK 1997, Table 4
Tourismus in Entwicklungsländer. BMZ-Materialien Nr. 88, 1993, p. 29ff
Tourism and Gender: Impact and Implications of Tourism on Nepalese Women. GURUNG 1995, p. 36
Umwelt-Handbuch: Arbeitsmaterialien zur Erfassung und Bewertung von Umweltwirkungen, Vol. 1, Chapter 6
Tourism in Technical Co-operation:
A guide to the conception, planning and implementation of project-accompanying measures in regional rural development and nature conservation

1 Why Include Tourism in Development Co-operation?
2 How Does Tourism Function?
3 Should Tourism Be Considered a Project Option?
4 Intervention in the Context of Technical Co-operation

5 Fields of Action and Instruments of Development Co-operation

APPENDIX

5 1 Policy Advisory Service: influence on the general preconditions
5 2 Protected Area and Buffer Zone Management
5 3 Regional Rural Development
5 4 Training and Qualification
5 5 Private Sector Co-operation
5 6 Financing Instruments
This section of the Guide is devoted to linking the complex system of tourism to relevant fields of action and instruments that in part are already known from other departments in development co-operation.

Fig. 5.1: DC fields of action and instruments relevant for sustainable tourism

- **National policies and planning**
  - National tourism strategies
  - Cross-sectoral co-ordination
  - Environmental and nature conservation agencies
  - Tourism authorities
  - Tourism associations
  - Science/research
  - NGOs/SHOs

- **Institution building, organisation consultancy**
  - Co-operative PA management
  - Zoning of tourism
  - Visitor management
  - Tourism monitoring
  - Land utilisation and regional planning
  - Resource management
  - Pilot measures
  - Community involvement
  - Capacity development
  - Conflict management

- **Protected area management**
  - Environmental education/communication
  - Formal/non-formal education
  - Vocational training and qualification
  - Innovation development
  - Macroeconomic preconditions
  - Tourism and supply business associations
  - Corporate consultancy, market access

- **Regional rural development**
  - Organisational development
  - Training and qualification
  - Private sector promotion
Since tourism has not been considered a priority amongst development co-operation tasks until now, no specific expert knowledge can be expected in this field within the GTZ. Nevertheless, owing to their areas of responsibility, some of the departments, activity areas and sector networks are certainly quite capable of offering their specific services in the multi-sectoral tourism environment.

At the GTZ, the nominal administration for tourism affairs is conducted by Division 41: *Wirtschafts- und Beschäftigungsförderung* (Economic and Employment Promotion).

The potential DC fields of action for promotion of tourism displayed in Fig. 5.1 are closely linked to one another; many of the fields overlap and similar questions or problems tend to arise. The following typical DC fields of action and instruments will be described as tourism promotion foci together with their sector-related connections within the GTZ:

- Policy advisory service: promotion of propitious general preconditions
- Protected area and buffer zone management
- Regional rural development
- Training and qualification
- Private sector co-operation
- Financing instruments.

| The respective departments at GTZ headquarters and/or expert services offered by the respective PuE (Planning and Development) division will be listed at the end of each section. |
| In addition, information on the services offered by the individual departments can be consulted at [http://www.gtz.de/fachabteilungen/index.html](http://www.gtz.de/fachabteilungen/index.html) |
| At the GTZ Intranet address [http://proxy.gtz.de](http://proxy.gtz.de), you can find further references, currently only for GTZ staff members. |
| Printed information on the GTZ sectoral structure is available in ”Qualifiziertes Know-how für erfolgreiche Entwicklungs Zusammenarbeit – das fachliche Angebot von PuE” (GTZ, April 1998). |
5.1 **Policy advisory service: preconditions for sustainable tourism**

On the one hand, policy consultation serves to find out to what extent political-administrative preconditions for sustainable development of tourism are already present. Furthermore, it should familiarise representatives of the partner countries with the concept of ”sustainable tourism” and stimulate the discussion process and awareness-building with regards to development of tourism within the broadest social consensus possible, i.e. including the collaboration of the private businesses as well as representatives from the civilian population.

The prerequisites for and possibilities of acting as advisor at the highest political level vary considerably depending on the approach to the projects being addressed by this guide, since the projects usually take a locally/regionally limited approach. Nevertheless, appropriate **activities within the framework of policy advisory services on sustainable tourism or ecotourism** are mentioned briefly at this point:

- Examination of **national tourism strategies** regarding the objectives of a sustainable development of tourism.

- Examination of the **laws and regulations** in force regarding the requirements for sustainable development of tourism (regulations on land ownership, land utilisation rights, granting of licenses, conditions and controls for authorising touristic facilities and infrastructural measures, regulation of investment incentives, etc.).

- Introducing the collection of **statistical data** to gauge the development of ecotourism (quantitatively and qualitatively).

- Improvement of **cross-sectoral co-ordination**, especially between institutions of tourism and environmental and nature conservation agencies as well as with the private sector (creation of a national Committee for Sustainable Tourism, or something similar).
Creation of new or adaptation of existing **national image and marketing programmes** as a by-product of the strategic postulates on sustainable development of tourism.

Creation/consolidation of the **legal framework** for local authorities or NGOs/SHOs for active participation in co-operative protected area management as well as with regards to generating and managing their own revenues from tourism.

Creation of inter-regional and inter-communal **benefit and financial adjustment mechanisms** to avoid or reduce disparities brought about by the development of tourism.

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**Market-based instruments in environmental policy in developing countries.** GTZ-402/95-PVI

Ecotourism as a Conservation Instrument? AGÖT 1995, Chapter 5.3 (1)


List of publications by the GTZ activity area Organisations- und Managementberatung (Organisation and Management Consultancy)

---

**GTZ: Department 4, Planung und Entwicklung (Planning and Development):**

Division 42, Reform von Staat, Wirtschaft und Gesellschaft (Reform of Government, Economy, and Society):

- 4201: Staatsreform und Zivilgesellschaft (Government Reform and Civilian Society)
- 4202: Wirtschafts- und Sozialpolitik (Economic and Social Policy)
- 4206: Organisations- und Managementberatung (Organisation and Management Consultancy)

  **Sectoral working group “Process-oriented organisation consultancy”**

- 4248: Kommunal- und Stadtentwicklung (Urban and Community Development)
5.2 Protected area and buffer zone management

Protected areas are potentially attractive destinations for ecotourism. On the other hand, ecotourism should also help stabilise conservation projects, i.e., enhance acceptance on the part of the local population for the goals of nature conservation. How to maximise the opportunities connected with ecotourism and reduce negative factors accordingly must be evaluated on a case by case basis as part of the protected area and buffer zone management. Among important activities are:

☞ Development of a co-operative protected area management with participation by conservation agencies, local village communities, the private sector and NGOs/SHOs.

☞ Joint creation of tourism management plans as an integral element of protected area management plans (establishment of development goals: zoning, rules, prohibitions, utilisation).

☞ Development and testing of monitoring instruments for ecological and socio-cultural changes: regular collection and analysis of visitor statistics on visitor numbers, activities, origin, means of transportation, expenditure structure, travel organisation, environmental sensitivity, evaluation of the experience or of the area.

☞ Development and testing of concepts to determine the touristic carrying capacity as to resource consumption, susceptibility to disturbance and potential risk.

☞ Development of a fee system to (partly) self-finance the protected area on the one hand, and cross-financing of some kind of conservation fund for less attractive areas or areas under greater threat.

☞ Drawing up standard criteria for permits as well as licensing fees for tourism providers, hunters, guides, etc.

☞ Increased staff recruitment from the region itself for administration and other jobs.
Makroökonomie aus geschlechtsdifferenzierter Sicht: Hinweise zur Gender-Orientierung. GTZ 1996
Nachhaltiger Tourismus in der Entwicklungszusammenarbeit. GTZ-TÖB (publ.) 1997; here contributions by STECKER, REFISCH
Naturschutz, ein Beitrag zu nachhaltiger Entwicklung. GTZ 1997
Ecotourism as a Conservation Instrument? AGÖT (1995), Chapter 5.3 (2)
RAUSCHELBACH (Hg.)1998
Ökotourismus: Reisen zwischen Ökonomie und Ökologie. ELLENBERG et al. (publ.) 1997: Fallbeispiele
Tourism, ecotourism, and protected areas. CEBALLOS-LASCURAIN 1996
Tourismus, Waldschutz und Bauern. GTZ-LISTRA 1998

GTZ: Department 4, Planung und Entwicklung (Planning and Development):
Division 45, Ländliche Entwicklung (Rural Development):

- 4535: Agrarpolitik, Dienstleistungssysteme für die Landwirtschaft (Agro-policies, Agricultural Services)
- 4543: Ländliche Betriebs- und Haushaltssysteme (Rural Farm and Household Systems):
  Sectoral Project LISTRA: www.gtz.de/listra/index.html
- 4542: Internationale Agrar- und Tropenökologische Forschung (International Research in Agriculture and Tropical Ecology):
  Tropenökologisches Begleitprogramm (Tropical Ecology Support Programme - Sectoral project: Absicherung von Schutzgebieten (Securing of Protected Areas) (4544):
  www.gtz.de/toeb
- 4544: Waldwirtschaft und Naturschutz (Forest Resources Management and Nature Conservation)

Division 44, Umweltmanagement, Wasser, Energie, Transport (Environmental Management, Water, Energy, Transportation)

- 4404: Umweltpolitik, Institutionenentwicklung (Environmental Policies, Institution Building)
  Sectoral Project: Pilot Project Institutionenentwicklung im Umweltbereich (Institution Building in Environmental Protection) (PVI): www.gtz.de/pvi/index.html
5.3 Regional rural development

Opening up alternative, and if at all possible “adapted” basic subsistence for the local population is of major importance especially where regional rural development (RRD) is concerned. The principles of target group orientation, participation, economic and ecological sustainability as well as broad impact all link RRD to ecotourism, since both use approaches that are particularly multi-sectoral.

The RRD strategy elements of having economic, institutional, target group-oriented and ecological strategy as part of an RRD programme are also valid for the promotion of sustainable tourism in development co-operation. Some RRD strategy elements are applied to tourism promotion here:

☞ **Preference** should be given to **assistance instruments having a broad impact** such as group credits when granting loans or distributing means of production (e.g. building materials for guesthouses, information centres and other infrastructure).

☞ Test phases concerned with the participative development of adapted solutions involving high personnel and financial input cannot always be applied to local conditions for a longer period. Owing to tourism's private-sector orientation, one must pay particular attention to the **long-term maintenance of the cost-benefit ratios**.

☞ Identification of **regional resource supplies and adapted technologies** as well as defining **suitable business forms** and the creation of **financing and advisory systems that do justice to the situation are the prerequisites for promotion of local or regional economic cycles** with the help of tourism.

☞ **A subsidy concept focused on the situation and the objective** must be drawn up while keeping the thought of economic sustainability in mind.

☞ **A target group analysis that examines men and women separately** as a project-accompanying process will produce meaningful data on needs, potentials and bottlenecks experienced by the target groups in touristic development.

☞ **Especially in the promotion of tourism, adapting measures to**
specific target groups during the course of the project will mean having to define indicators for M+E differentiated by gender, since the theories generally expressed on the effect of tourism on women and men have not yet been proven.

The type and intensity of target group participation in touristic development must be determined according to the specific situation (cf. Chapter 2.3 and 4.6)

Self-help organisations (SHOs) form the basis for broad-impact approaches to promotion and facilitate joint ventures with the tourist industry. The self-determination of the target groups can thus be combined with the professionalism of tour operators.

The number of stakeholders and interests within touristic development almost automatically results in conflicts between different objectives, which in turn can lead to failure of the tourism component for the project. Important prerequisites for overcoming divergence in interests are: dialogue with the relevant groups and individuals and the inclusion of disadvantaged groups into the process of identifying adapted solutions to problems as well as demonstrations using model projects (e.g. a trip to a tourism cooperative).

The combination of investments in resource management and measures to generate income (also within the framework of touristic development) is a tried and tested strategy in creating incentives for nature and resource conservation.

Gender: kein Thema: Tourismusförderung im Süden. FIERZ in: GRÜTTER, PLÜSS (publ.) 1996
Promoting Participation and Self-help in Natural Resource Management. GTZ 1997
Environmental Conflict Management. GTZ 1996
Regional Rural Development. RRD Update. GTZ 1997, Chapter 3
Landnutzungsplanung. Hinweise zur Gender-Orientierung. GTZ 1996
Meeting the Global Challenge of Community Participation in Ecotourism: Case Studies and Lessons from Ecuador. AMERICA VERDE, (Ed.) 1998
Ecotourism as a Conservation Instrument? AGÖT (1995), Chapter 5.3 (3)
RAUSCHELBACH (publ.)1998
Prozeßbegleitende Beratung. Eine Arbeitshilfe für Beraterinnen und Berater im Ressourcenmanagement. GTZ-RMSH 1996
Tourismus, Waldschutz und Bauern. GTZ-LISTRA 1998
5.4 Training and qualification

Training and qualification programmes constitute an important buttress in securing sustainability in tourism promotion and DC projects in general. In just about all areas of promotion of tourism development, training programmes are necessary. There are various target groups and executing organisations of these educational measures, and content varies as well.

5.4.1 Training and qualification measures through the project itself

Involves local know-how to the greatest possible extent (e.g. of tourism companies, government or private organisations; regional exchange of information, short-term experts).

Content: simple, relatively unqualified tourist jobs (e.g. local nature guides without foreign language or other special skills, cooking, design of accommodations), development of organisations,
consulting for small-scale or micro-enterprises.

Form: seminars, workshops; regular meetings; exchange of information (according to the target group and the training possibilities).

The best experience for the local labour force is on-the-job training with tourist companies. In the event of a lack of formal training, this puts them in the position to perhaps even take on management duties.

5.4.2 Qualification of the workforce in tourism

On-the-job training with tourist companies.

Profound education in technical colleges specialising in tourism within the framework of professional education at a state or private institution or at the tourist company itself; a public–private-partnership is one solution here.

Hospitality training must be carried out in the long term and involve at best all those who will be confronted with tourism (e.g. taxi and bus drivers as well)

5.4.3 Qualification of multipliers

(instructors, people in management positions, project staff)

Special train-the-trainer events (courses, workshops, seminars): either one-time or as a series, intensive, highly qualified trainers; in conjunction with other projects in the country or region.

Content, amongst others: languages (English at least or the language of the most important demand group), the requirements of international tourism standards, management tasks; ecotourism or sustainable tourism; community-based tourism, etc.

Executing organisations: tourism institutes/universities, larger tourist companies, national or international organisations.
Investigate the possibility of student grants; use the knowledge and capacities of international NGOs (see Appendix).

Internships and courses abroad will help expand the range of experience of workers in state-run or private institutions with regards to management tasks in ecotourism as well as the issues of organisation and steering.

Vocational Training, Gender Orientation. GTZ 1996
Promoting Participation and Self-help in Natural Resource Management. GTZ 1997, box 60
Joint Learning for Change. Concept element No. 7, GTZ-LISTRA 1997
Meeting the Global Challenge of Community Participation in Ecotourism: Case Studies and Lessons from Ecuador. AMERICA VERDE, (Ed.) 1998, p. 23 f

GTZ: Department 4, Planung und Entwicklung (Planning and Development),
Division 41: Wirtschafts- und Beschäftigungsförderung (Economic and Employment Promotion)
  ● 4115: Berufliche Bildung (Vocational Training)
    CEFE International (Competency-based Economies through Formation of Enterprise): www.gtz.de/cefe
  ● 4112: Kleingewerbeförderung (Promotion of Small-scale Businesses)

Division 44, Umweltmanagement, Wasser, Energie, Transport (Environmental Management, Water, Energy, Transportation):
  ● 4404: Umweltpolitik, Institutionenentwicklung (Environmental Policies, Institution Building),
    Umwel- und Ressourcenschutz, Verbreitung angepasster Technologien (Environmental Protection, Conservation of Natural Resources, Dissemination of Adapted Technologies)
5.5 Private sector co-operation

The focus of activities in the tourism sector, which follows free-market principles, is on co-operation and (limited) promotion of private companies.

Approaches to support of the private sector are to be found at three levels:

- **Government level:** Preconditions for the development of the private sector

- **Institutions and associations level:** as a connecting link between the government and businesses, (chambers of commerce, tourism associations, science, unions)

- **Company level:** Improvement of products, marketing, international trade relations / export promotion

Besides the direct promotion of private enterprise, private sector support also implies acting in environmentally and socially compatible manner in the spirit of development co-operation goals.

In order to avoid having this process go solely through government regulations – which at times can be very difficult to implement – consultation, vocational and further training in the area of environmental management and technologies as well as ecotouristic product design and respective marketing are all necessary. **Therefore, in many cases, the private sector must be put in a position to design tourist activities sustainably and hence access new market segments. In order to assist, special systems of incentives for environmentally and socially compatible behaviour must also be created.**
5.5.1 Policy advisory service: Improvement of the preconditions for the private sector

What is important here is reforming macro-economic and sectoral preconditions in favour of private sector initiatives for small-scale and micro-enterprises in the tourism sector, such as small-scale crafts businesses for manufacturing furniture and souvenirs or the services offered in the hotel and catering businesses.

Creating equal opportunities for small-scale and micro-enterprises with respect to the competition with national and international suppliers should be promoted through the self-organisation of smaller tourist businesses, by involving them in the political decision-making process.

5.5.2 Institution building: touristic interests associations

Tourism associations are amongst the private or parastatal organisations that support tourism. At a local level they work as tourist offices, at national level generally as tourist boards. They develop and market the tourism product ”destination area” and also take on in part government duties in the process. They perform touristic services that individual and for the most part smaller companies could not perform or only at considerable expense, such as:

- Tourism policy and promotion
- Quality improvement
  (e.g. care and restoration of tourist attractions)
- Product and image development
- Advertising and marketing
- Conducting research
- Guest service and programmes.

Associations specific to certain sectors of the industry, such as hotels and restaurants, nature tour operators, providers of private accommodation, rural tourism co-operatives or nature guides could also take on similar functions.

The intricate interrelations of the tourist industry with other areas of the
local and regional economy (cf. Chapter 2.3) requires that strategies and measures for its sustainable development be rooted in the planning and implementation of local or regional economic promotion policy – insofar as it exists in the first place. Collaboration of organisations in the local and regional economy becomes particularly important in the absence of a sensible promotional policy. One-sided lobbying can best be avoided by having all relevant stakeholders participate in the process (networking on the meso-level).

**Organisational development**, an instrument of development co-operation, does help enhance the institutional and professional capacities of those kinds of mediating agencies using consultation and training measures.

Until now, no experience has been made regarding the **involvement of German chambers and associations to strengthen private-sector self-administrative institutions in tourism in developing countries**. However, transference of technical and organisational know-how as well as capacities and experience – also where dealing with government offices was concerned – has yielded good results in other economic sectors.

### 5.5.3 Support at the company level

The complex tourism system features a vast division of labour. On the one hand there are the direct service providers as well as the supply businesses.

Thus efficiency and yield level of the small-scale and micro-enterprises can be augmented by task-sharing networking with larger tourism companies. Networking and linking of the **promotion of an entire sector** (the so-called **cluster approach**) will – ideally – generate advantages for all participating businesses, irrespective of their size, be that providers of tourism-specific services or in the joint handling of larger commissions, or with regards to procurement and marketing.

In this way, e.g., the larger groups of tourists, as often requested by tour operators, can be accommodated and taken care of. Or, in the supply sector, the larger hotels and/or restaurants can be supplied with food, souvenirs, etc., in sufficient quantity and of proper quality. The most important development co-operation tool in promoting small-scale and micro-enterprise is **vocational and further training** in the following
areas:

- Competence and management capacities including business start-ups (cf. also CEFE International)
- Further technical training for the companies and their staffs
- Vocational education and qualification
- Financial services.

Some co-operations from the German side already exist on the individual business level. German (and other) tour operators train their foreign contractual partners (incoming agencies) in Germany on-the-job.

The following foci for support of business activity in tourism apply to local initiatives in protected area / buffer zone management or within the framework of RRD:

- Revolving credit funds as start-up financing for smaller companies and co-operatives.
- Promotion of middle-class business co-operations and advice to joint ventures during the founding and build-up phase.
- Support for investment studies and market analyses as well as analyses of bottlenecks and potentials.

In a similar way to nature conservation, co-operation in the tourism sector can only be successful if is not hampered by incoherent foreign trade policy or external economic policy measures. These can only be influenced by the development co-operation to a limited extent.

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CEFE International Network. Competency-based Economies through Formation of Enterprise. GTZ (o.J.)
Promoting Participation and Self-help in Natural Resource Management. GTZ 1997, box 60
Gender-Hinweise zur Planung und Konzeption von Vorhaben der Wirtschaftsberatung. GTZ-Internes Papier 1998
Handwerks- und Kleingewerbeförderung: Hinweise zur Gender-Orientierung. GTZ 1996
Waldschutz durch Kleingewerbe; conceptual element No. 5, GTZ-LISTRA 1997
### 5.6 Sustainable tourism in other organisations of government-supported German development co-operation

The subject of sustainable tourism also involves other organisations of government-supported German development co-operation besides technical co-operation. Because of the Guide’s focus on technical co-operation, these organisations can only be mentioned briefly here. Indeed, they must appear for the sake of completeness and above all with the goal in mind to intensify the collaboration between organisations, which is already occurring in many areas.

Besides the government protagonists, a large number of relevant NGOs naturally play a part here that cannot be given closer attention within the framework of the Guide. More information on NGOs, international development co-operation organisations and organisations of other countries

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<th>GTZ: Department 4, <em>Planung und Entwicklung</em> (Planning and Development), Division 41: <em>Wirtschafts- und Beschäftigungsförderung</em> (Economic and Employment Promotion):</th>
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<tr>
<td>- 4111: <em>Wirtschaftsberatung und Handelsförderung</em> (Economic Consultancy and Promotion of Trade)</td>
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<td>- 4112: <em>Kleingewerbeförderung</em> (Promotion of Small-scale Enterprises)</td>
</tr>
<tr>
<td>CEFE International (Competency-based Economies through Formation of Enterprise): <a href="http://www.gtz.de/cefe/">www.gtz.de/cefe/</a></td>
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<td>- 4136: <em>Finanzsysteme und Kreditwesen</em> (Financial Systems and Loans)</td>
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<tr>
<td>- 4153: Protrade/Messeförderung (Trade-fair Promotion): <a href="http://protrade.gtz.de/protrade/">protrade.gtz.de/protrade/</a></td>
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**Division 44, *Umweltmanagement, Wasser, Energie, Transport* (Environmental Management, Water, Energy, Transportation):**

- 4405: *Umweltmanagement in der Privatwirtschaft, Technologiekooperationen* (Environmental Management in the Private Sector, Technological Co-operations)
- Sectoral project: Pilot Project to Enhance Environmental Technology Competence in Developing Countries (UTK)
- Pilot Project to Promote Environmentally-oriented Business Management in Developing countries (P3U): [www.gtz.de/p3u/deutsch/index.html](http://www.gtz.de/p3u/deutsch/index.html)
is listed in the Appendix or available on the Internet:

- on the GTZ server: http://www.gtz.de/home/deutsch/internet/adressen.htm
- on the BMZ server: http://www.bmz.de/
- development policies online: http://www.epo.de/
- Deutsches Spendeninstitut Krefeld: http://www.dsk.de/

5.6.1 Financing instruments

Tourism is an economically viable activity whose need for capital should therefore be financed by the private sector – in conjunction with the bank sector if need be. The basic principle is that all direct tourism investments such as hotels and restaurants should be completely financed and run privately. Hence, falling back on government subsidies, including such sponsors as the German Financial Co-operation (FC, Kreditanstalt für Wiederaufbau – KfW, the Bank for Reconstruction – further information is available at http://www.kfw.de/home.htm), should only happen in exceptional cases and for specific financing objects.

Potential areas of government financing are the large investments for access infrastructure such as roads and bridges as well as complementary basic infrastructure (water and energy supply, sewage and garbage disposal). These investments must be made the subject of both an operational analysis (cost coverage for operations and upkeep) and an economic cost-benefit analysis, which might also evaluate the effects on the local population. Here too, however, the private sector should be invited to participate financially, if at all possible, in accordance with the principle of ”risk sharing”.

Especially in the surroundings of ”newer” protected areas in remote regions, there is often demand for small-scale investments such as visitor centres, hiking trails or campgrounds. These investments should be evaluated from the ”will it work?” perspective, in other words, are the operating costs justifiable within the framework of the protected area's increased overall budget through tourism and is running the facilities possible without too much effort? Nevertheless, investments in the basic touristic functions (bed and board) should be carried by the private sector here too.

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1 The team of authors would like to thank Dr. Thomas Duve, KfW, for the considerable assistance with the content in this segment.
In sum, creativity and ingeniousness are demanded for the projects, in order to make good use of the potential of privately financed tourism for the support of development policy objectives thanks to good ideas, plans and concepts.

### 5.6.2 Personnel co-operation (DED and CIM)

The German Development Service (DED, *Deutscher Entwicklungsdienst*; for more information consult [http://www.ded.de](http://www.ded.de)) does not run its own projects, but instead responds to queries from partner organisations in host countries. Within the framework of the secondment of development aid workers for the areas of resource conservation, agriculture and forestry, community development and small-scale enterprise, the DED works for the most part in community tourism projects, for instance in Ecuador, Honduras, Zimbabwe, Tanzania and Nepal.

In addition, the DED also supports self-help initiatives and local organisations – in part in co-operation with other DC organisations – with expert advice, financing of smaller programmes and promotion of local experts. It is responsible for the German chapter of the European Volunteers Programme (EVP), and sends German development aid workers to the United Nations Volunteers programme (UNV, cf. [http://www.unv.org](http://www.unv.org)).

The Centre for International Migration and Development (CIM, *Centrum für internationale Migration und Entwicklung*) helps development and transformation countries bridge a temporary lack of skilled personnel under the aegis of the German Federal Ministry for Economic Co-operation and Development (BMZ). CIM sees itself as a provider of human resources with a development policy mission (for more information: [http://www.cimffm.de](http://www.cimffm.de)).

Under the terms of its ”integrated experts” programme, the CIM provides skilled personnel on demand for government and parastatal institutions, NGOs and private sector employers, who enter into regular labour contracts with the integrated expert.

Since 1998, the CIM has also conducted the ”return and re-integration” programme. It is aimed at highly qualified experts from developing countries who live in Germany, where they have garnered professional experience, and intend to return home permanently.

Experts provided by the CIM are also active in promotion of tourism, since
many important posts are still unoccupied in the tourist sector of developing countries for lack of qualified and experienced personnel. Some examples of this are the integrated experts at the Ministry for Tourism in Costa Rica, at the Institute for Tourism and Management in Ulan Bator (Mongolia) and at the State Agency for International Tourism in Bishkek (Kyrgyzstan).
APPENDIX

Where Do I Find More Detailed Information?

**Literature for further reading and reference: fundamentals / introduction** 2
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Textbooks on tourism 3

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Protected areas and tourism 4
Environmental compatibility and tourism: EIA 4
Participative tourism planning and development (community-based tourism) 4
Tourism and gender 5
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Critique of tourism: tourismus vs. nature, culture, tradition 6
Rethinking tourism: Tour operators and travellers 6

’”Eco”’-tourism by regions 6

**Magazines, journals, newsletters, statistics, handbooks or special publications on tourism** 9

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Tourism in Technical Co-operation: Where Do I Find More Detailed Information?

Where Do I Find More Detailed Information?

The following compendium offers a selection from the great diversity of literature and organisations concerned with tourism. The ↪ mark highlights those publications/organisations that make further literature or other sources of information or bibliographies available.

Literature for further reading and reference:

fundamentals / introduction

Sustainable tourism, ecotourism, tourism in development co-operation


BMZ (Ed.) (1993): Tourismus in Entwicklungsländer. Reihe Entwicklungspolitik materialien, Nr. 88, Bonn


DEUTSCHER BUNDESTAG (1997): Internationaler Tourismus (Teile 1 bis 3). Antwort der Bundesregierung auf die Kleinen Anfragen der Abgeordneten Halo Saibold, Gila Altmann, Michaela Hustedt, weiterer Abgeordneter und der Fraktion BÜNDNIS 90/DIE GRÜNEN. Drucksache 13/7321, 24.03.97


HÄUSLER, N. et al. (1993): Retracing the Track of Tourism – Studies on Travels, Tourists and
Tourism in Technical Co-operation: Where Do I Find More Detailed Information?


Stock, Ch. (Ed.) (1997): Trouble in Paradise. Tourismus in die Dritte Welt, Düsseldorf


Textbooks on tourism


Key topics

Tourism policies, strategies


Destination planning


TES (1995): The Ecolodge Sourcebook for Planners and Developers. N. Bennington/USA


Protected areas and tourism


THE TOURISM COMPANY (Ed.) (1997): Visitor Payback: Encouraging tourists to give money voluntarily to conserve the places they visit. Ledbury, U.K.


Environmental compatibility and tourism: EIA


HAMELE, H. (1996): Das Buch der sieben Siegel - Umweltauszeichnungen im Tourismus. ECOTRANS e.V. im Auftrag des Bundesumweltministeriums; Berlin


Participative tourism planning and development
(community-based tourism)


Tourism and gender

ANNALS OF TOURISM RESEARCH: Special Issue - Gender in Tourism, Vol. 22, 2, 1995


Training and qualification


Economic aspects / benefits


Tourism in Technical Co-operation: Where Do I Find More Detailed Information?


SEIFERT-GRANZIN, J. / JESUPATHAM, S. (1998): Tourism at the Crossroads - Challenges to Developing Countries by the New World Trade Order (short version). Tourism Watch / Equations, Leinfelden-Echterdingen/Bangalore


Critique of tourism: tourismus vs. nature, culture, tradition


Rethinking tourism: Tour operators and travellers


STOCK, C (Ed.) (1997): Trouble in Paradise. Tourismus und die Dritte Welt. Informationszentrum Dritte Welt (iz3w), Freiburg


"Eco"-tourism by regions

Africa

A-6


Latin America / Caribbean


DDA, INTERCOOPERATION, UICN (Ed.)(1995): Ecoturismo en el Ecuador: Trayectorías y Desafíos. Una publicación del Programa Regional de Bosques Nativos Andinos-Ecuador (PROBONA), con los auspicios de la Cooperación para el Desarrollo y la Ayuda Humanitaria (DDA-Suiza), INTERCOOPERATION y la Oficina Regional para América del Sur de la Unión Mundial par ala Naturaleza (UICN). Quito, Ecuador


UACH; GTZ (1994a): Evaluación de la oferta turística de Valdivia. Proyecto de la Universidad Austral de Chile, Facultad de Ciencias Económicas y Administrativas y de la GTZ. Chile

UACH; GTZ (1994b): El hospedaje turístico en casas particulares en Valdivia. Proyecto de la Universidad Austral de Chile, Facultad de Ciencias Económicas y Administrativas y de la GTZ. Chile

UACH; GTZ (1994c): Estratégia de Marketing Turístico para la Ciudad de Valdivia. Proyecto de la Universidad Austral de Chile, Facultad de Ciencias Económicas y Administrativas y de la GTZ. Chile


Asia / Pacific


LINDBERG, K. et. al. (1997): Ecotourism in the Asia Pacific Region: Issues and Outlook. Ed: FAO; Forestry and Planning Division, Rome; Regional Office for Asia and the Pacific, Bangkok; Forest Service, United States Department of Agriculture; The Ecotourism Society. N.Bennington/USA


in the Protected Areas of Gobi Gurvansaikhan, Gorkhi Terelj and Khan Khentii, Mongolia. on behalf of the Project "Nature Conservation and Buffer Zone Development", GTZ

Magazines, journals, newsletters, statistics, handbooks or special publications on tourism


FUR (Forschungsgemeinschaft Urlaub und Reisen): Die Reiseanalyse; (yearly for the source area Germany)

GRUNER + JAHR: Marktanalysen, Branchenbilder, Märkte + Tendenzen zu Auslandstourismus, Veranstalterreisen, Studienreisen etc., Hamburg

JOURNAL OF SUSTAINABLE TOURISM, quarterly, Channel View Books, Multilingual Matters Ltd., Frankfurt Lodge, Clevendon Hall, Victoria Road, Clevedon BS217HH, UK, http://www.multi.demon.co.uk, multi@multi.demon.co.uk

ÖKOLOGISCHES REISEN 98: Tourismus special der Zeitschrift Politische Ökologie. Gesellschaft für ökologische Kommunikation mbH, München. E-mail: oekom@compuserve.com

PACIFIC TOURISM REVIEW - An Interdisciplinary Journal, quarterly, Cognizant Communication Corporation, 3 Hardsdale Road, Elmsford, New York 10523-3701, USA

SYMPATHIE MAGAZINE. Reihe des Studienkreises für Tourismus und Entwicklung e.V.

THE ECOTOURISM SOCIETY (1998): International Membership Directory (for TES-members only)


THE ECOTOURISM SOCIETY NEWSLETTER, quarterly, P.O. Box 755, North Bennington, Vermont 05257, USA, http://www.ecotourism.org, ecomail@ecotourism.org

TOURISM WATCH, Informationsdienst Dritte Welt-Tourismus. Leinfelden-Echterdingen, dienste@geod.geonet.de


Tourism in Technical Co-operation: Where Do I Find More Detailed Information?


WTO (yearly): Compendium of Tourism Statistics. Madrid

BMZ / GTZ publications indirectly relevant to tourism


BMZ (Ed.) (1996): Promotion of the Private Sector in the Partner Countries of the BMZ. BMZ aktuell 071, Bonn

BMZ (Ed.) (1995): Environmental Impact Assessment (EIA) in Development Cooperation Projects. BMZ aktuell 051, Bonn


GTZ (Ed.) (1998): Project Cycle Management (PCM) and Objectives Oriented Project Planning (ZOPP). Eschborn


GTZ (Ed.) (1997): Regional Rural Development. RRD Update. Universum Verlaganstalt, Wiesbaden


GTZ (Ed.) (1997): Die Begriffswelt der GTZ - The World of words at the GTZ. Eschborn


GTZ (Ed.) (1996): Biologische Vielfalt erhalten! Eine Aufgabe der Entwicklungszusammen-


Organisations for information and co-operation

### International tourism organisations

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WTO</strong></td>
<td>Co-operation agreement with the UN, 133 member states and regions &gt; 300 associate members from the private tourism sector, financing through the member states (FRG = DM 300,000,- per year). Harmonisation of global tourism policy issues, standardising tourism development, promotion of sustainable forms of tourism, international tourism statistics, publications on vocational and further training, tourism development, quality management, financing, marketing, trends, forecasts, seminars and workshops.</td>
</tr>
<tr>
<td><strong>WTTC (World Travel &amp; Tourism Council)</strong></td>
<td>Association of management-level executives of the travel industry worldwide, regional offices; collaboration with governments to take full advantage of economic effects, marketing strategies, HR policies, environmental issues – recommendations, Agenda 21 for the Travel &amp;Tourism Industry, &quot;best practice&quot; examples, ECOnETT, &quot;Green Globe&quot; - practice-oriented advice for environmentally sound management, library service.</td>
</tr>
</tbody>
</table>

### International organisations in the area of ecotourism / sustainable tourism

<table>
<thead>
<tr>
<th>Organisation / Address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arbeitskreis für Tourismus und Entwicklung (AKT&amp;E)</td>
<td>Supported since 1977 by numerous development policy organisations, charitable organisations and environmental associations; offers a wide range of information for tourism companies, tour guides, tourists and development policy organisations. Publishes the series &quot;Tourismus und Entwicklung&quot; and the quarterly &quot;Kurznachrichten&quot; that cover current campaigns and problems of global tourism development.</td>
</tr>
</tbody>
</table>
Conservation International, 
Ecotourism Department
Oliver Hillel, 1015 18th Street, NW, Suite 1000, Washington, DC 20036, (202) 429-5660, fax (202) 887-0193, E-mail: o.hillel@conservation.org
The Ecotravel Center: www.ecotour.org

Ecotrans e.V

c/o Herbert Hamele,
Berliner Promenade 7,
D-66111 Saarbrücken,
fon 0681-374679; fax: 374633;
http://www.ecotrans.de,
herbert.hamele@t.online.de

Ecotrans e.V.- Spain

Marceno, 24, 28002, Madrid, Spain;
fon: 34-1-413-9710, fax: 34-1-416-1720

Ecumenical Coalition on Third World Tourism (ECTWT)

c/o Annette Groth, 19 Chemin des Palettes, CH-1212 Grand Lancy,
Fon+Fax: +41-22-7944750
Asia office: BOX 35, Senanikhom,
Bangkok 10902, Thailand;
fon: 662-939-7111, fax 662-939-7112,
Contours@ksc.net.th

Rethinking Tourism Project

1761 Willard Street, NW, Washington,
DC 20009; (202) 797-1251,
RTProject@aol.com

Studienkreis für Tourismus und Entwicklung e.V.

Kapellenweg 3
D-82541 Ammerland / Starnberger See
fon: 08177-1783
fax: 08177-1349

The Ecotourism Society (TES)

PO Box 755, North Bennington, VT 05257, USA;
fon: (802) 447-2121,
fax (802) 447-2122,
ecomail@ecotourism.org,
www.ecotourism.org

The only international nature conservation organisation with a special ecotourism section (staff of 5) within the framework of the Conservation Enterprise Department; support ecotourism projects (usually with local communities) in 13 countries all over the world, often financed by USAID; areas of activity: development of national/regional strategies, participative planning, product development, marketing, vocational/further training, financial contributions.

European network of experts and organisations from the fields of tourism, environment, regional development, members from 8 countries: D, A, I, E, GB, NL, B, S
Elaboration of practice-oriented fundamentals, exemplary initiatives for sustainable tourism in Europe

Association of churches of the Third World.
Increase participation of local people in decisions on tourist development - networking of grass-roots groups in tourism destination regions; organisation of international conferences; lobbying at various political levels.
Contours Magazine, publications on tourism and prostitution, tourism and world trade, and numerous other topics.

Non-profit organisation for the training and support of indigenous groups, help toward self-help, development of training programmes that take indigenous know-how into consideration, projects in the Amazon and Maskan.
Conducting workshops, co-ordinating various groups.

Active scientifically and journalistically; seeks elaboration of practice-oriented concepts in accordance with holistically-oriented tourism.; supports intercultural encounters and mutual respect in tourism: "Sympathiemagazine", international "ToDo" Contest to promote socially responsible tourism projects.

The most significant non-profit and international organisation specialised in ecotourism, founded in 1990 out of the American, internationally-oriented nature conservation movement, world-wide membership (emphasis: North and Latin America / Caribbean) of individuals (experts), NGOs, institutions, companies > membership directory! Strengthen ecotourism through PR work, development of vocational and further training programmes, of criteria for quality in ecotourism, establishment of an international network of experts, initiation and support of model projects; Newsletter, var. planning and action manuals.
Tourism in Technical Co-operation: Where Do I Find More Detailed Information?

Tourism Concern
Stapleton House, 277-281 Holloway Road, London N7 8HN, UK; 44-171-753-3330, fax 44-171-753-3331, http://www.oneworld.org/tourconcern, tourconcern@gn.apc.org

Tourism Watch
Nikolaus-Otto-Str. 13, D-70771 Leinfelden-Echterdingen, fon: 711-798-9281, fax 711-798-9283, dienste@geod.geonet.de

Organisations operating regionally
Asia

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annapurna Conservation Area Project (ACAP), ACAP Headquarters Ghandruk Ghandruk Panchayat, Kaski District, Nepal</td>
<td>Launched in 1986, attends to about 7000 km² in the Annapurna Range, incl. Mustang. Provides help for self-help while minding the needs of the local inhabitants and their natural resources. Start-up financing, small-scale loans – local contribution to projects: 50%. Network of grass-roots initiatives from India and South Asia against reduction and destruction of their living space. Research into the economic and socio-cultural effects of tourism. Support to travellers in finding model ecological and cultural tourism projects in India, documentation centre, various studies, educational materials, workshop for general and specifically regional topics in tourism (gender issues as well).</td>
</tr>
<tr>
<td>EQUATIONS: Equitable Tourism Options No.198, II Cross, Church Road (Behind old KEB Office), New Thippasandra, Bangalore 560 075, India; fon: 91-80-529-2905; fax 9180-528-2313, ADMIN@equations,ilban.ernet.in</td>
<td></td>
</tr>
<tr>
<td>Indonesian Ecotourism Network (INDECON) Jalan H. Samali No. 51, Pejaten Barat, Pasar Minggu, Jakarta 12510, Indonesia; fon/fax 62-21-799-3955, <a href="mailto:inde-con@cbn.net.id">inde-con@cbn.net.id</a>.</td>
<td>Establishment of a database for ecotourism, information centre, publishing of a newsletter, handbooks, conducts workshops and seminars.</td>
</tr>
<tr>
<td>Wisnu Foundation Jl. Muding Indah 1/1, Kerobokan, Denpasar 8117, Bali, Indonesia; fon/fax 62-0361-424-758</td>
<td>Analysis of environmental problems caused by tourism, co-operation with small local companies, performs environmental audits of hotels and holiday resorts.</td>
</tr>
</tbody>
</table>

Latin America / Caribbean

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asociación Boliviana de Ecoturismo Av. 16 de Julio 1490 Edif., Avenida Local 9, La Paz, BOLIVIA; fon/fax: (591) 2-328584, E-mail: <a href="mailto:turisbus@warabolnet.bo">turisbus@warabolnet.bo</a></td>
<td>Partner organisation of The Ecotourism Society</td>
</tr>
</tbody>
</table>
Tourism in Technical Co-operation: Where Do I Find More Detailed Information?

Asociación Ecuatoriana de Ecoturismo
Avenida Coruña #1349 y Orellana, P.O. Box 1703-402A, Quito, ECUADOR;
(593) 2-564448, fax: (593) 2-565261, E-mail: nmundo@uio.telconet.net

Partner organisation of The Ecotourism Society

Caribbean Conference of Churches
PO Box 616, Bridgetown, Barbados; fax (809) 429-2075

See: Ecumenical Coalition on Third World Tourism (ECTWT),
new address!

COOPRENA
(National Eco-Agricultural Cooperative Network of Costa Rica)
Aptdo. 6939-1000 San Jose, Costa Rica;
(506) 225-1942, fax (506) 225-1942,
caminese@sol.racsa.co.cr

Since 1994, association of 11 autonomous agricultural and forestry co-operatives.
Development of tourism through build-up of infrastructure, marketing of tourist products of members, diversification of econ. bases, co-ordination between various co-operatives, launch of a travel agency

EcoBrasil - Associação Brasileira de Ecoturismo
P.O. Box 14551, 22412-970 Rio de Janeiro, RJ, BRAZIL; (55) 21-5312336,
fax: (55) 21-5311570, E-mail: janerba@ism.com.br; Web:
www.ecobrasil.org.br

Partner organisation of The Ecotourism Society

Sociedad Venezolana de Ecoturismo
c/o Olvest Delaware, 2875 NE 191 St.,
North Miami Beach, FL 33180, USA;
(58) 2-979284, fax: (58) 2-975640

Partner organisation of The Ecotourism Society

Talamanca Association for Ecotourism and Conservation (ATEC)
c/o Florian Hansel, Puerto Viejo,
Talamanca, Limon, Costa Rica

Launched in 1990 by native inhabitants and outsiders, 36 members: owners of small restaurants and B&Bs; promotes socially responsible tourism and ethnic self-confidence, advice, training for those interested, services for members, organises tours.

Toledo Ecotourism Association (TEA),
Punta Gorda, Toledo District, Belize, CA;
fon (+501) 7-22119, fax: 22199,
E-mail: thfec@bt.net

Regional association of 13 village tourism co-operatives in the south of Belize (for more information see BEAVERS 1995)

Africa

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ecotourism Society of Kenya (ESOK)</td>
<td></td>
</tr>
<tr>
<td>Christopher Gakahu (Chairman), ESOK Secretariat, Tack International, PO Box 55922, Nairobi, Kenya, 2542-228776/7/8/9, fax 2542-331897/211336, <a href="mailto:Tack@Form-Net.com">Tack@Form-Net.com</a></td>
<td></td>
</tr>
<tr>
<td>See The Ecotourism Society above.</td>
<td></td>
</tr>
<tr>
<td>Gambia Tourism Concern</td>
<td></td>
</tr>
<tr>
<td>c/o Bunglow Beach Hotel, PO Box 2637, Serrekunda, The Gambia, West Africa, 220-465-288, fax 466-180</td>
<td></td>
</tr>
<tr>
<td>Launched in 1994 by locals.</td>
<td></td>
</tr>
<tr>
<td>Reducing the negative effects of tourism</td>
<td></td>
</tr>
<tr>
<td>Publishes the magazine &quot;Concern&quot;, which provides support for, among others, beach peddlers.</td>
<td></td>
</tr>
</tbody>
</table>
Kenya Tourism Concern  
Samuel Munyui, c/o Esiem Tours & Travel, PO Box 22449, Kenya, 2542-793-495 (also fax)  
Objectives: fairness in the tourist industry, esp. commitment to women, children and youths as well as workers; environmental protection.

Zanzibar Ecotourism Association  
P.O. Box 3688, Zanzibar, TANZANIA;  
(255) 54-33799, fax: (255) 54-33882  
Partner organisation of The Ecotourism Society

Europe

<table>
<thead>
<tr>
<th>Organisation / Address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
</table>
| European Center for Eco-Agro Tourism  
PO Box 10899, Amsterdam 1001 EW, Netherlands; fon: 31-206-68-1030, fax: 31-206-650-166, | Network of over 200 farmers; Conducts feasibility studies, tours of farms, assistance in building up networks in other countries. |

Environmental and development organisations also active in tourism

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
</table>
| Biodiversity Conservation Network, c/o World Wildlife Fund  
1250 24th Street, NW, Washington, DC 20037; fon (202) 861-8348, fax (202) 861-8324; www.bcdnet.org | A consortium of nature conservation organisations (WWF, The Nature Conservancy, World Resources Institute), supports and analyses local business-oriented initiatives for the sustainable use of biodiversity (40% of it being ecotourism) in the Asia-Pacific region; financed by USAID. |
| RARE Center for Tropical Conservation  
1616 Walnut Street, Suite 911, Philadelphia, PA 19103; (215) 735-3510, fax (215) 735-3515, rare@lgc.org | Supports local communities in nature and resource conservation programmes, amongst others in ecotourism; focus on natural history interpretive systems and training of local nature guides. |
| The Nature Conservancy  
1815 N. Lynn Street, Arlington, VA fon:22209; (703) 841-5339, fax (703) 843-4880 | One of the largest US nature conservation organisations; the Latin America / Caribbean Division supports numerous nature conservation projects in Central and Latin America, often in collaboration with USAID; many projects have an ecotourism component; one full-time employee and an internal work group on ecotourism at headquarters. |
| Umweltstiftung WWF Deutschland  
Günter Merz, Hedderichstr. 110, D-60591 Frankfurt a.M., fon 069/605003-40, E-mail: merz@wwf.de | Conducts nature conservation projects world-wide, at times in collaboration with the GTZ; several projects with ecotourism components, but no support focus at the present time. |
World Wildlife Fund / USA
1250 24th Street, NW, Washington, DC 20037; fon: (202) 293-4800; fax: (202) 293-9211

World-wide implementation of nature conservation projects, often in collaboration with USAID; several projects with ecotourism components, but no support focus at the present time, even though "pioneers" in the field of ecotourism (see BOO 1990) and Conservation Enterprise Department do exist.

University-level institutions for vocational and further education

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Services offered / Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Washington University, International Institute for Tourism Studies</td>
<td>Special courses in community, eco-, cultural heritage tourism in collaboration with The Ecotourism Society; target groups: protected area managers, NGO personnel, tourism professionals, etc.; in addition curriculum and research on issues of international tourism planning and policies, undergraduate and graduate programmes as well as distance learning.</td>
</tr>
<tr>
<td>Freie Universität Berlin, Institut für Tourismus</td>
<td>One-year complementary study in tourism with focus on management, regional tourism planning, requirement: university degree of various faculties</td>
</tr>
</tbody>
</table>

Other academic tourism schools in German-speaking countries

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Organisation / address</th>
<th>Organisation / address</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Bielefeld</td>
<td>TU Dresden, Department of Tourism</td>
<td>University of Lüneburg</td>
</tr>
<tr>
<td>Postfach 10 01 31, D-33501 Bielefeld, 0521-106-4567, fax 0521-106-2985</td>
<td>Mommsenstr. 13, D-01062 Dresden, 0351-463-6800, fax 0351-463-6807</td>
<td>Schamhorstr. 1, D-21332 Lüneburg, 04131-780, fax 04131-78-1099, <a href="mailto:kreilkamp@uni-luebeck.de">kreilkamp@uni-luebeck.de</a>, <a href="mailto:woehler@uni-luebeck.de">woehler@uni-luebeck.de</a></td>
</tr>
<tr>
<td>University of Trier</td>
<td>Fachhochschule München, Tourism Faculty</td>
<td>University of Bern, Forschungsinstitut für Freizeit und Tourismus (FIF)</td>
</tr>
<tr>
<td>Universitätsring 15, D-54286 Trier, 0651-201-4582, fax 0651-201-3813</td>
<td>Am Stadtspark, D-81243 München, Fon: 089/1265-2101; fax: 089/1265-2102, E-mail: <a href="mailto:dekanat@rocketmail.com">dekanat@rocketmail.com</a></td>
<td>Engehaldenstr. 4, CH-3012 Bern, fon: +41-316313711 / 12, fax: +41-316313415; E-mail: <a href="mailto:fif@fif.unibe.ch">fif@fif.unibe.ch</a></td>
</tr>
</tbody>
</table>
## Associations of specialised tour operators

<table>
<thead>
<tr>
<th>Organisation / address</th>
<th>Offering / activities</th>
</tr>
</thead>
</table>
| **Arbeitskreis Trekking- und Expeditionstourismus (ATE)**  
c/o Hauser Exkursionen, Marienstr. 17,  
D-80331 München; 089/2350060, fax  
089/2913714; hauser@hauser-exkursionen.de | Association of mostly larger German adventure, nature and study tour operators, objectives: joint representation of interests, establishment of common quality standards, environmental and social compatibility; implementation/support of small social and environmental projects, partly in collaboration with development co-operation; destination areas: for the most part developing countries. |
| **forum anders reisen**  
c/o ReNatour, Hirschberger Str. 48,  
D-90473 Nürnberg; 0911/890704, fax  
0911/890779 | Fairly recent association of mostly very small German specialist operators; strive to achieve standards of sustainable tourism; destination areas mainly in Europe, only in part in developing countries |
| **The Ecotourism Society (TES)**  
PO Box 755, North Bennington, VT  
05257, USA; (802) 447-2121, fax (802)  
447-2122, ecomail@ecotourism.org;  
www.ecotourism.org | See above; TES is not a business association, but does have many tour operators as members; lists of addresses are sent out on request (regional foci; US outgoing operators and Latin American incoming agencies) |
| **Adventure Travel Society (ATS)**  
6551 S. Revere Parkway, Suite 160,  
Englewood, CO 80111, USA  
(303) 649-9016, fax (303) 649-9017;  
ats@adventuretravel.com | Mostly US specialist operators, organise an annual world congress on the topic of ecotourism and adventure travel; key activities: marketing, international networks, co-operation with public institutions |
# Interviews, suggestions, critique: Contributions to the “Tourism Guide”

## Interview partners

<table>
<thead>
<tr>
<th>Interview partner</th>
<th>GTZ, OE</th>
<th>P+E, regional group, sectoral project:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amend</td>
<td>Dr. Stephan 4544</td>
<td>Waldwirtschaft und Naturschutz</td>
</tr>
<tr>
<td>Amend</td>
<td>Dr. Thora 4543</td>
<td>SV “LISTRA”</td>
</tr>
<tr>
<td>Baehring</td>
<td>Annette 4248</td>
<td>Kommunal- und Stadtentwicklung</td>
</tr>
<tr>
<td>Bartels</td>
<td>Dr. Matthias 4547</td>
<td>Ländliche Regionalentwicklung</td>
</tr>
<tr>
<td>Bauerochse Barbosa</td>
<td>Regina 4112</td>
<td>CEFE International</td>
</tr>
<tr>
<td>Gruber</td>
<td>Evi-Kornelia 3020</td>
<td>Querschnittsthemen</td>
</tr>
<tr>
<td>Häbig</td>
<td>Manfred 4535</td>
<td>SV “Ländliche Dienstleistungssysteme”</td>
</tr>
<tr>
<td>Hegener</td>
<td>Kirsten 3291</td>
<td>SV “Absicherung von Schutzgebieten”</td>
</tr>
<tr>
<td>Herrmann</td>
<td>Hans-Joachim 4248</td>
<td>Kommunal- und Stadtentwicklung</td>
</tr>
<tr>
<td>Kasparek</td>
<td>Dr. Max 4404</td>
<td>SV &quot;Umsetzung der Biodiversitätstätigkeitskonvention”, Gutachter</td>
</tr>
<tr>
<td>Klos</td>
<td>Dr. Stefani 0400</td>
<td>Stabstelle, Pilotprogramm Gender</td>
</tr>
<tr>
<td>Küsel</td>
<td>Corinna 4112</td>
<td>Kleingewerbeförderung</td>
</tr>
<tr>
<td>Lengefeld</td>
<td>Klaus 3060</td>
<td>Zentralamerika</td>
</tr>
<tr>
<td>Nikolai</td>
<td>Hans 1010</td>
<td>Gambia, Guinea-Bissau, Kap Verde, Mali, Senegal</td>
</tr>
<tr>
<td>Rauschelbach</td>
<td>Burghard 4404</td>
<td>Umweltpolitik und Institutionenentwicklung</td>
</tr>
<tr>
<td>Schnurre</td>
<td>Christian 4206</td>
<td>Organisations- und Managementberatung</td>
</tr>
<tr>
<td>Stieglitz</td>
<td>Friederike von 4544</td>
<td>Projekt Mt. Kameroun</td>
</tr>
<tr>
<td>Sykora</td>
<td>Ernst 4153</td>
<td>PROTRADE</td>
</tr>
<tr>
<td>Duve</td>
<td>Dr. Thomas KfW</td>
<td>Auslandssekretariat 6</td>
</tr>
</tbody>
</table>
Participants in the presentation and discussion on the Tourism Guide held in the GTZ on Oct. 10, 1998, in Eschborn:

Haep Richard GTZ, TÖB, OE 4542 (host)
Gettkant Andreas GTZ, BIODIV, OE 4404 (host)
Gustedt Evelyn University of Hannover (moderator)
Steck Birgit Free-lance consultant, Mainz (presentation)
Strasdas Wolfgang Free-lance consultant, Munich (presentation)

Bätke Dr. Claus GTZ, TÖB, OE 4542
Christmann Peter BMZ, Referat 412, Umweltpolitik und Ressourcenschutz
Dilger Robert GTZ, OE 4404
Duve Thomas KfW, Auslandssekretariat 6
Hagelüken Alexandra BMZ, Umweltreferat, 412
Hartmann Eva GTZ, Pilotprogramm Gender, OE 0400
Hegener Kirsten GTZ, TÖB/ABS, OE 4544
Hiltmann Inka GTZ, OE 3060 (intern)
Hörmann Stefan GTZ, OE 4404 (intern)
Horstmann Bettina GTZ, OE 4404
Kasparek Max GTZ, BIODIV, OE 4404 (consultant)
Kittel Sabine GTZ, PA OE 4112
Lanuza Orlando GTZ, BIODIV, OE 4404 (intern)
Leitschuh-Fecht Heike Forum Umwelt und Entwicklung, AK Tourismus
Lengefeld Klaus GTZ, OE 3060
Mack Rolf GTZ, OE 4583
Popp Jürgen GTZ, OE 3040
Reimann Gotthard BMZ, Referat 410, Übersektorale Grundsatzfragen
Rötten Ulrike GTZ, TÖB, OE 4542
Schmitz-Ohl Grischka GTZ, Proklima, OE 4405
Wadsack Joachim GTZ, RG 3090
Wehrmann Babette GTZ, DESERT, OE4547
Zehdnicker Michael GTZ, OE 4112
The following people took time to send us written suggestions and comments:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Organization/Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amend</td>
<td>Dr. Stephan</td>
<td>GTZ, OE 4544</td>
</tr>
<tr>
<td>Baumgartner</td>
<td>Dipl. Ing. Christian</td>
<td>Institute for Integrative Tourism &amp; Leisure Research, A-1150 Vienna</td>
</tr>
<tr>
<td>Christmann</td>
<td>Peter</td>
<td>BMZ, Ref. 412</td>
</tr>
<tr>
<td>Duve</td>
<td>Dr. Thomas</td>
<td>Kreditanstalt für Wiederaufbau</td>
</tr>
<tr>
<td>Ellenberg</td>
<td>Prof. Dr. Ludwig</td>
<td>Humboldt University Berlin, Geographical Institute</td>
</tr>
<tr>
<td>Fritz</td>
<td>Georg</td>
<td>Federal Agency for Nature Conservation, Bonn</td>
</tr>
<tr>
<td>Gettkant</td>
<td>Andreas</td>
<td>GTZ-SV &quot;BIODIV&quot; (contractor)</td>
</tr>
<tr>
<td>Haep</td>
<td>Richard</td>
<td>GTZ-TÖB (contractor)</td>
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<td>Hörmann</td>
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<td>Kahlenborn</td>
<td>Walter</td>
<td>ecologic, Berlin</td>
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<td>Kasparek</td>
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<td>GTZ-SV &quot;BIODIV&quot; (expert)</td>
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<tr>
<td>Kastl</td>
<td>Siegfried</td>
<td>Proyecto MARENA-GTZ: BOSAWAS, Managua, Nicaragua</td>
</tr>
<tr>
<td>Laub-Fischer</td>
<td>Regina</td>
<td>Projet Germano-Malgache de Développement Forestier Intégré dans la Région du Vakinankaratra, Madagaskar</td>
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<tr>
<td>Reimann</td>
<td>J.</td>
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<tr>
<td>Schulz</td>
<td>Wolfgang</td>
<td>GTZ, OE 4544</td>
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<tr>
<td>Tempel</td>
<td>Karl G.</td>
<td>BMU, Abt. N II 3, Berlin</td>
</tr>
<tr>
<td>Tippmann</td>
<td>Karola</td>
<td>Tourism expert Central America, CIM-GTZ</td>
</tr>
<tr>
<td>Zehdnicker</td>
<td>Michael</td>
<td>GTZ, OE 4112</td>
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</tbody>
</table>
This short checklist is intended as a suggestion to test the "whether" of a tourism component for the project in the usual structure. As for your own creativity regarding the "how" in planning, it is limitless. The checklist should be used iteratively, since numerous questions and their answers depend on each other. It should therefore serve to develop various options to take action.

### I. INITIAL SITUATION

<table>
<thead>
<tr>
<th>1. Interests and abilities of the stakeholders/initiative?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder 1:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Stakeholder 2:</td>
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<td></td>
</tr>
<tr>
<td>2. Relationship between tourism and project goals?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
</tr>
<tr>
<td>Relationship 1:</td>
<td></td>
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<td></td>
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<tr>
<td>Relationship 2:</td>
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<tr>
<td>3. Current tourism situation in the project area?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
</tr>
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<td></td>
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<tr>
<td>4. Own questions?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
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</tbody>
</table>

**CONCLUSION / SUMMARY:**

---

1 By and large, the purely factual (objective) answer should be given here.

2 How do we evaluate (subjectively) this result with regards to possible involvement in tourism?

3 What does this mean for subsequent work? What do we have to watch for in particular? Where do we still need more detailed information for more precise planning? What does this mean for our later role as a project within the framework of a tourism intervention?
## II. FEASIBILITY OF TOURISM

<table>
<thead>
<tr>
<th></th>
<th>Attractiveness of original supply?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
</tr>
</thead>
<tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Current quality of derived supply?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
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<tr>
<th></th>
<th>Market chances</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
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<thead>
<tr>
<th></th>
<th>Preconditions</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fundamental preconditions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Economic preconditions</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Skills and capacities of the target groups?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Group 1</td>
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<td></td>
<td>Group n</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Abilities of the tourist industry?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Local tourist industry</td>
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<td></td>
<td>National tourist industry</td>
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<td></td>
<td>International tourist industry</td>
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<tr>
<th></th>
<th>Own questions ?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
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</thead>
</table>

**CONCLUSION / SUMMARY:**
### III. PRECONDITIONS FOR THE COMPATIBILITY OF THE TOURISTIC DEVELOPMENT

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. Sensitivity of ecosystems to tourism?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
</tr>
<tr>
<td></td>
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<tr>
<td>2. Sensitivity of local groups/ socio-cultural effects?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
</tr>
<tr>
<td></td>
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<tr>
<td>3. Ability to steer and control or readiness to cooperate of the potentially participating stakeholders, institutions and organisations?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
</tr>
<tr>
<td></td>
<td>Stakeholder 1</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Stakeholder 2</td>
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<td></td>
<td>Stakeholder 3</td>
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<tr>
<td>4. Own questions?</td>
<td>Result</td>
<td>Evaluation</td>
<td>Conclusions and subsequent need for action</td>
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</table>

**CONCLUSION / SUMMARY:**
## IV. PREREQUISITES FOR ACHIEVING BENEFITS

<table>
<thead>
<tr>
<th></th>
<th>Prerequisites for protected areas to earn revenues?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
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<tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Prerequisites for broad impact income effects for the target groups?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
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<tbody>
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<th></th>
<th>Own questions?</th>
<th>Result</th>
<th>Evaluation</th>
<th>Conclusions and subsequent need for action</th>
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</table>

### CONCLUSION / SUMMARY:

### OVERALL CONCLUSION FROM I-IV
Using the processed Rapid Appraisal checklist, this chart is intended as a **suggestion for the structuring of scenarios**. It is up to your own creativity now to develop these scenarios using systemic, **goal- or problem-oriented vision development**. In the process, you may use the questions listed – together with the first checklist – for an initial **rough appraisal**, or also for **detailed planning**.

<table>
<thead>
<tr>
<th>1. What forms of tourism are being considered, based on the checklist if necessary?</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario without tourism component</th>
</tr>
</thead>
</table>
| 2. What competing products are there in the region, the country, internationally?  
Why is the product unique? | | | |
| 3. Whom is the touristic product targeted at? | | | |
| 4. What measures are needed to convince this group of customers of the product? | | | |
| 5. What other stakeholders – not yet involved – would have to participate in further planning, implementation and steering?  
• Expectation of the individual stakeholders ([stakeholder matrix](#))  
• Concerns of the individual stakeholders ([stakeholder matrix](#)) | | | |
| 6. What positive effects do we expect?  
(Differentiated according to: a) tangible and intangible, b) direct and indirect and c) short-, medium- and long-term effects  
• at target group level  
• at the level of the other participants/stakeholders  
• on the environment  
• other effects | | | |
| 7. What negative effects must be anticipated?  
• at target group level  
• at the level of the other participants/stakeholders  
• on the environment  
• other effects | | | |
| 8. What must we do to avoid negative effects as much as possible? | 9. | 10. | 11. |
## Work Aids for the ”Tourism Guide”: SCENARIO DEVELOPMENT

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario without tourism component</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>How great is the cost in terms of time and finances for planning, steering and implementation?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• for the project</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• for the target groups</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• for the other participants / stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• for the environment?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>10</td>
<td>Is it realistic to expect that the necessary requirements can be met by the project?</td>
<td></td>
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<tr>
<td>11</td>
<td>What is the cost-benefit ratio (very high, high, moderate, low, very low)?</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• for the project</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• for the target groups</td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td>• for the other participants / stakeholders</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>12</td>
<td>How must the measure be designed so that all stakeholders enjoy a win-win situation?</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Can each stakeholder clearly identify added value in his co-operation in comparison to alternative use of his resources (synergetic effects)?</td>
<td></td>
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</tr>
<tr>
<td>13</td>
<td>How sensitively will the tourism measure and the participating stakeholders react to the changing conditions? What must be done in order to guarantee this flexibility?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>14</td>
<td>How can sustainability of the desired effects be secured?</td>
<td></td>
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</tr>
<tr>
<td>15</td>
<td>What other questions are important?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>16</td>
<td>What role does this tourism option imply for the project based on the questions listed above?</td>
<td></td>
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</tr>
<tr>
<td>17</td>
<td>Who might also be able to take on the role of the project (so necessary) after the project ends?</td>
<td></td>
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</tr>
<tr>
<td>18</td>
<td>Does tourism still make sense, above all in comparison to other measures?</td>
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</tr>
</tbody>
</table>

**CONCLUSION:**
Work Aids for the ”Tourism Guide”: INTERACTION ANALYSIS

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Stakeholder A</th>
<th>Stakeholder B</th>
<th>Stakeholder C</th>
<th>Stakeholder D</th>
<th>Stakeholder E</th>
<th>Stakeholder F</th>
<th>Expectations from stakeholder (=costs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder A</td>
<td>Self-image stakeholder A</td>
<td>B expects from A</td>
<td>C expects from A</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder B</td>
<td>A expects from B</td>
<td>Self-image stakeholder B</td>
<td></td>
<td></td>
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<tr>
<td>Stakeholder C</td>
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<tr>
<td>Stakeholder D</td>
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<tr>
<td>Stakeholder E</td>
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<tr>
<td>Stakeholder F</td>
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</tbody>
</table>

1. Are the expectations realistic?
2. Does stakeholder A agree to what stakeholders B (C, D, etc.) expect from him?
3. Is the self-image of stakeholder A identical with the image of his potential co-operation partner?
4. Where might tension/conflicts possibly arise?

Contradictions must naturally be clarified amongst the participants. If this is not possible, then co-operation does not seem sensible. The lower horizontal line gives the expectations of the respective stakeholders (what does the stakeholder expect from the co-operation, i.e., what does his win situation look like).

The right-hand column gives the expected input (= costs) of the individual stakeholders. If the stakeholders agree to it (weighing it against hoped-for benefits), then it is a good indicator of a win/win situation. The matrix can also be used to render the roles of the stakeholders transparently. Furthermore, (depending on its degree of detail) it can be put to direct use later in concluding and finalising co-operation agreements, contracts and terms of reference.
Evaluation of the Tourism Guide
We value your opinion!

The sectoral projects TÖB and BIODIV would like to offer their readers publications, results and information presented in the best possible manner. Your opinion of this publication is important for us, because it helps us continuously improve our work.

How did you come across the Guide?

Where do you work?
- DED
- KfW
- BMZ
- GTZ-IMA
- GTZ-AMA
- University
- Institute
- other

What parts of the Manual did you read?
- Chapter 1
- Chapter 3
- Chapter 5
- Appendix

How would you evaluate the Manual? (please cross)

• too much information
• too little information
• too much theory
• too little theory
• too specific
• too general
• too short
• too long

• irrelevant for development co-operation
• very relevant for development co-operation
• not relevant enough for practice
• very relevant for practice
• weak on specific know-how
• innovative in specific know-how
• difficult to understand
• easy to understand
• boring
• interesting
• confusing structure/layout
• clear structure/layout

Have you used the Manual in your work?
- yes, in part
- yes, in detail

What was your impression after using the guide, if at all? Applies  ⚫ not at all, ☺=partly, ☙= totally

The Tourism Guide
• makes the topic’s complexity clear
• gives a good appraisal as to whether tourism should be considered at all
• allows for efficient and transparent planning
• gives important suggestions for planning and M+E
• provides the respective expert contacts
• served the project and the other stakeholders
• improved our work results towards the target group
• .........

Did the Guide contribute to improving the effectiveness of the development co-operation measure? (explain)

What did you particularly like?

What did you dislike?

How can we improve the Guide?

Your concluding assessment of the Guide
- poor
- moderate
- very good

Would a guide make sense for other topics as well?
- yes, for
Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH
Tropenökologisches Begleitprogramm, OE 4542
Postfach 5180
D-65726 Eschborn

F.R.G.
FEDERAL REPUBLIC OF GERMANY

Here is lots of space for your comments!
"(...) and would like once more to underline, that we regard the Guide as a sensible structuring aid for work with the relatively few nature conservation tourism components in financial co-operation, which, however, are usually quite complex when it comes to preparatory work."

**Kreditanstalt für Wiederaufbau (Bank for Reconstruction)**

**Wollenzien, Dr. Duve**

"In our view, the experts succeeded in producing a good overview of the tourism topic in development co-operation. The structuring of the text and its design is attractive, clear and comprehensible."

**Regina Laub-Fischer, Projet Germano-Malgache de Développement Forestier Intégré dans la Région du Vakinankaratra**

"Professionals were at work here, who illuminated the subject well from all possible sides in an experienced, clearly structured and differentiated manner. Their conclusions are also valid, in general, and they always remained up to date. The draft is concisely written and the three authors avoided padding and ribbons. The language is readable and understandable. We would advise this as obligatory reading for all GTZ staff in rural areas (...) Sometimes a tourism component in technical co-operation will definitely not make sense. Such instances are also made clear.

My compliments to the authors and congratulations for BIODIV and TÖB for having launched this initiative."

**Prof. Dr. Ludwig Ellenberg**

**Humboldt University Berlin, Geographical Institute, former expert planner for nature conservation of the GTZ**

First of all I would like to congratulate you and your team on the paper. I think its content truly lives up to its claims."

**Dipl.Ing. Christian Baumgartner**

**Institute for Integrative Tourism & Leisure Research, Vienna**

"Well structured, comprehensive and compact information-wise!"

**Georg Fritz**

**Federal Agency for Nature Conservation, Bonn**
"(...) congratulations on the Tourism Guide (...)"

**Siegfried Kastl**  
**Proyecto MARENA-GTZ: BOSAWAS**  
**Managua, Nicaragua**

"In any case, you have certainly earned great respect for the actual Guide. After all I have read, you have indeed opened yet another door for the subject of "tourism in technical co-operation": The traditional TC projects inside and outside the GTZ will now have a compass on hand with which to systematically and comprehensively check whether it is advisable or worth marching off in the direction of "(eco)tourism," and if so, then in which direction. My congratulations on that.

By the same token, I would also like to express a quiet hope, that those responsible for projects genuinely take the Guide seriously and in case of doubt seek out the advice of experts – or better yet – just confidently drop the ecotourism component. The topic of tourism has earned some recognition in recent times, but unfortunately I fear that this topic will suffer its next defeat at the hands of those development experts, who expected results from tourism for their projects that simply cannot be delivered. Your Guide is also necessary for this aspect and comes at precisely the right time."

**Karola Tippmann**  
**Tourism expert Central America, CIM-GTZ**

"I find the paper is a very successful draft that provides a lot of material for discussions and that contains a host of good ideas."

**Dr. Stephan Amend**  
**Expert planner for nature conservation of the GTZ, OE 4544**

"In my view, the Guide is very informative on the whole, written for clear understanding and most certainly of great use in the field."

**Karl G. Tempel**  