

SNV and sustainable tourism

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For almost ten years, SNV has been involved in developing and promoting sustainable tourism initiatives. At the beginning of the nineties, SNV was one of the first development organisations to start advising communities on developing tourism projects. At that moment it was seen as an almost revolutionary step, but nowadays sustainable tourism can hardly be thought away in the work of SNV and many other development organisations.

Today SNV is providing advice or has finalised advisory support to sustainable tourism initiatives in Albania, Bolivia, Botswana, Benin, Cameroon, Ecuador, Ghana, Nepal, Niger, Peru, Tanzania, Uganda and Vietnam. In a few other countries, SNV is considering getting involved in the tourism sector. The advisory support has had many benefits, ranging from job-creation and income-generation at community level to an improved marketing and policy-planning capacity at national level.

SNV has been approached many times by its own employees and representatives from governments and NGOs who would like to receive an overview of the advisory support SNV is providing or can provide to sustainable tourism initiatives. Therefore, SNV has asked Janine Caalders from Bureau Buiten and Stuart Cottrell from Wageningen University to draft a background paper on SNV and sustainable tourism. Based on all existing studies and project documents on tourism within SNV, they compiled the underlying paper.

We are very grateful to Janine and Stuart for the excellent job they did. Further, we would like to thank all SNV tourism advisors who provided information for this paper and gave useful comments on draft versions.

We hope that this background paper gives you a good overview of which advisory support SNV can give to sustainable tourism initiatives. If you want to receive more detailed information about the technical assistance of SNV in the tourism sector and/or discuss possibilities for co-operation, please don't hesitate to contact the SNV tourism officer at the head office or one of the SNV tourism advisors in the field.

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Organisations who are interested in co-operating with SNV on sustainable tourism development can contact us through: tourism@snv.nl

Summary

Much has changed since the mid-1960s when SNV Netherlands Development Organisation began sending volunteers to developing countries. Nowadays, professional experts from SNV Netherlands work with locally hired experts at 27 SNV field offices in Africa, Latin America, Asia and Eastern Europe with the primary tasks of transferring and exchanging knowledge, skills, ideas and technology to improve the living conditions of people in marginalised areas. Over recent years, SNV has shifted the focus of its services from management to advice and service provision.

Tourism development rapidly emerged as an important economic activity in many countries where SNV is active. Income from tourism is often the main foreign-exchange earner for developing countries. Considerable economic benefits are possible in areas with tourism potential. However, the local poor are often not able to benefit from tourism. In this regard, the concept of sustainable tourism development couples well with SNV's mission statement which is "... to develop and share knowledge and skills with local organisations with the aim of better equipping them for their work in structurally alleviating the poverty of both men and women".

Recently, there has been a growing interest among national and international organisations for sustainable tourism development. Organisations in the field of community development and nature conservation increasingly contact SNV in order to get information about SNV's experience in sustainable tourism development and to explore possibilities for co-operation. SNV is approached because of its strong presence in rural areas, working with local people and partner organisations in programme activities.

The purpose of this document is to communicate SNV's expertise on sustainable tourism development. It provides an overview of the sustainable tourism activities of SNV, both as an orientation for advisors and management within SNV interested in starting tourism projects, and for other development organisations interested in the activities of SNV. Some guiding principles are given for consideration when starting tourism projects. Following the introduction (Chapter 1), some background on (sustainable) tourism in developing countries is given in Chapter 2. Chapter 3 provides information on sustainable tourism within SNV followed by highlights of the specific instruments, models and working methods used by SNV in Chapter 4.

SNV and sustainable tourism development

"Sustainable development" as defined by the World Commission on Environment and Development for the United Nations is "development, which meets the needs of the present without compromising the ability of future generations to meet their needs". SNV views "sustainable development of tourism" as:

A balanced target group oriented development strategy involving:

- socio-economic development and economic empowerment,
- local participation, social and political empowerment,
- economic sustainability,
- ecological sustainability,
- socio-cultural consciousness, and
- improving gender equality.

In the mid-1990s, SNV began providing advice to tourism projects in Albania, Tanzania, Botswana, and Nepal. Later on

SNV also became involved in tourism activities in Cameroon, Niger, Benin, Uganda, Ghana, Laos, Vietnam, Bolivia, Peru and Ecuador. When SNV started working in the tourism sector, emphasis was mainly on developing tourism projects jointly with local partner organisations. Nowadays, the advisory services of SNV increasingly focus on capacity building and organisational strengthening of meso level organisations. SNV advisors provide advice to a wide variety of organisations in the tourism sector, like national tourism boards, government authorities at regional and district level, environmental NGO's and associations of community tourism operators.

Within SNV, sustainable tourism development is focused on natural resource management, private sector development, poverty alleviation and distribution of benefits to the larger part of the community. The aim is to *"generate optimal additional income and jobs emphasising target groups in the different programme areas of SNV, with minimum negative impacts on cultural and natural environments"*. SNV places a strong emphasis on social mobilisation and local governance linked to community development.

Guidelines for tourism projects

Although each project to which SNV is providing advice is respectively unique, SNV has some general criteria which should be met to get involved in a tourism project. The product should be (made) attractive and accessible for tourists; there should be a sufficiently large market; and the project should be able to become self-sustaining. In the case of sustainable development, some additional criteria apply. These include

maintaining cultural identity, protecting the natural environment, and developing positive gender relations and community empowerment.

When SNV decides to become involved in a tourism development project, it works according to the following principles:

- target group oriented approach - SNV is particularly concerned with poor, discriminated against and oppressed people, mainly in rural areas. These people should be the prime focus (and beneficiaries) of sustainable tourism projects.
- focus on self-help - Activities of SNV are aimed to help people better understand the opportunities they have to improve their own situation.
- facilitating role of SNV - SNV tries to avoid implementing activities itself, but rather involve existing local and regional organisations.

In order to explain and illustrate how such principles are applied in tourism development projects, this document presents a (very brief) overview of some of the expertise and experience of SNV (chapter 4). This is done according to a number of issues which each play a crucial role in relation to sustainable tourism projects. In essence, each could be viewed as a step involving a number of tools or methods in project development. The issues referred to are:

- feasibility – which refers to exploring sustainable tourism's potential in a certain area. Such questions as "Do tourists frequent the region? Are relevant organisations willing to support the programme? Does the local population have the basic skills required to manage a tourism programme? Is the area politically stable?" must be assessed. SNV follows eight steps in the assessment of

-
- sustainable tourism development potential.
- participation of local groups – which refers to SNV philosophy that active participation of local people, organisations and other stakeholders is a prerequisite for the successful implementation of any development programme. Participation makes it more likely that benefits derived from tourism will reach target groups. It also creates a permanent process of action and reflection, which is useful to improve the actors' knowledge of themselves and their situation. Participation should be incorporated into the very beginning of a programme to maintain responsibility, interests and ownership of the development activities with the local actors. SNV uses a number of participation approaches.
 - equal distribution of benefits - An equal distribution of economic benefits is an important topic in sustainable tourism development. SNV is concerned with the poorest and most marginalised groups in society and development programmes aim to establish a more equal distribution of welfare. Tourism development should contribute to this general goal.
 - gender - The existence of gender inequalities is recognised in all SNV programme areas. It is especially apparent in the decision-making powers of women regarding economic resources. A more equal distribution of costs and benefits between men and women is a general goal of SNV policy. For tourism development gender issues are addressed by assessing workload, decision-making power and participation in community development.
 - marketing - The aim of marketing is to sell the right products or services to the right customers, at the right place, the right time and the right price, using the right promotion techniques to reach the right type of tourist. Marketing is concerned with bringing all aspects of a tourism project together. It plays an important role from the very beginning of a project and is crucial for its success. Good preparation will prevent errors such as developing a product without a market. A good marketing strategy will result in the identification of the appropriate market for the tourism product and the deliver of the instruments for selling the product effectively to the market.
 - impact control - The intention of SNV development programmes is to create positive impacts through sustainable tourism development. Nevertheless negative impacts also occur. Tourism impacts are often a subject of discussion in development organisations. There are many examples of negative impacts to nature and culture. However, specialists believe that in certain areas tourism can definitely help to improve the well being of the rural poor and thus create many positive impacts.
 - institutionalisation and organisational strengthening - Institution building implies supporting organisations in networking and in developing institutional linkages and settings, in fostering collaboration between actors at the meso level and by linking them to higher national and international policy and institutional levels. Organisational strengthening is geared towards improved performance for the target group (service delivery, playing an advocacy role).

These descriptions provide some insight in the methods and tools applied by SNV tourism advisors. The aim here is to provide an understanding of methods that can be used in tourism development to reduce poverty. A goal of SNV is to spread its knowledge and expertise concerning sustainable tourism development, thus whether for SNV or elsewhere, SNV encourages the use of this document to implement sustainable tourism development. SNV has a number of other publications referred to throughout this document that provide more specific details of approaches used in sustainable tourism development in specific developing countries. See the Reference section for a complete list of these documents.

On a final note, SNV is actively involved with many other Dutch and international development organisations (see chapter 2). In addition, SNV maintains a Service and mediation department in Tourism in The Hague, The Netherlands with a central role to disseminate and exchange information, experiences and knowledge internal and external to SNV.

1 Introduction

SNV, the Netherlands Development Organisation, was founded in 1965. Alleviating poverty has continued to be the central theme in SNV activities ever since. Yet operational methods have changed considerably during the years. Whereas SNV worked mainly with volunteers at first, only professionally trained advisors are now sent to the field. Increasingly, local staff is employed alongside their Dutch counterparts.

SNV's core task remains to transfer and exchange knowledge, skills, ideas and technology. Field offices are maintained in 27 countries in Africa, Latin America, Asia and Eastern Europe. From those offices, activities are initiated and executed. These activities take place in marginalised areas and concern local governance processes, natural resource management and private sector development. Assistance from SNV is always temporary and aimed at creating conditions for continuity. Economic development should lead to structural improvements in the living conditions of the most deprived part of the population.

Tourism is rapidly emerging as an important economic sector in developing countries. It offers opportunities for economic development in some areas with otherwise limited development alternatives. In the 1990s, SNV gradually became involved in the development of sustainable tourism. By being present in country, SNV is able to identify areas that have a potential for tourism. Close cooperation with local people and organisations offers a good starting point from which tourism can be developed: no massive scale or luxury tourism, but small-scale tourism in which the local population participates to the fullest extent and reaps the benefits. Principles of good governance, gender, institutional development and care for the environment are crucial in tourism projects as they are in all SNV projects.

SNV has been involved in sustainable tourism development for quite some years. In Botswana and Tanzania, tourism programmes have been set up and implemented from 1994 onwards. In Nepal, SNV is developing pro-poor sustainable tourism as part of a sector wide approach. In a number of other countries - Cameroon, Niger, Benin, Bolivia, Laos, Vietnam, Ghana, Uganda, Peru - SNV is giving or has finalised advisory support to tourism projects.

This document aims to communicate SNV's expertise on sustainable tourism development and its experience in the field. It is intended as a first introduction into the sustainable tourism activities of SNV, both as an orientation for employees within SNV interested in sustainable tourism, and for other development organisations interested in the activities of SNV. In addition, some guiding principles to be taken into account when starting tourism projects are outlined. Before focusing on activities of SNV, chapter two gives some background on (sustainable) tourism and developing countries. Chapter 3 provides information on sustainable tourism within SNV. And in chapter 4 specific instruments, models and working methods are highlighted.

The information provided in this document serves as an introduction to SNV activities in the field of sustainable tourism. Additional resources and references with more in-depth information about particular SNV projects or instruments for sustainable tourism development are found in the bibliography.

2 Sustainable tourism in a global and historic context

Some facts about tourism to developing countries

Tourism is one of the fastest growing industries in the world employing seven percent (or one in 15) of the world's workers. The larger shares of world tourism flows are to and from the wealthier countries in the world. Countries like the USA, Japan, Germany and the UK hold dominant positions in outgoing tourism. Meanwhile, countries such as Italy, France, USA, Spain, Switzerland, and Greece possess strong positions in incoming tourism. Growth rates for the sector are promising. The World Tourism Organisation predicts that by 2010, the number of tourists will reach one billion per year, and the tourism industry worldwide will be worth US\$1.5 billion - four times the revenue generated today.

Information from the World Tourism Organisation indicates that tourism to developing countries accounts for approximately one quarter of the world total. Tourism is a major economic sector for some developing countries. For example, in Costa Rica, it is the second most important export product after electronic circuits and microchips (tourism accounts for approximately one-sixth of total exports). In The Gambia, thirty percent of the workforce depends directly or indirectly on tourism. According to a recent press release by the World Tourism Organisation, tourism is the number two foreign-exchange earner for the 49 Least Developed Countries (LDCs), second only to petroleum exports¹. Tourism receipts for the LDCs have more than doubled between 1992 and 1998. Income from tourism often exceeds income opportunities offered by other economic sectors, for example. In Kenya, net income from wildlife observation creates about 50 times more income per hectare compared to agriculture².

When comparing tourism receipts with GDP and with exports, it becomes obvious that the relative importance of tourism differs widely from country to the other (see table 1).

When reading the figures in table 1, it should be noted that tourism statistics are often not very reliable. Moreover, it is hard to compare figures between countries, as counting procedures tend to differ. In addition, figures in the table include all international traffic. In some cases business-trips, family visits by former residents and shopping trips from neighbouring countries account for a significant part of the total arrivals. In the case of Bolivia, for example, almost half of the arrivals are visitors from neighbouring countries, in most cases not real holidaymakers. In the case of Laos, a lot of the trips are accounted for by visitors living just across the border, going to Laos for shopping purposes. In addition, various sources tend to mention different figures with regard to the relative importance of tourism. Figures can also vary considerably from year to year, for example due to political circumstances (Albania, Rwanda, Ethiopia). Trends for 1995-1998 are in some cases not continued for 1999; in Kenya, growth figures (both arrivals and receipts) for 1998-1999 are around ten percent, compared to a decrease of one-and-a-half percent for previous years.

Note that not all expenditures go to or remain in the country of destination. In the tourism chain, large multinational enterprises such as tour operators and air companies hold a strong position in the linkage. A study of tourism 'leakage' in

¹ Petroleum exports are concentrated in just three LDC countries: Angola, Yemen and Equatorial Guinea.

See: http://www.world-tourism.org/newsroom/releases/more_releases/R0105010.html

² See: Loermans (1995). Memorandum on tourism SNV, The Hague

Table 1. International tourism arrivals (x1000), receipts (\$million) and relative economic importance of tourism for SNV programme countries³.

	Arrivals 1995	Arrivals 1998	Average annual growth	Receipts 1998	Tourism receipts versus exports (1998)	Tourism receipts as % of GDP (1998)
Benin	138	152	3,3	33	8,3	1,4
Burkina Faso	124	160	8,9	42	11,6	1,6
Ghana	286	335	5,4	274	10,8	3,7
Mali	42	83	25,5	50	7,9	1,9
Niger	17	20	5,6	18	4,9	0,9
Angola	.	52	.	8	0,2	0,1
Cameroon	100	135	10,5	40	1,7	0,5
Ethiopia	103	91	-4,0	11	1,1	0,2
Kenya	896	857	-1,5	233	8,2	2,0
Rwanda	1	2	26,0	19	17,3	0,9
Tanzania	285	450	16,4	570	51,9	6,6
Uganda	188	238	8,2	142	20,4	2,1
Zambia	163	362	30,5	75	8,7	2,3
Zimbabwe	1539	2090	10,7	177	6,1	2,6
Botswana	644	740	4,7	175	10,3	3,6
Honduras	264	318	6,4	164	6,6	3,1
Nicaragua	281	406	13,1	90	11,8	4,2
Bolivia	284	434	15,2	174	10,2	2,0
Ecuador	440	511	5,1	291	5,8	1,5
Peru	541	820	14,9	913	12,1	1,6
Laos	60	200	49,4	80	17,1	6,3
Philippines	1760	2149	6,9	2413	7,1	3,7
Vietnam	1351	1520	4,0	86	.	0,3
Bhutan	5	6	6,3	8	6,1	2,0
Nepal	363	464	8,5	153	13,8	3,2
Albania	40	28	-11,2	54	19,2	1,8

Thailand estimated that 70 percent of all money spent by tourists leaked out of Thailand (via foreign-owned tour operators, airlines, hotels, imported drinks and food, etc). Estimates for other Third World countries range from 80 percent in

the Caribbean to 40 percent in India⁴. Moreover, tourism is an unstable industry, as it is highly sensitive to economic recession on the demand side, to political tension in destination areas, and to consumer taste. Other economic threats

³ Source: World Tourism Organisation and Worldbank, Mozambique and Guinea Bissau fail from this table

⁴ Source: <http://www.tourismconcern.org.uk>

are local inflation of prices due to competition for resources (e.g. land, water, food, fuel) between tourism' and local demands and the fact that tourism may require major investments in basic infrastructure (transport, accommodation, water supply, health care) which cannot be used elsewhere. This can be a heavy burden for the poorest countries.

Apart from economic benefits, tourism has numerous other impacts on developing countries, especially in terms of socio-cultural and environmental impacts. This includes both advantages and disadvantages. On the positive side, often mentioned impacts include⁵:

- re-valuation of individual cultural identity among the local population
- promotion of inter-cultural understanding
- tourists can initiate or support development projects in the areas visited
- re-valuation of ecological values by the local population and authorities as a result of tourist interest, as well as economic justification and means for protection of nature
- increasing awareness among tourists of the environment and nature in general
- tourism may be less damaging to nature compared to alternative economic sectors such as agriculture and forestry (deforestation)

In addition to these possible advantages, the following socio-cultural and ecological threats are mentioned:

- alienation and loss of cultural identity
- creation of frictions within the community (between generations or between groups who do and do not profit)

- disruption of socio-economic structures
- conflicts over use of resources (land, hunting rights, infrastructure) which may also create hostility towards tourists
- deforestation for building accommodation or to obtain firewood, pollution of water and air, disturbance of ecosystems

The concept of sustainable tourism

Initially, the concept of sustainability was primarily applied to the environment. "Sustainable development" as defined by the World Commission on Environment and Development for the United Nations is "development, which meets the needs of the present without compromising the ability of future generations to meet their needs". After the Earth Summit, Rio de Janeiro in 1992, sustainable development was further clarified in Agenda 21 that was approved at the conference. Since then, many national governments have adopted sustainability as their fundamental development policy. The World Tourism Organisation (WTO) has accepted the sustainable approach to tourism, and applies sustainable development principles in all of its tourism planning and development studies (WTO, 1998).

⁵ Chapter 4 includes a section on mitigation of economic, socio-cultural and environmental impacts.

The World Tourism Organisation has defined "Sustainable tourism" as tourism development that meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems (WTO, 1998). In other words, sustainable tourism is taken to include ecological, economic and socio-cultural aspects. It is generally accepted that sustainable environmental management for tourism can only occur where active local-level support exists. It does not mean that community based tourism is sufficient by itself to prevent or reverse environmental degradation in situations where national policies or global-level ecological changes create major destructive forces. However, local-level participation is essential for achieving the global goal of sustainable development. Community participation involves a shift of power, from those who

have had major decision-making roles to those who traditionally have not had such a role. That is to say, community participation is a tool to readjust the balance of power and reassert local community views against those of developers or local authority.

In addition to sustainable tourism, other concepts with an often-similar meaning are used more or less interchangeably, for example responsible tourism, cultural tourism, eco-tourism, pro-poor tourism and soft tourism. Although the difference and similarity between these concepts is essentially determined by the criteria included and the practical implementation of each, it is important to note that titles and or labels also have a communicative purpose and impact.

With reference to definitions, the following chapter provides more insight into the implementation of sustainable tourism within SNV activities. On a final note, sustainable tourism generally implies small-scale developments, but this is not always true by definition. Concentrations of mass tourism can, under certain conditions and in certain cases, be considered more sustainable when compared to extensive and scattered tourism development, which impacts a wider area. The type of tourism that is most sustainable depends on the context in which developments take place, such as existing tourism development and cultural and ecological vulnerability (Hunter, 1997).

What's in a name?

Our contacts with tour operators made the importance of words clear to us. Initially we talked about "responsible tourism". But that was a phrase that the travel organisations thoroughly resented. "What do you mean: responsible tourism?" they would say. "Does that imply that we are operating irresponsibly?" Which with hindsight is understandable, because a lot of people in the business are not only chasing the big money, they are indeed concerned about the negative aspects of mass tourism. So we threw out that term very quickly and replaced it with "cultural tourism". That is a terminology that works. It is also more honest than "eco-tourism", because a flight to Tanzania is not exactly ecologically responsible.

taken from: Cultural tourism in Tanzania. SNV (1999)

Sustainable tourism and development co-operation

Tourism, traditionally, has not been an important area of attention in relation to development co-operation. Lately, the focus on tourism as a means to generate development has increased. In 2001, tourism was for the first time included in a UN conference on Least Developed Countries. The increased attention for tourism is mainly a result of demand from developing countries. This demand exists at various levels, coming from target groups, tourist boards as well as NGOs. In addition, interest in visiting development projects is sometimes expressed by tourists. For example, prior to starting the cultural tourism programme, SNV-Tanzania had been approached by tourists on a regular basis with such requests. In terms of communication and education in relation to development co-operation, actual tourist visits are of course the most direct and probably the most effective way to deliver information. Cross-cultural exchange is a general aim of development co-operation and tourism offers the opportunity to create a dialogue between north and south at an additional level. Thus, sustainable tourism can contribute to the goals of development policy in various ways.

For most development organisations, tourism is not a separate area of attention. In many cases tourism is part of more encompassing programmes focussing on natural resource management or economic development. For this reason, specialised knowledge on tourism and development co-operation is not well institutionalised in the work of development organisations although development organisations are gradually employing more tourism specialists.

Whenever opportunities arise, SNV co-operates with other (development) organisations. This includes Dutch organisations, such as the so-called "co-financing development agencies", NGOs and knowledge institutes. In addition, co-operation with international development organisations in various SNV countries is increasing. In the next section, an overview of tourism-related policies and activities of some of the main players in the field is presented.

Overview of activities of some Dutch organisations and international SNV partners

1 Tourism activities of some Dutch development organisations

DGIS

DGIS, the Directorate-General International Co-operation of the Ministry of Foreign Affairs, has no particular policy with regards to tourism. Within specific projects, tourism is seen within the context of environmental issues (biodiversity/ woodlands/nature protection) and treated as such. Some projects of the World Wildlife Fund are co-financed. Within the Sustainable Development Agreement between the Netherlands and Costa Rica, a tourism programme has been financed by DGIS. Tourism has been included in this agreement at the request of Costa Rica. This programme is implemented by Ecooperation and is based on co-operation between government agencies, universities and NGOs in both countries.

Co-financing Development Agencies

Three of the five so-called "co-financing development agencies" finance tourism projects of partner organisations and programmes in a broad range of countries, sometimes in co-operation with SNV programmes.

The agencies' main objectives are poverty alleviation and sustainable development. Emphasis is on themes such as empowerment, gender, environment, sustainable land use, rural (economic) development and organisational and institutional strengthening. None of the agencies gives priority to tourism, although (financial) support on an ad-hoc basis for clearly defined tourism related activities is increasing. A more structural co-operation between SNV and the co-financing agencies might be possible in the near future.

NOVIB's tourism involvement started in 1995 in South East Asia, where partner organisations were interested in small-scale tourism activities. NOVIB continues to support NGOs involved in Community Tourism in the Philippines and Thailand. Recently a handbook on the Community Based Sustainable Tourism concept (including a reader and CD-ROM) was published in the Philippines with the support of NOVIB. In 1999 NOVIB signed an agreement with the Dutch Association of Local Tourism Boards (ANVV) and the Dutch Bureau for Tourism (NBT), with the commitment to:

- organise fund-raising activities for sustainable tourism initiatives;
- exchange expertise and knowledge; and
- organise promotion and public campaigns.

Up to now, ICCO has included tourism incidentally within their programme of 'sustainable woodland use'. The emphasis is on economic activities / income generating activities in relation to sustainable woodland use and management. Ad hoc tourism-related activities, such as workshops, training, seminars and study programmes, have been financed in Papua New Guinea,

Tanzania, Ecuador, Nicaragua and Vietnam.

The ICCO-related Ecumenical Coalition of Third World Tourism has supported some tourism projects financially. Research by IUCN on the potential for tourism development in North Vietnam was supported by this fund. This resulted in a joint SNV / IUCN project proposal for sustainable tourism development in the Sa Pa district (1999). In Tanzania some project funding was provided to the NGO "Friends of Usambara" for the development and promotion of sustainable tourism in the Usambara Mountains.

At present, HIVOS is not developing any policy regarding tourism. Economic self-reliance is an important key issue within HIVOS' policy and strategy on poverty alleviation and emancipation. Tourism activities, however, do not yet fit into that strategy, but will get more attention in the coming years. In a few cases HIVOS' partner organisations are directly and indirectly involved in eco-tourism.

CBI (Centre for Promotion of Imports from developing countries)

CBI supports small and medium-sized enterprises and trade promotion organisations in developing countries in their promotion of exports to the European Union. CBI sponsors participation in the Vakantiebeurs, an annual consumer and trade fair for tourism in the Netherlands. National tourism boards and companies for incoming tourism from developing countries are sponsored to promote tourism in their country and sell their products. Institutional marketing support is crucial and CBI plays an active role in this. Since 1999, CBI increasingly focuses on support of community tourism development.

SNV Nepal established a link-up with CBI in 2001 to develop a training programme on ecotourism marketing.

2. Other relevant organisations in the Netherlands

IUCN-NC (World Conservation Union, Netherlands Committee)

The IUCN is a union of states, government agencies and NGOs, aiming to enhance protection of nature and sustainable and equitable use of natural resources. From this perspective, the IUCN is involved in several sustainable tourism projects all over the world (amongst others, a tourism project with SNV Vietnam and the Natural Resource Management Programme with SNV Botswana).

The Netherlands Committee of IUCN (IUCN-NC) is an independent foundation of the Dutch NGO members of IUCN. IUCN-NL currently has one project, co-financed by SNV, for sustainable tourism in relation to nature protection, bio-diversity and local participation. This project aims to:

- put environmental/nature protection issues on the agenda of the tourism sector, so that such issues will be incorporated in the plans of tour operators and travel agents;
- set up a financial mechanism within the tourism sector to finance sustainable tourism and nature conservation activities;
- initiate an on-line data information system for tourists on nature/bio-diversity at tourism destinations, in co-operation with the tourism sector; and
- set up an extension/awareness-raising project on sustainable tourism (media/retail) for non-organised tourists, with emphasis on concrete action perspectives.

Co-operation has advantages for both SNV and IUCN. Experiences from SNV tourism projects can be used as input for the data information systems. Further, an exchange of expertise will be mutually beneficial and finances can be channelled to specific project activities.

Initiative Group Sustainable Outbound Tourism

This Group, formed in 1996, is a broad platform, with representatives of government, private companies and non-profit organisations. Its members are:

- Ministry of Agriculture, Nature Planning and Fisheries
- KLM, Royal Dutch Airlines
- ANWB, Tourist Union
- CBI, Centre for promotion of Imports from developing countries
- ANVR, Dutch Alliance of Tour Operators
- NCDO, Dutch Centre for Sustainable Development
- IUCN-NC, World Conservation Union, Netherlands Committee
- NAP, Dutch Alps Platform
- Some large tour operators such as Travel Union, Image Travel, etc.
- SNV

The aim of the Initiative Group is to:

- enlarge the common basis for sustainable tourism development; and
- exchange information and initiate sustainable projects/ideas.

Five tourism conferences ("Groeneveld conferenties") have been held to date and several small projects have been carried out. These are mainly studies related to the environmental aspects of the tourism product and mobility studies. The Ministry of Agriculture, Nature Planning and Fisheries is actively involved in the Initiative Group, but the other member ministries show no interest. During workshops and meetings it was stressed

that more ministries should get involved, especially the Ministry of Foreign Affairs and the Directorate-General International Co-operation, because of the issue of outgoing tourism to Third World countries, its impacts and alternatives. In 2000, the Initiative Group invited SNV to become an active member due to its experience in sustainable tourism development. SNV tourism projects could be enhanced through co-operation with various partners in the Initiative Group.

NCIV (Dutch Centre for Indigenous People)

The Centre is an independent human rights organisation aiming to strengthen the position of indigenous people. In 1999, the Centre started a campaign on tourism and indigenous people to raise awareness among tourists on the situation of indigenous people and to stimulate the debate within the tourism branch. A public debate was organised with representatives from the tourism sector, indigenous people and development organisations (amongst others, a representative from the Cultural Tourism Programme of SNV Tanzania). In 2000, a brochure was published including experiences from SNV tourism programmes. The campaign will be continued in the coming years, with possibilities for co-operation with SNV tourism programmes.

RETOUR (Responsible Tourism Foundation)

RETOUR acts as a lobbyist and consultant in the field of tourism and sustainable development, advising governments, NGOs and private enterprises on strategies, policies and projects concerning tourism with the aim to promote sustainable tourism. RETOUR currently implements the Holiday Mirror project, which is co-financed by SNV. The project aims at informing tourists and the tourism industry about sustainable

tourism in developing countries. An important aspect is providing information on how local people perceive tourism.

Knowledge Institutes (WU, NHTV, WICE)

Several institutes and universities involved in tourism are aware of the growing importance of sustainable tourism and incorporate it in their education and research programmes. Some of these institutes (such as Wageningen University and the NHTV in Breda) would like to link up with SNV programmes abroad. In December 1999 the NHTV set up the Chair for Sustainable Tourism Development and might well link up with SNV Nepal for a joint research programme.

WICE, an 18 month International Master of Science Course on Leisure and Environments in Wageningen, includes community tourism and sustainable development. Every year approximately twenty students from all over the world take part. Last year NOVIB and ICCO financed the participation of two students from abroad.

PUMINMCP (Netherlands Management Co-operation Programme)

NMCP is an independent organisation that assigns retired senior advisors as volunteers to companies and organisations in development countries. These advisors share their knowledge and experience without receiving any financial reward. NMCP receives most of its funds from the Dutch Government and the European Union. Any local private or state company that is independent and works commercially can apply to NMCP.

The Tourism and Hotels sector grows rapidly and is now the second largest in the NMCP with approximately 50 advisors for Tourism and 50 for Hotels. Due to this rapid increase, the NMCP is changing its strategy: whenever there is interest for

support in a country, a four-day seminar is organised for all tourism parties involved. After the seminar additional assistance can be given to specific actors. The NMCP is open to explore co-operation with SNV for tourism development by, for example, organising seminars in co-ordination with SNV counterparts, or by providing specific expertise (training/workshops/curricula development) for SNV programmes.

3. International development organisations

Co-operation with international development organisations in various SNV countries is increasing. Internationally, numerous development organisations are involved in sustainable tourism programmes. Some of the organisations SNV is co-operating with include US-AID (United States), UNDP (United Nations), IUCN (World Conservation Union), Finida (Finland), GTZ (Germany) and DFID (Great Britain). US-AID will fund a proposal of the Ghana Tourism Board and SNV-Ghana. The Tourism for Rural Poverty Alleviation programme (TRPA) in Nepal is a joint programme between UNDP and SNV Nepal. In addition, DFID will be involved in several pilot areas and the Asian Development Bank is closely co-ordinating its ecotourism programme with the TRPA. In Tanzania, SNV closely co-operated with projects started by GTZ and Finida.

3 Sustainable tourism within SNV

SNV: general policy and tourism activities

A. general policy

SNV's mission statement is "... to develop and share knowledge and skills with local organisations with the aim of better equipping them for their work in structurally alleviating the poverty of both men and women".

SNV works in marginal areas of 27 countries in Africa, Asia, Latin America and Eastern Europe. It operates through a target group approach, with a strong emphasis on active participation of local people and organisations in their own socio-economic development. Currently, about 50% of SNV personnel consist of local experts.

SNV Multi-annual plan 2001-2003

Insights in the mechanisms of poverty and the various ways to combat it, have significantly increased over the last decade. Currently, a strong consensus exists among donors to focus on poverty alleviation and good governance. And there is an increasing (inter) national emphasis on demand-driven, result-oriented and efficient development co-operation and on public accountability for that.

In the Multi-annual plan 2001-2003, SNV has repositioned its strategy to include such trends and developments. In the light of these trends SNV will:

- maintain poverty alleviation as the general objective; by working for organisations that lack the financial clout to pay for such support. SNV fulfils a need which is not met by commercial organisations;
- aim co-operation at meso-level organisations, as these play a crucial role in linking micro- and macro level and in ensuring that policies address real needs
- focus on capacity building, which means organisational strengthening and supporting the creation of institutional linkages.

Over recent years, SNV has shifted the focus of its services from management to advice and service provision. More emphasis is placed on mediating between different organisations, aimed at increasing ownership (the extent to which SNV activities are transferred to and taken over by local people). The approach of SNV specifically focuses on strengthening the capacity of organisations by sharing and developing expertise and skills. Experts work with local governments and the societal organisations and stimulate co-operation between the parties involved. In this way, they act as a 'bridge', thus enabling the acceleration of the capacity building process as well as institutional interaction.

In terms of thematic specialisation's, priorities of SNV for the coming years (2001-2003) are:

- Local Governance processes (LG)
- Private Sector development (PS)
- Natural Resource Management and conservation (NRM)

B. How does sustainable tourism fit in?

In several countries, sustainable tourism can contribute to SNV's mission statement: poverty alleviation. Depending on the potential of the region, tourism can serve as a trigger for economic development. Tourism seems to offer a substantial potential in some areas with otherwise limited development alternatives.

Tourism development is not considered a separate issue within SNV policy, which is also not the case for other sub-sectors in which SNV is active (such as finance, agriculture, livestock, forestry and fisheries). Sustainable tourism development has strong links with the thematic specialisation of SNV as defined in its latest Strategic Multi Annual Plan. It has links with Natural Resources Management and Conservation, it is

strongly related to Private Sector Development and has links with Local Governance. Depending on the region and the dominant development strategy, emphasis can be on either one of these aspects. For example, the tourism programmes in Botswana provide an example of strong links between tourism and natural resources management. Here, tourism is part of the Community Based Natural Resource Management concept. In Nepal, linkages with Local Governance are well developed. Programmes focus on mobilisation, preparation and capacity building of the most marginalised groups in society, with a clear link to micro- and small-scale enterprise development. In Tanzania, emphasis is on Private Sector Development.

SNV's role in sustainable tourism

In 1995, SNV The Hague published a Memorandum on Tourism, which promoted the discussion and was a first step towards policy development on tourism within SNV. From 1995 onwards, the SNV Service and Mediation Department in The Hague has supported the tourism programmes, by means of promotion and marketing support, information exchange, networking and mediation activities.

Involvement of SNV in tourism programmes is increasing. This trend, in many cases, is due to demands from SNV target groups in aid receiving countries. Also, the positive results of existing projects raise the interest in developing tourism programmes in other countries. Currently, various European tour operators have included parts of SNV tourism programmes in their travel offer⁶.

Possible benefits of tourism depend on the attractions available in the area. But

apart from the attractions as such, numerous context indicators also influence the success or failure of tourism projects. Involvement in tourism should be based on a critical analysis of both the opportunities of tourism and of its ability to support the main target groups of SNV. Previous to the decision to start a sustainable tourism programme, an in-depth exploratory study should be carried out. Chapter 4 provides more insight of some of the tools which SNV applies in relation to tourism programmes. Although proposals may be based on an in-depth analysis, dependence on external influences remains large and success is not ensured. This is illustrated by the Albanian example, where in the mid 1990-s a promising tourism project had to be stopped because of social and political unrest.

Sustainable tourism programmes are being carried out under various headings in different countries: "Cultural tourism" in Tanzania, "Community based ecotourism" in Ghana, "Community based nature tourism" in Laos, "Community based tourism" in Botswana, and so on. But whatever the name, the main goals and part of the development strategy are similar in each case. It includes at least the following issues⁷:

- socio-economic development and economic empowerment
- local participation, social and political empowerment
- economic sustainability
- ecological sustainability
- socio-cultural consciousness
- gender

⁶ See also SNV brochure on tourism and international co-operation

⁷ See Mulder (2000)

More specifically, SNV adopts some guiding principles in tourism projects. These principles relate to SNV's general priorities and strategic orientations (as formulated in the Multi-Annual Plan and the Strategy Paper)⁸. Relevant issues include:

SNV strategy: focus on meso level organisations

As one of the cornerstones of the repositioning strategy, SNV explicitly defines meso level organisations, both governments as well as non-government, as its principal clients. There are a number of arguments underlying the choice of meso level organisations:

- Meso level organisations play a crucial role in sustainable poverty alleviation. They are critical for development processes, since they are essential in linking experiences and concerns at micro level with the macro level to ensure that policies address real needs, to verify how policies impact on the poor, and to adjust and steer their implementation. Strong institutions at meso level are considered to be essential in strategies for "pro-poor growth" and for effectively implementing a sector policy. They are important in delivering services to target groups, but also in being the voice and advocate of the poor. In this way, meso organisations are important in creating an enabling environment for development.
- Meso-level organisations usually have limited access to support. They face structural power differences and dependencies and operate in difficult environments.
- Over the years, SNV has developed considerable experience in working at the intermediate level. It is logical to capitalise on these experiences and this expertise.

taken from: SNV Strategy paper, October 2000

target group oriented approach
SNV is particularly concerned with poor, discriminated and oppressed people, mainly in rural areas. These should be the prime focus (and beneficiaries) of sustainable tourism projects. Primary focus, however, does not mean that other groups in society should be ignored. Area based planning and management requires that the interests of different social groups and resulting interrelations between them should be properly considered and addressed. In various tourism programmes, SNV has advised to create a win-win situation, through which both the rural poor and other stakeholders can benefit from tourism development.

focus on self-help

Activities of SNV are aimed to help people better understand the opportunities they have to improve their own situation. This includes facilitation to help people reflect on problems and opportunities, choosing relevant solutions and resources. It also includes strengthening of capacities to participate in tourism development (often including training). SNV advisory services aim at capacity building for the sake of the growing strength of the target group. SNV is using various methods to ensure an optimal participation of local people in developing tourism projects.

facilitating role of SNV

SNV tries to avoid implementing activities itself, but rather involves existing local and regional organisations. In line with general SNV policy, focus is on meso-level organisations. These should be chosen with care – a strong basis on the target group is an important selection criterion, or in some cases must still be established.

⁸ See also: SNV Nepal and sustainable tourism development. Background document (John Hummel, SNV, 1999)

The aim of SNV is to support these organisations to improve their performance (organisational strengthening) and to support institutional development (developing institutional linkages and stimulate co-operation between organisations). In the field of tourism, SNV provides advisory services to community based organisations, non governmental organisations, district and regional governments and national tourism boards.

C. Expertise management

Development of sustainable tourism is highly dependent on context and on the local parties involved in the process. Such factors are crucial to decide whether tourism should be developed, if so, what kind of tourism this should be and in what way this should be done. Notwithstanding the fact that each project is unique and each case requires a specific approach, tourism projects can benefit substantially from experiences gained in other locations. Exchanging the experiences gained is very much promoted within SNV. The SNV Services and mediation department in The Hague has played an active role in this. In the future, this role will be carried out increasingly by tourism advisors in the various regions.

Experiences of SNV in sustainable tourism projects have been documented in reports and SNV publications. Experts working in the field met in Nepal in 1999 for a workshop to exchange knowledge and experiences. Continued sharing of knowledge and experiences takes place via email, exchange visits and meetings.

D. Tasks and functions SNV Service and mediation department in Tourism

The Tourism Officer at the SNV Service and mediation department (BDB) in The Hague is responsible for the following tasks and functions, in close co-operation with the

tourism programmes in the countries, the Regional departments and other departments in the SNV Head Office:

1. Disseminate and exchange information, experiences and knowledge from inside and outside SNV.
2. Mediation activities on request of the tourism projects (consultancies, identification missions, technical support, internships, etc.).
3. Support for promotion and marketing activities of the tourism projects.
4. Provide advice on feasibility studies, project proposals, marketing plans, et cetera.
5. Facilitation of work visits for the SNV tourism advisors in the Netherlands/Europe.
6. Facilitation of documentation and publications on tourism programmes.
7. Support for policy and strategy development, in close cooperation with the SNV Policy department and the tourism programmes.
8. Support to the SNV Information department, in case of extension e.g., external profiling activities with regards to tourism.
9. Identification of co-operation partners and joint programmes in tourism, in close cooperation with the SNV tourism programmes.
10. Support to the SNV Personnel department, in case of recruiting tourism advisors.

Over the next two years (2001 -2002), the mediation activities will be gradually reduced and handed over to the Regional Departments and external co-operation partners. Joint programmes between SNV tourism programmes and external partners will be identified and initiated. The publication of a document on the experiences of the Tourism Programme in Tanzania in 1999 and Botswana (in 2001) will be followed by one on the experiences of the Tourism Programmes in Asia (in 2002).

Sustainable tourism in the field

Below, a short description of SNV activities in sustainable tourism in various countries is presented.



Eastern and Southern Africa

Tanzania: cultural tourism programme⁹

In March 1994, SNV received a request from a group of young Masai in Tanzania. They wanted to know if SNV was interested to help them establishing a tourism project. SNV recognised the potential. Until then, SNV's activities in Tanzania were primarily directed at rural development, agriculture, environment, capacity building of civil organisations and small enterprise development; tourism would create new opportunities.

In 1995, SNV set up a five-year Cultural Tourism Programme, in collaboration with the Tanzanian Tourism Board. The

objective of the programme is sustainable tourism development, which means that all projects are evaluated against criteria concerning culture, nature, poverty alleviation and the consequences for men and women.

Just after five years, eighteen cultural tourism projects are operating. These projects include small and attractive trails involving maximum participation of the local people. The trails lead visitors to numerous nature attractions and villages. In 2000, the number of visitors to these projects totalled nearly 6000. More than one hundred Tanzanians have been fully or part-time employed as a result: as guides, cooks or through the rental of rooms. Revenues are distributed partly to local executors and partly to community funds.

At the end of 2001, SNV will withdraw from the project. Emphasis in the last phase is on institutionalisation of the programme within the region and formulation of a sequel to the programme. In March 2000, the programme received the "To Do Award", a German award for development projects in sustainable tourism.

Taken from the TODO!99 Jury report

Das Cultural Tourism Programme (CTP) ist der erfolgreich gelungene Versuch zur Herstellung einer direkten Beteiligung der Bevölkerung an der bestehenden Tourismus-industrie. Das CTP zeigt, dass man parallel und ohne mit dem Mainstream-Tourismus in Konkurrenz treten zu müssen, ein völlig neues Produkt entwickeln kann, dessen Gewinne unmittelbar zehren einheimischen Trägern und mit ihnen auch deren dörflichen Gemeinschaften zugute kommen. Den Initiatoren ist es gelungen, ein sozialverträgliches, nachhaltig wirkendes Tourismusprodukt zu schaffen, dessen Attraktivität gerade auch für eine Vermarktung durch die etablierte Tourismusindustrie geeignet ist und daher für Reiseveranstalter von Afrikareisen von Interesse sein sollte.

Botswana: Community based tourism

Activities of SNV in Botswana focus on the western and least developed part of the country, where the majority of the population lives below the poverty line and the development potential is generally low. A sizeable proportion of this population is of Bushman origin, a minority group that holds a very marginal social, economic and political position.

Presently, the focus of SNV/Botswana is on Community Based Natural Resources Management (CBNRM). The idea behind this approach is that when communities

⁹ This project has been documented in the SNV publication "Cultural tourism in Tanzania: Experiences of a tourism development project" (1999).

realise the economic value of their surrounding natural resources, they are inclined to manage them in a more sustainable way. The aim of this approach is twofold: to create rural economic development and to conserve natural resources. To encourage Community Based Tourism seems to fit in well with this approach. Since 1994, SNV Botswana supports Bushmen in developing tourism activities in five different locations.

Community based tourism consists of tourism initiatives which are owned by (one or more) communities, or as joint venture partnerships between communities and the private sector. Furthermore, it is based on four principles, being:

- economically viable;
- ecologically sustainable;
- institutionally consolidated; and
- with equitable distribution of costs and benefits over participants.

Emphasis is on organisation of the community, empowerment and product development. Marketing of the product takes place through joint ventures with safari-companies.

In a recent SNV publication¹⁰, the impacts of three Community Based Tourism programmes are documented and evaluated. The focus in the first programme (in /Xai-/Xai) is on hunting, crafts and Bushmen culture. The residents of the community are very familiar with these activities, which means that tourism can also benefit unskilled members of the community. They were very unfamiliar, however, with the concept of tourism and with what tourists want. SNV activities have focused on development of tourism-related skills and the embedding of

tourism within the community. The programme can be considered a success, be it on a small-scale basis.

The second programme concerns a game farm (Dqae Qare) of 7500 hectares. In 1995, a land use and development plan for the farm was drawn up, together with the community. Commercial game farming combined with tourism and safari hunting was accepted as the best option. After five years, the programme is heading in the right direction, but not yet fully up and running. This seems at least partly due to the design of the programme: involvement of the most deprived members of the community is a fairly complicated, capital intensive and management intensive project.

In the third programme, SNV supports a local NGO working in the southern Kalahari. Tourism activities include hunting and photo-safaris, the creation of a cultural centre and the construction of three community campsites. Results of the programme seem promising, although it is too early to draw final conclusions. The most interesting distinctive feature is probably the community management structure. A Trust has been set up in which diverging community interests are represented. This Trust and a participative developed Land use Management Plan provide the institutional consolidation of tourism activities.

Generally speaking it can be concluded that Community Based Tourism has added to the empowerment of communities in Botswana.

¹⁰ Community based tourism in Botswana: the SNV experience in 3 community tourism projects (Rozemeijer, 2001)

Uganda: request by NGO

Uganda Community Tourism Association (UCOTA) is a local NGO that brings together small-scale tourism and handicraft enterprises. UCOTA requested SNV/Uganda to support a tourism advisor, who started work in March 2001. The main areas the TA will address are strengthening of the organisation, product development and marketing.

Ethiopia, Zimbabwe and Kenya

In Ethiopia and Zimbabwe, tourism development programmes have been considered. Due to unstable political situations, plans have been postponed. In Kenya, the possibility of integrating tourism in regional development programmes is being studied.



West Africa

Ghana: Community Based Ecotourism

Within the framework of a Natural-Resource Management Programme, SNV will give support to a substantial programme for community-based ecotourism development. Three SNV advisors in co-operation with US-AID, the Ghana Tourism Board and the Nature Conservation Research Centre will carry out the programme. The programme will start in 2001.

In this community-based eco-tourism project, 14 destinations have been selected. SNV will be involved in the improvement of the ecotourism-enabling environment in such a way that the projected growth in tourism numbers can be established. This includes the improvement of basic facilities and provision of technical support at each site, facilitation of active marketing of the destinations and the improvement of training on eco-tourism and capacity building within institutional organisations.

When assessing the project proposal, SNV Ghana has made use of the experiences generated in other SNV tourism initiatives.

Cameroon

Tourism is integrated in environmental development projects (Community-Based Natural Resource Management). Activities include gorilla tourism and village tourism in and around national parks. Research is carried out to explore opportunities to extend these activities. Because of the limited number of international tourists arriving in Cameroon, the projects mainly focus on the expatriate community in Cameroon.

Benin

In 1997 SNV Benin made an inventory of tourism possibilities in the Atacora region. Because Benin is an unknown tourism destination, SNV decided to start a small pilot project mainly based on the existing tourism market. During the pilot project capacity building was organized for a women's group, Tata owners (small sand castle's in the region), guides, and villages with tourism attractions, in order to improve the quality of tourism services and strengthen the organizational capacity. A fixed price was set for tourism products including a percentage for development projects. Commercial tours were organized to obtain experience with logistics, promotion, price setting and negotiation with hotels and tour operators. Activities include visits to commercial (development) projects, home stays in Tatas and in a communal house of the women's group, dance performances and guided walks. At the end of 2000, SNV handed over the project to a local NGO.

Niger

In Niger tourism visits to the last remaining giraffe colonies in West Africa

are one of the elements in a natural-resource management programme. This programme was handed over to a French organisation in 1999. Currently, SNV Niger is not directly involved in tourism.



Nepal: Pro-Poor Sustainable Tourism

SNV Nepal has been involved in tourism development since the early 1990s. Currently, tourism activities are included in four larger programmes and several smaller initiatives. Three of the larger programmes are regional rural development programmes, which include a tourism component. The fourth programme is a newly developed joint programme between SNV Nepal, UNDP and DFID. This programme is based on a sector-wide approach with village and district level pilot projects linked to national level policy development and implementation.

SNV Nepal is adopting a more sector-wide approach in pro-poor sustainable tourism development. The three geographical 'rural development programmes' are phasing out. Together with the government of Nepal and other donors, SNV has developed the Tourism for Rural Poverty Alleviation Programme (TRPAP) as a sector-wide programme. Several of the tourism destinations of the rural development programmes are included in this new programme. SNV will probably also provide technical support to the ecotourism project of the Asian Development Bank, another sector-wide programme, which will closely co-ordinate and co-operate with TRPAP. Currently, three tourism advisors are working for SNV-Nepal.

Rural development programmes with a tourism component include - in the first

place - District Partners Programme (DPP) in the Karnali zone (mid-western Nepal). This programme is based on three components: social mobilisation, local governance and creation of new economic opportunities. The Programme stimulates the development of tourism-related economic activities along the main trekking trails, such as vegetable production and marketing, poultry farming, (community) camping sites, teahouses/lodges, porter and pack-animal services, cultural programmes, village tours, and hot-spring development and management. These local products and services are to be marketed through a district outlet: a Multiple-Use Visitor Centre. Secondly, the Praja Community Development Programme can be mentioned. This includes four villages in the hills of the Chitwan district, just north of the Royal Chitwan National Park. The programme focuses on social mobilisation and natural resource management. In terms of tourism, a three-day trekking route and a day visit have been developed in the area, which provide an extra experience to tourists visiting the national park. In the third programme, conservation farming and community development are linked to economic activities. SNV's main contribution in terms of tourism development is to provide training and advice on how to spread the economic benefits of tourism to a larger community (and particularly to the rural poor).

The fourth programme, which started in 2001, focuses on tourism development as a means for poverty alleviation in rural areas. Several pilot areas in various parts of the country are included. This "Tourism for Rural Poverty Alleviation Programme" (TRPAP) includes technical assistance for capacity building at various levels, for both governments and public and private institutions. The Programme will develop

strong backward and forward linkages, and will stimulate grassroots participation in decision-making processes. The pilot projects will result in a model for sustainable tourism development, which can consequently be applied to other project sites in Nepal. The Ministry of Culture, Tourism and Civil Aviation (MOCTCA) and the Nepal Tourism Board (NTB) will implement the Programme with the joint technical inputs from UNDP and SNV Nepal as project partners and additional financial support of DFID.

Vietnam

In Vietnam, SNV and IUCN have set up a programme to support sustainable tourism in the Sa Pa district. IUCN carried out an exploratory study in 1997 and SNV became involved in 1999. The overall aim of the programme is to assist local stakeholders in achieving an environmentally, culturally and socio-economically sustainable form of tourism. The Tourism Department of the district government will be responsible for implementation of the programme. The programme has a strong focus on capacity building at a district level and on establishing a tourism fee system as a means of distributing tourism benefits among the communities. In 2001, a SNV tourism advisor started working on this programme.

Laos: income generation, conservation and capacity building

In Laos, SNV co-operates with the United Nations Volunteers (UNV) in a joint programme (SUNV). SUNV's mandate emphasises the need to increase the well-being of vulnerable groups in society, and to ensure local participation in the development process. The three key thematic areas of interest for SUNV are:

- income generation and small enterprise development;
- institutional capacity building and local governance;
- bio-diversity conservation and natural resource management.

Sustainable tourism fits well into all three areas of interest. SUNV is in the process of building expertise and involvement in this sector in Laos. In the long-term, it is envisioned that SUNV will be able to provide support to a full network of nature-tourism programmes in the country, each of which would be embedded in a strong national framework for sustainable tourism development. Additionally, SUNV seeks to enhance the effectiveness of this approach by integrating it, whenever possible, with other national-level initiatives, such as the Biodiversity Action Plan. Towards the achievement of such a vision, and to broaden the range of perspectives and expertise brought to the initiative, SUNV is actively seeking out like-minded partner agencies which can support or contribute to the organization's activities.

In the short period that SUNV has been involved in strengthening Lao PDR's tourism sector, much has already been accomplished.

Pilot Activities in the Provinces of Savannakhet and Khammouane

In the southern province of Savannakhet, an Eco-Tourism Pilot Project for Community-Based Nature Tourism is in the proposal stage. Successful trial tours into Phu Xang He National Biodiversity Conservation Area (NBCA) have been conducted, and full project implementation is likely to start in the 2001 tourist season. In line with the overall goal of strengthening the Province's tourism sector in a sustainable way, the project activities will focus on providing host and stakeholder communities with supplementary income sources, building local capacity to plan, operating tourist activities, and contributing – through awareness-raising and revenue-generation – to biodiversity conservation.

In the province of Khammouane, also in Laos' southern region, a similar project is in the planning and proposal stage. After a period of stakeholder consultation, a draft proposal for nature-tourism pilot activities has been prepared. This proposal is currently being refined in preparation for submission to the Government approval process. Potential for eco-tourism in Khammouane rests in part on the outstanding scenic and biodiversity value of the province's natural areas, including the dramatic limestone mountain topography of Phou Hin Poun NBCA. Project goals and objectives are in harmony with those of the Savannakhet activities, and it is envisioned that the two projects could have strong collaboration and information-sharing connections. Government and other stakeholder support in Khammouane is strong, and an initial Provincial Stakeholders' Meeting hosted by the Provincial Tourism Authority has already been held.

Identifying Opportunities in the Provinces of Luang Prabang and Xayabouri

SUNV is investigating the potential for sustainable tourism activities in the country's northern provinces. Following on the request of the Luang Prabang Provincial authorities for SUNV assistance, a preliminary feasibility assessment for sustainable tourism development in the province is currently underway. In cooperation and consultation with local stakeholders and Government agencies, opportunities for nature-tourism development will be identified and pursued. In a similar way, opportunities for the province of Xayabouri will be explored.

Providing Ongoing Support for Eco-Tourism in Luang Nam Tha

The Nam Ha Eco-tourism Project in the province of Luang Nam Tha (a Lao – UNESCO initiative) has seen outstanding

success in its first year of implementation. There is real enthusiasm from project staff and local stakeholders to continue the cultural and nature-based tourism activities into a second phase, and even to expand activities to incorporate a stronger training and capacity-building component. Because activities in Luang Nam Tha harmonize very well with SUNV's current interest in sustainable tourism, cooperation between SUNV and the project is being investigated. Already, SUNV is committed to providing the project with technical assistance in the field of handicraft marketing and development. As the Nam Ha project moves into a second phase, SUNV is also assessing the possibility of further support, in order to ensure that current successes are continued and enhanced.



Latin America

Bolivia: small-scale integrated approach

In Bolivia, SNV explored potential for sustainable tourism in the Santa Cruz region in 1999. The Santa Cruz region is situated in the lower part of Bolivia, at the border of the Amazon plains. SNV intended to start tourism projects in cooperation with community-based organisations whom SNV co-operated with in the Indigenous Programme in Santa Cruz. However, in the exploratory phase, it was concluded that the potential for sustainable tourism development in the programme area was quite limited. This conclusion was based amongst others, on results of a market survey among tour operators and backpackers. Also, it was noted that the area's location was a considerable distance from the city of Santa Cruz and the nearest tourism attractions. Furthermore, community-based tourism projects developed in a nearby area (Amoró National Park) were more attractive compared to the SNV

programme area and also had difficulties in generating substantial tourism revenues. SNV Bolivia has advised a NGO working in Amboró National Park to improve the marketing of these community-based projects, instead of developing new tourism projects in other parts of the Santa Cruz region.

In the regions of Sucre and Potosí, an explorative study showed there are opportunities to integrate small-scale tourism activities in other SNV programmes. In Sucre, it was recommended that the textile museum Azur (a counterpart of SNV) could develop tourism projects in the surrounding mountains. Tourists could be offered the opportunity to visit the home villages of the women who make the textile products exhibited in the museum. They could see the women at work, buy souvenirs, take a meal, camp in the villages and make guided walks to some of the attractions nearby.

Honduras, Peru and Ecuador

In Honduras, Peru and Ecuador, local groups have expressed their interest in developing small-scale eco-tourism projects. For SNV-Honduras and SNV-Peru, the SNV Service and Mediation department explored the interest of Dutch tour operators in such projects at the 'Vakantiebeurs' in 2001. In Peru, SNV provides advice to a NGO that organises jungle tours around Iquitos. In Ecuador, SNV assists in organising eco-tourism training for local governments and local group leaders.

Eastern Europe

Albania

In Albania a promising tourism project was discontinued because of social and political unrest in the mid-1990s. In 2001,

exploratory surveys might be undertaken to assess possibilities for a restart. Based on experiences with earlier projects, some general tools for sustainable tourism projects have been developed. These are in line with the general way in which SNV operates, but include some particularities related to the nature of the tourism product and industry. The next chapter focuses on these tools.

4 Developing sustainable tourism projects: experience and expertise of SNV

Although each tourism project is unique, there are some general criteria which should be met to develop a successful tourism project. For instance, the product should be (made) attractive and accessible for tourists; there should be a sufficiently large market; the project should be able to become self-sustaining; and so on. Some additional requirements are necessary if the project outcomes are meant to contribute to the goals of sustainable development. More specifically, attention should focus on issues such as maintaining cultural identity, protecting the natural environment, gender and community empowerment.

This chapter highlights a number of issues in which SNV has gained expertise. These are used and sometimes developed by the SNV tourism advisors. Each issue plays a crucial role in relation to sustainable tourism projects. Issues include:

- feasibility
- participation of local groups
- equal distribution of benefits
- gender
- marketing
- impact control
- institutionalisation and organisational strengthening

Although far from complete, the descriptions given provide some insight in the methods and tools applied by SNV in developing sustainable tourism projects. The aim is to provide an understanding of methods that can be used in tourism development to reduce poverty.

Feasibility

The first step in sustainable tourism development is to explore its potential in a certain area. Whether or not a tourism programme will be potentially successful

depends on various aspects. Do tourists frequent the region? Are relevant organisations willing to support the programme? Does the local population have the basic skills required to manage a tourism programme? Is the area politically stable? And so on. Below, eight steps are described through which the potential for sustainable tourism development can be explored¹¹.

1. *Background analysis* to clarify the origin of the idea, including the interest of the local people to develop a tourism project. If the request does not come directly from the target group (generally the rural poor), it is important to discuss, at an early stage, whether they believe in the idea and want to invest time (and, if necessary, money) in the project. Aims of other actors involved should also be clarified.

SEAN: Strategic Environmental Analysis

SNV, in collaboration with AIDEnvironment, has developed SEAN as a method to develop a plan for sustainable development of a region. The mission of SEAN is to mainstream environmental issues into development planning processes. This is stimulated via increased knowledge of the environmental issues in context with the other aspects of sustainable development (e.g., social, economic, institutional developments). SEAN has been used in various countries to assist local governments and NGOs establish policy and/or strategic plans. In several cases, one of the conclusions of a SEAN was that tourism would be a sustainable activity to develop in the area.

A brochure with more information on SEAN is available from SNV or visit the SEAN WebPages at <http://www.seanplatform.org>

¹¹ These steps are described in more detail in the document about the SNV tourism advisors workshop (SNV Nepal 2000).

2. *Tourism product study* to analyse the current tourism product and tourism flows in the area. Projects will generally have a higher success rate if their services offered complement existing services and if located along or near a route, which presently receives a certain number of tourists. An overview of the number of tourists presently visiting the area and using existing services is a good indicator of project potential. When existing hotels or campsites already have difficulty attracting sufficient tourists, further consideration is necessary before developing a tourism project that offers similar services.

3. *Market survey* among local travel agents, foreign tour operators and individual tourists.

4. *Study of government tourism policy.* Government policies and laws define the framework and restrictions to establish programmes. In addition, it is important to have information on the necessary licences, the costs of acquisition and the tax fees. These sorts of costs influence the profitability of projects.

5. *Actor analysis* to provide an overview of all organisations active in the tourism sector and explore opportunities for co-operation. The overview may include government bodies and development organisations, training institutes, local NGOs and, of course, private companies. A study of the activities of other actors establishes an overview of the organisational field in which a tourism programme must operate. It also presents a picture of the various interests, at stake.

6. *Field survey* (inventory of tourism attractions and potential). Potential to develop a tourism project depends to a large extent on the attractiveness of an area for tourists. A field survey is a useful method to determine which attractions are worth visiting and what types of service locals can provide. Besides exploring possible attractions and services, a field survey should reveal logistical information regarding accessibility of the area and communication facilities.

7. *Risk analysis* to foresee possible problems that can be caused by tourism development and discuss methods of prevention. A number of risks related to tourism development should be considered. These are related to return on investment (of time and money), but also to possible negative impacts on the (socio-cultural and ecological) environment.

Tourism systems analysis: the right product for the right consumer

Several methods to assess the tourist potential of an area have been used in SNV projects. A useful example of an analysis of the tourism product is the tourism systems analysis, which has been applied in Nepal. The approach provides useful information on how to develop the right product for the right consumer in the specific case of tourism products. It includes all elements of a tourism system, summarised as 'the seven A's':

- **Attractions** - Unique and supportive tourism resources of an area that are or have been made 'attractive'
- **Access** - Social and physical infrastructure that needs to be in place to receive the tourists
- **Activities** - which can be undertaken by visitors
- **Amenities** - Facilities at the destination
- **Accommodation**
- **Affinity** - linkages and closeness with the communities visited by the tourists
- **Actors** - all stakeholders involved in developing tourism in a certain destination

A more elaborate checklist - in which the above items are all included - has been developed on the basis of experiences with the Cultural Tourism Programme in Tanzania (see SNV, 1999).

8. **Decision making and project proposal:** based on the information collected in the previous steps, the development organisation should be able to take a decision on whether to start a tourism project or not. A useful tool to summarise the findings of the exploratory phase is a SWOT analysis: an overview of Strengths, Weaknesses, Opportunities and Threats. If the SWOT analysis is positive, a project proposal can be written. For a rather extensive project it is a good idea to discuss a first draft proposal in a workshop with all the parties involved (local people, government representatives, tour operators and NGOs). Including measurable targets helps monitoring and evaluation of results.

Carrying capacity

Carrying capacity refers to the possibility of the area to support tourism development, and is determined by:

- the size of the area where the tourism product is organised;
- the degree in which local people have been exposed to the outside world and to tourism
- the facilities for tourists in the area
- the number of local people that can provide services (especially tours) to tourists
- the ecological vulnerability of the area

To obtain sustainable growth, the carrying capacity of the tourism product area should not be exceeded. However, communities have to realise and accept that tourism development will cause certain changes. It is therefore important to determine with the community the accepted amount of change.

Lesson: keep it simple

When assessing the potential for tourism products, it is important to identify those people responsible for doing the work. Tourism development introduced at a community level will have a higher chance of success when based upon pre-existing skills, existing tourism attractions and tied in with the traditional way of life of the project participants. A slow start and "keep it simple" approach will give the community time to adapt the project to suit their circumstances and gradually build up their skills to improve performance and expand the business.

Two different experiences in Botswana serve to illustrate this. In the case of /Xai-/Xai, small-scale success has been achieved with the development of tourism based on pre-existing skills, existing tourism attractions and tied in with the traditional way of life of the project participants. The case of the Dqae Qare game farm is an example of a project that in scale and complexity was beyond the capacity of the intended beneficiaries. In this programme, the responsibility given to local people was more than they could cope with. Even though the situation has improved in five years time, the goals of self-management of the farm (the ultimate goal of the programme) has not yet been achieved.

For more information on projects in Botswana see Rozemeijer et al.: 2001

Participation

In all SNV tourism activities, participation of local people is an important principle in developing a sense of ownership of the project. Active participation of local people, organisations and other stakeholders is a prerequisite for the successful implementation of any development programme. Participation makes it more likely that benefits derived from tourism will reach target groups. It also creates a permanent process of action and reflection, which is useful to improve the actors' knowledge of themselves and their situation. Participation should be incorporated into the very beginning of a programme to maintain responsibility, interests and ownership of the development activities with the local actors.

Over the years, a large number of methods for participation have been developed and used. Two methods frequently used by SNV-Nepal are RAAKS (Rapid Appraisal of Agricultural Knowledge Systems) and APPA (Appreciative Participatory Planning for Action). RAAKS is used particularly for joint analysis and definition of problem areas, and to come up with proposals for intervention, which are agreed on by the stakeholders. This approach is mainly applied at the national, regional and district level. APPA is more useful as a planning tool at the community level. Based on an appreciative inquiry, this method provides local communities with the possibility to plan their own tourism-related village development plans. Contrary to most participative methods, APPA is not problem-oriented, but rather geared towards practical solutions that work. It is a search for the positive and for solutions, which have proven to work out. The use of both methods within SNV has been well documented (see Hummel, 1999 and SNV Nepal, 2000).

In short, participation helps to establish:

- commitment: involvement of stakeholders in the development process creates a commitment to the solutions
- social learning: stakeholders learn about tourism development, their own role and the opportunities they have to improve the situation
- institutionalisation: both of the specific development strategy which has been designed and of the way of working (so that future problems can be dealt with independently)
- solutions for real problems: a good use of local knowledge available creates solutions which are based on local needs and suited to the local situation
- ownership: recognition that national governments and local actors should take overall responsibility for their own development which leads to empowerment.

The choice of who should participate is crucial both for the type of solutions which will be developed and for the institutionalisation. As learning processes take place first and foremost among those stakeholders directly involved, the most straightforward thing to do would be to involve the poorest and most marginalised groups. This would ensure that this group would be the main beneficiary of the programme. On the other hand, the success of a tourism programme may require the involvement of stakeholders, who already possess crucial experience (people who speak English for example) or a crucial position in the tourism field (tourism organisations or entrepreneurs).

One of the lessons learned in Botswana, is that community management should not become a dogma. Joint ventures with the private sector have proven very important to tap financial resources and specific tourism-related skills (e.g. in the professional hunting sector and tourism marketing) that do not exist at the community level and will take a long time to develop. Commercial hunting has been contracted out and revenues are used to pay for the operation of a Community Trust and to invest in other community enterprises. Some communities are increasingly able to manage their own tourism ventures, but are still far from able to market their products profitably.

An interesting concept to link community initiatives to commercial activities and the (inter) national tourism industry is through "nodal points" (see box).

Participation: sharing risks

Willingness of local groups and entrepreneurs to participate in a tourism programme can be considered as a measure of the feasibility of the programme. If local groups or tourism entrepreneurs are willing to invest time and money, this is a sign of confidence in the programme. One of the lessons of the principles of the Cultural Tourism Programme in Tanzania was: "if you don't throw money at people, you will be left with those who are really interested". If a basic interest in the programme is not present, it should be severely questioned whether the efforts will shed results. In addition, it should be realised that tourism is a money-making business, and that the subsidisation of one group of tourism projects will create jealousy and possibly unfair competition for those who do not receive external funds.

Nodal points: linking various levels

Nodal points can provide an important mechanism to ensure a link between sustainable community tourism initiatives and the national and international tourism industry. These nodal points can be regarded as platforms at various spatial levels, through which organisations communicate and co-operate. They can also consist of physical places, such as multiple-use visitor centres. Through nodal points, services and support to community-based tourism enterprises can be provided. In addition, various levels of the tourism sector can be linked. In this way it is possible not only to work well with local communities, but also to easily establish important contacts with the national and international tourism industry.

In Nepal, nodal points at the village level are community-based organisations in which tourism-related enterprises are represented. At district level sustainable tourism platforms, like district tourism committees, or multiple-use visitor centres can function as nodal points. At the national level, for instance, SNV Nepal and the Mountain Institute have initiated a Sustainable Tourism Network, which includes tourism professionals from the government, NGOs and the private sector. Also the project steering committee of the TRPAP is such a national level nodal point.

Equal distribution

An equal distribution of economic benefits is an important topic in sustainable tourism development. SNV is concerned with the poorest and most marginalised groups in society, and development programmes aim to establish a more equal distribution of welfare. Tourism development should contribute to this general goal.

The way in which this goal is pursued varies in different countries. This depends on a careful consideration of strategies most effective in addressing the situation of the poor. A main distinction is between direct or indirect involvement of the most marginalised groups in society. Distribution of benefits is often closely related to participation in development (programs). As direct involvement of the poorest groups will in some cases seriously hamper the effectiveness of tourism programs, indirect involvement can be an effective way forward as well. Below, both options are described using SNV examples from the field.

indirect involvement: the example of development fees

If tourism development programmes are implemented with existing local partners and stakeholders, strategies must be worked out as to how tourism can benefit other parts of the local community in the area. Several tourism programmes use a fee system to guarantee that part of the tourist revenue is distributed to the whole community. This is the case, for example, in the Cultural Tourism Program in Tanzania and in the Sa Pa tourism program in Vietnam.

Development fees have proven to work well in several ways. Firstly, a development fee is an excellent marketing tool: it makes the tourist feel

good. Tour operators notice that the inclusion of a development fee makes programmes easier to sell. It also creates a more positive local attitude towards tourism and tourists. The levy has another advantage: thanks to the fee, the local participants are not paying taxes related to the tourism programme. Yet the collection and distribution of fees is sometimes complicated. Problems have been encountered in selecting viable projects, in developing a transparent collection system and in monitoring project expenditures. Various parties can be responsible for collection and distribution of the fee, for example the government, the villagers, or the programme staff. So far, it has not yet been concluded which system is the most efficient and effective.

direct involvement: basic support required

Working with more experienced and professionally operating individuals, enterprises and organisations will probably improve the feasibility of a tourism project in the short run. However, the benefits for the poor may be modest.

In the case of direct involvement of the rural poor, more basic support from SNV is required to develop a successful tourism project; involving the poor in the development of tourism requires careful mobilisation, preparation and capacity building. Social mobilisation of the poorest groups is a programme in itself. For self-help groups to be transformed into groups developing economic activities, they must learn to deal with money and accounts. They should contribute to municipal funds by paying tax, and demand services such as infrastructure development and organised control of access to the particular area.

equal distribution: community management

For a community project to be sustainable it is very important that all participants equally share in the costs and benefits of the project. This often requires some form of community management, especially if tourism builds on resources, which are considered common property, such as natural resources. The challenge is to adapt a management structure that represents the interests of all resource users while ensuring an equitable distribution of costs and benefits.

This attempt was made in the initial stages of the project in the southern Kalahari in Botswana, and took roughly four years to crystallise. During this time the facilitators and the community made an inventory and analysis of the socio-economic context, the available natural resources and the way these were used. These studies and discussions were part of the formation of the management structure based upon Family Groups and the eventual establishment of the Nqwaa Khobee Xeya Trust. In addition, guiding management plans were created in which the division of costs and benefits has been established. The present community management structure seems representative of the interests at stake. Equability is institutionalised, although there is still need for further capacity building within the Trust. People feel that they are still far from being able to run the Trust by themselves, and not only need a lot of training but also day-to-day guidance from an advisor.

Direct involvement: the example of Nepal

In the Praja Community Development Programme in Nepal, on-going social mobilisation programmes related to tourism development have been set up. The socio-economic structure of Nepal, in which caste and poverty are correlated, prevents the poorest groups from obtaining a sufficient level of welfare. In four municipalities this programme works with carefully selected groups of indigenous people, who are among the poorest of the poor, to break through this structure.

Vietnam: combination of direct and indirect involvement

In the proposed Sa Pa tourism programme in Vietnam, poor households should benefit from the tourism programme both directly and indirectly. There are several ways in which poor people are given opportunities to benefit directly. The provision of loans for house improvement, for example, enables them to participate in the house-visiting programme.

In addition, a Village Development Fund will be set up with the use of development fees. The District People Committee will collect the fee through the hotels in the district. The services which will be rendered in exchange for the fee, as well as the amount of the fee, have not yet been decided. Plans are to let the fee serve as an entrance ticket to the whole district. Half of the fund will probably be used for investments in general improvement of tourism information, facilities, environmental management systems, protection of sites/nature reserves, etc. The other half will be used for equal investment in rural development and conservation activities. The Fund will be open to all, including villagers and members of the Tourism Support Board. All applications for a loan must be sufficiently justified according to agreed criteria and procedures. Funds will be made available on a yearly basis.

Since the project is limited to three years, it is proposed that part of the income generated in year three be used for the salaries of national staff working for the Tourism Information Centre to ensure sustainability of the project's activities.

Gender issues and SNV policy

Gender issues are important in all SNV regions, but are particularly stressed in Africa. In the region "Eastern and Southern Africa" a regional gender consultant has been made available to all field offices. Also, a Gender Audit was developed and piloted in a number of countries in the region. SNV Eastern and Southern Africa has committed itself to have gender mainstreamed in all country programmes before 2002. In the West African region, gender is one of the important quality criteria. Explicit attention for both equal relations between men and women (gender mainstreaming) and for reducing existing differences in power (women's empowerment) is important. Several countries have elaborated on a strategy to integrate gender in the programme; in a number of countries this is still lacking or is very sketchy.

To shape SNV's gender policy, we can search more actively for co-operation with partner organisations that focus specifically on women's empowerment. Besides women's organisations, we can also work with organisations with a mixed target group that have a strong policy regarding gender mainstreaming, women's empowerment and/or masculinity (men's gender awareness).

SNV aims at realising a gender balance of 50 percent men and women in its workforce. Countries unable to realise this target percentage are requested to devise a strategy, complete with a logical frame of activities and results/indicators.

Finally, gender, as a quality criterion should be echoed in the allocation of resources. It is important to know which part of the funds contributes to gender mainstreaming and women's empowerment.

Gender

The existence of gender inequalities is recognised in all SNV programme areas. It is especially apparent in the decision-making powers of women regarding economic resources. A more equal distribution of costs and benefits between men and women is a general goal of SNV policy. For tourism development gender issues are addressed by assessing workload, decision-making power and participation in community development.

Because of the nature of tourism services, this sector offers particular opportunities to involve women. Providing accommodation, preparing food and creating handicraft souvenirs are typical tasks of women (see the /Xai-/Xai example).

This is also reflected in the cultural tourism programme in Tanzania. Here, 40 percent of the people who render services to tourists are women but these women only receive 25 percent of the revenue. This figure proves that it is difficult to break through traditional power relations. Differences in revenue between men and women in Tanzania can, to a large extent, be explained by the fact that male guides make much more money than female guides. Men are often better guides than women and are asked more frequently. This is not surprising, since Tanzanian boys are much more outgoing than girls. Such skills, learned very early in life, cannot be changed easily in training or a seminar. Breaking through such cultural patterns requires creativity. A programme with an all-female team of guides in Tanzania proved very unsuccessful at first. The guides attracted only nine tourists in the first year, and none of the tourists were satisfied. The women lacked that particular flair and had a schoolgirl-attitude.

It seemed as though the women were disadvantaging themselves. The next year, collaboration between the two best women and two men was created. This provoked the women to become more daring and show some 'savoir-faire'. Three hundred tourists were accompanied that year and all of them were satisfied.

So, despite the fact that tourism offers some obvious opportunities for women to take part in economic activities, interfering in gender relations remains difficult. Moreover, it is difficult to speak about gender in general terms. Large differences between countries (and even within countries) exist. In some countries women are the ones that take (also financial) household decisions, or have an official say in community matters. In others their position is much more repressed. Gender touches the very heart of cultures and peoples daily lives and firm beliefs. This will have to be taken into account when trying to change gender relations through tourism programmes. Cultural values must be considered, not only with regard to gender, but also when it comes to other aspects such as generation differences. Meanwhile, it is important to keep trying to address gender issues in ways which are acceptable to the target groups.

Changes in gender relations can only be achieved through constant attention, and the grasping of every opportunity to improve the position of women. It is important to include gender aims and goals in each development programme, and these should not be dependent on the gender sensitivity of the individual manager.

/Xai-/Xai: employment for men and women

Traditional Bushmen activities are gender-specific. Generally, women do most of the gathering, men do the hunting and tracking, women sing and men dance, though there is some overlap. The benefit of tourism that is based on these activities is that the role of men and women are equally valued and necessary. The giraffe dance cannot be done if the women are not there to sing the song, and there is no dancing if the men are not there to do it. Though men know how to gather, women are the best at digging up roots and explaining the medicinal uses of certain leaves, while men can demonstrate how to poison an arrow and construct a snare.

taken from: Community based tourism in Botswana (Rozemeijer, 2001)

Creativity needed

A tourism programme among the Masai provides another example of creatively trying to channel more tourism revenues to women. As a rule, tourists visiting the Masai are required to pay a fee to the village (or 'boma'), which traditionally ends up with the head of the boma. He will tend to use it for its own benefit (i.e. spend it on liquor). Under the Cultural Tourism Programme, a different agreement has been made. Part of the fee is paid to a village fund; another part is used to give presents to the village, because that is the normal thing to do in Masai culture. The present will often be a few kgs. of sugar or tea, something that will benefit women and children most.

taken from: Cultural tourism in Tanzania (SNV, 1999)

Marketing

The aim of marketing is to sell the right products or services to the right customers, at the right place, the right time and the right price, using the right promotion techniques to reach the right type of tourist. Marketing is concerned with bringing all aspects of a tourism project together. It plays an important role from the very beginning of a project and is crucial for its success. Good preparation will prevent errors such as developing a product without a market. A good marketing strategy will result in the identification of the appropriate market for the tourism product and the delivery of the instruments for selling the product effectively to the market.

A marketing plan is a co-ordinated action programme describing how selected tourists can be attracted to the destination and how they can be motivated to purchase community-based products and services. The main purpose of the marketing plan is to be able to re-evaluate strategies regularly in the context of a changing business environment to determine if they need to be adjusted. The chances of sustainability of the product are increased if changes in customer interest, increased competition

and so on are foreseen, and strategies are adjusted in anticipation of rather than in reaction to these events.

A marketing plan uses the marketing mix, which consists of 'the five Ps', i.e. Product, Price, Place, People and Promotion. These will be described below¹².

Product

For marketing purposes it is helpful to distinguish between various types of tourism products and services.

The *tourism resource* is the natural, cultural and socio-economic environment. This environment can become a tourist attraction, or is a tourist attraction already. A unique tourism resource has such outstanding or authentic features that it can on its own attract tourists to the area. Unique resources can be a national park, a specific animal (elephants or lions), indigenous culture, landmarks (Mount Everest), unique buildings etc. It is the reason behind a visit. Note that it can be different for different tourists. Supportive tourism resources are those resources which do not per se attract tourists, but which add to the overall experience of the trip. Village life, a local forest or a small temple can be examples of these supportive resources. Social and physical infrastructures are elements of the overall tourism product that make the experience accessible. Examples include roads, a guide services, visitor centres and accommodations.

Unique tourism resources make a destination attractive for tourists, but do not necessarily generate benefits for the

Checklist for a market analysis includes:

- a. potential markets
- b. competitors
- c. constraints in marketing the product or service
- d. current marketing channels
- e. potential strategic alliances and partnerships

taken from: SNV-Nepal, 2000

¹² The document on Cultural Tourism in Tanzania contains a lot of practical tips for marketing of tourism projects.

local population. The roles of marketing in community-based tourism planning are to:

- identify the opportunities to build upon unique and supportive tourism resources to attract different categories of tourists;
- identify the different tourist market segments that are or may be attracted to the destinations tourism resources; and
- improve the social and physical infrastructure to enable tourists to fully appreciate the tourism attractions while generating local benefits and promoting conservation.

An important principle to remember is that "You cannot make an area more beautiful, but you can make it more interesting." Sometimes it is not the attraction itself that makes an area appealing to tourists, but the story that goes with it. And marketing provides the instruments to bring this story to its future customers and make them interested in a visit to the area.

Price

Price emerges as an essential financial issue as well as an important marketing issue for tourists. An objective of pricing is to maintain competitive pricing for the product(s) and introduce price fixing mechanisms for businesses involved in product provision. Strategies to do so are to calculate a financial plan, to identify sources of funding and income requirements and set fees based on break-even points and to consider fees from other competing enterprises.

Prices can be too high (tourism, especially when large scale tour operators are involved, is a market in which price competition is very fierce), but also too low. The value of nature-based tourism comes to a large extent from the level

"You cannot make an area more beautiful, but you can make it more interesting"

This slogan stems from the Tanzanian tourism programme and refers to the fact that tourism has to do with making discoveries. Many tourists are interested to hear the stories, which are 'hidden' in the landscape. This is important to keep in mind when promoting tourism in an area.

The Kilimanjaro. You will see it everywhere, all the time. But some of the attractions are hidden. Take the Usambara Mountains. Elderly men who live there say that one of the rocks in the Usambara Mountains is growing. The forest on that rock was cut down, once upon a time, to make way for maize cultivation. But the steep slopes invite erosion; with every rain shower some of the soil is washed away. This way, the rock gets more and more exposed, so it grows! This story fits well with the idea of Africa as the "mysterious continent", which is what tourists want to hear. So we have organised the Growing Rock Tour.

taken from: Cultural Tourism in Tanzania, (SNV, 1999)

and quality of personalised service offered and not from the cost of accommodation, transport and food. This is a difficult lesson for many to learn. If prices are too low, this may under-value the experience and become a detriment to its market appeal.

Place

The third 'P', Place, refers to the location and accessibility of tourism destinations. It also refers to the location of competitors and of main tourist routes. Areas that are located nearby a tourist centre or route are more likely to be visited by tourists compared to areas further away. It is always an advantage if an area can be included in a round trip. Place, finally, also refers to the distribution channels

through which the product is sold. It is usually a good idea to co-operate with tour operators nationally and internationally.

Place factors can provide both opportunities and threats. In the case of a teashop, for example, an opportunity would be a lack of other shops in the area. A threat would be a location that is not easily accessible for suppliers, for example of fresh milk, or a location away from the main tourist routes. Opportunities to improve the accessibility of an area are to inform target markets and customers about travel time and distance, to provide maps and directions, to recommend alternative routes, to provide directional road signs, and to suggest other methods of travel.

People

People refer to the potential visitors to an area. The objective will generally be to obtain information on the interests and needs of potential customers, as well as on the prices they are willing to pay. Most tourists do not value exaggerated luxury, but they do expect to be clear about available facilities. Communicate what luxury and quality of services people can expect. It is important that the target group is clear. A good tip is to find out which target groups you can and want to single out (organised, unorganised, high or low budget) and to weigh the pros and cons of the groups against one and another.

People also refer to the actors on the supply side: the role of the local population. In community-based tourism development, this is a crucial element as the people make the product. It is important to have motivated people working at the tourism site; people who are committed to their job and who have the ability to socialise with all kinds of

tourists.

People also refer to the community living in the area and care should be taken to optimise the benefits for this group.

Promotion

Promotion should be aimed at a clearly defined target market. Determining which advertising media to use should not be done until after the target market is identified. Once the market has been determined, the tourist profile of the target market can be matched to the audience profile of specific advertising media.

A good tip is to make use of existing services and organisations as much as possible. This saves a lot of money and is generally more effective. If the national tourist board is interested in your project you can benefit from their network. They issue brochures and are usually present at international tourism fairs. Moreover, such a tactic will continue their promotional efforts after the programme period is over. This will improve the chances of survival of the project in the long run.

In addition to linking up with existing promotional bodies and networks, the opportunities for free publicity are interesting. Articles in newspapers and glossy magazines can be very effective and do not have to cost a lot of money. It is always important to ensure that your tourism site is mentioned in the guidebooks, like the Lonely Planet. Organisation of a promotional tour for national and international journalists can also be very effective to receive attention for your project.

It is important to stress that a project brochure is the first thing that potential visitors, but also journalists or tour operators, get to see. It is the 'showpiece'

of the project and may be decisive in the choice to visit a project or not. It does not necessarily have to be very expensive or glossy; choice of words and layout can often do the job.

A marketing plan helps to set promotional goals and evaluate the effectiveness. Goals should be well thought out and measurable and can also serve as controls. It can be difficult to get feedback on promotional goals, but with specific goals set an evaluation and feedback plan can be implemented. Despite the importance of guidelines and goals, the main rule is that promotional activities require a certain degree of flexibility. Time frame and budget in a programme proposal should be regarded as a guideline as to what promotional activities can be carried out. When possibilities arise to carry out activities that are not mentioned in the proposal, they should be considered.

Impact control

The intention of the advisory services of SNV in tourism is to create positive impacts through sustainable tourism development. Nevertheless negative impacts also occur. Tourism impacts are often a subject of discussion in development organisations. There are many examples of negative impacts to nature and culture. However, specialists believe that in certain areas tourism can definitely help to improve the well being of the rural poor and thus create many positive impacts.

In tourism programmes, the possible impacts of tourism are discussed with the target group and ensure their participation in the process of mitigating its negative impacts. SNV advisors apply different techniques to mitigate these negative impacts.

Examples of techniques for impact control in Laos and Bolivia

SNV Laos proposes an Environmental Assessment (EA) to prevent negative environmental impacts from tourism. The EA should be carried out in a participatory manner and pay attention to existing and possible impacts on water, air and land. It should also consider noise; visual scenery and land use planning and carefully identify all places with a special meaning for the local people. By having an overview of all possible environmental impacts, the stakeholders can in an early stage start thinking about how to mitigate them. An Environmental Action Plan should then be developed to tackle the most important environmental issues in a realistic way. This plan should reflect cost-benefit considerations and priorities of the communities.

In Bolivia, SNV organised workshops for a community-based organisation and several communities on the possible impacts of a tourism project. The impacts were subdivided into economic, socio-cultural and environmental impacts and the participants asked to make an overview of those that in their opinion could arise in their communities. All negative impacts mentioned were extensively discussed and ideas formulated on how they could be prevented or mitigated. In this way the workshops helped to increase awareness on possible impacts of tourism and made the communities better prepared to exercise an influence over them.

taken from: SNV-Nepal, 2000

Economic, environmental and socio-cultural considerations must be well understood to plan, develop and manage tourism successfully. Economic, environmental and socio-cultural costs and benefits must be weighed to achieve a balanced development. It should be realised that these costs and benefits might not be the same for every actor. SNV's objective of focusing on the local poor and deprived (women and men) should be taken as a starting point in these considerations, although this does not mean that other actors should be excluded from such benefits.

Economic impacts

In terms of economic impacts, some relevant indicators are the distribution of tourism revenues (economic core versus peripheral areas, various societal groups) and employment generated by tourism (direct, indirect and induced jobs). Multiplier effects, e.g. a catalysing role of tourism for expansion of other economic sectors, can be significant and may justify and pay for construction of transportation facilities and infrastructure.

Multiplier effects are generally restricted if many of the goods and services in tourism are imported or owned and managed by outsiders. This was the case, for example, in one of SNV-areas in Nepal ('Dolpa') where all provisions for tourists were imported from Kathmandu. A study has been conducted to determine in what way more local goods can be sold to tourists. Another negative economic impact can be the inflation of the local price of land and certain goods and services. This often takes place in rapidly developing tourism areas and will negatively affect the opportunities of the local population.

In the planning stage, process steps can be incorporated to enhance economic

benefits and prevent, or at least reduce, possible problems.

Strengthening linkages between tourism and other sectors is an important step. This reduces imports (agricultural products, handicrafts, etc.) and provides more local employment. The tourism industry should thus be encouraged to employ more local people and use more local items. Local ownership of facilities and services is also important. In this respect, creating awareness of the opportunities available, providing a starting subsidy or setting up savings and credit schemes might be beneficial. Training the persons who might be employed in tourism can encourage maximising local employment. The problem of additional burdens that might be placed on women with increased household, herding, farming and child-raising duties when men are involved in tourism activities should be given extra attention when planning activities.

Tourist spending can be stimulated in several ways. More shopping opportunities, especially for local handicrafts, can be provided. Tourist activities can be expanded, with such options as local tours and cultural programmes, for example.

Environmental impacts

Many types of environmental impacts can be generated by tourism development and tourist use of the environment. These include general impacts on a global level, for example related to air travel, but also local impacts. The latter is particularly important within the framework of specific tourism programmes.

Typical negative impacts associated with tourism development are water pollution (sewage, leakage to ground water), air pollution (traffic congestion), noise

pollution (vehicles, speedboats, traffic congestion) and visual pollution (poor design of attractions, lack of site planning, inadequate landscaping, advertising signs, obstruction of scenic views). Ways to mitigate these negative impacts include:

- selecting appropriate tourism development projects, application of suitable land use and site planning principles and zoning regulations;
- gradual development in order to allow time for impact monitoring strategies;
- developing and implementing a waste management plan - including recycling;
- making use of alternative energy;
- developing a code of conduct for trekking tourists; and
- informing tourists of why visitor use controls are applied.

If tourism is well planned, developed and managed, impacts can be positive. Appropriate tourism development can:

- Help justify and pay for conservation of important natural areas and wildlife because these are attractions for tourists;
- Help improve the overall environmental quality of areas, since tourists like to visit places that are attractive, clean and not polluted. Improvement of infrastructure for tourism also contributes to better environmental quality; and
- Increase local environmental awareness when residents receive jobs and income from nature tourism and observe tourists' interest in conservation: they then realise that

Economic feasibility and risks

When SNV assesses the potential for sustainable tourism, an economic analysis can be part of this assessment. The economic analysis examines a proposed project in terms of net contribution to the economy and society. The study examines three interrelated questions¹³:

- Is the project responsive to an urgent present or anticipated economic or social need?
- Will the project's planned economic outputs adequately serve the intended purpose?
- Will proposed services and benefits of the project justify its cost?

The analysis includes an assessment on:

- Net contribution to economic and social welfare of the community (village or district), based on:
 - demand for and supply of project outputs
 - multiplier effects on increased purchases of goods and services
 - increased public sector revenues, and
 - use of locally available resources.
- Cost-benefit or profitability analysis, based on:
 - benefit-cost ratio (B/C)
 - net present value (NPV)
 - internal rate of return

protecting the environment is important.

Identification of environmental impacts and risks should ideally take place in an early stage of the planning phase. This can be done through an Environmental Assessment (EA). EA is often a site-specific exercise and therefore experiences should not be "copied" blindly without careful local considerations. All existing and future environmental impacts need to be recorded. When this exercise is done in a

¹³ See SNV-Nepal, 2000: Part II.

participatory manner, securing involvement of future key players, i.e. the villagers, the results are improved and the level of awareness of environmental matters increases. Involving the local people enhances the implementation of mitigation plans in the future¹⁴.

In addition to the assessment, an environmental action plan can be set up. The Environmental Action Plan (EAP), the Environmental Mitigation Plan or the Environmental Risk Management Plan should be based on the identified impacts, and should further take laws, norms, priorities and any other relevant recorded findings into account.

In general the EAP formulated should be logical and address the most significant environmental issues in a realistic way. An effective EAP includes appropriate recycling systems and gives priority to local and less harmful raw materials, services and skills. A waste management plan is an essential feature. It also considers the use of alternative energy sources and applies suitable land use, site planning and zoning principles. If appropriate, enhancement of local architecture should be supported. A "Code of Conduct" and reasons of why controls are set should also be incorporated.

Finally, when considering the tourism activities, it is essential to extend the environmental considerations to include at least in some degree the health hazards and risks of the site. The management of hazards and risks can be accommodated in this process, as can the formulation of social and cultural action plans. Economic, environmental, social

and cultural considerations often reinforce and are interrelated to each other.

Socio-cultural impacts

Socio-cultural impacts are inevitable due to changes that occur as in the case of new development. Tourism is just one source of change. The challenge is to elicit positive versus negative changes. If well planned, it could provide socio-cultural benefits, such as:

- improved living standards of people if economic benefits are well distributed;
- preservation of the cultural heritage of an area which otherwise might be lost as result of general development;
- reinforcement of a sense of pride by local people in their culture (when they observe tourists appreciating it); and
- provision of the opportunity for cross-cultural exchange.

Local residents (especially in the case of overcrowding and an inappropriate or non-existent zoning plan) can also experience negative impacts. Tourism – through its western influences – can change local customs and traditional power structures. Respect for the elderly, the privileged position of men, extended family: these have been severely challenged or have disappeared in the 'north'. Some of these changes may be unavoidable or even desirable; others might be unwanted. The bigger the gap between the two cultures (tourists and local) that meet, the more important it is to create a discussion on these topics and to take them into consideration when developing tourism.

¹⁴ More information on EA can be found in SNV-Nepal, 2000; for Environmental Monitoring and Assessment Programs see <http://www.epa.gov/emap/>

One of the issues often addressed are excessive commercialisation and loss of authenticity of local customs, ceremonies, music, dance and other cultural patterns when these are inappropriately presented as attractions. Horrible examples of commercialisation of local culture through tourism do exist. On the other hand, it is important to realise that some of these concerns might be typically expressed by western tourists, rather than the local population (see text box).

During the feasibility study phase of assessing sustainable tourism potential, SNV can conduct a social/political analysis. This form of analysis reflects on the following questions:

- What is the project's social and political impact? (This should reveal any possible conflicts of interest between the project goals and the underlying social fabric of a village or district.)
- What social and political factors in the project's environment will hinder or aid the project in achieving its goals?
- What impact will the project have on gender relations at the household and community level?

Institution building and organisational strengthening

SNV's ultimate goal is to make themselves redundant. External parties or external interventions cannot achieve structural poverty alleviation and better governance. Progress that sustains is only possible on the basis of improved capacities of local actors. Institutionalisation and organisational strengthening are crucial aspects in all its development programmes.

Western standards and Tanzanian reality

I always ask people ... what they think of all these people in Volendam who walk around in wooden shoes and have their pictures taken by the Japanese. There are condescending elements in Western judgements, and elements of exoticism. They want to keep the Masai "pure". We have had students here of the School of Journalism and they asked whether the Masai were not afraid that tourism would spoil their culture. One of the Masai reacted like this: "Who do you tourists really think you are? We have had English colonisers here, we have had the Germans and we have had a Tanzanian government. All of them tried to change us. All of them failed, so what makes you think that tourists will have more success?"

taken from: Cultural tourism in Tanzania (SNV, 1999)

A checklist for a social/political analysis includes:

- a. social impact
- b. political impact
- c. impact on gender relations
- d. community acceptance
- e. institutional acceptance

Policy for Sustainable Tourism Programme Nepal: emphasis on institution building and organisational strengthening

The "Sustainable Tourism Policy for Rural Poverty Alleviation Programme" (Policy for Sustainable Tourism) is designed to support the government in review and formulation of rural based sustainable tourism development policies and strategic planning. The supports will be in the form of technical assistance for capacity building at various levels for multiple institutions, central and local governance, and public and private autonomous institutions. This ensures sustainability of the programme through ownership in terms of planning, implementation and monitoring by grassroots institutions to central policy institutions.

The policy and strategic planning will be based on pilot demonstrations at different unique sites utilising tourism potentials as an entry point for the alleviation of poverty. In piloting activities, the focus will be on disadvantaged, oppressed and discriminated sections of Nepal's rural women and men, lower caste and ethnic minorities, who are living below the poverty line. The Programme will develop strong backward and forward linkages, and will bring grassroots participation in decision-making processes so that the benefit from the Programme can reach the poor in the rural communities. The pilot projects at the selected districts and unique locations will offer Unique Tourism Models for sustainable tourism development in Nepal. The programme's intention is to support these pilot projects for five years. Backed by appropriate policy, the government and autonomous institutions can replicate these models covering the rest of the potential project sites in Nepal.

The Ministry of Culture, Tourism and Civil Aviation (MOCTCA) will implement the Programme with the joint technical inputs from UNDP and SNV Nepal as partners. The Ministry of Local Development (MLD) will be the key government institution for macro-meso- and micro-linkages, and the Nepal Tourism Board (NTB), under guidance from the government, will be the key institution for follow-up and sustainability of the Programme.

Institution building implies supporting organisations in networking and in developing institutional linkages and settings, in fostering collaboration between actors at the meso level and by linking them to higher national and international policy and institutional levels.

Organisational strengthening is geared towards improved performance for the target group (service delivery, playing an advocacy role).

The project description of the "Policy for Sustainable Tourism Programme" in Nepal provides a good example of the way in which SNV deals with institution building and organisational strengthening.

Institution building

Supporting local organisations to take over SNVs tasks is part of the institution building process. Institution building can take place at all levels, for example through involving local people in the organisation of tourism, by developing partnerships with government bodies and tourism boards, by involving the tourism industry and making use of their networks. Currently, SNV emphasises the role of meso level organisations and sees these as its principal clients. The SNV Strategy paper emphasises that a focus on meso-level organisations does not exclude working in environments where these meso organisations are weak or virtually absent. In such cases, a more long-term capacity development perspective is needed.

The need for institution building is well-described in the following quote taken from the CTP programme in Tanzania.

In Tanzania, particular attention was therefore paid to the question how SNV's tasks could be taken over and continued by a local organisation. After numerous meetings with various stakeholders involved, it was decided to establish a new organisation ('TACTO') to carry out these tasks.

Examples of institution building strategies, which have been used in tourism programmes, show that particularly the creation of linkages between various levels is useful. The concept of "nodal points", which has already been described in one of the text boxes helps to implement such a strategy. By involving actors at all levels and making sure they all have an interest in the project, chances of continuation increase. All tourism programmes carried out by SNV link up with local associations, government agencies and the tourism sector.

Organisational strengthening

SNV uses its own expertise, skills, and experience gained through previous and ongoing projects to enhance organisational strengthening. Education is an important component in this process. Educational programmes in Nepal for instance include awareness programmes, training, tours, and workshops.

The purpose of awareness programmes is to promote awareness among local people on the importance of sustainable tourism development. Regular tourism awareness camps are undertaken. These camps inform local people on the economic importance of sustainable tourism, management and mitigation of negative impacts. Awareness programmes are extended to visitors as well. Information centres at major entry points to the ACA have been established, to disseminate information on nature,

Cultural tourism Tanzania: the need for institution building

"What you want at the end of the day is that those who are directly involved, the local groups and representative, become the support base of tourism. Otherwise the project will be exposed to risks. One example: our project team has recently been acting too often as an intermediary when trips were booked. The tour operator passed the bookings on to us and we informed the local guides and the others who were involved. It was logical in the beginning, because it was easy. But it is unsustainable, for how will things go once SNV has gone?"

A Win-win Scenario

The "Support to Sustainable Tourism in Sa Pa District, Lao Cai Province" project is regarded as a win-win scenario. If all the plans are successfully carried out during the three years of project implementation, the capacity of the local government and stakeholders will be enhanced, local ethnic minority groups will benefit more from tourism and at the same time the negative environmental and cultural impacts of tourism will be minimised.

In other words, it is hoped that this project will bring about sustainable tourism, in which all stakeholders "win":

- the local community through their involvement in hosting trekkers and their input into decision making on disbursement of tourism generated revenues
- the local authorities through training and clearer policy and strategies on sustainable tourism development
- the tourists, through more information and better services
- the environment, which will be kept clean, green and attractive

This is the first sustainable tourism project to be developed in Vietnam. As a pilot project, it has considerable importance for the development of tourism in the country as a whole. Its link to other

projects and the partnership with the national level Institute for Tourism Development Research of the Vietnam National Administration of Tourism, will ensure the replication of successful outcomes and lessons of this project to other areas of Lao Cai province and Vietnam.

taken from SNV Nepal: 2000

culture, and trekking. Slide shows and video programmes are shown regularly during peak tourist seasons in these information centres. Trekkers are encouraged to use iodine tablets to purify water, instead of drinking mineral water, which generates plastic bottle garbage. Various brochures have been published and distributed to educate tourists on ACAP's minimum impact code and disseminate information on the project's activities.

Training, tours and workshops are organised to develop skills, which are relevant for people working in the tourism industry. As tourism is a multidisciplinary and service oriented industry, different skills are necessary to operate tourism-based income generating activities. Training courses, such as hotel and lodge management, front desk/reception operation, local guide training, etc., are provided to interested women and men.

The type of activities, which should be developed, depends on characteristics of the target group. If the most marginalised groups are directly involved in tourism development, more basic training is needed (credit delivery, legal advice, paying taxes, language training). If more advanced or better educated groups are involved, training can be more focused on specific skills for tourism (see also the part on equal distribution).

Training courses and capacity building can be relevant not only for local providers of tourism services, but for intermediate organisations as well. Moreover, SNV aims to support local organisations to take over SNV's training task in due course. Local capacity building support agencies are defined as the important group of clients in SNV's most recent Strategy paper. From the capacity-building philosophy it is logical that SNV actively supports the development of local people who can take over SNV's role in the future. In each country, a strategic analysis of the working environment in terms of developing capacity building and of organisations providing technical assistance is made. With parties concerned partnerships are developed and activities are taken to enhance the growth of local capacity. Focus is especially on non-profit organisations, as these are often better positioned and equipped to address poverty, governance and social issues.

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Colophon

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