



Facilitating Sustainable Mountain Tourism

Volume 2: Toolkit

Editors

Ester Kruk, John Hummel, and Kamal Banskota



About the Organisations

International Centre for Integrated Mountain Development

The International Centre for Integrated Mountain Development (ICIMOD) is an independent regional knowledge, learning and enabling centre serving the eight regional member countries of the Hindu Kush-Himalayas – Afghanistan 🇦🇫, Bangladesh 🇬🇧, Bhutan 🇧🇹, China 🇨🇳, India 🇮🇳, Myanmar 🇲🇲, Nepal 🇳🇵, and Pakistan 🇵🇰 – and the global mountain community. Founded in 1983, ICIMOD is based in Kathmandu, Nepal, and brings together a partnership of regional member countries, partner institutions, and donors with a commitment for development action to secure a better future for the people and environment of the Hindu Kush-Himalayas. ICIMOD's activities are supported by its core programme donors: the Governments of Austria, Denmark, Germany, Netherlands, Norway, Switzerland, and its regional member countries, along with programme co-financing donors. The primary objective of the Centre is to promote the development of an economically and environmentally sound mountain ecosystem and to improve the living standards of mountain populations.

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International Centre for Integrated Mountain Development (ICIMOD)

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Foreword

Tourism is the world's biggest industry, and it is still growing. According to the latest published statistics, the industry reached an all-time record in 2004 with 691 million international tourist arrivals worldwide, generating 523 billion US dollars per year. The annual growth rate in tourism is expected to be more than 4% over the next 20 years. The contribution of tourism to developing economies is impressive: tourism accounts for more than twice the amount of cash transfers from rich to poor countries in the form of government aid. The estimated market share for mountain areas is roughly 15-20% of the global tourism market, generating between 70 and 90 billion US dollars per year. Mountains are believed to be second in global popularity as tourist destinations after coastal regions. In spite of its indisputable magnetic pull for tourists, however, the share of the Himalayas in the global tourism market is relatively small. The need to address mountain concerns and the potential contribution that tourism can make to mountain communities are increasingly acknowledged. Agenda 21 of the UN Conference on Environment and Development stated that the fate of the mountains may affect more than half of the world's population and it recognised mountain tourism as an important component in sustainable mountain development and conservation. Remote mountain areas often have great appeal for tourists, and in many of these areas tourism may be one of the few viable options for sustainable mountain development.

The International Centre for Integrated Mountain Development (ICIMOD) began research into mountain tourism in the early 1990s, and gave it priority as a catalyst for development in the Himalayas. The knowledge gathered by ICIMOD over the last 15 years has been packaged into different programmes and training modules to build capacities in mountain tourism. Most of its training manuals are being used as reference materials by tourism organisations, knowledge institutions, policy makers, and development partners in the region, and are cited widely by researchers in mountain tourism throughout the world. Because of their experience in training for mountain tourism, ICIMOD and SNV (Netherlands Development Organisation) were approached by the Asian Development Bank to lead the human resource development component of its South Asian Subregional Economic Cooperation (SASEC) Tourism Development Plan on facilitating sustainable mountain tourism. ICIMOD and SNV, together with the Nepal Tourism Board (NTB), organised a week-long training on mountain tourism for representatives of national and state tourism organisations from Bangladesh, Bhutan, India, and Nepal, with additional participants from the Tibet Autonomous Region of China and Myanmar sponsored by ICIMOD to cover the wider Himalayan region. The importance of the topic and lack of resource materials led to requests to ICIMOD and SNV by trainees to publish the course materials in order to maximise their usefulness. The original course materials have been revised to produce a comprehensive, market-oriented resource document with illustrative case studies from the Himalayan region and are presented here as a Resource Book (Volume 1) and Toolkit (Volume 2).

ICIMOD believes that for tourism to be a vehicle for sustainable poverty reduction in the Himalayas, a pro-poor and inclusive tourism strategy is essential. A facilitation model that enables the participation of all relevant stakeholders will make this possible through participatory tourism approaches and pro-poor partnerships with the private sector supported by sound mountain tourism policy and planning frameworks. I trust that this Resource Book and Toolkit will provide the necessary practical concepts, tools, and approaches to develop a type of mountain tourism that will bring sustainable benefits to the mountain poor and marginalised and to conserve the breathtaking beauty of the Himalayan environment.

Andreas Schild
Director General, ICIMOD

Acknowledgements

Just as the sustainable mountain tourism sector is a multi-faceted phenomenon that can only be a success if it embraces a wide variety of stakeholders, this Resource Book and Toolkit is the result of a collaborative effort of colleagues, partners and resource people who have all contributed their valuable time and inputs to the process.

First, we would like to thank the Asian Development Bank (ADB) for their trust in us to lead the human resource development component of the SASEC Tourism Development Plan on facilitating sustainable mountain tourism. Without their generous financial assistance to design, develop and conduct the initial training course, and to publish the books developed from them, these books would not have been possible. In particular, we would like to acknowledge the dedication and support of Lisa Choegyal (Tourism Resource Consultant), Elizabeth Nanda (Human Resources Consultant), and Snimer K. Sahni (former Senior Project Economist).

Second, we would like to thank the Nepal Tourism Board (NTB) for their assistance in helping us to organise the training course. Their ceaseless efforts in soliciting nominations from the participating countries, sending out invitations to the NTOs from the five SASEC countries (Bangladesh, Bhutan, India, Nepal and Sri Lanka) and helping us with the international logistical arrangements, is very much appreciated. In particular, we would like to praise the support of Lila B. Baniya (Manager Sustainable Tourism Development) and Uday Bhattarai (Assistant Manager Tourism Products and Resources).

Third, we would like to thank the representatives of the national and state tourism organisations of Bangladesh, Bhutan, Myanmar, Nepal, India, and the Tibet Autonomous Region of China who so enthusiastically participated in the training course, and who have persistently underlined the need for more information on the topic and encouraged us to publish the course materials. Their valuable and constructive feedback helped us to fine tune these two books. Many of the country presentations that were made during the training have found their way back into the resource book as illustrative case studies and boxes.

Fourth, we owe much gratitude to our partner organisations who have made a significant contribution by sharing their knowledge and field experiences in planning, developing, and managing (aspects of) sustainable mountain tourism. Many of their experiences have been reproduced in this resource book and toolkit. In particular, we would like to thank the following colleagues and partners: Siddhartha B. Bajracharya from the National Trust for Nature Conservation (former Programme Manager); Uday Bhattarai (Assistant Manager Tourism Products and Resources) and Diwakar Bikram Rana (Manager Tourism Marketing and Promotion) from the Nepal Tourism Board; and Rabi Jung Pandey (former National Programme Manager), Yogi Kayastha (former Monitoring & Evaluation Specialist), Hari Krishna Uprety (former Environment Specialist), and Dechenla Sherpa (former Gender and Communication Specialist) from the Tourism for Rural Poverty Alleviation Programme.

In SNV Netherlands Development Organization, we owe much gratitude to Tej Raj Dahal (Advisor Planning, Monitoring and Evaluation); Nigma Tamrakar (Social Development Advisor), and Jamuna Ulak (Advisor Enterprise Development (Tourism)) for their technical assistance through sharing their insights and experiences on institutional development and organisational strengthening; gender and social inclusion, and value chains and enterprise development in sustainable mountain tourism.

Last, but certainly not least, many colleagues from ICIMOD and SNV have directly or indirectly contributed invaluable professional inputs and time during the training and the preparation of the resource book and toolkit. We would like to thank them all for their support.

Many ICIMOD colleagues were involved in organising and managing the training course that laid the foundation for these two publications. In particular, we would like to thank Xu Jianchu (former Programme Manager Water, Hazards and Environmental Management), for arranging the participation of trainees from the Tibet Autonomous Region of China; Prem Manandhar (Partnership and Planning Officer) for his facilitation of the majority of the training course; Monette Pacia (former Training Support Officer) for her valuable suggestions in designing the original session plan and facilitation of parts of the course; Rajendra Shah (Sr. Programme Assistant Agriculture and Rural Income Diversification) for his administrative support; and Rajen Upreti (Travel and Hospitality Officer) for taking care of the domestic logistical arrangements.

The technical inputs from different ICIMOD colleagues have added great value to the two volumes. We highly appreciate the critical comments of Nakul Chettri (Community Biodiversity Specialist) who reviewed the resource book, and Dyutiman Choudhary (Marketing and Enterprise Development Specialist) who reviewed the toolkit. Thanks and appreciation also go to Farid Ahmad (Monitoring and Evaluation Officer) for his presentations and chapter on monitoring and evaluation in tourism. Bikash Sharma (Energy Specialist) made a significant contribution to the concepts and principles of sustainable mountain tourism, sustainable tourism planning, and management concepts and tools. We also appreciate the valuable inputs of Birendra Bajracharya (GIS Specialist), Lokab Rajbhandari (GIS Analyst), and Basanta Shrestha (Head, Mountain Environment and Natural Resources Information Systems) on the role of geographic information systems in mountain tourism.

Several ICIMOD staff have devoted time and energy to edit, format, and produce the resource book and toolkit in this final form. The help of the editorial team in the Information, Management, Communications and Outreach Division in this process is highly appreciated, especially the professional inputs of Dharma Ratna Maharjan (Desktop Publisher) for layout and design; Susan Sellars-Shrestha and Greta Rana (Consultant Editors) for detailed editing and providing comments and suggestions; and A. Beatrice Murray (Senior Editor) who coordinated and oversaw the production process.

A number of materials from external sources were consulted and used when preparing the resource book and toolkit. These materials were collected and adapted to mountain tourism specificities to provide mountain-friendly tourism concepts, approaches, and tools. We thank all those who gave permission to draw from their published work, specific sources are mentioned in the tools sections.

Finally, we would like to express our sincere gratitude to J. Gabriel Campbell, former Director General of ICIMOD for his encouragement and support for the training on facilitating sustainable mountain tourism.

Acronyms and Abbreviations

ABTO	Association of Bhutanese Tour Operators
ADB	Asian Development Bank
APPA	appreciative participatory planning and action
BDS	business development services
CBA	cost-benefit analysis
CC	carrying capacity
CREST	Centre for Resources and Environmental Studies
DoT	Department of Tourism
EIA	environmental impact assessment
ICIMOD	International Centre for Integrated Mountain Development
IEA	initial environmental assessment
INGO	international non-government organisation
IOM	integrated organisation model
LAC	limits of acceptable change
LED	local economic development
MDF	Management for Development Foundation
M&E	monitoring and evaluation
NGO	non-government organisation
NTA	National Tourism Administration
NTB	Nepal Tourism Board
NTNC	National Trust for Nature Conservation
NTO	National Tourism Organisation
PDR	People's Democratic Republic
PRA	participatory rural/rapid appraisal
SASEC	South Asian Subregional Economic Cooperation
SNV	Netherlands Development Organisation
SSI	semi-structured interview
STO	state tourism organisation
SWOT	strengths, weaknesses, opportunities, and threats
ToR	terms of reference
TRPAP	Tourism for Rural Poverty Alleviation Programme
TWG	Tourism Working Group
UNWTO	United Nations World Tourism Organisation
VI	verifiable indicator
VICE	visitors, industry, community, and environment

Sources of the Tools

Many of the tools were adapted from published sources for specific application in the tourism sector. Descriptions of other tools were developed specifically for the training programme drawing on diverse sources. Major sources for specific tools were as follows, and are hereby acknowledged with thanks. Specific sources are also acknowledged in the individual sections.

MDF (2000) *Institutional Sector and Organisational Analysis. Training Manual*. The Netherlands: Management for Development Foundation

Tools: 4, 5, 6, 7, 8, 9, 10, 12, 17, 23, 30, 32.

SNV Nepal (2004) *Developing Sustainable Communities. A Toolkit for Development Practitioners*. Kathmandu: ICIMOD

Tools: 1, 11, 13, 14, 18, 33.

UNWTO (2000) *Public-Private Sector Cooperation. Enhancing Tourism Competitiveness*. Madrid: UNWTO Business Council

Tool: 3.

UNEP/UNWTO (2005) *Making Tourism more Sustainable. A Guide for Policy Makers*. Paris and Madrid: UNEP and UNWTO

Tool: 2.

Chapter 1

Introduction

Toolkit Objectives

- To enhance understanding of participatory planning for sustainable mountain tourism and development at regional, national, and state levels
- To develop a foundation for informed active support for the development, formulation, implementation, management, and monitoring of sustainable mountain tourism development projects at state and national levels
- To improve a variety of skills in project formulation, implementation, management, and monitoring of sustainable mountain tourism development projects

Background to the Toolkit

The Himal Alaya – the Abode of Snow – has, for a long time, caught the imagination of travellers. The mountain range, commonly known as the Himalayas, is characterised by immense natural beauty. It is inhabited by over 150 million people with an unmatched rich cultural diversity, but it is also one of the poorest regions in the world. Many mountain dwellers are dependent on subsistence agriculture and, faced with a booming population and a rapidly deteriorating natural environment, the call for alternative and sustainable livelihood options has become the need of the day. Studies have shown that tourism is one of the more promising alternative livelihood options for people in the Himalayas (Sharma 2000; East et al. 1988; Kruk and Banskota forthcoming). With its unique natural and cultural resources, the Himalayan region has indisputable tourist potential, and the demand for mountain tourism is growing rapidly (ibid). Mountain tourism provides opportunities for, as well as challenges to, providing gainful employment, income, and other socioeconomic benefits, while at the same time conserving the rich natural and sociocultural heritage of the region. Various tourism development projects and plans have been formulated, developed, and implemented in different parts of the Himalayas to promote sustainable mountain tourism – some on a state and national scale, others set up as (sub) regional collaboration projects.

One of these subregional initiatives is the South Asian Subregional Economic Cooperation (SASEC) Tourism Development Plan. Commissioned by the SASEC Tourism Working Group (TWG) for the initial four SASEC member countries of Bangladesh, Bhutan, India, and Nepal (Sri Lanka joined in 2005), this plan builds upon the existing tourism plans of these four attractive but utterly different Himalayan countries. The TWG agreed that the plan should be a thematic framework based on common themes for future tourism development. The plan proposes core strategic directions for the TWG that builds upon and adds value to the national mountain tourism agendas of the SASEC countries. One part of the plan is a human resource development component to train national tourism organisations (NTOs) and state tourism organisations (STOs) on project facilitation and management in sustainable mountain tourism development, in order to increase their skills in facilitating sustainable mountain tourism projects in the region and boost their confidence in participating in subregional tourism cooperation projects.

At the request and with the support of the Asian Development Bank (ADB), the International Centre for Integrated Mountain Development (ICIMOD), SNV Netherlands Development Organisation, and Nepal Tourism Board (NTB), developed and organised a training programme on facilitating sustainable tourism projects from June 12 to 17, 2006, at the ICIMOD Headquarters in Kathmandu, Nepal. Bangladesh, Bhutan, India, and Nepal selected five representatives each to attend this training.

Additional trainees from Tibet/China and Myanmar were sponsored by ICIMOD to attend in order to extend the benefits of the training in the wider Himalayan region.

Given the success of the training course, as assessed by internal and external evaluations, and the clearly voiced need of participants to receive more theoretical and practical reference materials on the subject, ICIMOD and SNV were requested to transform the original course materials into comprehensive reference material. This request was endorsed by ADB, and with financial support from ADB and technical input from NTB and other partners like the Tourism for Rural Poverty Alleviation Programme (TRPAP) and the National Trust for Nature Conservation (NTNC), ICIMOD and SNV have reworked the initial course materials into a Resource Book (Volume 1) and Toolkit (Volume 2).

Based on the course evaluation results, as well as on wider assessments of information needs, some of the original course contents have been adapted to make them more suitable to the needs of the tourism industry. Some subjects originally covered in the training programme have been omitted altogether (such as proposal writing), and some new subjects have been added or expanded upon (such as enterprise development for sustainable mountain tourism, market linkages, and partnerships in sustainable mountain tourism clusters). The aim was to produce a market-compatible and more complete knowledge database that transcends the original purpose as a source of further reference for the original trainees, and which reaches out to a wider network of professionals and practitioners with an interest in the subject.

Guiding Principle of the Toolkit

NTOs and STOs are involved in planning and developing sustainable mountain tourism in their countries and states. Policies and plans (like the government's five-year plans) are drafted, and sustainable mountain tourism projects are developed and implemented on different scales and by different stakeholders. What are sustainable mountain tourism projects, and how can they be planned and managed? What is the role of the country or state in coordinating and facilitating this process? And how can all the stakeholders work together effectively? This Toolkit will strengthen the capacities of NTOs and STOs and/or other facilitators to support a process of planning for sustainable mountain tourism development and plan-based project facilitation in their respective countries or states.

It is assumed that NTOs and STOs are often involved more in supporting planning processes for sustainable mountain tourism (for instance in providing for long-term national tourism development plans) and tourism project formulation and monitoring, rather than implementing the tourism projects themselves. As tourism is the fastest growing industry in the world and becoming more and more competitive, there is an urgent need for proper planning and management of the industry, while ensuring benefits accrue to local mountain communities and conservation of the rich (though fragile) natural and cultural resources. The focal question in this Toolkit is, therefore, how to facilitate a process from sustainable tourism planning to project formulation and monitoring back to the next tourism planning cycle.

NTOs and STOs facilitate projects in project cycles: they initiate and support project formulation in the 'analysis' phase; they support project implementation and monitoring in the 'action' phase; and they evaluate project results (directly or through other organisations) during the 'assessment' phase. These evaluations in turn support national and regional policies and plans and form the base of a new cycle of project formulation (analysis), implementation and monitoring (action), and evaluation (assessment). This process is graphically depicted in Figure 1.1.

In this Toolkit, facilitation of the project cycle is introduced as a guiding principle and ordering process for tools in sustainable mountain tourism planning and development – emphasising poverty reduction, gender and social inclusion, and the sustainable use of natural and cultural resources – and the planning and management of activities in tourism organisations like NTOs and STOs.

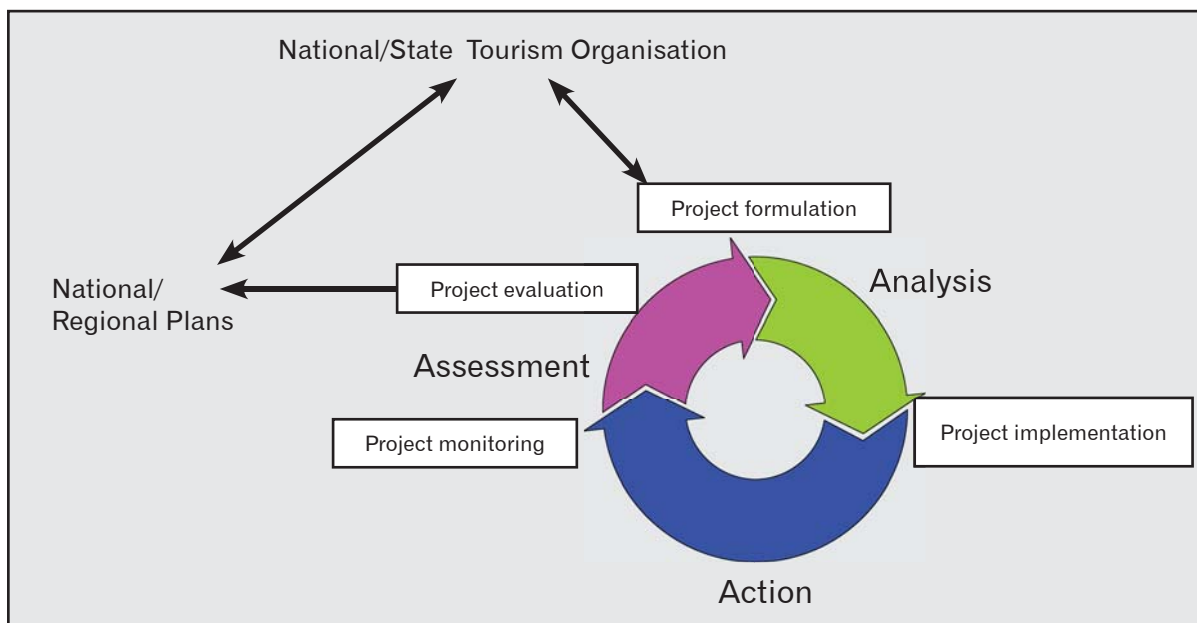


Figure 1.1: Facilitation of the project cycle

Regional and Mountain Perspective

Throughout this Toolkit, the term ‘sustainable mountain tourism’ is used to describe approaches and practices that take full account of current and future economic, social, and environmental impacts, while addressing the needs of visitors, the tourism industry, the environment, and host communities, especially the poor and other socially disadvantaged groups such as women and minority mountain people. As such, the concept of sustainable mountain tourism is based on pro-poor, pro-local, pro-women, pro-social, pro-environment, and pro-culture inclusion, as well as other sustainability principles. It equals concepts that elsewhere may be referred to as pro-poor tourism, community-based or small-scale tourism, ecotourism, green tourism, alternative tourism, or responsible tourism, insofar as they rest on the same principles.

Mountain tourism is not a specific type of tourism. It refers to any tourism activity taking place in mountain areas in a sustainable way and includes all tourism activities for which mountains are seen to have a comparative advantage such as trekking, mountaineering, white water rafting, cultural tourism, and pilgrimages. The need to address mountain concerns and the potential contribution that tourism can make to mountain communities was recognised at the United Nations Conference on Environment and Development in 1992. Since then, the term ‘mountain tourism’ has been taken up and developed by ICIMOD and other partners in the Himalayan region. Taking place in regions that are remote, difficult to access, and characterised by a rich natural and cultural diversity, wilderness, and often a subsistence way of life, mountain tourism has its specific issues and characteristics. This ‘mountain perspective’ is an integral part of this Resource Book and is emphasised and illustrated in case studies and examples from the region (Bangladesh, Bhutan, China/Tibet, India, Myanmar, Nepal, and Sri Lanka) which highlight practices and issues in sustainable mountain tourism from a regional perspective.

Structure and Overview of the Toolkit

The book as a whole consists of two separate but interlinked volumes. Volume 1 (Resource Book) deals with all aspects of the project cycle (project cycle planning, implementation, management, and monitoring of sustainable mountain tourism development) from a theoretical and practical perspective. It helps readers to understand sustainable mountain tourism planning and the role of

different stakeholders in the implementation of these plans through projects. It highlights the role of NTOs and STOs in this process and provides some background information about tools that can be used to support the process and how they are linked to other concepts, approaches, and issues.

The present book (Volume 2) is the Toolkit itself. It provides an overview of tools that can be used within the different stages of the project cycle and describes and explains them in more detail with a special focus on how they can be applied to the modern-day mountain tourism industry.

There are 34 tools, each with information given under three main headings.

- What is it?
- When is it used?
- How to apply it?

The tools are grouped according to the different stages of the project cycle: Analysis Tools (18 tools; Chapter 2), Action Tools (5 tools; Chapter 3), and Assessment Tools (11 tools; Chapter 4). Some tools are by nature only relevant at a particular stage of the project cycle (e.g., Tool 15: strengths, weaknesses, opportunities and threats [SWOT] analysis at the beginning or Tool 25: environmental impact assessment [EIA] at the end). Several tools can be applied with success at more than one stage of the project cycle. The logical framework (Tool 29), for instance, can be used as a planning and evaluation tool, as well as a guideline for implementation, making it equally useful in the analysis, action, and assessment phases of the project cycle. In these cases, the tools are categorised according to their most commonly-defined purpose. Within each chapter the tools are ordered alphabetically. Figure 1.2 provides an overview of the organising mechanism and the classification system.

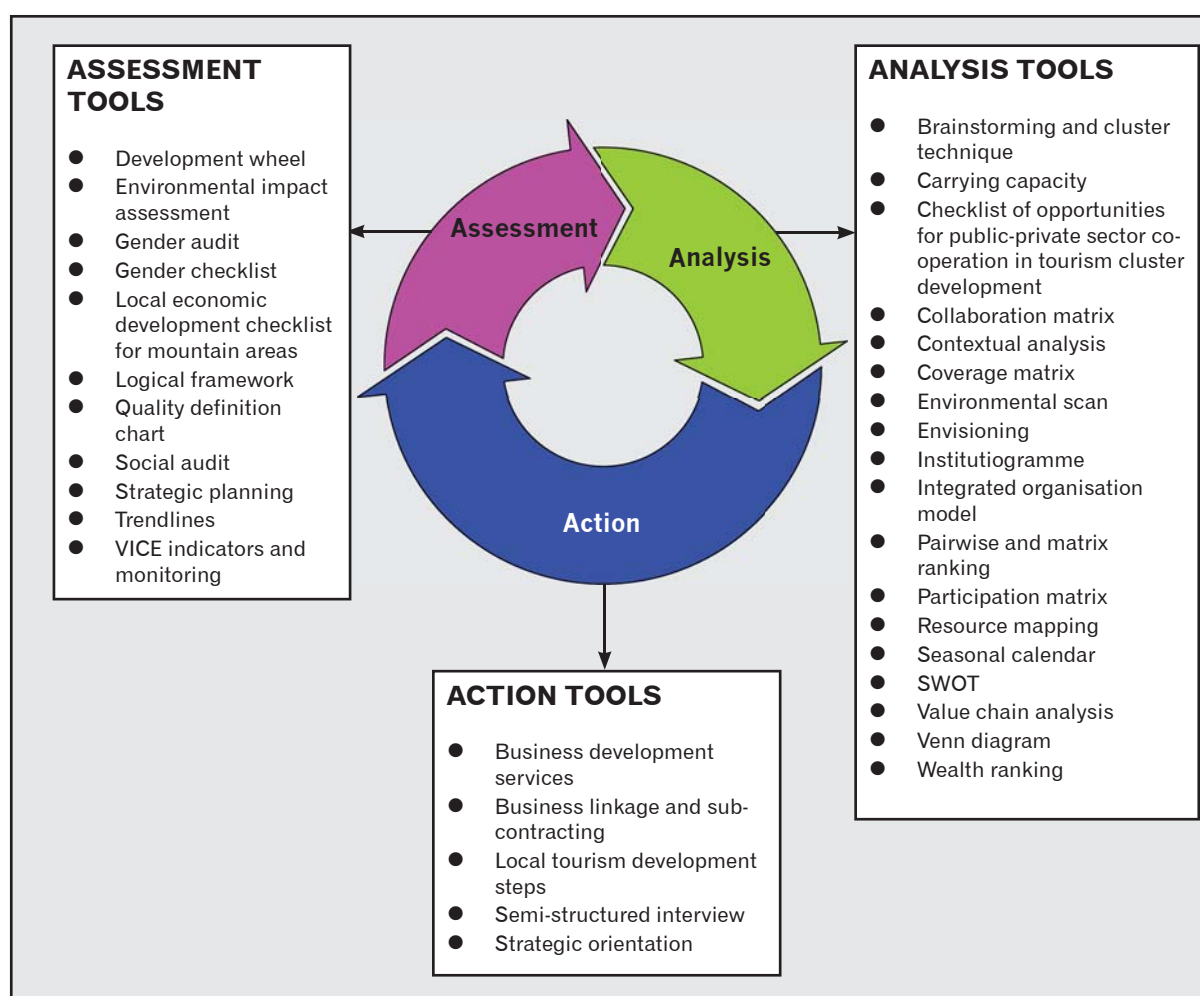


Figure 1.2: Triple-A tools in the tourism project cycle

Intended Use of the Toolkit

This Toolkit is designed as a reference book. Although the training programme on which it is based was initially designed for state and national tourism organisations, the book is intended for wider use. Its broad perspective, covering all stages of the project cycle, and its inclusion of practical tools for use in this cycle, will make it of interest to tourism professionals working at all levels, including those working in tourism planning and development, implementers of sustainable mountain tourism projects, monitoring and evaluation officers, policy makers, and people working in mountain development. The Toolkit may also be a useful source of reference for those studying or working in tourism training institutes or tourism management schools, as well as in academia.

Chapter 2

Analysis Tools

Tool 1: Brainstorming and Cluster Technique

What is it?

Brainstorming and clustering is a technique that can be used to quickly develop an unconstrained and non-evaluated list of issues, topics, and questions using the collective insights of a group for later discussion, grouping, clustering, sorting, and prioritisation, and to help in team building.

When is it used?

Brainstorming and clustering can be used in almost all exercises to collect group insights and to stimulate group discussions on sustainable mountain tourism. The brainstorming and cluster technique is quite flexible and can be used for a variety of purposes. It is a very useful way of involving key tourism stakeholders in important tourism discussions. The tool may encourage even the most reserved stakeholders in the tourism industry to let their ideas flow (ideas are generated on a focused issue or topic which makes the process very quick).

How to apply it?

Steps in brainstorming and clustering are as follows:

- Step 1: Ask the group to appoint a recorder who will not participate in the discussion, but who will make a note of the proceedings.
- Step 2: Ask the group to think of the different issues and topics related to sustainable mountain tourism.
- Step 3: Encourage the group of key tourism stakeholders to think adventurously. Everything must be noted, even the wildest idea. Encourage quantity rather than quality – the more ideas generated the better.
- Step 4: There are two options for recording brainstorming.
- Stakeholders call out their ideas and the recorder writes them down on a flip chart or white board. Ideas are basically collected – no evaluation or comments on the ideas are provided.
 - Stakeholders write down their issues, ideas, and questions on pieces of card provided. These are then collected and pasted on a board.
- Step 5: The cards that are pasted on the board are grouped according to broad topics within the subject of sustainable mountain tourism development. Exact duplicates may be removed, but all other cards must remain on the board – even the most outrageous.
- Step 6: Key tourism stakeholders can join in to cluster the different cards according to broad mountain tourism topics.

As a variation of brainstorming and clustering a snowballing technique can also be used. This technique is described in Box 1.1.

Box 1.1: Snowballing: A Variation of Brainstorming

1. Divide the whole group into pairs, each pair is asked to brainstorm and write down ideas on cards or pieces of paper.
2. After a few minutes, two pairs join and compare lists. They prepare a list that captures the ideas of all four people.
3. A few minutes later, two new groups of four merge so that the group becomes eight, and brainstorming and listing continues.
4. Continue the formation or 'snowballing' of larger groups every few minutes, until you have a master list made by the whole group.
5. This process needs to be relatively quick with groups joining every few minutes (use a bell to move people along).

Tool 2: Carrying Capacity

Sustainable mountain tourism requires an understanding of the environmental, sociocultural, and economic limitations of a mountain area in terms of visitor use (see Volume 1, Chapter 4).

What is it?

Carrying capacity is an analytical tool that seeks to establish ecological and behavioural thresholds beyond which environmental, social, cultural, and economic factors, as well as the quality of life of the mountain people and the quality of visitor experience, deteriorate beyond acceptable levels.

Carrying capacity is a multi-dimensional and dynamic concept that can vary with the season, behaviour, and attitude of tourists and the host population; the quality and quantity of facilities; the effectiveness of management; and the dynamic behaviour of the environment (CREST 1995). Given the fact that any type of tourism development will always have some sort of negative impact, the concept of carrying capacity can be represented by a range of limits rather than a single fixed number.

To identify the carrying capacity of an area, the following questions can be asked according to different sets of factors (UNEP/UNWTO 2005):

Physical and Ecological Factors

- What is the size of the area to be developed?
- What portion is available for use by tourists?
- Are there seasonal limitations?
- What space modifications could improve the use?
- What is the potential for ecological damage? For instance, how fragile is the soil, the plant life, the animal life, and other geological features? What facilities or design policies could prevent damage?
- What are the conservation needs of the wildlife, the plant life, the soil, and other geological or archaeological features?
- What places or sites should be available for limited use only because of fragility?
- Who is or should be responsible for ensuring that the infrastructure is built appropriately for the carrying capacity of the tourism resources?
- Will an increase in visitors affect the behaviour of animal life?
- How can conflict between competing uses be minimised?

Social Factors

- What volume of tourism can be absorbed comfortably into the day-to-day social life of the mountain community?
- What volume of tourism can be tolerated without destroying the cultural and social life of the mountain community?
- Are there variations in tolerance levels during festivals, celebrations, religious occasions, or other special events?
- Is there a desire to modify or limit tourist behaviour or participation in cultural or religious activities? If so, how might this be accomplished?
- What traditions could be affected by increased tourist visitation or interaction?
- How might this be positive rather than negative?
- How will local residents be made aware of and educated about the interrelationships between sustainable tourism, the environment, and the rest of the mountain community?

Economic Factors

- Does the mountain community receive satisfactory economic benefits from tourism activities? What is reasonable to expect?
- Will the economic benefits be sufficient to motivate the mountain community to protect the environment?
- Is the current volume of tourism providing optimal economic benefits? If not, how can benefits be increased?
- Does the tourism industry offer jobs and opportunities for local residents? If so are work conditions acceptable? Is skill training for jobs available? Are there opportunities for promotion and advancement?
- Are there opportunities for local investment in businesses serving tourists or are profits drained off by outside investors? If so, how can this situation be remedied?
- Are locally-produced goods available in quality and quantity sufficient to meet tourist expectations?

Infrastructural factors

- What transportation facilities and services are available?
- Are the tourism sites that are under development accessible by existing transportation services? If not, how can these services be provided?
- Are utility services such as water, power, sewage, and solid waste disposal available and adequate for projected use? If not, how can they be provided?
- Are the provisions for health and public safety adequate? If not, how can they be provided?

When is it used?

The list of questions under the various factors can help to define the social, environmental, and economic carrying capacity of a certain mountain tourism site or destination at the time of research, so that an ecological and behavioural balance can be established at which a certain minimum level of quality of life and experience can be safeguarded for both visitors and mountain people. Defining the carrying capacity, or limits of acceptable change, of a mountain site or destination can be helpful as a mountain tourism planning or management tool, or as a tool to design mountain tourism policy interventions to mitigate unacceptable, real or anticipated, negative tourism impacts (e.g., the regulation of tourist volumes by rules and prices such as permits, zoning, and time rationing).

How to apply it?

The list of questions for the different factors can be used to facilitate group discussions about the impacts of mountain tourism and the identification of possible methods of maximising the positive impacts of tourism while minimising the negative impacts.

Tool 3: Checklist for Public-Private Sector Cooperation in Tourism Cluster Development

What is it?

Tourist experiences normally take in relatively small geographical areas known as clusters. It is in these micro areas that the value system that makes tourist experiences competitive (or not) is created. It is here that the competitive activities that are different from those offered by rivals are carried out. In other words, a tourism cluster is a geographical space in which the entire tourism experience takes place.

Tourism clusters are operationally more efficient and therefore more competitive when they have a high level of *attractiveness* (good value for effort), are effective in their *marketing*, show a high level of *productivity* in terms of financial, technological, and human resources, and are efficient in their *management* of the destination's tourism system (AMPM model; for more information about the AMPM model see Volume 1, Chapter 12, Figure 12.1).

The checklist for public-private sector cooperation (for developing tourism clusters) in tourism cluster development is a framework to analyse and evaluate to what extent (proposed) mountain tourism development initiatives can enhance competitiveness through cooperation. It helps to analyse the aspects of attractiveness, marketing, productivity, and management of a tourism cluster.

The tool consists of four checklist forms (see below, A-D): one for potential areas of cooperation to improve the attractiveness of a tourism cluster or destination; one on cluster or destination marketing; one on the cluster's or destination's productivity; and the last one on the management of the tourism cluster or destination.

This checklist offers great opportunities for effective cooperation between all stakeholders within a tourism cluster. (Source: UNWTO 2000)

When is it used?

The checklist for public-private sector cooperation in tourism cluster development helps in the formulation, implementation, and monitoring of tourism cluster development initiatives. The checklist is used to develop sustainable mountain tourism projects and review ongoing mountain tourism activities, as well as for tourism project evaluation. It can be used as an analytical tool, an action tool, and an assessment tool.

How to apply it?

The checklist consists of statements on tourism attractiveness, marketing, productivity, and management areas. In the columns 'impact on competitiveness', 'need to cooperate', and 'feasibility of cooperation' are provided. Per statement the three columns can be filled in (when applicable).

Filling in the three columns provides insight into the level of possible cooperation between all the actors involved in a tourism cluster.

The statements and questions are to be evaluated while assessing the potential for tourism cluster development initiatives. Assessing the statements provides a basis for developing proposals and monitoring tourism cluster projects.

A. Possible areas of cooperation to improve the attractiveness of a tourism destination

Areas of cooperation	Impact on cooperativeness	Need to cooperate	Feasibility of cooperation
Offering More Value to the Market			
Improvement of cultural, historical, environmental assets			
Selective and intelligent re-evaluation of attractions			
Easier access to allow attractions to be enjoyed			
Enhanced quality of the sightseeing experience			
Improvement of infrastructure and basic services			
Improved transport to reach the destination and better transport facilities once there			
Better basic services: water, electricity, telecom, and health			
Improvement of product supply and ground handling services			
More and better accommodation facilities			
More and better food and beverage outlets			
More and better commercial and shopping areas			
Improvement of services to enjoy destination			
Better tourist information			
Better signposts and local transportation			
Better destination management services			
Better recreation and sports' facilities			
Better entertainment facilities			
Greater range of and better tourism experiences			
Better organisation of special events			
Public-Private Sector Cooperation			
Improvement of other value sources			
Improvement of local population's attitude towards tourists			
Enhancement of attractiveness and cleanliness of tourist areas			
Signs to highlight areas of beauty and unique local attractions			
Selective development of facilities and events			
Reducing Perceived Deterrents			
Reduction of physical discomfort at the destination			
Availability of information on the destination before departure from home			
Immigration and customs' procedures			
Exchange controls, medical/health issues			
Traffic congestion and other problems at the destination			
Noise and air pollution at the destination			
Uncomfortable/inconvenient public services			
Reduction of physical insecurities			
Lack of air controls			
Lack of security in urban areas			
Risk of contagious illnesses and lack of trust in medical services			
Safety concerns with food and beverages			
Reduction of commercial insecurities			
Proliferation of taxes on the purchase of goods			
Lack of fixed pricing			
Lack of standards			
Corruption among local police and other officials			
Reduction of cultural distances			
Explanation of different taboos and cultural values			
Improved communication between tourists and the local population			

B. Potential areas of cooperation to improve a destination's marketing

Areas of cooperation	Impact on cooperativeness	Need to cooperate	Feasibility of cooperation
Improvement of the overall marketing system			
Better knowledge of markets and the opportunities they present			
Better understanding of the competitive position of the destination			
Increased ability to identify new sources of competitive advantage			
Improvement of marketing planning			
Improved decision making regarding targets and strategies			
A better system to define targets and strategies			
Improvement of the quality of information used to take strategic decisions			
Stimulation of the development of new products/ experiences			
Development of more and better tourist experiences at the destination			
The development of more attractive and flexible tourist packages			
Better benchmarks			
A greater ability to generate ideas and transform them into experiences			
Improved access for associates to develop products			
Increase in sales' efficiency			
Better information about competitor's products and prices			
Increased use of yield management and cost calculation technologies			
A more powerful brand image for the destination			
Greater efficiency in disseminating information to consumers/tourists			
Easier access to local tour operators			
More efficient communications' tools			
Improved educational awareness of the importance of tourists			
Greater use of landmarks and symbols to capture the spirit of the destination			

C. Possible areas of cooperation to improve a destination's productivity

Areas of cooperation	Impact on cooperativeness	Need to cooperate	Feasibility of cooperation
Improvement of the capital value of resources/attractions			
Selective re-evaluation of investments			
Better management and operation of resources/ attractions			
Better ways of financing maintenance			
Promotion of increased profitability of investments			
Effective mechanisms to ensure a balanced growth of the tourism product			
Effective mechanisms to ensure high occupancy of investments			
Better access to new technologies for the industry			
Inventory of best practices available for the industry			

Areas of cooperation	Impact on cooperativeness	Need to cooperate	Feasibility of cooperation
C. Possible areas of cooperation to improve a destination's productivity (cont.)			
Improved management			
Creation of better job conditions & higher salary levels			
Better cooperation between companies and unions			
Greater capacity for employees to contribute to the company's success			
Better training systems for employees			
Better motivation systems			
Better adaptation of human resources to new technologies			

D. Possible areas of cooperation to improve the management of the tourism destination

Areas of cooperation	Impact on cooperativeness	Need to cooperate	Feasibility of cooperation
Agreements on the growth model			
Greater consensus on the growth model			
Balanced growth over the long term			
Greater rationalisation in public investments			
Clear and intelligent policies for new private investments			
A better spread of growth across the country			
Improvements of the competitiveness diamond			
Fewer entry barriers for the creation of new companies			
More competitive fiscal, monetary, and labour policies			
Enhancement of competitiveness between companies			
Improved quality of business management			
Well-trained and abundant workforce			
Greater access to capital/financing			
Increased access to technology			
Better knowledge of demand, markets, and opportunities			
More measures to increase the sophistication of the demand			
Better standards and quality control			
Increased efficiency in administrative services			
Stabilisation of a monitoring system: The 'tableau de bord'			
Permanent monitoring of the satisfaction level of tourists			
Permanent monitoring of the productivity system			
Assessment of the level of well-being among tourists			
Monitoring of the environment			
Assessment of the level of well-being among locals			
Assessment of the balance between tourism and other activities			
Assessment of the capital value of the destination			

Tool 4: Collaboration Matrix

What is it?

The collaboration matrix identifies the binding and unbinding factors in a (potential) collaboration between two tourism partner organisations or tourism departments and the opportunities and threats to the partnership. It can be used to analyse present and potential sustainable mountain tourism partnerships and to formulate a strategy for a tourism development process.

Binding factors bring organisations together. They are the converging elements between organisations. Unbinding factors are divisive: they are the diverging elements between organisations.

Differences in procedure and approach should be addressed. Some pressure from an external facilitator may be useful. Box 4.1 is an example of a collaboration matrix from Bhutan.

Box 4.1: Example of a Collaboration Matrix between the Department of Tourism and the Association of Bhutanese Tour Operators

Organisational Aspects	Binding Factors	Assessment		Unbinding factors
		+	-	
Financial position			*	DoT has more budget services
Tariff policy			-	Dot regulates ABTO's budget
HRD (liberal)			***	Authority with DoT
Objectives	Poverty alleviation	**** +	*	DoT has more staff
Output	Product diversification	*** +		DoT
Tourism development fund	Utilisation for tourism development	** +		
Marketing & promotion	Promoting country's products/services and image	*** +		

Collaboration Matrix - Between Department of Tourism (Govt.) and Association of Bhutanese Tour Operators (Avt.)

Organisational Aspects	Binding factors	Assessment		Unbinding factors.
		+	-	
1. Financial position			+	DoT has more budget sources
2. Tariff policy			-	DoT regulates ABTO's budget
3. HRD (liberal)			***	Authority with DoT.
4. Objectives	Poverty alleviation alleviation	**** +	*	DoT has more staff.
5. Output	product diversification	*** +		- DoT - Government perspective
6. Tourism Development fund	Utilisation for Tourism development	** +		- ABTO - Pvt. perspective.
7. Marketing & promotion	promoting country's image	*** +		

BHUTAN / CHINA
(-1-)

When is it used?

The binding and unbinding factors in the relationship between (potential) tourism partners, together with the opportunities and threats to the partnership, can determine the suitability of collaboration between different tourism stakeholders.

Two questions can be asked when developing a collaboration matrix:

- What are the binding and unbinding factors in the relationship between two collaborating tourism institutions?
- What can be done about these factors?

How to apply it?

A collaboration matrix can be developed by following the following steps:

- Step 1: Define the type of collaboration.
- Step 2: Identify binding and unbinding factors for each organisational aspect (such as mountain environment, mission, outputs, inputs, and internal organisation).
- Step 3: Define the strength of these factors.
- Step 4: Analyse the major limiting factors and decide what can be done about them.

The collaboration matrix can be done by one partner or jointly by both tourism partners. Where there are tensions or sensitive issues between the partners, the matrices can be compared and analysed with the help of an external advisor. In group sessions, around 1.5 hours has to be reserved to prepare a collaboration matrix.

Requirements and limitations

The strength of the binding and unbinding factors is subject to contextual interpretation and also depends on personal experience. The subjectivity of the analysis can be decreased if the analysis is done by both partners separately and the results matched or analysed later. The collaboration matrix is limited to only two tourism actors at a time. It requires substantial information about each actor, and this can be obtained through secondary materials or by talking to key tourism officials, target groups, and other stakeholders (as appropriate).

Tool 5: Contextual Analysis

What is it?

Contextual analysis is a technique for examining and understanding mountain people and their environment, tasks, issues, and tourism preferences. It can be used to get to know mountain people and their needs (social, cultural, political, and natural) and to identify suitable areas for sustainable mountain tourism development. The results of a contextual analysis feed directly into the design process of a tourism programme. Contextual analysis is a time-consuming process, but it can provide invaluable data for the development of a mountain tourism programme.

When is it used?

Contextual analysis is an appropriate tool for developing or communicating the understanding of the users (mountain community) of an existing or proposed mountain tourism system.

How to apply it?

Contextual analysis is conducted by visiting several users in an actual or potential mountain tourism site or destination (mountain community), conducting participant observation (observing them while carrying out their tasks, social obligations, and relating to each other and the environment), and analysing and documenting the resulting data.

Steps in the contextual analysis process are as follows:

- Step 1: Gather people representing different segments of the mountain community together.
- Step 2: Prepare clear objectives for the gathering.
- Step 3: Use local materials to identify social and resource maps.
- Step 4: Two people (one rapporteur and one facilitator) facilitate the process using participatory rural appraisal (PRA) tools on social and resource mapping (see also Tool 13).
- Step 5: Immediately after each visit, data and notes should be analysed and validated at the lowest possible level. Do analysis and validation sessions for different groups to compare their environment, their social aspects, cultural barriers, economic status or wealth, level of conflict, education, capacity, level of political participation, and influence over government institutions, international non-government (INGOs) and non-government organisations (NGOs), and other service providers.
- Step 6: Use Venn diagrams (see also Tool 17) to organise all the related issues.
- Step 7: Analyse the possible solutions to problems and list the opportunities.
- Step 8: Prepare a list of possible actions that would contribute to changing the lives of mountain people, to developing institutional and local governance services, and to maintaining transparency.

Tool 6: Coverage Matrix

What is it?

A coverage matrix gives an overview of overlaps and gaps in the servicing of tourism target groups and/or in executing mountain tourism activities covered by the different mountain tourism stakeholders. The coverage matrix looks into the key areas within the field of sustainable mountain tourism that are covered or not covered by the key actors involved in that field. At the same time, the coverage matrix identifies weak areas (gaps) and areas of duplication and possibilities for cooperation and coordination with the aim of improving the performance of the tourism industry. Box 6.1 provides an example of a coverage matrix for tour operators in Lao PDR, observations include the following:

- Too many regulatory bodies might have hampered the growth of tour operator enterprises.
- In some areas services to members, such as exposure visits and development of knowledge about tourism, are absent or insufficient.
- Relations with finance and funding agencies seem very poor; this suggests a need to devise a financial strategy for the tourism sector.
- Tourism training and development and skill enhancement for tour operators constitute an area that requires attention in order to develop tour operations as viable businesses.

When is it used?

A coverage matrix helps to determine which actors in an institutional setting are active in what way, i.e., to which tourism target market they cater, in which mountain areas they are active, and in which mountain tourism activities they are involved. It assists in identifying overlaps and gaps in tourism stakeholder collaboration and coordination, thus generating ideas for improvement. Core questions that can be asked when developing a coverage matrix include the following:

- Which actor is involved in which tourism target group or activity?
- What are the gaps in the involvement of tourism actors? Which areas are not covered yet or insufficiently covered?
- What are the areas of overlap or duplication?
- Where can coordination or collaboration or complementarities be stimulated?

The coverage matrix can be followed by a collaboration matrix (see Tool 4) to identify the factors that are influencing the collaboration. Furthermore, an environmental scan (Tool 7) could help to gain a better picture of the general factors influencing involvement in the mountain tourism industry.

How to apply it?

To create a coverage matrix, different steps have to be taken:

- Step 1: Identify the various actors involved in mountain tourism.
- Step 2: Identify the various mountain tourism activities or target groups.
- Step 3: Specify the involvement of each tourism actor with respect to the activity or target group.
- Step 4: Analyse the gaps and overlaps.

A coverage matrix can be produced on an individual basis or by groups of representatives from various tourism organisations. It is useful to invite several tourism stakeholders to contribute while making a coverage matrix. It takes around one to two hours to complete the matrix if the necessary information is available.

Requirements and limitations

The coverage matrix measures the quantity of tourism services, but does not indicate the quality or show the level of existing cooperation between and among tourism actors. Judgements about the level of involvement of different tourism actors may be rather subjective.

Box 6.1: Example of a Coverage Matrix for Tour Operators in Lao PDR

Activities Required for Promotion and Development of Tour Operator Businesses	ORGANISATIONS INVOLVED IN THE DEVELOPMENT OF TOUR OPERATOR BUSINESSES																				
	Lao Association of Travel Agents (LATA)	National Tourism Administration (NTA)	Chamber of Commerce and Industry (CCI)	Hotel Association	Provincial Tourism Office (PTO)	ASEAN Tourism Association	Handicraft Association	SNV	GMPDF	Lao Airlines	Ministry of Education	Ministry of Transportation	Ministry of Finance	Ministry of Foreign Affairs	Ministry of the Interior	Ministry of Culture	Ministry of Agriculture and Forest	Ministry of Public Health	Ministry of Defence	Ministry of Justice	
Access to credit	XXX	XX						XX													
Advocacy	XX	X	X			X															
Buyer-sellers meet	X	X			X																
Conflict mediation	XX	XX	X	XX	XX	X	XX	X	X	X	X										
Coordination																					
Exposure visits for tour operators																					
Finance									XX												
Information provision to tour operators	X	XX		X	XX					X						X					
New product (tour) development					XX			XX													
Promotion and marketing of tourism		XX	X	XX	XX	X	X	XX	XX	X	XX	XX				X					
Regulations		XXX			XXX	X				XXX	X	X	XXX	XXX	XXX	XXX	XX	XX	XX	XX	XXX
Training and development/skill enhancement for tour operators		XXX	XX					X	X												
Improvement of tourist sites					XX				XXX						X						

Source: Joshi and Shrestha 2005

Tool 7: Environmental Scan

What is it?

An environmental scan provides a systematic overview of the external factors that are important for a tourism organisation and indicates whether the organisation can influence them or not. In general the factors are classified as factors influencing the demand or need for tourism products and services, the supply of inputs to the tourism project or organisation concerned, the competition (other tourism organisations or destinations) and collaboration, and the general policy environment in which they operate. These factors are also classified according to their positive (+) or negative (-) impact on the tourism organisation and whether or not the factor can be influenced or just be appreciated (known and understood). An example of an environmental scan is given in Figure 7.1.

Figure 7.1 shows the existence of the following:

- Adequate internal professional resources, but insufficient funds.
- Good potential demand, but lack of cooperation and awareness.
- Supportive legislation (policy), but an indifferent government.

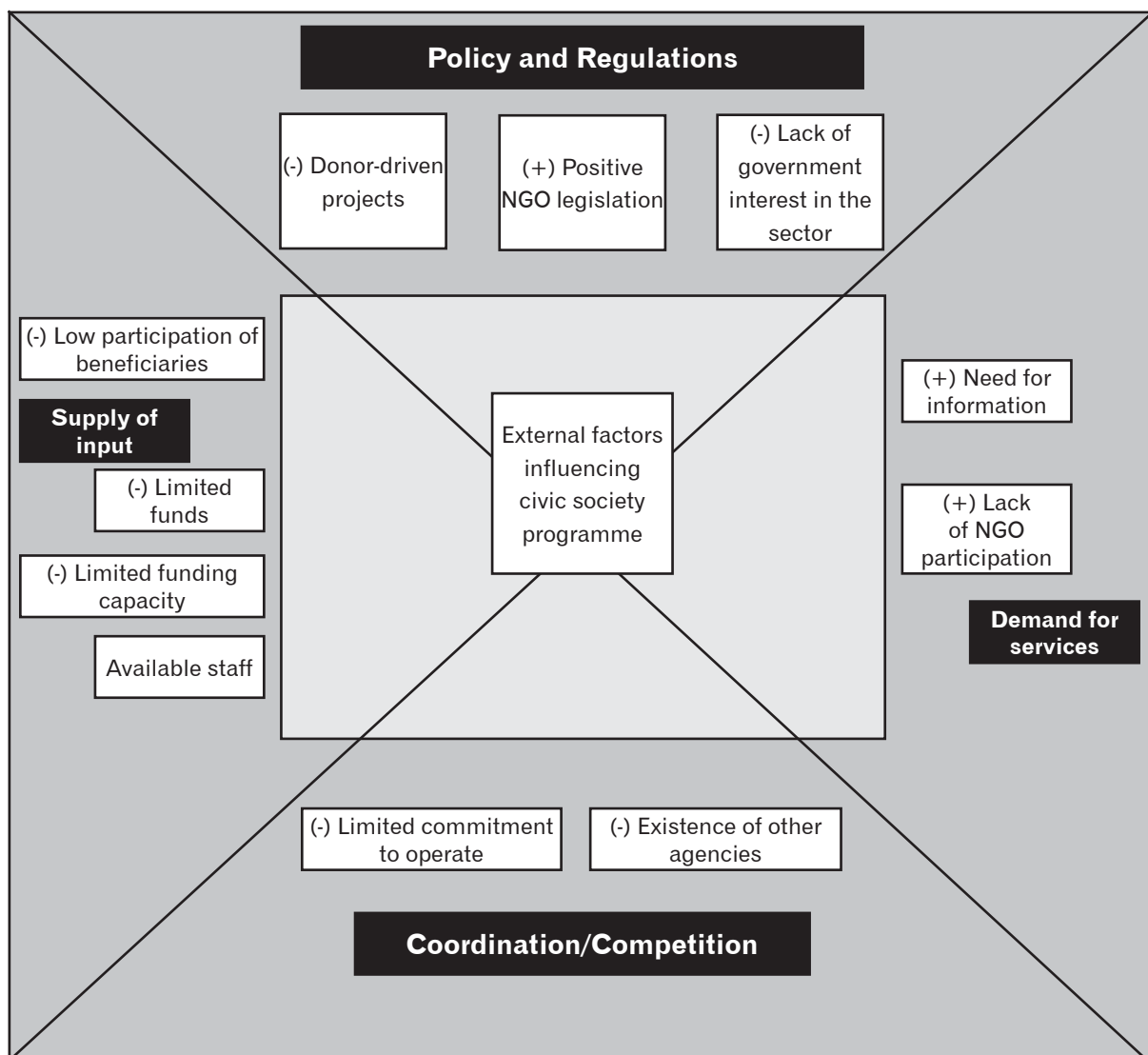


Figure 7.1: Environmental factors influencing a mountain tourism development programme

It can therefore be concluded that government support is needed to mobilise funds.

When is it used?

An environmental scan is an important instrument for devising strategies for dealing with the external influences facing a tourism project or organisation (changes in policy, changes in demand or supply, changes in the market, e.g., competition).

Core questions are as follows:

- Which major factors are influencing the tourism project or organisation positively and/or negatively?
- How are they influencing the tourism project or organisation?
- To what extent can the tourism project or organisation influence these factors?

The answers to these core questions will lead to an analysis of factors that influence the performance of the tourism organisation and assessment of the degree of control that the organisation has over these factors. The positive and negative factors that influence the tourism project or organisation can be translated into opportunities and threats in a SWOT analysis (see Tool 15).

How to apply it?

The following steps need to be taken to make an environmental scan:

- Step 1: Explain the model to the key tourism stakeholders.
- Step 2: Define what is output and demand and what is supply and inputs.
- Step 3: Define what is internal and what is external.
- Step 4: Identify the influencing factors.
- Step 5: Place the factors in a graph (see for example Box 6.1), identify to which aspect they relate and to what extent they can be influenced.
- Step 6: Identify factors with a major impact or influence on the tourism process.
- Step 7: Analyse what the major positive and negative factors are.

An environmental scan can be made on an individual basis or on a participatory basis in a group (not more than 20 people). Resource persons who have no direct interest in the outcome may be helpful in the fact-finding stage. In a group session it will take around 1.5 hours to complete an environmental scan.

Requirements and limitations

An environmental scan is a common sense tool that needs a lot of information on the factors as well as the tourism project or organisation itself to determine the magnitude of the impact of the factors.

Tool 8: Envisioning

What is it?

Envisioning is an interactive instrument to guide stakeholders (e.g., local government or a specific mountain tourism organisation) in visionary thinking about tourism. It stimulates tourism stakeholders to think structurally about a mountain tourism intervention and its possible, interlinked impacts. A series of visualised steps help the stakeholder(s) to define a common tourism vision, to identify the kind of problems that may prevent them from reaching their vision, and to come up with ways to prevent or deal with such problems. Envisioning is a way of preventing current problems from hampering discussions about the future. Figure 8.1 provides an example of an envisioning exercise carried out by SNV Tanzania.

As shown in the example, the envisioning exercise consists of different steps. It generally starts by identifying the needs of the target group. In this example the target group needs access to economic opportunities. Next, the key actor(s) (here SNV) involved in addressing priority needs are identified. In addition, the roles and functions of the key actor(s) can be identified (e.g., SNV plays the role of a facilitator in private sector development), after which the tourism products and services (e.g., business skill training) required to achieve the desired output are identified (e.g., increased productivity in the area). The enabling conditions and inputs (e.g., technical assistance in business training) can then be identified.

When is it used?

Envisioning is used to stimulate visionary thinking about tourism among key tourism stakeholders. Envisioning can relate to a specific tourism project or organisation, or to the tourism sector as a whole. The outcome of the envisioning exercise is important for strategic planning.

Core questions that should be asked:

- How would you like the tourism sector to address the assumed felt needs of its target population in five or 10 years time?
- How would you like the tourism project or tourism organisation to address the assumed felt needs of its target population in five or 10 years time?

The result may differ depending on the core question. Examples are as follows:

- When a local tourism organisation is envisioned, the result is a vision of the role and function that the organisation may fulfil in the future; what feasible outputs, tourism products, or services it should have; and what enabling conditions or inputs are required to enable the tourism organisation to play its visionary role and to deliver its visionary output.
- When the whole sustainable mountain tourism sector is envisioned, the result is a vision of the assumed felt needs of the target population and of the various suppliers of tourism service needed to deliver the services required to address the felt needs adequately.

How to apply it?

Envisioning can be applied using the following steps:

- Step 1: Identify the perceived felt needs of the tourism target group in five (or ten) years time through a brainstorming session.
- Step 2: Prioritise the key issue(s) by consensus (or through voting).
- Step 3: Identify the key tourism organisations that may play a role in addressing those felt needs in the future. (In case such organisations do not exist, just choose a name that may cover the required service delivery and proceed with the next step.)

- Step 4: Envision: For each relevant tourism organisation, envision what should be the organisation's major roles and functions.
- Step 5: Reality check: Mark unfeasible roles and functions. Cluster remaining roles and functions where feasible. Prioritise and select the three most important ones.
- Step 6: Envision: For each of the selected roles or functions, identify the tourism organisation's outputs, products, and/or services.
- Step 7: Reality check: Mark unfeasible tourism outputs, products, and services. Cluster remaining ones where feasible. Prioritise and select the three most important ones.
- Step 8: Envision: For each of the selected tourism outputs, products, and services, identify the enabling conditions or inputs.
- Step 9: Reality check: Identify persistent problems that prevent the enabling conditions from being fulfilled and design separate strategies to address them.

The envisioning exercise is always part of a process and needs to be followed up afterwards. One can either start from the felt needs of the tourism target group, or from a tourism organisation identified, as long as the stakeholders are represented in the process. When the tourism stakeholders are geographically dispersed the envisioning exercise can easily be done in separate sessions, after which the facilitator may aggregate the various outcomes into one overview. A more focused organisational assessment and strategic orientation and planning exercise may follow the envisioning exercise to achieve agreement on concrete steps and actions to achieve the desired vision (see also Tool 23 and 32).

Requirements and limitations

A facilitator is required to guide the process from envisioning through to strategic planning to ensure that all original ideas find their place in the process. The 'envisioning' steps need the key tourism stakeholders to have an open mind. The reality check may be done using consensus or by voting. Steps one to seven can only be done by representatives of the stakeholders, while the actual executing agent should be represented during steps eight and nine to assist in identifying the scope of work and the scope of the related budget.

Tool 9: Institutiogramme

What is it?

An **institutiogramme** is a visualisation of the relationship between people active in a certain field of analysis (e.g., tourism sub-sector, mountain area, and so forth). It is more than just a Venn diagram (see Tool 17). The institutiogramme helps to analyse the environment and, specifically, the relationship between actors. It helps identify relationships to improve, to reconsider, or to be established to ensure a productive, viable, and sustainable mountain tourism sector, or in a particular context (country, mountain region, and sub-region). Furthermore, it assists in determining the position of a tourism project in the existing institutional setting. The institutiogramme also helps as a first assessment of the interests and involvement of tourism stakeholders in terms of their institutional relationships, coordination, and cooperation. Figure 9.1 gives an example of Institutiogramme of an Association for Tour Operators.

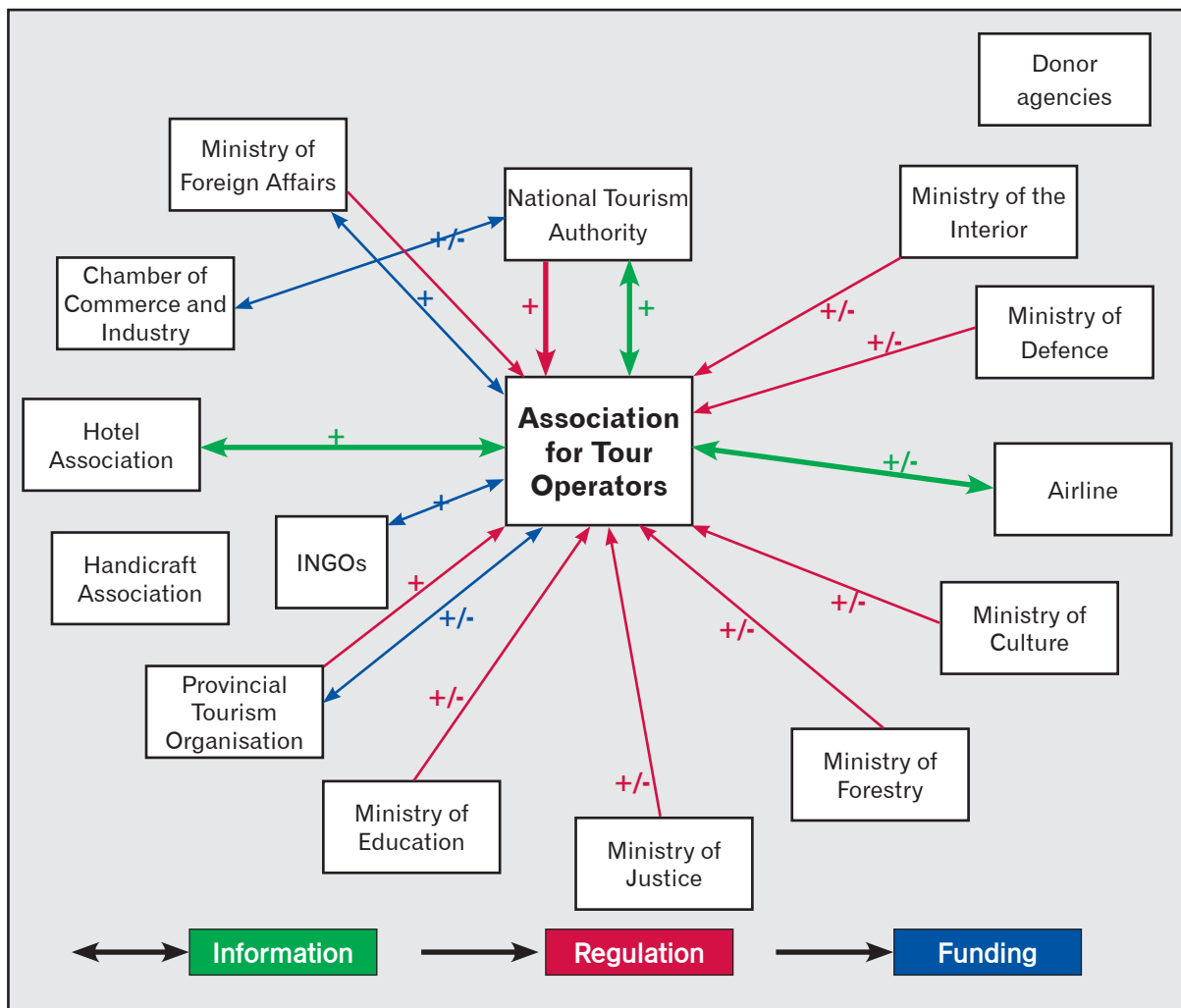


Figure 9.1: Example of an institutiogramme of an association for tour operators

The following conclusions can be drawn from Figure 9.1:

- There should be a focus on establishing and strengthening relationships with donors and funding agencies.
- Linkages with handicraft associations would add to the mountain tourism business.
- Institutional relationships with regional and international mountain tourism-related associations should be initiated and strengthened.

When is it used?

The institutiogramme is a useful tool to show the position of the tourism organisation in its environment and for discussing the relationships between tourism organisations in a network and determining their appropriateness for the effective and efficient achievement of the desired goal.

Core questions are as follows:

- Are the relationships between the tourism actors involved adequate?
- Is there sufficient coordination between the actors involved?
- How should a tourism project or programme be positioned to ensure greater success and sustainability?

Making an institutiogramme can help to identify opportunities and threats in a SWOT analysis (Tool 15) and to find a strategic orientation (see Tool 23). Following the institutiogramme, a coverage matrix (Tool 6), collaboration matrix (Tool 4), or environmental scan (Tool 7) could be used to gain an in-depth understanding of a number of issues before making strategic choices.

How to apply it?

Steps for making an institutiogramme are:

- Step 1: Define the basic question that forms the foundation of the institutiogramme.
- Step 2: Define the field of analysis (tourism sub-sector, mountain area, and so forth).
- Step 3: Identify the actors to include, i.e., list all actors directly and indirectly involved in the sustainable mountain tourism industry.
- Step 4: Define the types of relationship to look into (hierarchy, mountain tourism policy influence, relationships between tourism service providers, and relationships where there is communication, coordination, cooperation, and financial support).
- Step 5: Draw an institutional map indicating the tourism actors involved, using different types of lines for different types of relationship.
- Step 6: Indicate the intensity of the relationships (frequency and importance) by using lines of different sizes and shapes (define the meanings of each line in a legend).
- Step 7: Identify the adequacy of the relationships (e.g., the adequacy of the quantity and quality). The symbols +, +/-, and – can be used to assess these adequacies (this is more a relative assessment).
- Step 8: Analyse the institutiogramme, i.e., come up with observations and conclusions.

An institutiogramme can be made by an individual or by a group (maximum 20 people) on a participatory basis. Making an institutiogramme takes about 1.5 hours.

Requirements and limitations

The application of the institutiogramme requires good knowledge of the existing tourism actors and their relationships within the mountain area or tourism sub-sector being analysed. The qualification of the relationships (i.e., their adequacy and intensity) may be subjective and indicative.

The tool itself does not guarantee that all relevant actors and relationships are depicted. It only shows the basic nature of the relationships (hierarchy, service, and so on). In other words, the tool is not very specific about the relationships. Often more concrete instruments (like the coverage matrix, Tool 6) are needed to provide additional information. Finally, the institutiogramme only provides a snapshot: it does not show the development of relationships over time.

Tool 10: Integrated Organisation Model

What is it?

The integrated organisation model (IOM) is an instrument used to describe and analyse tourism organisations in terms of their input, output, mission, organisational characteristics, actors, and factors. It provides a framework to represent the main aspects of an organisation, such as structure, systems, strategy, management style, staff, and culture, and is useful for finding out facts about organisations.

When is it used?

The description of aspects of the IOM (input, output, mission, organisational statistics, actors, and factors) leads to analysis of the relationships between the different tourism components and an assessment of the existing (im)balances between them. The IOM checklist can provide an initial identification of the strengths and weaknesses of the tourism organisation and its interrelationships. IOM highlights the relationships between the organisation's mission, its input-internal organisation, and outputs. Outcomes of the IOM analysis can be used in group processes to reach a consensus on the major priorities in the organisation. Figure 10.1 shows an example of an integrated organisation model.

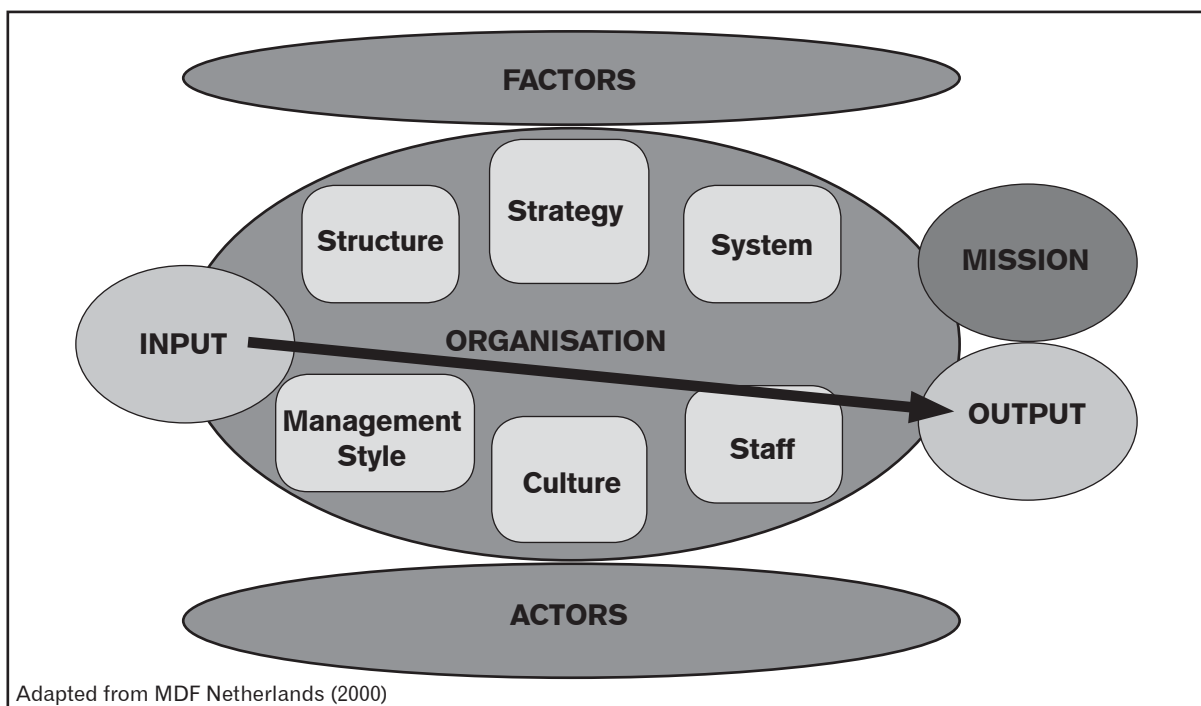


Figure 10.1: Example of an integrated organisation model

To design an IOM model, the following core questions can be asked:

- What are the positive and negative aspects of the mountain tourism organisation?
- What are the major relations and imbalances between the organisational components?
- What are the priorities for improvement?
- What are the areas for further investigation?

After conducting an IOM, the specific internal or external aspects can be focused on. It is preferable to start with an external analysis. Follow-up instruments may include an institutiogramme (see Tool 9), environmental scan (see Tool 7), or process flow chart. An IOM can also be followed by a strategic orientation or SWOT analysis (see Tools 23 and 15).

How to apply it?

Steps for making an IOM are as follows:

- Step 1: Present the integrated organisation model (IOM).
- Step 2: Identify positive and negative points for all the aspects of the IOM, using metacards.
- Step 3: Place cards in IOM. Different colours can be used to differentiate strong and weak points.
- Step 4: Apply assessment criteria (+, +/-, and – for positive or strong points, negative or weak points, and areas for improvement).

An IOM can be made on an individual basis or on a participatory basis in a group (not more than 20 people). With group sessions it is recommended to have an external facilitator. An IOM can also be used by an advisor or consultant at different stages in the tourism consultancy process (e.g., preparing for data collection).

Requirements and limitations

When assessing the tourism organisation, indicators have to be developed to judge the validity of the statements made. Different models can and should be used to deepen the analysis of the individual components.

An IOM is not very specific about external influences in the tourism industry (actors and factors): it only gives an indication of them. An IOM provides a static description, it does not show tourism change processes or developments over time, or how the relationships between tourism actors and stakeholders evolved. Such information should be supplemented using other methods, if needed.

Tool 11: Pairwise and Matrix Ranking

What is it?

Pairwise and matrix ranking can be used together as a single tool that:

- describes the basic procedure of pairwise or preference ranking;
- highlights how criteria for choices are selected by key tourism stakeholders;
- highlights the importance of exploring the existence of key differences; and
- identifies the different preferences of key tourism stakeholders.

The point of the exercise is to prioritise a list of topics according to certain criteria. This is done by comparing one to one and asking questions about which option is better given certain specified reasons. For example: prioritising various tourism activities according to their greatest local benefits, the question might be which of these two following activities – lodge operation or campsite operation – gives the greatest profit to local mountain people without harming the natural and cultural environment. The question should eventually force tourism stakeholders to make a decision.

Box 11.1 shows an example of pairwise and matrix ranking. Each box shows the preference/priority between the two groups shown horizontally and vertically.

Box 11.1: Example of Pairwise and Matrix Ranking

	Trekking Group	Individual Trekkers	Mountaineers	Pilgrimage
Trekking group	***	Individual	Trekking group	Trekking group
Individual trekkers		***	Individual trekkers	Individual trekkers
Mountaineers			***	Mountaineers

When is it used?

Pairwise and matrix ranking are used to determine the main problems or preferences of individual mountain community members, identify their ranking criteria, and easily compare the priorities of different individuals. As a tool it can be used to look at issues like the sharing of tourism benefits in mountain communities (see also example above), which activities provide the greatest employment in a community, reasons for lack of participation in the tourism sector by mountain women and other socially excluded mountain groups, and so on.

The real value of this exercise does not lie in the absolute ranking, but rather in the opportunity that arises for a discussion of choices among key tourism stakeholders. Such an exercise provides a useful insight into the nature of local interpretations and preferences, what the bases are for deciding preferences, and what is influencing their decision.

How to apply it?

Steps for conducting pairwise and matrix ranking are as follows:

- Step 1: Assign the roles of interviewer, recorder, and observer to key tourism stakeholders.
- Step 2: Ask the stakeholders to list the different items that are to be discussed and ranked (e.g., trails, trees, fodder, fruit and vegetables, or enterprises benefiting most from mountain tourism).

- Step 3: Ask them to choose a maximum of six or seven items for ranking depending upon the investigation. If too many items are chosen, then the exercise becomes too lengthy.
- Step 4: Ask the key tourism stakeholders to draw a recording matrix in which the different items to be ranked are written on both axes.
- Step 5: Begin the exercise by asking pairs of key tourism stakeholders to nominate their preference. The stakeholders should be asked why they have made this choice. The probing of the choice continues until no further questions arise. The question that forces the key tourism stakeholders to make the choices is important. Once the choice is made, it can be recorded in the matrix.
- Step 6: Repeat until all possible combinations have been considered, i.e., all boxes of the matrix have been filled. The recorder should record all the reasons that the key tourism stakeholders gave for the choices made.
- Step 7: By counting the number of times each item is mentioned in the matrix, the participant can develop an idea of the item most preferred. The frequency of occurrence of each item indicates the rank, i.e., highest frequency for the item most preferred.

At the end of the exercise, it is useful to focus the debriefing on the following comments and questions:

- Note that the criteria and preference lists vary greatly between key tourism stakeholders. Why was this so?
- How could we use this exercise for the desired mountain tourism programme or project?
- Why were some activities considered successful? This offers great insight into the value and design of mountain tourism project activities.

Tool 12: Participation Matrix

What is it?

Tourism projects or change processes require the participation of different actors (internal as well as external), depending upon the nature of the intervention. The participation matrix is a matrix that shows who decides over, who is responsible for, who is actively participating in, and who is informed about certain (planned) mountain tourism activities. Box 12.1 shows an example of a participation matrix for a mountain village tourism programme.

As illustrated in the example, the matrix may reveal the gaps and overlaps in responsibility for certain mountain tourism activities. The following can be noted from the participation matrix for the mountain tourism programme given in Box 12.1:

- Most of the decision-making roles are held by the chairman; the field coordinator has very little say in decisions, although she or he is responsible for many things.
- Where two people share a responsibility, this needs attention. Ideally, each tourism actor should have a clear major responsibility in order to be more effective.

When is it used?

A participation matrix is used to illustrate the way in which key stakeholders are participating (from being merely informed about the activity to actually controlling it) at different stages of the tourism project or activity cycle. It can be used to plan tourism projects and to guide change processes in a tourism context.

Core questions to be asked when making a participation matrix are as follows:

- Who is deciding about what (D)?
- Who is responsible for which activity (R)?
- Who should participate in which activity (P)?
- Who should be informed about which activity (I)?

The participation matrix can be followed by the structuring of regular meetings and the formation of committees to ensure adequate coordination among tourism stakeholders. After this a budgeting exercise should be organised.

How to apply it?

These are three steps to make a participation matrix:

Step 1: Define major mountain tourism activities

Step 2: Identify key tourism actors

Step 3: Identify the type of involvement: D, R, P, or I (include both the existing and desired level of involvement)

A participation matrix can be prepared on an individual basis, in the framework of making a tourism project plan, or in a group (not more than 20 people) on a participatory basis. In a group, one of the stakeholders may volunteer to indicate how they see their role in the individual activities. The process of making a participation matrix takes about one hour.

Requirements and limitations

A participation matrix is more relevant for new mountain tourism activities that are not yet safeguarded by existing organisational and managerial procedures. While analysing the level and involvement of key stakeholders, one should be careful that existing (tourism-related) rules and regulations are consistent with the matrix.

Box 12.1: Participation Matrix for a Mountain Village Tourism Programme

Activity	Actor			
	Chairman Director Operations	Director Planning	Field Coordi- nator	Coordi- nator
1. Programme Development				
1.1 Village tourism programme formulated				
1.1.1 District-level stakeholder consultation	I	D/P	R	
1.1.2 Preparation of project proposal	I	D/P	R	
1.1.3 Discussion of proposal with ministries and donors	D/R	P	I	
1.1.4 Approval of the proposal	D/R	P	I	
1.2 Efficient project coordination mechanism operational				
1.2.1 Execution of coordination plan (meetings, etc.)	P	D/R	P	
1.2.2 Appointment of a field project coordinator	D	R	P	
1.2.3 Determination of job descriptions	D	R	P	I
1.3 Human resource management/development				
1.3.1 Recruitment plans and staff recruitment	D	R	P	I
1.3.2 Training of staff to achieve their duties	D	R	P	P
1.3.3 On-the-job training requirements	D	R	P	P
2. Effective Project Implementation				
2.1 Actors/mountain community mobilisation				
2.1.1 Socioeconomic situation analysis	I	P	D	R
2.1.2 Project activity identification	I	P	D	R
2.1.3 Activity agreements/financing	I	D	P	R
2.2 Project activity implementation				
2.2.1 Technical and advisory inputs	I	P	D	R
2.2.2 Supervision and monitoring	I	P	D	R
2.2.3 Periodic progress reports	I	P	D	R
3. Monitoring and Evaluation				
3.1 Reviews and reports: publications	D	P	R	P
3.2 Lessons and best practices: dissemination	D	P	R	P
3.3 Replicability and sustainability of project	D	P	R	P

Source: Adapted from MDF 2000

D=Decision Making
R=Responsibility
P=Participation
I=To be informed

Tool 13: Resource Mapping

What is it?

Resource mapping is a participatory learning tool that assists mountain communities to do the following:

- Understand how local women and men see their own resources (and how sometimes their views differ from outsiders' perceptions, reports, formal surveys, and so forth)
- Map the perceived resource situation of the mountain community
- Analyse the steps and processes in using the natural and cultural resources available
- Analyse the problems and (market) opportunities related to natural and cultural resources

One can opt to include and identify gender differences in resource use and control use on different scales (household, mountain community, regional, and national).

When is it used?

Resource mapping is useful in tourism research, development, environmental planning, land tenure reform and land-use change, and community organisation contexts. It is used to identify and analyse local tourism resources. It is often applied as one of the earlier steps in a village or site planning process to make an inventory of all the resources available in and around the village or site. The tool can be used at the destination level as well. Figure 13.1 shows an example of a resource map.

How to apply it?

A resource map can be drawn using the following the steps:

- Step 1: Collect the data or information for drawing maps and sketches from key informants, household interviews, and focus group discussions.
- Step 2: List and label the major classes of vegetation, flora and fauna, land use, and tenure that describe the conditions of the local mountain community residents.
- Step 3: Identify the land-user groups. The groups may be men or women, or a combination of male and female or child, adult, and elder.
- Step 4: List and label the users' group.
- Step 5: Sketch the distribution of the land-cover and land-use types in the local landscape on a separate sheet.
- Step 6: Note down who uses and who controls these land-cover and land-use types.



Source: SNV Nepal (2004)

Figure 13.1: Example of a tourism resource map

Tool 14: Seasonal Calendar

What is it?

The seasonal calendar is a tool used to generate information about seasonal trends within a mountain community and to identify periods of particular stress and vulnerability within the community during which tourism development is less appropriate.

When is it used?

This tool can identify the periods of the year during which mountain communities are very busy with their daily (agricultural) work, and when they are available for tourism-related work. It can also show when festivals occur in the village. Trends need to be shown as rough qualitative ones. Quantification is rarely necessary for this learning exercise. Figure 14.1 is an example of a seasonal calendar.

Relevant variables for a seasonal calendar are for instance:

- Weather, festivals, crop sequence, availability of fruit and vegetables, outmigration of mountain people, busy months of the year, and bird and wildlife migration;
- Clarity of mountain views, flowering times, natural hazards, water levels, scarcity of food, busy months for men and women, and the incidence of human disease; and
- Availability of wage employment and expenditure levels.

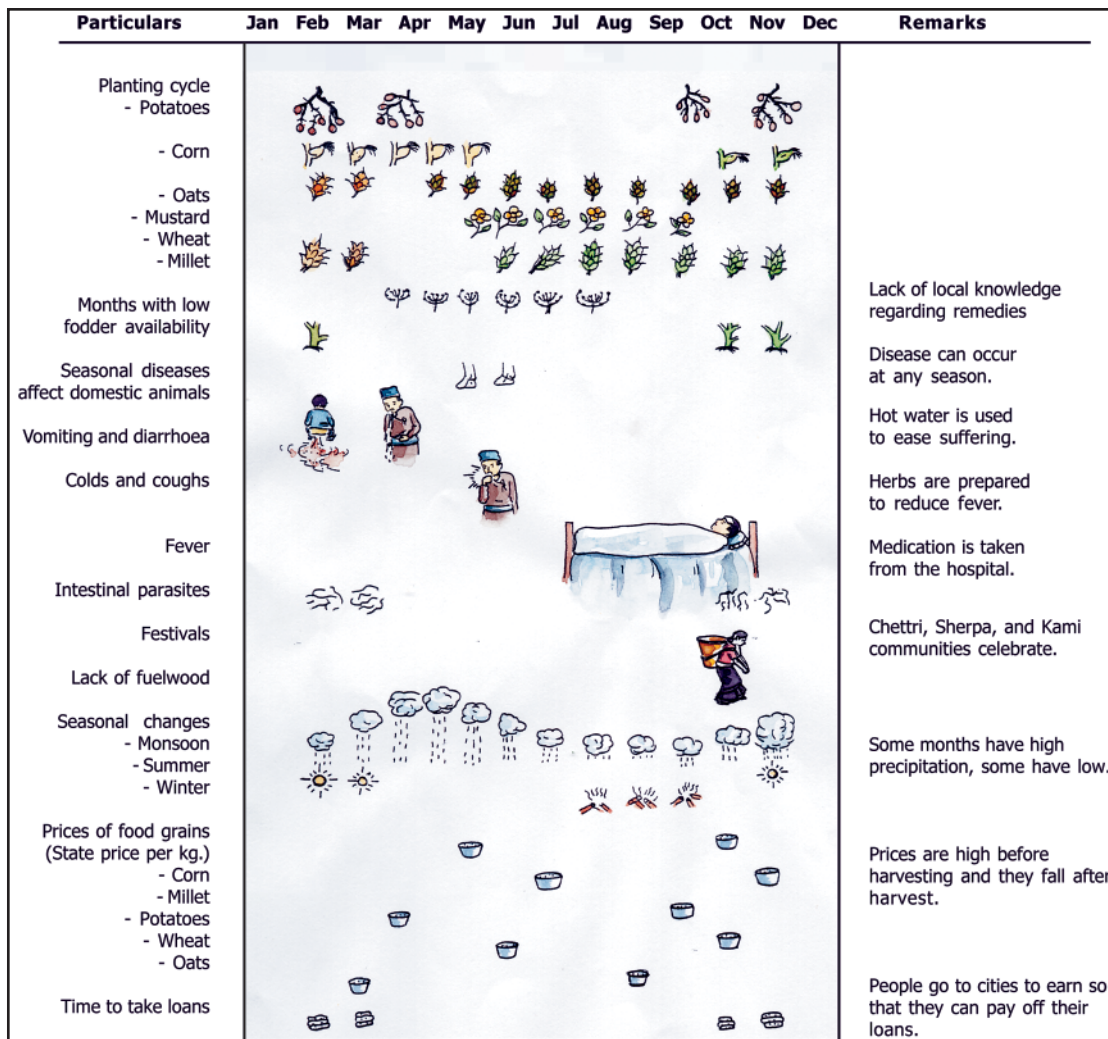


Figure 14.1: Example of a seasonal calendar

Source: SNV Nepal (2004)

How to apply it?

The following steps are used to make a seasonal calendar.

- Step 1: Using a group-forming exercise, divide the participants into small groups of three to five people depending upon the number of participants.
- Step 2: Ask groups to collect the materials required to make the seasonal calendar.
- Step 3: Choose one or two key informants who can be interviewed about the theme that has been assigned. Although it is not essential, these informants may be interviewed about some special knowledge they have of the local mountain area or a particular tourism-related subject. Next the informants are asked to make diagrams to illustrate trends and changes in those mountain tourism activities or features spread over different periods – e.g., a week or a year.
- Step 4: Be sure to ask why months and seasons differ and the reasons for any changes.
- Step 5: Ask the participants to mark out the year using their local calendar – this may be different from a western calendar.
- Step 6: Use whatever material is available locally to show the trends. Coloured chalk can be used to draw line graphs, and different sizes of piles of seeds, stones, or beans can be used to show seasonal variations.
- Step 7: Combine all seasonal patterns into one diagram to show the correlation between variables and identify periods of particular stress.

When making a seasonal calendar it is important to:

- crosscheck and refine the seasonal calendar through fieldwork;
- ask each participant, upon completion of the seasonal calendar, to present their findings to the others and encourage them to concentrate their presentations on the process they went through, not just on the final product;
- discuss trends in food scarcity, local employment, disease outbreak, and so on to provide direction for appropriate interventions that may be beneficial for marginalised communities; and
- identify seasonal trends that tell us which sections of the mountain community are more vulnerable and when, for example, men, women, children, and elderly people are most occupied during a particular period.

Tool 15: SWOT Analysis

What is it?

SWOT is an abbreviation for **strengths, weaknesses, opportunities, and threats**. A SWOT analysis is a strategic planning tool used to evaluate the strengths, weaknesses, opportunities, and threats involved in a tourism project or in a tourism organisation. It involves specifying the objectives of the tourism organisation or project and identifying the internal and external factors that are favourable and unfavourable in the context of achieving that objective. SWOT analysis can be useful for uncovering opportunities that the tourism organisation or project is well placed to use. By understanding the weaknesses, SWOT also helps to manage and eliminate possible threats.

The SWOT analysis template is normally presented as a grid comprised of four sections, one for each of the SWOT headings: strengths, weaknesses, opportunities, and threats. SWOTs can be described as follows.

- **Strengths:** Attributes of the organisation that are helpful for achieving the objective.
- **Weaknesses:** Attributes of the organisation that are a hindrance to achieving the objective.
- **Opportunities:** External conditions that are helpful for achieving the objective.
- **Threats:** External conditions that are a hindrance to achieving the objective.

Which internal factors are considered strengths or weaknesses or, similarly, which external factors are opportunities or threats, ultimately depends on the objective of the tourism project or organisation. What is strength with respect to one objective, may be weakness for another. The correct identification of SWOTs is essential because the process of planning for the achievement of the specified objectives is based on the SWOTs. Box 15.1 shows an example of a SWOT analysis for Northeast India as a tourism destination, with the objective of assessing its tourism potential and possibilities for sustainable tourism development in the next 15 years.

When is it used?

A SWOT analysis can be used for tourism business planning, strategic planning, tourism competitor evaluation, making environmental scans, marketing, business and product development, and tourism research reports, e.g., tourism feasibility studies (see also Tools 7, 19, and 32).

A SWOT analysis can be used, for example, to assess:

- the tourism potential of a destination,
- a tourism business venture (its position in the market, commercial viability, and so forth),
- a tourism product or brand,
- a strategic option such as entering a new tourism market or launching a new tourism product,
- a potential partnership,
- a tourism investment opportunity, and
- the viability of outsourcing a tourism service, activity, or resource (see also business linkage and sub-contracting, Tool 20).

SWOT analysis can be used for all sorts of decision making, and the SWOT template enables proactive thinking, rather than relying on habitual or instinctive reactions.

The usefulness of a SWOT analysis is not limited to profit-seeking organisations. A SWOT analysis may be used in any decision-making situation when a desired end state (objective) has been defined. Examples include non-profit organisations, tourism departments and ministries, and tourism entrepreneurs. A SWOT analysis may also be, and often is, used in pre-crisis planning and preventative crisis management. It can also be used for team-building games in tourism.

Box 15.1: SWOT Analysis of Northeast India as a Tourism Destination

Strengths

- Abundance of natural endowments – pristine and unexplored tourism resources like forests, rivers, rich biodiversity, and Himalayan mountains
- Rich cultural heritage – multi ethnic communities, colourful festivals
- Reasonably efficient air connectivity to Delhi and Kolkata and within the region
- Tourism reorganised as a key industry by all neighbouring states
- Availability of trained and trainable manpower
- English and Hindi easily understood and spoken throughout

Opportunities

- The Government of India has given special attention to the Northeast.
- The Department of Development of the Northeastern Region (DoNER) and Northeastern Council (NEC) are active and are taking an active interest in tourism and have given top priority to this sector.
- The Asian Highway from Malaysia via Thailand and Bangladesh to India will pass through Northeast India on the way to Delhi and beyond.
- Asian Development Bank is preparing a sub-regional plan for the development of tourism covering Bhutan, Bangladesh, India, and Nepal; the Northeastern Region figures prominently in this plan because of the Asian Highway.
- Besides intra-regional tours, there are opportunities for promoting cross border tours to neighbouring countries like Bhutan, Bangladesh, Thailand, Malaysia, Nepal, and so on.
- There is a potential for private sector investment in tourism projects.

Weaknesses

- Poor awareness in the market about tourism products in the region
- Image problem
- Connectivity – psychological distance and time distance
- Lack of network and synergy among public and private organisations in the region
- Lack of organisation to promote cross border tours
- Inadequate funding of resources for tourism promotion
- No regional tourism development or marketing plan
- Piecemeal development in a selfish way by individual states
- Absence of railway network within the region

Threats

- Competition from other tourism destinations within and outside the country
- Threats from terrorism and the negative perception of the whole region
- The possibility of uncontrolled tourism development
- The possibility of tension between the government and security concerns leading to the imposition of RAP (Rules of Appellate Procedure)

Source: Sharma 2005

How to apply it?

Ideally the SWOT analysis should be carried out by a multi-stakeholder tourism team (see Volume 1, Chapter 7) or a tourism task force that represents a broad range of perspectives.

First, the decision makers have to determine whether the objective is attainable, given the results of the SWOT. If the objective is not attainable, a different objective must be selected and the process repeated.

If, on the other hand, the objective seems attainable, the SWOT analysis is used as an input to the creative generation of possible strategies by asking and answering each of the following four questions (USED) many times:

1. How can we **U**se each strength?
2. How can we **S**top each weakness?
3. How can we **E**xploit each opportunity?
4. How can we **D**efend against each threat?

Simple rules for a successful SWOT analysis are as follows:

- Be realistic about the strengths and weaknesses of the tourism organisation or project when conducting the SWOT analysis.
- A SWOT analysis should distinguish between where the tourism organisation or project is today, and where it could be in the future.
- SWOT should always be specific. Avoid grey areas.
- Always apply SWOT in relation to your competition, i.e., better than or worse than your competitors.
- Keep the SWOT short and simple. Avoid complexity and over analysis

Some frequent mistakes made during SWOT analyses are given below.

- Conducting a SWOT analysis before defining and agreeing upon an objective (a desired end state) – a SWOT analysis should not exist in the abstract. It can exist only with reference to an objective. If the desired end state is not clearly defined and agreed upon, the participants may have different end states in mind and the results will be ineffective.
- Opportunities external to the company are often confused with strengths internal to the company. They should be kept separate.
- SWOTs are sometimes confused with possible strategies. SWOTs are descriptions of conditions, while possible strategies define actions. This error is made especially with reference to opportunity analysis. To avoid this error, it may be useful to think of opportunities as ‘auspicious conditions’.
- Make points long enough, and include enough detail, to make it plain why a particular factor is important, and why it can be considered a strength, weakness, opportunity, or threat. Include precise evidence, and cite figures where possible.
- Be as specific as possible about the precise nature of an organisation’s strengths and weaknesses.
- Avoid vague, general opportunities and threats that could be put forward for just about any organisation under any circumstances.
- Do not mistake the outcomes of strengths (such as profits and market share) for strengths in their own right.

Tool 16: Value Chain Analysis

What is it?

In the context of mountain tourism, the value chain describes a full range of activities and the different actors involved that are required to bring a tourism product or service from conception, through the different phases of production (involving a combination of physical transformation and inputs from various tourism producers), to delivery to the final consumers (tourists). The concept is increasingly being applied in the tourism context as a tool for business development (see also Volume 1, Chapter 9) and more general strategic planning and orientation (see also Tools 23 and 32). The term supply chain management refers to the management of the entire production of a tourism product or service, distribution, and marketing processes by which a consumer (tourist) is supplied with a desired experience (tourism product or service). Hence supply chain management is mostly used at the individual tourism enterprise level, whereas value chains target the tourism sub-sector as a whole. The terms sub-sector and value chains are often used synonymously. Value chain promotion can bring different tourism actors and institutions at the micro, meso, and macro levels on to a common platform to improve the tourism sub-sector's competitiveness, reduce costs, and assure quality tourism products and services for tourists. Figure 16.1 shows a typical tourism value chain.

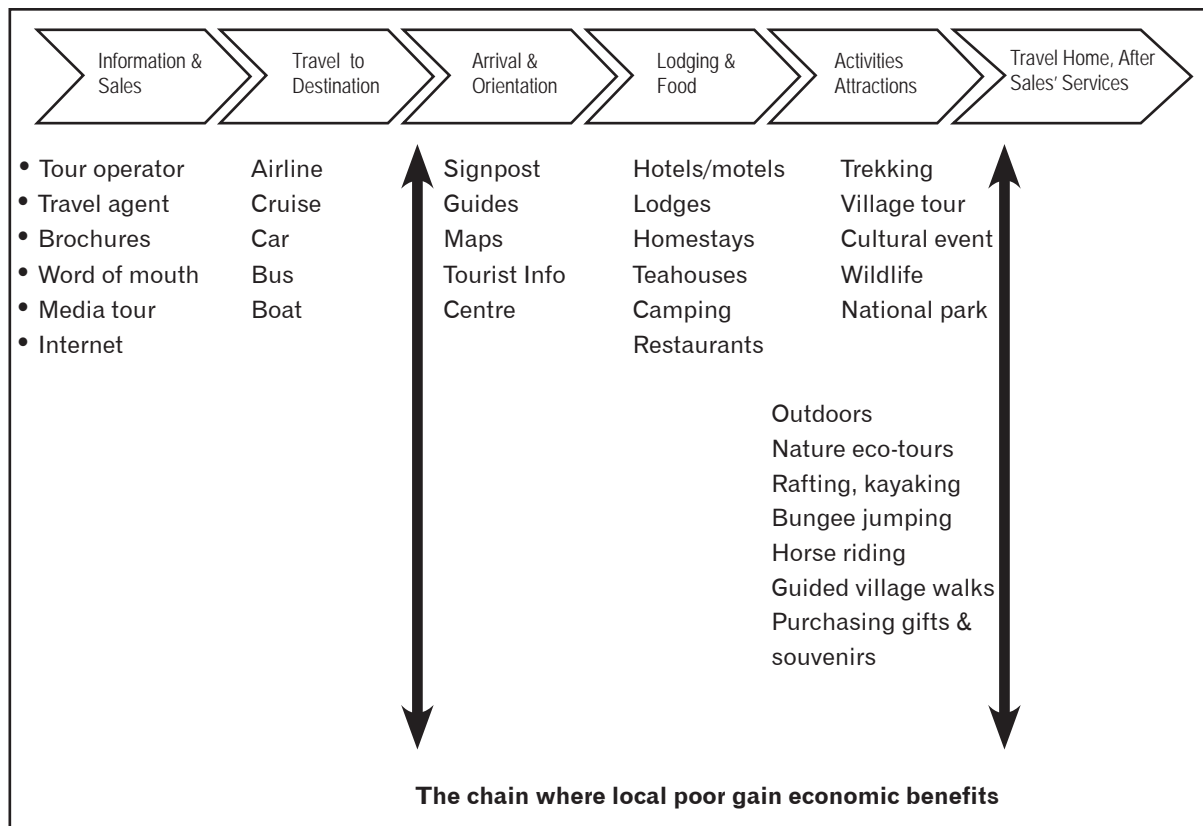


Figure 16.1: Value chain in the tourism sector

A value chain highlights the contributions made by functional parts of the chain (either within the tourism enterprise or across a tourism product or service chain) to the development of value across the chain. The value chain categorises the generic value-adding activities of different actors in the tourism sub-sector. The 'primary activities' include, for instance, inbound and outbound logistics, hotel management and operations, tourism sales and marketing, and services such as operating tours. The actions may be different in terms of the services (like providing transport, accommodation, tours, and excursions) that are performed by a different set of actors. The 'support activities' include, for instance, ticketing, tourism infrastructure development, human resource management (e.g., guide

training, cooking or hospitality, and homestay training), and tourism research and development processes. The analysis of value chains (through the different functions) shows the cost and value drivers for each tourism activity and the potential areas of intervention that would enhance sustainable mountain tourism growth and local tourism employment opportunities.

The value chain concept can be applied to national-level tourism chains as well as to site or destination-specific chains for different tourism products or services. The delivery of a mix of tourism products and services to the end customer (tourist) mobilises different tourism actors, each specialising at different levels in the chain. The tourism-wide industry synchronises interactions in local value chains to create an extended value chain, sometimes even global in scope. This larger interconnected system of value chains has been termed a 'value system'. The tourism value system includes value chains of a tourism enterprise's supplier, the tourism enterprise itself, the tourism enterprise's distribution channels, and the final tourism enterprise's buyers (tourists).

When is it used?

Value chain analysis is useful for analysing the relationships between tourism businesses engaged in both vertical and horizontal alliances. It helps to understand constraints and opportunities in the existing chains and to develop upgrading strategies. It is an important step in developing benchmarks (cost reduction, productivity, and so forth) and for monitoring and evaluation. It assists in initiating the process of change to enhance competitiveness and develop service delivery mechanisms.

Value chain analysis helps to do the following:

- Analyse weaknesses and identify areas of opportunity for synergies among different tourism enterprises and business units and to develop interrelationships among them
- Determine which part of mountain tourism activities can be outsourced in terms of reducing cost and maximising profit, and promote business linkages (see also Tool 20)
- Facilitate design and preparation of a promotional strategy for a tourism value chain
- Provide a model for analysis of competition
- Help identify areas where the operational effectiveness of the chain can be improved, resulting in lower operational costs
- Help develop synergies among the main key tourism actors in the chain (see Tool 4)

In a pro-poor context, a tourism value chain is a useful instrument for analysing and estimating where tourist expenditure goes in certain tourism destinations, and thus where the poor can earn more income from tourism. It paints a picture of where money is flowing in the tourism economy, and thus provides a basis for making recommendations on interventions that would benefit the poor.

How to apply it?

The following are general principles and steps in value chain analysis:

Step 1: Conduct value chain mapping, as described below.

- Select the tourism sub-sector, product, service (using pairwise and matrix ranking; Tool 11).
- Break down the tourism market or organisation into its key mountain tourism activities under each of the major headings (information and sales; travel to destination; arrival and orientation; lodging and food; activities or attractions; travel home and after sales' services, see Figure 16.1)
- Map the tourism value chain and involve all actors in the chain. Organise workshops and focus group discussions.

A value chain map presents:

- the different supply channels that transform raw materials into finished products (e.g., handicrafts) and then distributes these products to the final consumers and the different markets (tourists and tourist markets);
- all of the actors involved in providing specific services for tourism service sub-sectors (e.g., trekking, rafting, bird watching); and
- channels describing how tourism products and services flow through the various tourism actors, who buys from whom, and how the network hangs together.

Step 2: Conduct value chain mapping and analysis at different levels.

- At the micro level
- At the meso and macro levels
- Undertake institutional analysis – identify lead actors, market power, value chain governance, and transaction costs.
- Calculate profits and value addition at different levels.

Figure 16.2 shows a value chain map for services carried out in Luang Prabang Village, Lao PDR. In the figure the functions are laid out on the right-hand side with actors in different functional areas. The flow of activities is shown with arrows in a vertical arrangement. In the figure, the revenue generated at each functional level is also calculated to analyse the flow of revenue and the value addition at each point. Figure 16.3 shows a similar map of how different tourism enterprise products reach final consumers (tourists) in Luang Prabang Village and their channels.

Step 3: Identify opportunities and constraints at different functional levels.

- Assess the potential for adding value via cost advantage or differentiation or assessment of critical points and gap analysis, i.e., identify mountain tourism activities where a tourism enterprise appears to have a competitive advantage.
- Assess the tourism market potential, i.e., new areas where a tourism enterprise has opportunities.

Step 4: Formulate and implement strategies for value chain promotion.

- Determine strategies focusing on the competitive advantages of mountain tourism (identified in Step 3). Strategies should be designed by or with the tourism value chain actors to ensure ownership, preferably by the private sector.
- Develop an implementation model of the strategies and policies through or with tourism sector institutions and actors in the value chain; this can help build (good) coordination among all actors.
- The implementation model could be developed by building on the initiatives of private enterprises and by relying on chain leaders or ‘champions’.
- As a facilitator or change agent in value chain promotion projects, go for quick visible results to gain momentum and prepare for longer-term support for the tourism value chain. This builds confidence among the actors in the value chain and ensures the participation of key tourism stakeholders.

Change agents in sustainable mountain development could be individuals or organisations that have a leading role in the value chain, with a genuine interest in change. Change agents can be any of the following:

- Macro level: Government representatives, e.g., from the Ministry of Tourism, Culture, or Forestry (change business environment)
- Meso level: Business association representatives, e.g., tour operator associations, hotel associations (develop advocacy capacity and service quality)

- Micro level: Responsible actors from leading tourism enterprises, e.g., lead tour operators, hotel magnates (raise issues, invest, and implement)

Facilitators can be development organisation actors, e.g., from regional or tourism related institutions (as supporters of change agents)

Requirements, limitations, and considerations

- The linear value chain model, which focuses on strategies and competition as the main driving force in any industry, is not always well suited to the complexity of the tourism industry and service sector. Collaboration (in addition to competition and differentiation) is a common driver for tourism businesses and their environment today.
- The value chain method has to be applied with value chain stakeholders engaged in the analysis.
- Define the appropriate amount of effort and time to be invested (zooming in and zooming out), and avoid too much ‘analysis and paralysis’.
- Gather and use information about the tourism sector, products, and services before analysis of the value chain. Sources of information can include tourism guidebooks, local tourism businesses, tourism traders and buyers, and the Internet. Further data can be collected through stakeholder workshops, desk study, rapid appraisals and interviews, and surveys.
- Not all tourism stakeholders (especially tourism buyers and traders) are eager to participate in this type of workshop, placing constraints on the facilitation process. It may be necessary to organise separate workshops for them, or to interview them separately.
- Coordination and collaboration with a tourism sector representative organisation, council, or sector promotion bureau are essential to gather updated information, verify information, and coordinate with all tourism stakeholders, and for holistic analysis of the sector.

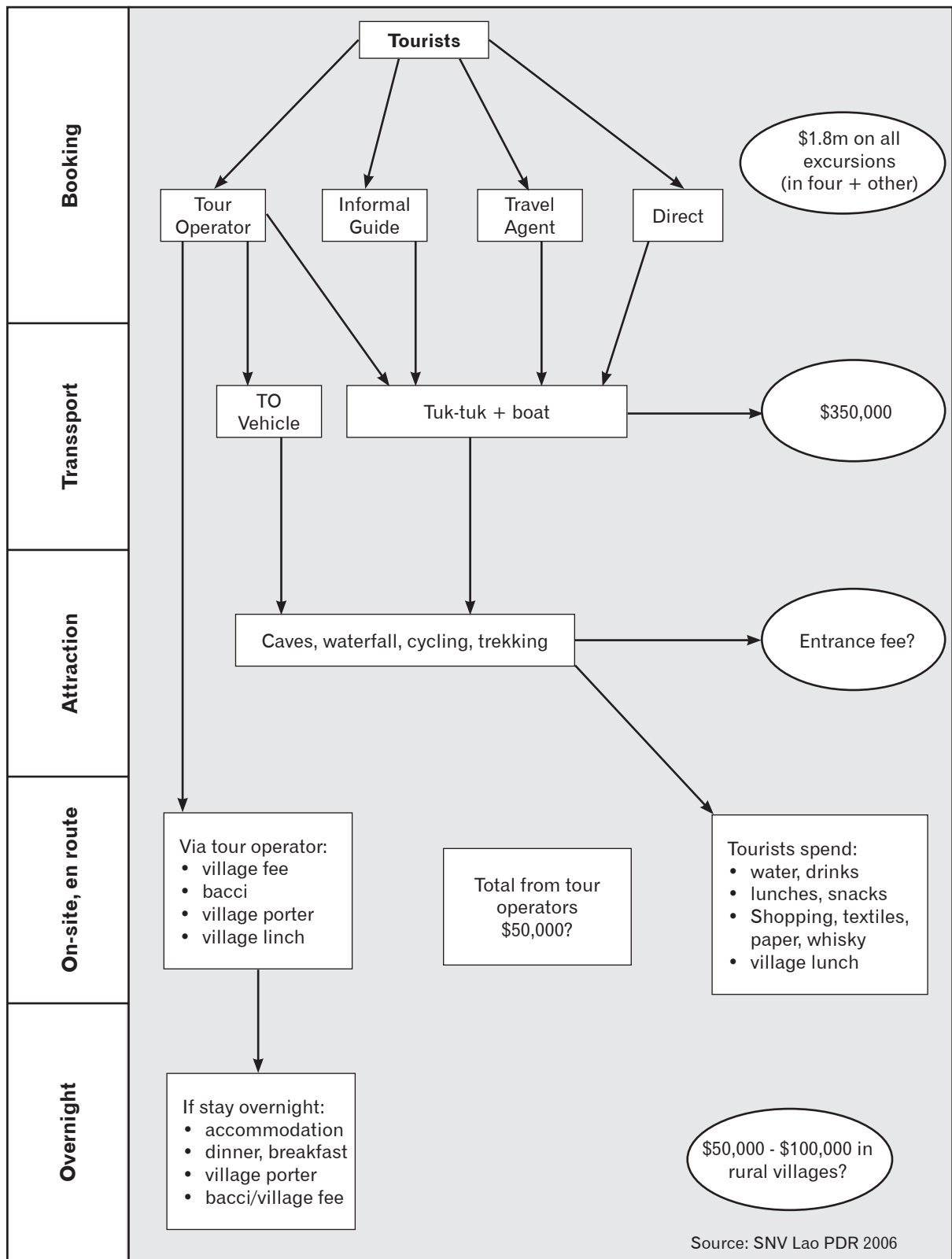


Figure 16.2: Supply chain of excursions, transport, and village income

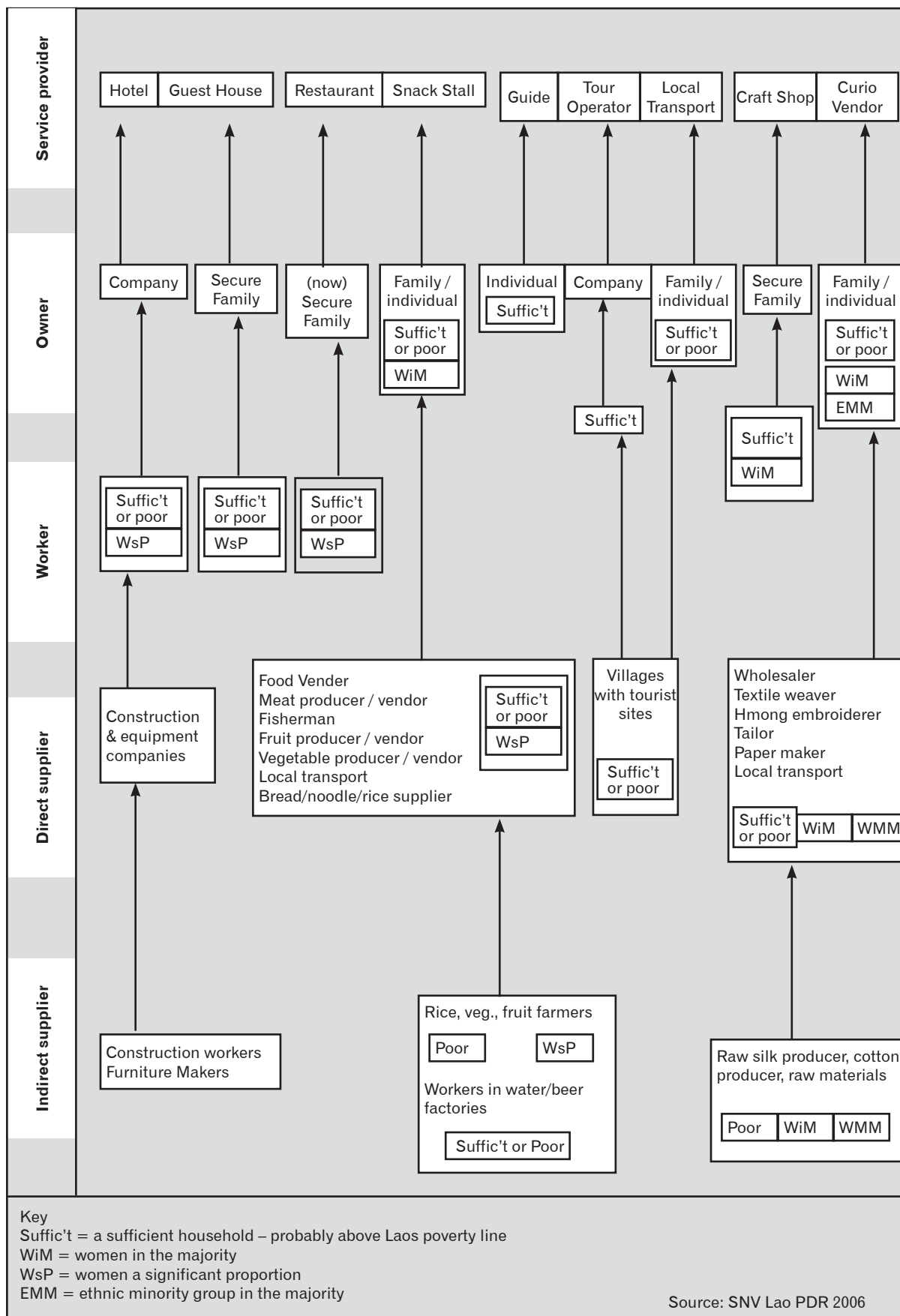


Figure 16.3: Example of a tourism enterprise chain

Tool 17: Venn Diagram

What is it?

A Venn diagram gives a visual representation of different groups and organisations within a mountain community and their relationships and importance in decision making. It identifies mountain community organisations and tourism (related) institutions, their roles, and linkages to sustainable mountain tourism. It can reveal important linkages and constraints in the key tourism stakeholders' own tourism institutions or organisations according to the perceptions of different groups of stakeholders.

A Venn diagram is a visual tool. It shows the relative importance of a group by the relative size of the circle representing it: the larger the circle, the more important the group. The extent to which the groups interact with each other is shown by the degree of overlap shown in the diagram: the greater the overlap, the more interaction and cooperation between the groups. Figure 17.1 shows an example of a Venn diagram.

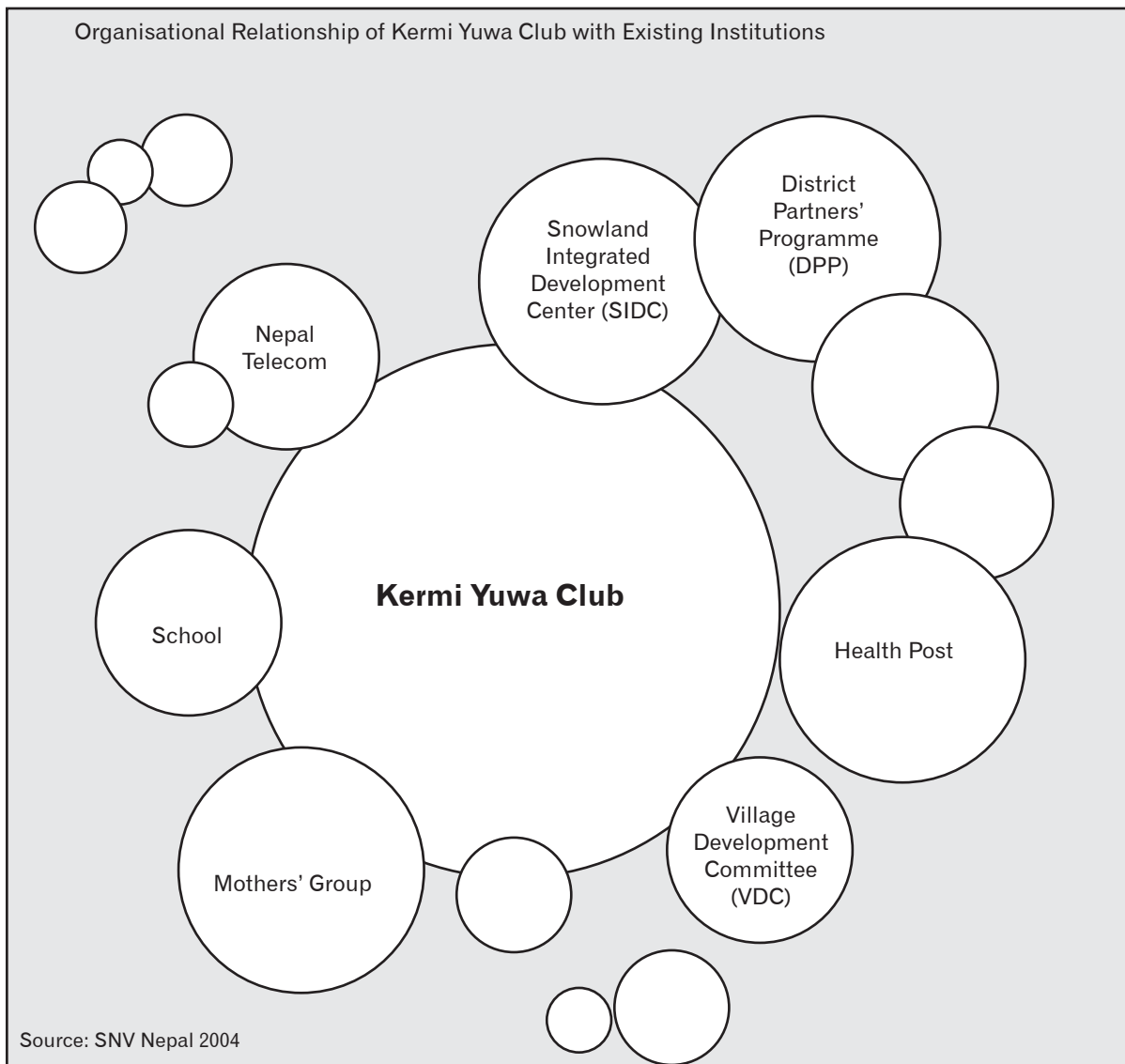


Figure 17.1: Example of a tourism Venn diagram

When is it used?

The process of drawing a Venn diagram can be very illuminating as certain aspects of an institution and the role it plays may be revealed for the first time. It may help to highlight the perceptions of different groups, the degree of relationship and importance between them, and areas of dispute, as well as ways of resolving conflicts. In the process of making Venn diagrams of different situations, as seen by different actors, key tourism stakeholders can discuss ways to resolve conflicts, fill in institutional gaps, encourage linkages between institutions associated with sustainable mountain tourism and conservation, and quantify natural and cultural tourism resource use. As a visual tool, a Venn diagram is helpful for key tourism stakeholders with poor literacy skills.

How to apply it?

A Venn diagram can be developed by key tourism stakeholders in the following ways.

- Step 1: Divide the key tourism stakeholders (usually from the institution or community that is the subject of the Venn diagram) into groups according to what they know about the existing institutions or according to hierarchy or department.
- Step 2: Ask the stakeholders to identify key institutions and individuals that play a role in any tourism or conservation-related activities.
- Step 3: Cut out circles or ask the stakeholders to draw circles of different sizes to represent the institutions and individuals. The size of the circle should represent the relative importance of the institution or individual playing a role. Ask the key tourism stakeholders to label the circles.
- Step 4: Ask the key tourism stakeholders to arrange the circles on paper to represent working relationships among the various organisations identified as follows:
 - Separate circles: no contact among institutions or individuals.
 - Touching circles: information is shared between them.
 - Small overlap: some collaboration and cooperation in decision making.
 - Large overlap: considerable collaboration and cooperation.
- Step 5: When the diagram is complete, analyse the key differences between the groups and their underlying causes (see Figure 17.1).

Tool 18: Wealth Ranking

What is it?

Wealth ranking is a participatory tool used to identify and analyse the different wealth groups in mountain areas, and to produce a ranked list of mountain households according to well-being, as perceived by the informants.

When is it used?

Wealth ranking can be helpful for targeting efforts at particular groups such as the very poorest households or marginalised or socially excluded mountain groups or communities. It is often used in combination with other tools, like social mapping. It is often applied as one of the earlier steps in a village or tourism site planning process to ensure that the planning process will be inclusive.

How to apply it?

Wealth ranking can be conducted through different steps:

- Step 1: With key tourism stakeholders, construct a list of all households to be ranked in a mountain village, town, or district.
- Step 2: Write the name of each household on separate cards.
- Step 3: Have a discussion to develop criteria for assessing a household's relative wealth (how they would define or describe a poor mountain household or a rich mountain household).
- Step 4: Ask the key tourism stakeholders to divide the set of cards into several piles to represent the different wealth groups within the mountain community. Let the stakeholders decide how many piles to make. In some cases, they may choose to distinguish only two or three different groups (say rich, medium, and poor). In other cases, they may divide the mountain community into many more groups.
- Step 5: For key tourism stakeholders with poor literacy skills, read out the name of each household during card sorting.
- Step 6: Once the tourism stakeholders finish the card sorting, ask them to re-check the piles and make any adjustments they wish.
- Step 7: When the stakeholders are content with the results, ask probing questions about, for example, the factors determining a household's place in the ranking; what could lead to a household moving from one wealth group to another, and so forth.
- Step 8: When doing the exercise in groups, ask the key tourism stakeholders to identify two or three 'typical' households within each wealth group that the team can visit at a later stage.
- Step 9: Record the results of the ranking in terms of the characteristics of households in each wealth group and, where appropriate, the names of the households in each group.

Requirements and limitations

When conducting wealth ranking exercises, the following considerations should be kept in mind:

- In some mountain communities, relative wealth or poverty is a very sensitive topic, and this technique may need to be conducted in a private setting to allow key tourism stakeholders to talk freely. In some cases, the technique may have to be avoided altogether.
- This technique sometimes proves problematic in urban mountain areas where people tend to be less familiar with their neighbours than in rural mountain communities.
- The results of wealth ranking should be triangulated using other ways of assessing relative wealth such as social mapping.
- If possible, ranking should be repeated with different key tourism stakeholders and the results compared to look for any differences of opinion as well as differences in wealth criteria, for example, between men and women. Results need to be cross-checked with secondary data and follow-up interviews with key informants.

Chapter 3

Action Tools

Tool 19: Business Development Services

What is it?

In the traditional, subsidised economic model, agencies providing business services, such as voluntary organisations, NGOs, and other non-commercial organisations, frequently acted as service providers for micro and small enterprises (MSEs) in the tourism industry (e.g., by delivering services such as training in tourism business management, consulting, and market access). These efforts often turned out to be inefficient and problematic because the programmes had a tendency to target only a limited number of MSEs, consequently having a high cost-to-impact ratio with limited sustainability, as they generally ended with the end of the tourism programme or project itself.

In the new market development paradigm, the focus has shifted to building up vibrant, commercial, and sustainable tourism service markets. Local commercial tourism enterprises offer tourism business services, whereas the facilitating organisations support the development of the entire tourism market system. This means that the facilitator does not become directly involved in transactions between service providers and MSEs, but instead carries out an array of system-wide activities that strengthen both the tourism demand and supply sides of the market.

Strengthening the capacity of a range of profitable providers of business development services (BDS) to offer demand-driven, affordable, and high-impact services to a large number of tourism MSEs overcame the limitations of the traditional, subsidised model of tourism service provision.

When is it used?

In current BDS thinking, the primary objective of a tourism enterprise or programme is to develop dynamic BDS markets that promote the integration of tourism enterprises, including micro enterprises, into profitable and sustainable tourism value chains (for more information on value chains, see Tool 16). The facilitating organisation can maximise its contribution to this objective during tourism market assessments by focusing on the collection of data that will be most useful in the design and piloting of tourism programmes.

Figure 19.1 illustrates a framework for BDS market sustainability that can help a facilitator to visualise how to develop a whole tourism system and plan for a viable and independent tourism market structure from the start of a tourism project.

The figure shows the different functions in a sustainable tourism market and the various types of stakeholders who (might) perform those functions. For a tourism market to be viable, each function must be both performed and paid for in a sustainable manner. Keeping this framework in mind during a tourism market assessment will help a facilitator to focus the data collection on the understanding of current tourism markets and to envision how it could be changed to offer more benefits to micro-enterprises in the tourism industry in the future.

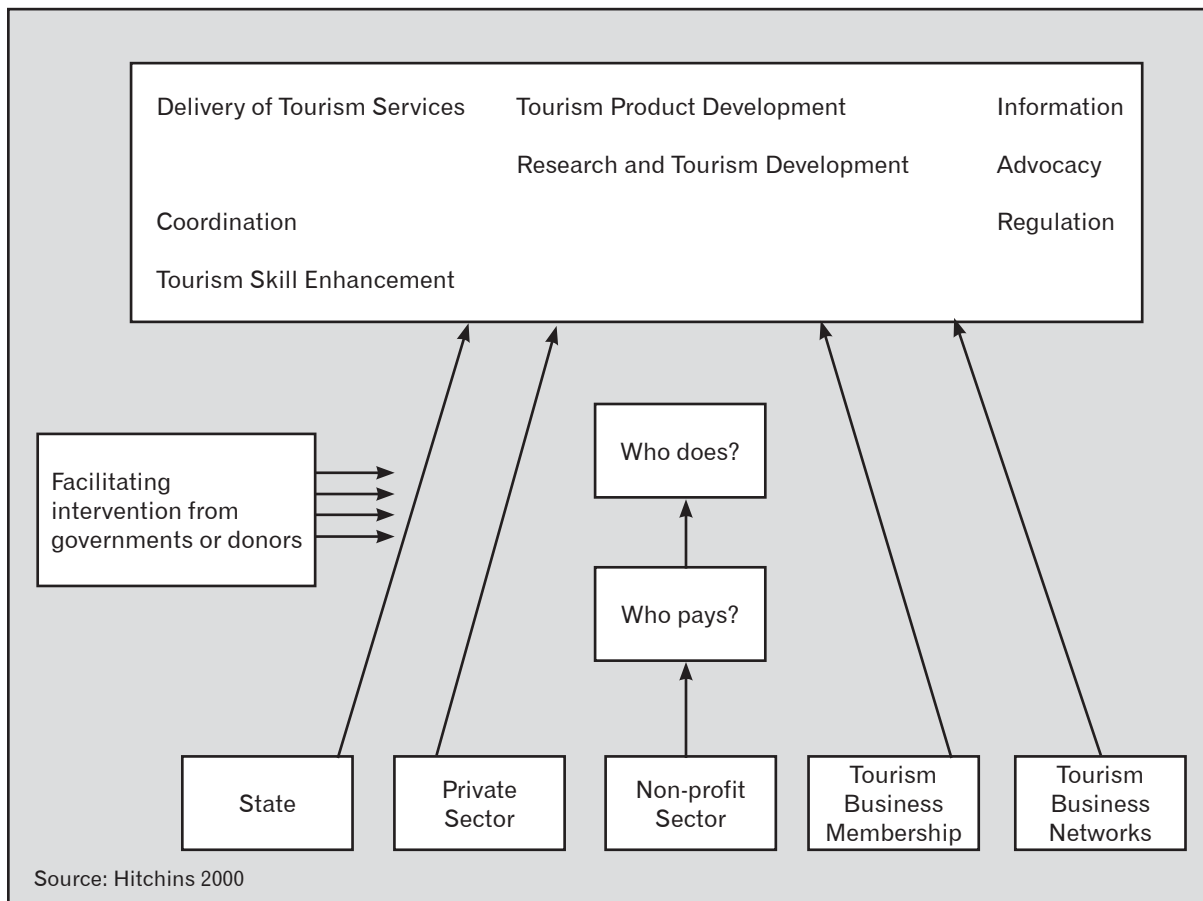


Figure 19.1: Framework for BDS tourism market sustainability

How to apply it?

In order to achieve long-term tourism programme impacts, the creation of robust tourism business models for service delivery is vital. The traditional BDS provision by donor-funded NGOs made MSEs vulnerable to changes in development priorities. To mitigate the risks to poor MSEs, a facilitator can concentrate on designing tourism interventions that result in vibrant, autonomous, and commercial BDS markets that continue to exist after the donor and NGO have completed the programme. It can be used to connect BDS tourism providers and MSEs, designing affordable and useful tourism service products, building the awareness of MSEs of tourism services and their benefits, and modelling new tourism payment and delivery mechanisms.

One business model that is often effective in weak tourism markets involves the bundling and/or embedding of tourism services (see also business linkages and sub-contracting, Tool 20). This paradigm is particularly relevant for making services affordable to MSEs in the tourism industry. For example, tourism MSEs commonly want services which help them to achieve a particular business objective, such as increasing sales or reaching new markets. To achieve these goals, several services may be required, e.g., new product design, quality control, and market access. On the service supply side, tourism traders or larger tourism enterprises in value chains may have a vested interest in helping MSEs achieve both their goals and developing the capacity to deliver a bundle of embedded services. Considering this possibility from the outset can assist a facilitator to design market research that will aid in the design of a tourism programme with greater impact on micro-enterprises in the tourism industry.

Tool 20: Business Linkage and Sub-Contracting

What is it?

Business linkages are commercial dealings between separate profit-oriented tourism enterprises. They are the positive results of market forces compelling mountain businesses to seek the most efficient means of sourcing the components and services that make up their tourism products and services. Business linkages result in specialisation, diversification, efficiency, and wide benefit dispersion as well as access to value-added opportunities in both domestic and foreign tourism markets. There are three building blocks of business linkages: information, capacity building, and capital.

When is it used?

Business linkages are used to develop inter-firm tourism linkages particularly between large and small and micro tourism enterprises. This tool is both a demand and supply side instrument: it brings buyers and suppliers together. Business linkages and sub-contracting are essential to promote local linkages with the formal tourism sector and informal local tourism service and production systems, which helps to minimise economic leakages at the local mountain tourism destination. Business linkages are not only useful but also essential for survival in the present-day mountain tourism industry. Promoting linkages between tour operators (local, domestic, and international) and between local mountain communities, as well as small and micro mountain tourism enterprises, makes perfect business sense. Potential target groups with promising opportunities for sub-contracting are small tourism enterprises and informal local economic activities (e.g., guiding, portering, renting yaks, horses, ponies, running lodges or teahouses, weaving and producing handicrafts) located in areas with tourism potential where several larger-scale tourism businesses operate. Establishing these linkages promotes and strengthens a sustainable approach to mountain tourism.

How to apply it?

Mountain tourism business linkages can be established through the following measures:

- Identifying tourism-related growth sectors that have promising opportunities for sub-contracting
- Identifying as many tourism enterprises as possible (MSEs as well as large tourism businesses) which might be interested in sub-contracting
- Holding networking events to help tourism business owners and managers meet one another to discuss their market needs and capabilities for supply
- Creating a database of interested tour companies (tour operators, trekking agencies, and local tourism enterprises in the mountain community) and encouraging them to list their sub-contracting possibilities
- Disseminating the information and database so that tourism enterprises can identify potential subcontractors or suppliers and customers

Tourism business linkages can be facilitated through manufacturers or producers' associations and cooperatives or self-help groups. Development organisations can also play a role as temporary facilitators. Mountain tourism business linkages are effective or appropriate in the following circumstances:

- When large tourism enterprises need to meet big demands for tourism products or services and do not have the time or resources to invest in full-time workers.
- When small businesses have the ability to process large orders that meet market standards in a timely fashion.
- When large tourism firms are exposed to international market competition and need to become more efficient by creating sub-contracting opportunities.
- When the volume and value of tourism linkages developed are independent of project support.
- In the context of the mountain tourism industry, promoting sub-contracting between large tour operators, travel agencies, hotels, and local, small, and micro tourism enterprises for handling the tourists or guests and providing products and services.
- Similarly, in the handicraft sector, sub-contracting between handicraft marketing companies and producers of (semi) finished products.

Box 20.1 gives an example of commercial linkages in handicraft promotion in Lumbini, Nepal.

Box 20.1: Commercial Linkages in Handicraft Promotion in Lumbini, Nepal

The Tourism for Rural Poverty Alleviation Programme (TRPAP) and SNV Nepal have facilitated the establishment of commercial linkages between the Nepal Knott Craft Centre and natural fibre handicraft producers of Lumbini. The following facilitation procedure was followed in exploring commercial linkages.

- Rapid assessment of local handicraft production – number of producers, their existing skills, and time
- Interaction with a number of handicraft marketing organisations and companies seeking indigenous local groups of producers; the dissemination of information on Lumbini handicraft producers and sample products
- Assessment and skill testing of Lumbini handicraft producers
- Conducting training series in skills and knowledge development to produce market-friendly designs and product modifications
- Appropriate transfer of production technology and design knowledge
- Exposure visits to wider handicraft markets (Kathmandu Valley)
- Facilitating negotiations between producers and Nepal Knot Craft about the supply of products, the quality required, uniformity of design, mode of delivery and time, and price and mode of payment
- Forming self-help groups and functional groups, and selecting coordinator(s) to coordinate production, communication, quality control, and timely delivery
- Continuous backstopping and monitoring of commercial linkages and strengthening the capacity of the functional groups, particularly in the areas of negotiation, communications, costing, and pricing

Requirements and limitations

This type of instrument works most effectively with growth-oriented small, micro, and medium tourism enterprises. The deal between the two parties has to be for mutual commercial benefit (a win-win situation), not because of a social obligation felt by the large enterprise. The tourism project facilitator has to have minimal involvement (a minimalist approach) as far as possible. He or she should not get involved in the hardware functions (such as delivery of finance between two parties), only in the software components (e.g., awareness raising or capacity building). Furthermore, the facilitator should know when to stop facilitating (exit strategy).

Business linkages as an instrument are useful for overcoming constraints in tourism business information and developing linkages with the local mountain culture. The instrument itself is a business service. The facilitator should not use this instrument to provide tourism services but to facilitate the development of permanent tourism provider(s) providing specific tourism products or services in the market.

Establishing business linkages and sub-contracting in the sustainable mountain tourism sector is difficult when the following circumstances are present:

- Poor information on the demand and supply side about the benefits and opportunities of inter-tourism firm linkages.
- Weak or inappropriate capacity of smaller tourism enterprises or organisations to deliver corporate business services (see also Tool 19, business development services).

Tool 21: Local Tourism Development Steps

What is it?

Local tourism development steps support the analysis and assessment of the tourism potential of a mountain area (e.g., mountain ranges, area-specific mountain tourism development projects, and so on.). They are a guideline for the in-depth analysis, preparation, and implementation of an overall 'tourism development plan'. A tourism development plan helps to coordinate all tourism development interventions in a mountain area with reference to the overall development goal. By doing so, it minimises the overlap of mountain tourism activities and contributes to the synergy of the planned mountain tourism activities within an intervention.

When is it used?

A tourism development plan can be used to coordinate and guide all the tourism development interventions taking into account the natural, human, and financial resources which are available and can be tapped (or expanded) in a given mountain region. The most important aim of this approach is to develop and sustain local employment opportunities through sustainable mountain tourism. The implementation of the tourism development plan needs to be monitored to ensure optimal use of scarce tourism resources and to make sure that the results required are achieved as stipulated in the plan. A mechanism should be in place to provide feedback so that corrective measures can be taken to keep the tourism development plan on track.

How to apply it?

First the team involved should define the information requirements for the focus of the analysis of mountain tourism potential and the design of mountain tourism interventions leading to sustainable benefits for the target population. To design a mountain tourism intervention to develop the local tourism economy, the following steps need to be taken:

- Step 1: Data gathering and analysis of the local tourism economy according to, for example, a checklist to assess local economic development (LED) (see Tool 28).
- Step 2: Organisational analysis of the LED in terms of its planning resources and with reference to the physical, regulatory, and/or attitudinal environment; of the capacity of the LED area in the mountain community to perform basic development functions; and of its role and capacity as either a facilitator or implementer.
- Step 3: Select local tourism development strategies (this should be done in meetings in which tourism stakeholders are represented) based on sound problem analysis and establishment of specific goals and criteria.
- Step 4: Select a local tourism development project(s), define its purpose, expected results, activities, and indicators. Design viable organisational structures through which all tourism stakeholders coordinate their activities.
- Step 5: Specify the details of the tourism project (supported by a feasibility study), prepare tourism business plans, and design an adequate monitoring and evaluation programme.
- Step 6: Prepare and implement the overall tourism development plan through a tourism project implementation schedule.

The preparation of an overall tourism development plan is a long-lasting, sometimes never-ending, process of consultancies, workshops, and meetings. Local tourism development steps actually make use of a series of participatory instruments, such as district or area profiles, diagnosis of the local economy, SWOT and organisational analysis (see Tool 15), problem analysis, strategic orientation (Tool 23), and the logical framework (Tool 29) to come up with a realistic tourism development plan.

Requirements and limitations

The quality of the overall tourism development plan depends on the tourism expertise available. The preparation of a tourism development plan is not a one-time exercise, but a continuous process, which may take place every three to five years. In terms of interventions related to mountain tourism, one should continuously assess the international, regional, and national trends in the flow of tourists, their needs and interests, and shifts in mountain tourism markets.

Tool 22: Semi-Structured Interview

What is it?

A semi-structured interview (SSI) is a technique to involve key tourism stakeholders in participatory planning exercises. SSIs are conducted with a fairly open framework which allows for focused, conversational, two-way communication between tourism stakeholders. They can be used both to give and receive information. Unlike the questionnaire framework, in which detailed questions are formulated ahead of time, an SSI starts with more general questions or topics. Relevant topics (such as tourism resources and impacts) are identified initially and the possible relationship between these topics and the issues, such as accessibility and carrying capacity or limits of acceptable change (see Tool 2), become the basis for more specific questions which do not need to be prepared in advance.

When is it used?

Conducting semi-structured interviews is a technique to motivate stakeholders to participate in sustainable mountain tourism planning, development, implementation, management, or monitoring. It is used in most or all participatory tourism planning exercises.

The main purposes of the tool are:

- To obtain specific quantitative and qualitative information from a sample of the population;
- To obtain general information relevant to specific tourism issues (i.e., to probe for what is not known); and
- To gain a range of insights on specific tourism issues.

Major benefits are as follows:

- SSIs are less intrusive to those being interviewed as the semi-structured interview encourages two-way communication. Those being interviewed can also ask questions of the interviewer. In this way the SSI can also function as an extension tool.
- SSIs confirm what is already known and also provide an opportunity for learning. Often the information obtained from semi-structured interviews will provide not only answers, but also the reasons for the answers.
- When individuals are interviewed they may discuss sensitive issues more easily.
- SSIs help field staff become acquainted with mountain community members. Outsiders may be better at interviewing because they are perceived to be more objective.
- Using both individual and group interviews can optimise the strengths of both.

How to apply it?

Semi-structured interviews can be developed in different ways for use as a collective participatory exercise (as opposed to one-on-one interviews), for example using the following steps:

- Step 1: Introduce SSIs to the key tourism stakeholders.
- Step 2: Distribute handouts on SSI guidelines (see above).
- Step 3: Give the key tourism stakeholders 20 minutes to read the document.
- Step 4: Discuss it for another 20 minutes and answer questions.
- Step 5: Split the group into four or five sub-groups.
- Step 6: Ask each group to conduct an SSI on different mountain tourism topics.
- Step 7: Assign roles to each member of the sub-group: there should be two to three interviewers, one interviewee, and one observer or rapporteur.
- Step 8: Give interviewers five minutes to formulate interview questions.

- Step 9: Observe a practice SSI and note the key tourism stakeholders' behaviour for later discussion.
- Step 10: Discuss the results of the interviews in the larger group after role playing has ended. The observers report their observations and the whole group discusses the way in which the interviews were conducted, what mistakes were made, and how to overcome them in the future.
- Step 11: Points for discussion
- What were the main results?
 - Did the interviewers follow the guidelines?
 - Which guidelines were ignored?
- Step 12: Comments and application
- Remember to use SSI guidelines, and
 - Discuss the process and method of the SSI exercise, not the content of the interview.

The following guidelines are used for conducting an SSI.

- The interviewing team consists of two to four people from different disciplines.
- Begin with the traditional greeting and state that the interview team is there to learn.
- Begin the questioning by referring to someone or something visible.
- Conduct the interview informally and mix questions with discussion.
- Be open minded and objective.
- Let each team member finish his or her line of questioning (don't interrupt).
- Carefully lead up to sensitive questions.
- Assign a rapporteur (but rotate).
- Be aware of non-verbal signals.
- Avoid leading questions and value judgments.
- Avoid questions that can be answered with 'yes' or 'no'.
- Individual interviews should be no longer than 45 minutes.
- Group interviews should be no longer than two hours.
- Each interviewer should have a list of topics and key questions written down in his or her notebook.

Requirements and limitations

- A lot of extra information may surface during interviews. Team meetings can help identify similarities in responses.
- Assure that, in a personal interview, the person being interviewed understands and trusts that the responses will be confidential.
- It may take some practice for the interviewer to find the balance between open-ended and focused interviewing.
- In a semi-structured group interview people may interrupt one another or 'help one another out,' or not take turns. They may get off the topic completely.
- Interviewers need some skills. The most common problem with interviewers is asking leading questions. Other problems are failure to listen closely; repeating questions that have already been asked; failure to probe when necessary; failure to judge the answers; and asking vague or insensitive questions.

Tool 23: Strategic Orientation

What is it?

Strategic orientation is a method of finding consensus among stakeholders about priority strategies for mountain tourism development based on the identification of strong and weak points within the tourism organisation and opportunities and threats external to the organisation (SWOT, see Tool 15). Based on the opportunities and threats, strategic options are formulated which are matched with the organisation's strengths and weaknesses. The most appropriate strategies are the options that draw mostly on strengths and are least affected by weaknesses. Box 23.1 provides an example of a strategic orientation matrix.

Box 23.1: Example of a Strategic Orientation Matrix

	Strategic Options			
	To merge companies	To improve debt collection	To protect infrastructure	To create awareness about policies and regulations
Strengths				
Sufficient production capacity	XX	XX		
Trained technical staff	XX	XX	XX	XX
Clear task division	XX	XXX	XX	XX
Motivated staff	XX	XXX	XXX	XX
Total Strengths	8	10	9	6
Weaknesses				
Old infrastructure	XX	X	XX	
Low quality of middle management	XXX	XXX	XX	XX
Inadequate structure	XXX	X		X
Bad public relations	XX	XXX	XX	XXX
Bad debt collection procedures		XXX		XXX
Total Weaknesses	10	11	6	9
Difference Strengths or Weaknesses	-2	-1	3	-3

The following are some examples of strategies based on the matrix in Box 23.1.

- Strategy 1: To protect the infrastructure by:
- using motivated and skilled staff,
 - rehabilitating old infrastructure,
 - improving the quality of middle management, and
 - improving public relations.

- Strategy 2: To improve debt collection by:
- using clear task divisions and motivated staff,
 - improving the quality of middle management,
 - improving public relations, and
 - improving debt collection procedures.

When is it used?

Strategic orientation creates consensus among tourism stakeholders about how to reach strategic mountain tourism priorities to tackle major weaknesses and threats using the organisation's main strengths and opportunities. It helps to set priorities and is a first step towards developing tourism strategies to improve a problem area.

Core questions are as follows:

- What are the strategic options?
- Which options have most effect?
- Which strengths should be used and which weaknesses should be improved to realise an option?

How to apply it?

Strategic orientation can be accomplished using the following steps:

- Step 1: Define the basic question.
- Step 2: Identify strengths, weaknesses, opportunities, and threats and prioritise them (see Tool 15).
- Step 3: Develop strategic tourism options based on opportunities and threats.
- Step 4: Assess the effect of the options and select the options that are most cost effective.
- Step 5: Match strategic options with strengths and weaknesses.
- Step 6: Formulate tentative sustainable tourism strategies.
- Step 7: Develop an action plan.

A strategic orientation should take place with a group of stakeholders (not more than 20 people) on a participatory basis. It requires an atmosphere of trust. Depending on the level of consensus, the process should take around one day. The strategic orientation requires identification of strengths, weaknesses, opportunities, and threats (SWOT, see Tool 15). This can be done in a brainstorming session or through the use of one or more other analysis tools. The integrated organisation model (IOM, see Tool 10) is useful as a basis for this identification. Strategic orientation can lead to a need for strategic planning by the tourism organisation in a more structured way (see Tool 32). A strategic orientation can be followed by an action plan (in the form of a logical framework, see Tool 29) or a more detailed analysis of the consequences of the options.

Requirements and limitations

Strategic orientation is best used as an intermediate step between analysis and planning. It therefore relies heavily on the quality of the analysis done. It requires the understanding and commitment of key tourism stakeholders. The follow up should be taken seriously, turning the analysis into concrete action plans and assigning responsibilities.

Chapter 4
Assessment Tools

Tool 24: Development Wheel

What is it?

The development wheel (Figure 24.1) is a self-assessment tool to help communities discuss their perceived resources and skills in three broad areas: natural and cultural resources, mountain community structure, and business development. Communities score themselves on several aspects of these three areas on a scale of one to 10, and mark the values on the 'spokes' of the wheel, each of which represents one type of resource or skill.

When is it used?

The development wheel can be used as a mountain tourism baseline study to identify the existing natural and cultural tourism resources, the mountain community structure, and the state of business development in any given mountain area. This also makes it a useful planning instrument as it indicates which areas can be developed. For instance, the state-of-the-art of business development

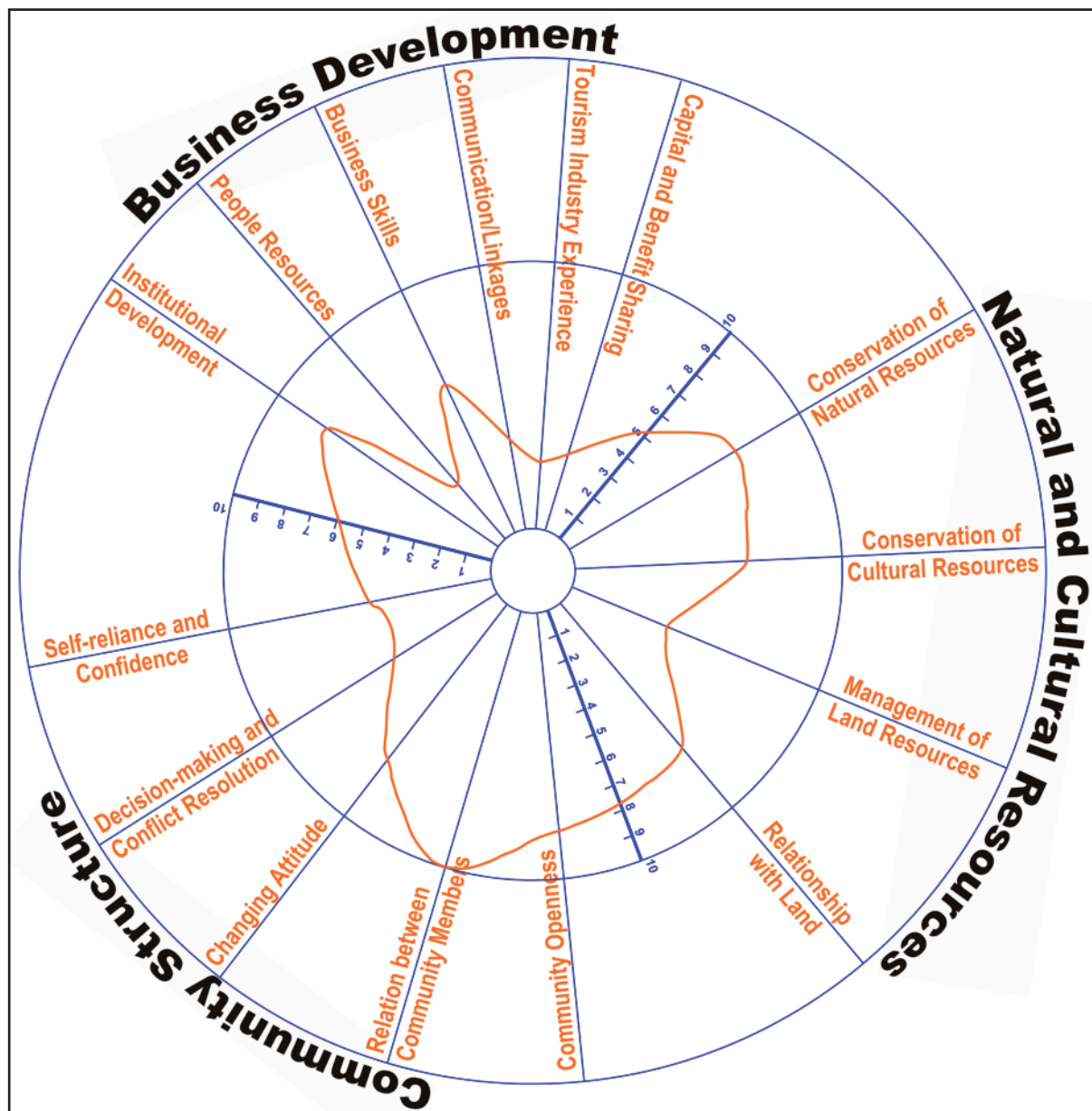


Figure 24.1: The development wheel as a baseline tool

identified in the mountain area can be a useful input for a business development services' strategy (see Tool 19). Finally, the development wheel can be used for monitoring progress in these three areas on a regular basis.

How to apply it?

The development wheel can be used to assess the situation of a mountain community and is used to measure the progress or impact of tourism programmes in this community. Figure 24.2 shows an example of a development wheel created for the village of Salleri in Solukhumbu, Nepal. The wheel was developed in 2003 (represented by the black line) and re-discussed in 2006 (red line). It shows the assessment of the different (perceived) natural and cultural resources and community and business skills in Solukhumbu both before (2003) and after tourism project interventions (2006), thus graphically showing the progress of the community in different areas and revealing the perceived impact of the different project interventions.



Figure 24.2: The development wheel as an assessment tool

Tool 25: Environmental Impact Assessment

What is it?

Environmental impact assessment (EIA) is a comprehensive and versatile instrument for achieving the sustainability of mountain tourism development interventions. In the context of mountain tourism, EIA is basically an evaluation of the type, nature, and manifestation of the likely impact of mountain tourism activities and the perceived 'seriousness' of the impact on the environment. In many countries an EIA is required by law where proposed development activities may be environmentally damaging. Whether or not an EIA is required is likely to depend on the size and nature of the tourism project, the sensitivity of the tourism site or destination in which it is proposed, and the perceived risk to the environment. EIAs are generally not conducted for small-scale tourism projects, even though their cumulative impacts may be significant over time.

When is it used?

An EIA can be used to assess the sustainability of a mountain tourism development intervention by evaluating its likely impacts on the environment. The EIA process covers most of the surveys and research related to the development of mountain tourism activities, products, or services. It only needs to be applied to those actions that may affect the environment significantly. An EIA should be carried out at the beginning of a tourism project cycle and continue throughout the life of the tourism project.

How to apply it?

EIAs consist of different steps or stages.

- Step 1: **Project concept and identification:** An initial environmental assessment (IEA) can be applied in the screening stage. Screening is the process of selecting the tourism project that requires an EIA. An EIA is often carried out for those projects in which the environmental impact cannot be easily assessed. The EIA process usually involves the use of an interaction matrix or checklist which shows the degree of response of each environmental parameter rated on a scale of one to three (1 – no impact, 2 – moderate impact, 3 – severe impact). If screening recommends that an EIA report is required then the initial studies will begin. At this stage a quick environmental overview or preliminary EIA can indicate whether any of the alternatives proposed are environmentally disastrous.
- Step 2: **Pre-feasibility studies:** Following the screening procedure, scoping takes place to determine the scope of the EIA. The main EIA activities at this stage are a) identification of issues or impacts for investigation and b) formulation of a ToR.
- Step 3: **Feasibility studies:** At this stage, EIA activities involve carrying out a detailed market demand and financial and economic cost-benefit analysis (CBA). A financial CBA addresses the commercial profitability of the tourism project from the point of view of the project entity, whereas the economic analysis addresses the efficient use of resources from a societal perspective. In the financial analysis, the transfer of tax, rent, and duties is treated as financial costs and subsidies are treated as financial benefits. From a societal point of view, these are merely transfer payments and are excluded from the economic cost and benefit analysis. Social CBA, on the other hand, is based on the assumption that an additional rupee accruing to a poor mountain woman or man is more valuable than one accruing to a rich mountain woman or man. This calls for the weighting of income distribution to be taken into account properly, although, in the absence of standard national parameters, this is rarely carried out in practice. Box 25.1 gives the steps involved in financial and economic analysis.
- Step 4: **Project appraisal and design:** The EIA results are considered together with the other feasibility studies to decide whether or not the tourism project should go ahead. If the

Box 25.1: Steps Involved in Financial and Economic Analysis

1. **Preparation of physical input and output flow tables:** All purchased or owned input and output sold or self-consumed by beneficiaries are included in the physical flow of the financial analysis. In the economic analysis, any additional indirect benefits and costs have to be taken into account.
2. **Unit value tables for project and output:** In preparing the unit value tables for financial analysis, the prices of all inputs and outputs have to be estimated at the time of purchase, sale, or consumption. The economic analysis, in contrast, values prices of inputs and outputs at their opportunity costs in order to arrive at shadow or efficiency prices.
3. **Financial cash flow and economic value flow tables:** These can be obtained by multiplying the physical input and output flow tables (Step 1) by their respective unit value tables (Step 2).

appraisal results in a 'go-ahead' status, then a final decision can be made about the implementation of the tourism project.

Step 5: **Implementation of the tourism project:** The EIA report serves as a reference guide for mitigation strategies for negative impacts and monitoring schemes during project implementation.

Step 6: **Monitoring and evaluation:** After the tourism project is completed, an audit can be carried out to determine how close the EIA predictions were to the actual impact of the project (see Box 25.2).

Note: It may not always be possible to quantify environmental impacts. However, it may be possible to qualitatively judge the intensity of such an impact. Some lists of possible environmental impacts are provided in Box 25.2 as a checklist for qualitative assessment. Such an assessment can provide a technical framework for, for instance, establishing carrying capacity standards.

Box 25.2: Checklist for Evaluating the Environmental Impacts of Mountain Tourism

Type of Impact	No Impact	Minor Impact	Moderate Impact	Serious Impact	Remarks
Road traffic					
Pedestrian traffic					
Noise level					
Airport traffic					
Trail condition					
Littering/solid waste disposal					
Camping/picnicking					
Visual amenities					
Natural vegetation					
Unique flora					
Biodiversity					
Wildlife					
Unique fauna					
Birds					
Drainage conditions					
Pollution					
Surface water quality					
Groundwater quality					
Air quality					
Archaeological cultural/ historic sites					

Tool 26: Gender Audit

What is it?

A gender audit is an examination of the level of gender integration in tourism projects and organisations. Carrying out a gender audit is a sensitive and lengthy process; hence, the commitment of senior management is essential. Without such commitment, resistance can easily prevent staff from allocating the considerable time required to complete the different components of the audit. Gender audits are focused primarily on internal organisational self-assessments, as opposed to external programmatic assessments which have traditionally been the focus of audits. Review of organisational policies, strategies, rules and regulations, and the organisation's gender budget are all part of the gender audit process.

Box 26.1 shows an example of a gender audit questionnaire for a tourism organisation or project. The questionnaire is intended to provide background information for focus group discussions and should not take longer than 10 minutes to complete.

When is it used?

A gender audit is normally carried out before planning to promote a tourism organisation as a particularly gender-sensitive organisation. Based on the outcome of the gender audit, the management will assess the level of gender integration in the tourism programme and identify the gaps. A gender action plan will pave the way to mainstream gender in the tourism organisation. The tool can be applied in projects with a gender mainstreaming strategy and in small local organisations that have no formal written gender policy.

How to apply it?

There are different methods of conducting a gender audit: individual questionnaires (to get the views of the staff), focus group discussions (to verify their views), and participatory discussions or workshops (to discuss the gaps identified and prepare a gender plan).

the following provides some guidelines for conducting a gender audit:

- Step 1: Form the audit teams, which should consist of two or three people.
- Step 2: Review the organisational strategy, structure, system, technology, budget and expenditure, human resources, and management from a gender perspective.
- Step 3: Prepare a checklist or questionnaire to find out the views of the staff on organisational issues (the organisational strategies, structure and systems, management, the organisational culture, human resources, and finance and technology) and on operational issues (such as the operation of mountain tourism projects).
- Step 4: Compile all the information and categorise it into strengths, weaknesses, and areas for improvement.
- Step 5: Prepare a checklist or questionnaire to be used in focus group discussions with the management team. Conduct focus group discussions to obtain the views of the management and to verify the information obtained from the staff about the organisational and operational aspects.
- Step 6: Compile all the information and categorise it into strengths, weaknesses, and areas for improvement.
- Step 7: Conduct workshops to share findings, validate information, and prepare a gender action plan together with a budget.
- Step 8: Prepare a gender audit report of the tourism organisation as a baseline for use as the organisation builds up its gender mainstreaming.

Box 26.1: Gender Audit Questionnaire

For each of the following 20 questions, can you please tick the answer that you consider most appropriate? We would be most grateful if you could take the time to complete this questionnaire.

A. Operational issues

1. Are you aware of a gender mainstreaming strategy within your organisation?

Completely	- 3	Sufficiently	- 2
Insufficiently	- 1	Not at all	- 0

2. How many of the relevant documents on gender mainstreaming have you read (for example, a strategy paper or a gender manual)?

All of them	- 3	Some	- 2
Few	- 1	None at all	- 0

3. Do you understand the distinction between gender equality and gender empowerment?

Completely	- 3	Sufficiently	- 2
Insufficiently	- 1	Not at all	- 0

4. How important do you consider the gender mainstreaming strategy?

Very important	- 3	Important	- 2
Of limited importance	- 1	Not at all important	- 0

5. How well do you think the gender mainstreaming strategy is applied in the tourism programme or projects?

More than sufficiently	- 3	Sufficiently	- 2
Insufficiently	- 1	Not at all	- 0

6. Is gender mainstreaming an important strategy in your selection process (recruitment, interviewing, and so forth)?

Very Important	- 3	Moderately important	- 2
Of little importance	- 1	Of no importance	- 0

7. Does the gender strategy offer enough opportunities (capacity-building, training, technical support, documentation) to strengthen your knowledge of gender issues in tourism?

More than enough	- 3	Enough	- 2
Not enough	- 1	None at all	- 0

8. Do you feel there are tools and techniques for gender mainstreaming available in your work?

More than enough	- 3	Enough	- 2
Not enough	- 1	None at all	- 0

9. Does the gender strategy provide sufficient information on, and practice in, the use of instruments to conduct gender analyses, and to incorporate the conclusions of these analyses into all stages of the design process of your tourism programme and projects? How would you rate your organisation in this regard?

Excellent	- 3	Good	- 2
Fair	- 1	Poor	- 0

10. Are you expected to introduce gender issues in different stages of the tourism programme or project design and implementation at any level? If so, how well do you fulfil these expectations?

Well	- 3	Adequately	- 2
Not very well	- 1	Poorly	- 0

11. Do you consider it important to include gender mainstreaming outcomes in your tourism programme or project reporting procedures?

Very important	- 3	Important	- 2
Not very important	- 1	Unimportant	- 0

12. How often do you integrate gender explicitly in your work? For example, in the choice of activities and methods used.

Always	- 3	Usually	- 2
Seldom	- 1	Never	- 0

B. Organisational issues

13. Does your tourism programme have an active policy to promote gender equality and respect for diversity in decision-making, behaviour, work ethics, information, and so on? If so, how would you rate its effectiveness?

Excellent	- 3	Sufficient	- 2
Insufficient	- 1	It does not have such a policy	- 0

14. Does your tourism programme discourage expressions of gender inequality such as disrespectful jokes, and so on?

More than enough	- 3	Enough	- 2
Not enough	- 1	Not at all	- 0

15. How much attention do you pay to ensure respectful relations between men and women in your workplace?

Very much	- 3	Some	- 2
Not enough	- 1	None at all	- 0

16. Have you undertaken activities to identify existing gender-related problems or constraints in your workplace?

Yes, many	- 3	Yes, some	- 2
Yes, but very few	- 1	No, none at all	- 0

17. Have you ever taken any action to solve a gender-related problem?

Yes, often	- 3	Yes, sometimes	- 2
Yes, seldom	- 1	No, none at all	- 0

18. Do you think it would be useful to establish a working group on gender issues in your workplace to explore these issues further?

Yes, very useful	- 3
Yes, quite useful	- 2
Not very useful	- 1
Not useful at all	- 0

19. If yes, can you elaborate why?

.....

.....

.....

20. Are there any further gender issues in your workplace that you consider important?

.....

.....

.....

Tool 27: Gender Checklist

What is it?

The gender checklist is a guideline for mainstreaming gender into tourism projects and services by judging to what extent (proposed) tourism projects or programmes are gender sensitive. It helps in the formulation, implementation, and monitoring of gender-sensitive projects. As an example, ICIMOD's gender checklist is depicted in Box 27.1. This is a standardised checklist that is currently used by ICIMOD to judge the gender sensitivity of its programmes and projects.

When is it used?

The gender checklist helps in the formulation, implementation, and monitoring of gender-sensitive mountain tourism projects. The checklist is used to develop sustainable mountain tourism projects and review ongoing mountain tourism activities, as well as to evaluate tourism projects. It also serves as an entry point for discussion on how to mainstream gender in every step of a (tourism) project. As such it can be used as an analytical tool, an action tool, and an assessment tool.

How to apply it?

The checklist consists of simple questions to be answered while developing tourism project proposals or monitoring tourism projects. The main and linking questions thus categorise the level of gender sensitivity of tourism and non-tourism projects.

Given the variation in the social systems in the Himalayan region, however, and the difficulty in providing a 'one-size-fits-all' tool on integrating gender sensitivity into mountain tourism projects, each tourism situation must be assessed on its own terms.

Box 27.1: Gender Checklist

Is Your Project Gender Sensitive? A Checklist

Why Be Attentive to Gender?

In virtually all societies, women and men have distinct roles, rights, and responsibilities which are manifested in their access to and control of different resources, divisions of labour, and legal and traditional rights. As a result, it is not uncommon for women and men to have very different priorities, perceptions of what their interests are, and, hence, goals. Paying attention to these distinctions often makes all the difference between an effective project outcome and one that unwittingly ends up creating more problems than it solves.

Gender Analysis: What is it?

Gender analysis refers to methodologies and processes used to identify the varied and often specific roles allocated to women and girls and men and boys in households, farms, mountain community institutions, and workplaces. These roles typically result in women having less access to productive resources and decision-making processes than men.

<i>Main Questions</i>	<i>Linking Questions</i>
Check the project document. Do the objectives reflect gender sensitivity?	Are both men and women direct beneficiaries of the project?
Think carefully: Is the project likely to have no effect or an adverse effect on women?	Has a gender disaggregated baseline study been carried out?
Have both women and men been consulted as decision makers in the planning and implementation?	Have both women's and men's views been incorporated (and not just consulted) at all levels? Are gender specialists involved from the start of the project?
Are there specific strategies to address gender needs and concerns?	Are project resources enough to provide services to women and other disadvantaged groups?
Is the participation of both men and women ensured to a level of at least 40%?	Identify stages of women's participation in your project and the constraints (planning, training, capital, and so on)
Are there specific incentives to encourage women's or men's (either of the disadvantaged gender) participation?	Are positive discriminatory measures necessary?
Does the project have a gender sensitive M&E system?	Is gender monitoring in the project limited to only a head count of males and females? What are the qualitative measures?
Is the personnel and recruitment process <u>at all levels</u> gender sensitive?	Are staff members trained on gender issues?
To what extent are the male personnel experienced in delivering services to women and vice versa? Are the services culturally appropriate?	If it is not culturally acceptable, has the project made provisions for female staff intervention (especially in technical positions)?
Do your project partners have experience in gender that could be used for the project?	Have we influenced our partners to ensure gender balance in joint collaborations and in their own organisations?

There are four kinds of projects. How would you categorise yours?

- Gender Discriminatory: Does not believe in equality
- Gender Blind: Not bothered about equality
- Gender Neutral: Believes in equality
- **Gender Sensitive: Believes in equity for equality**

Source: ICIMOD 2007

Tool 28: Local Economic Development Checklist for Mountain Areas

What is it?

A local economic development checklist for mountain areas is a tool used to diagnose the state of local economic development in an actual or potential mountain tourism destination. It is based on the local economic development approach (LED; see Tool 21). The checklist consists of a list of questions about the local economy, the local labour market, the local mountain environment and tourism infrastructure, the local culture, available tourism resources, and current mountain tourism development activities.

When is it used?

The checklist invites tourism planners and developers to describe the current situation, the envisioned situation, the different options for action, and the foreseeable situation if no action is taken. This description may help to prepare a sustainable mountain tourism development plan. The information generated by the local economic development checklist is useful for identifying the tourism potential of an area and for supporting the formulation of appropriate mountain tourism interventions. The checklist helps to identify at first glance the gap between the existing and the envisioned characteristics of a local economy, thus helping to identify appropriate strategies to achieve better results from the (to be designed) tourism intervention.

How to apply it?

The steps that can be followed for diagnosing local economic development in the mountains are summarised below.

- Step 1: Assess the beneficiaries of the interventions: women, socially excluded groups, religious or ethnic groups, or other vulnerable societal groups.
- Step 2: Assess the characteristics of the local context and culture in terms of contribution to or constraint of the development of mountain tourism: their uniqueness, significance within the region, physical and geographical context, accessibility, and whether any cultural characteristics are under threat.
- Step 3: Assess the local economy in terms of industries available, the capacity to grow sustainably, and potential links between these industrial products and the mountain tourism market.
- Step 4: Assess the local labour market in terms of the population trends, local skills, tourism-related training or education facilities, and the entrepreneurial climate.
- Step 5: Assess the local environment and infrastructure in terms of capacity to support growth or potential for self-growth.
- Step 6: Assess the available financial resources in terms of government grants, local level taxes, and a private sector that is able to invest locally in the tourism industry.
- Step 7: Assess the current mountain tourism development activities in terms of their ownership, level of coordination, specific sectors, and specific gaps.
- Step 8: In the above assessment describe the current situation, the envisioned situation, the different options for action, and the situation foreseen if no action is taken.
- Step 9: Conclude by identifying the gaps and determining how these gaps can be addressed.

In-depth follow-up is required to develop the local economy after the provisional gap between the current and envisioned situation has been described.

Requirements and limitations

Knowledge of the area is a prerequisite to answering the various questions in the steps above, and local knowledge should be used as an important source of data. Proper adaptation of the checklist for the mountain situation is needed to make it more relevant to the analysis of tourism potential in mountain areas in the Himalayas. The checklist is not exhaustive but can serve to guide or stimulate the generation of ideas. It is obvious that, for a detailed economic analysis, the 'traditional' appraisal instruments, such as financial, economic, or social cost-benefit analysis, need to be applied. There are also other instruments that can be used to identify the potential for tourism in a local mountain economy (see SNV Nepal 2004 for more details).

Tool 29: Logical Framework

What is it?

A logical framework is a matrix with four rows and four columns used to summarise planned tourism projects or interventions, and to provide a basis for subsequent monitoring and evaluation. It must, therefore, be regularly reviewed and amended whenever the tourism project changes course.

Below are some of the features of a logical framework.

- The logical framework should be **concise**. It should not normally take up more than two sheets of paper.
- The logical framework should be treated as a **free-standing document** and should be comprehensible to those who are unfamiliar with the subject or previous documents. Acronyms should therefore be avoided.
- If **beneficiaries** are included in the tourism project, they should also take part in the design of the logical framework.

Box 29.1 shows an example of a logical framework.

Box 29.1: Contents of a Logical Framework			
Narrative Summary	Verifiable Indicators (VI)	Means of Verification	Important Assumptions
Goal	What are the quantitative ways of measuring, or qualitative ways of judging, whether these broad objectives are being achieved? (estimated time)	What sources of information exist or can be provided cost-effectively?	(Goal to Supergoal): What external factors are necessary to sustain objectives in the long run?
Purpose/objectives/outcomes	What are the quantitative measures or qualitative evidence by which achievement and distribution of impacts and benefits can be judged? (estimated time)	What sources of information exist or can be provided cost-effectively? Does provision for collection need to be made under inputs-outputs?	(Purpose to Goal): What conditions external to the project are necessary if achievement of the project's purpose is to contribute to reaching the project goal?
Outputs: Indicate each of the outputs that are to be produced by the project in order to achieve the project purpose	What kind and quantity of outputs, and by when will they be produced? (quantity, quality, time)	What are the sources of information?	(Output of Purpose): What are the factors not within the control of the project that, if not present, are liable to restrict progress from outputs to achievement of project purpose?
Activities: Indicate each of the activities that must be undertaken in order to accomplish the outputs.	VIs should be included in all activities. This is essential for project reporting and monitoring using the logical framework.	What are the sources of information?	(Activity to Output): 1) What external factors must be realised to obtain planned outputs on schedule? 2) What kind of decisions or actions outside the control of the project are necessary for the inception of the project?

When is it used?

The logical framework has the following uses:

- It brings together in one place a statement of all the key components of a tourism project (this is particularly helpful when there is a change of staff).
- It presents them in a systematic, concise, and coherent way, thus clarifying and demonstrating the logic of the way the tourism project is expected to work.
- It separates out the various levels in the hierarchy of objectives, helping to ensure that inputs and outputs are not confused with each other or with objectives and that wider-ranging objectives are not overlooked.
- It clarifies the relationships that underlie judgments about the likely efficiency and effectiveness of tourism projects.
- It identifies the main factors related to the success of the tourism project.
- It provides a basis for monitoring and evaluation by identifying indicators of success and a means of quantification or assessment.
- It encourages a multidisciplinary approach to tourism project preparation and supervision.

How to apply it?

The main matrix of a logical framework generally consists of the following parts:

1. Narrative Summary (Column 1)
2. Verifiable Indicators (Column 2)
3. Means of Verification (Column 3)
4. Important Assumptions (Column 4)

Narrative summary (column 1)

The narrative summary defines the tourism project's structure. Care should be taken to distinguish between project activities, inputs, outcomes, outputs, purpose, and goal.

Verifiable indicators (column 2)

An indicator is a pointer or measure that is used to see whether the objective has been achieved or not. In other words, how do we know if we are going in the right direction?

"Who has seen the wind? Neither you nor I. But where the trees bow down their heads, the wind is passing by." (Christina Rossetti, 1830-1894)."

The emphasis in indicators is on the value, not just the type of indicators of achievement. Any indicator used should be susceptible to measurement, or qualitative judgement, or both. An example of a quantitative indicator is the bed capacity of a new hotel. An example of a qualitative judgement is the assessment that the majority of mountain communities have understood audio-visual materials on benefits of mountain tourism in their region. There is no point in having indicators that cannot be measured at all, or only at a disproportionate cost. Quantification should not, however, be used just for the sake of it, and in some cases proxy assessments may be more appropriate.

There are different levels of indicators to measure the achievements of a tourism intervention:

- Input indicators
- Process indicators
- Output indicators
- Outcome indicators
- Impact indicators

There are also different selection criteria for indicators. Box 29.2 provides some examples of popular criteria.

Box 29.2: Selection Criteria for Indicators

1. First Criterion (SMART)

- **Specific:** Is the indicator specific enough to measure progress towards the result?
- **Measurable:** Is the indicator a reliable and clear measure of results?
- **Attainable:** Are the result(s) in which the indicator seeks to chart progress realistic?
- **Relevant:** Is the indicator relevant to the intended outputs and outcome?
- **Trackable and Time bound:** Are data available at a reasonable cost and effort within a stipulated time?

2. Second Criterion (VRSSUA)

- **Validity:** Does it measure the intended result?
- **Reliability:** Is it a consistent measure over time?
- **Sensitivity:** Is it sensitive to changes in results?
- **Simplicity:** Is it easy to collect and analyse?
- **Utility:** Is the information useful for decision making and learning?
- **Affordability:** Can the tourism project or programme afford to collect the information?

3. Third Criterion (CREAM)

- **Clear:** Is it precise and unambiguous?
- **Relevant:** Is it appropriate to the subject at hand?
- **Economic:** Is it available at a reasonable cost?
- **Adequate:** Does it provide a sufficient basis to assess performance?
- **Monitorable:** Is it amenable to independent validation?

Means of verification (column 3)

This column should set out how, and from what sources of information, each of the indicators in the previous column will be quantified or assessed. The availability and reliability of data, and the practicability and cost of collecting them, must be carefully considered both in identifying suitable indicators and in determining the most cost-effective way of measuring them. If some of the data are likely to be unreliable the logical framework should say so.

Important assumptions (column 4)

This column should record the important assumptions on which the success of the tourism project depends, and the risks that have been considered. In designing a tourism project it is normal to start with the problem and work down the levels to thinking about the resources. It might, however, be that the resources identified are either not available or are inappropriate, thus requiring modification of the resources or assumptions at each level.

Tool 30: Quality Definition Chart

What is it?

A quality definition chart helps define the quality of a tourism product or service from the perspective of the tourism target group or customer. It defines customer requirements as well as the related indicators to assess whether or not the expectations of the tour group or customer are met. Figure 30.1 provides an example of a quality definition chart of a training programme.

When is it used?

A quality definition chart provides a set of indicators for monitoring and improving the quality of a tourism product or service.

Core questions that can be asked include the following:

- What are the major quality aspects?
- What are the major quality requirements for each aspect?
- What are the indicators?

How to apply it?

A quality definition chart can be made using the following four steps:

- Step 1: Define the product or service offered by the tourism project or organisation.
- Step 2: Define the major aspects or the (critical) moments of contact between the tourism client or customer and the tourism project or organisation.
- Step 3: Define the quality requirements.
- Step 4: Define the indicators related to the requirements.

A quality definition chart can be made on an individual basis or on a participatory basis in a group (maximum 20 people).

Requirements and limitations

To make an adequate chart, the views of tourism customers or clients should be included. What the staff of a tourism project or organisation thinks is a requirement may not actually be a requirement.

Measurable direct indicators may sometimes be difficult to find. To make a quality definition chart takes around one hour, provided the requisite information is available or people with good knowledge of the requirements are among the key tourism stakeholders participating in the exercise.

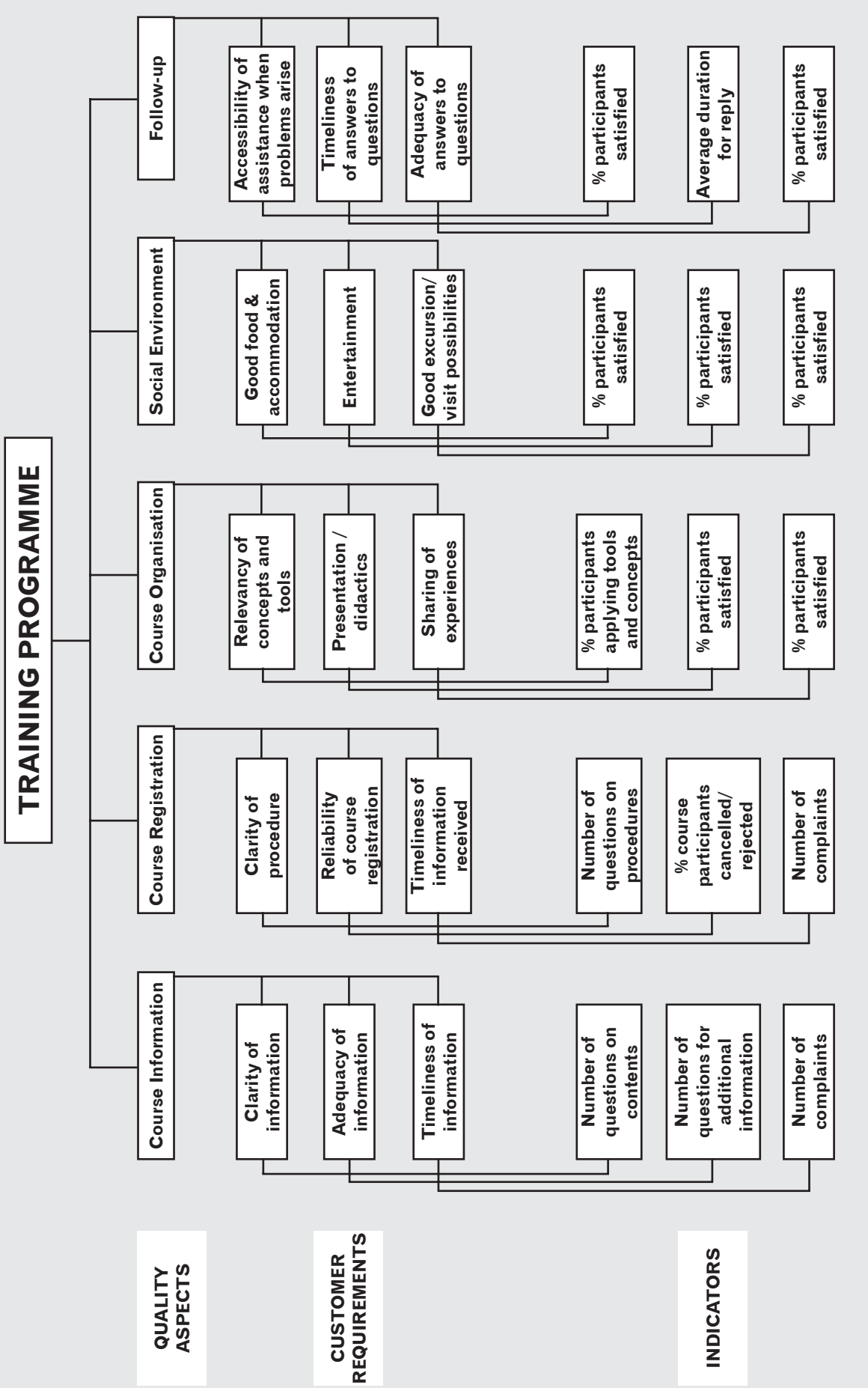


Figure 30.1: An example of quality aspects of a training programme

Tool 31: Social Audit

What is it?

Social audits have been developed in a range of tourism organisations as processes that enable them to measure the extent to which they live up to the shared values and objectives to which they are committed. It provides a framework that allows them to build on existing documentation and develop a process whereby the organisation can account for its social performance, report on that performance, and draw up an action plan to improve on that performance, and through which to understand its impact on the mountain community and be accountable to its key tourism stakeholders.

Some examples of questions on a social audit checklist are given below.

- Who is involved in the tourism programme?
- Who makes the decisions?
- Who benefits from the tourism project or programme?
- Which caste or social group do the women and men belong to, and how are they affected by the tourism project or programme?
- What image does (the) tourism (project or programme) have in the mountain community?
- Has the tourism programme made a positive or negative impact on the mountain community?

Box 31.1 presents an example of a social audit in Nepal; it provides a framework to assess the impact of a tourism programme on different genders, castes (religious), and ethnic or social groups at the various stages of its programme cycle.

Box 31.1: Example of a Social Audit in Nepal

Programme cycle	Brahman/Chettri		Janjati		Dalit		Madheshi		Madheshi dalit		Muslim		Other castes	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Programme design														
Planning														
Implementation														
Monitoring														
Who makes decisions														
Who benefits														

M = Male; F = Female

When is it used?

Social auditing provides an assessment of the impact of a tourism organisation's non-financial objectives by monitoring its performance and the views of its stakeholders systematically and regularly. It is a process that enables a tourism organisation to demonstrate its social, economic, and environmental benefits and limitations. Social auditing is a way of measuring the extent to which a tourism organisation lives up to its commitment to its shared values and objectives.

How to apply it?

Teams of stakeholders prepare checklists to assess the impacts of a tourism programme, and use them to collect the required information. To balance bias or ethnocentricity in their judgements, an external person or panel is hired to verify the social audit's accuracy and objectivity.

Social auditing requires the involvement of the main stakeholders of the tourism organisation. This may include employees, clients, volunteers, donors, contractors, suppliers, and local residents interested in the tourism organisation. The social auditing process requires an intermittent but clear time commitment from these key persons. The social auditor liaises with others in the tourism organisation and designs, coordinates, analyses, and documents the collected information during the auditing process.

Social auditing information is collected through research methods that include social book-keeping, surveys, and case studies. The objectives of the tourism organisation are the starting point from which impact indicators are determined, stakeholders identified, and research tools are designed in detail.

The collection of information is an ongoing process, often done in 12-month cycles and resulting in the tourism organisation establishing social bookkeeping and the preparation of an annual social audit document or report.

Experience has shown that it is important to provide training to the social auditor as well as mentoring during the first few years. If well facilitated, social auditors from different organisations can become self-supporting in subsequent years.

Tool 32: Strategic Planning

What is it?

Strategic planning is a tourism management tool. It is used to help a tourism organisation do a better job: to focus its energy, to ensure that members of the tourism organisation are working towards the same goals and to assess and adjust the tourism organisation's direction in response to a changing global and mountain environment. In short, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what a tourism organisation is, what it does, and why it does it, with a focus on future tourism trends and developments.

When is it used?

Strategic planning can be used to determine a clear tourism mission, vision, values, goals, objectives, roles and responsibilities, and timelines.

Strategic planning raises a sequence of questions to help tourism planners examine experience, test assumptions, gather and incorporate information about the present, and anticipate the environment in which the tourism organisation will be working in the future.

The process is about fundamental decisions and actions because choices must be made in order to answer the sequence of questions mentioned above. The plan is ultimately no more, and no less, than a set of decisions about what to do, why to do it, and how to do it. Because it is impossible to do everything, strategic planning implies making tough decisions about what is most important in order to achieve organisational success in the competitive tourism industry.

Strategic planning stresses the importance of making decisions that will ensure the tourism organisation's ability to respond to changes in the environment successfully.

How to apply it?

Strategic tourism planning is only useful if it supports strategic thinking and leads to strategic tourism management – the basis for an effective tourism organisation. Strategic thinking means asking, 'Are we doing the right thing?'

Perhaps, more precisely, it means making that assessment with three things in mind.

- A definite purpose
- An understanding of the environment, particularly of the forces that affect or impede the fulfillment of that purpose
- Creativity in developing effective responses to those forces

Strategic planning and management can be understood by continually asking the question, 'Are we doing the right thing?' It entails attention to the 'big picture' and the willingness to adapt to changing circumstances, and consists of the following three elements:

- formulation of the tourism organisation's future mission in light of changing external factors such as regulation, competition, technology, and customers;
- development of a competitive strategy to achieve the mission; and
- creation of an organisational structure which will deploy resources to carry out its competitive strategy successfully.

Strategic management is essential for the effectiveness of any tourism organisation. It is adaptive and keeps the organisation relevant. In these dynamic times it is more likely to succeed than the traditional approach of 'if it ain't broke, don't fix it'.

Tool 33: Trend Lines

What is it?

This tool helps to analyse relationships between historical and current trends in selected environmental, cultural, socioeconomic, and tourism market conditions, identifying opportunities and designing sustainable mountain products (i.e., a historical trend line as an **analytical tool**). It can also represent a timeline of the impacts and benefits of sustainable mountain tourism as a result of the implementation of action plans (i.e., a future trend line can be used as a **monitoring, planning, and reporting tool**). Furthermore, it can measure progress in achieving impacts and benefits of sustainable mountain tourism.

When is it used?

Trend lines are useful for analysing, planning and monitoring institutional capacities, mountain community awareness, and the relationship between sustainable mountain tourism and natural and cultural conservation conditions and factors. They are a qualitative not quantitative measure of conditions, characteristics, situations, attitudes, and so forth. Thus, the upward and downward trajectory lines represent relative change, not exact measurements. Historical trend lines are used as an analytical tool, future trends line as a planning or monitoring tool. The facilitator can influence the selection and definition of trend line topics to provide useful information for, for instance, appreciative participatory planning and action (APPA) exercises and analyses (for more information about APPA see Volume 1, Chapter 6). The following describes an example of using historical trend lines in an APPA exercise, including the steps involved. It is followed by a summary of the steps used to define future trend lines as planning or monitoring instruments.

How to apply it?

The steps for using a historical trend line are as follows (using trend line analysis in the discovery phase of APPA as an example):

- Step 1: Introduce the trend line exercise and the XY graph. Explain the concept of an X-Y graph (simple graph with a horizontal X-axis and vertical Y-axis on which points can be plotted that are useful for showing relative change over time).
- Step 2: Identify (brainstorm) environmental, cultural, socioeconomic, and tourism market conditions and characteristics that relate to sustainable mountain tourism and conservation (for example, trends in numbers of mountain tourists, lodges or teahouses, employment, the condition of forests and slopes, waste, and the cultural integrity of different mountain communities). Some sample topics are shown in Box 33.1.
- Step 3: Select (prioritise or cluster) 6 to 10 trend topics to be plotted; more than 10 lines become cluttered.
- Step 4: Ask the key tourism stakeholders how many years back they can visually recall the selected conditions and characteristics. Choose a starting point that at least a few of the stakeholders can remember. In selecting key tourism stakeholders, include several elderly people.
- Step 5: Draw the lines for the X and Y axes on paper, or on the ground. Mark points on the X-axis for every one, two, or five years depending on the overall time period portrayed.
- Step 6: Select a condition or characteristic topic for a trend line (e.g., the number of tourists visiting a certain mountain village) and discuss criteria for determining whether the trend line should go up or down. Discuss specific events or factors that influenced the trends. Place points on the chart at the height that represents the value of each condition or characteristic for a given year, using a pencil so that it can be changed during the discussion (or if doing the exercise outside, place stones on the graph).

Box 33.1: Sample Topics and Analytical Questions in a Historical Trend Line

Sample Topics

- **Trends in mountain tourism development and market demand:** represented by trends in the number of tourist arrivals (by type of tourist if relevant), number of lodges/beds and occupancy rates, average number of days tourists spend in the area (by type of tourist), tourist activities plotted separately (e.g., trekking, rafting, bird watching, and cultural tours), and demand for tourism services (e.g., local guides or homestays).
- **Trends in the socioeconomic impacts and benefits of mountain tourism:** represented by the number of local guides employed, revenue earned by lodge and restaurant operations, sales of locally-made goods (e.g., vegetables, eggs, milk, handicrafts, and fuel supplies), English speaking (or other foreign language) abilities, inflation of local prices, general living standards (using proxy indicators as relevant), and others. Relate this trend graph with that for market demand.
- **Trends in cultural integrity:** represented by the mountain community's support for religious or cultural institutions, monuments and activities, number of practicing artisans, use of native language, consumption of local food, attendance at ritual ceremonies, and so forth and relate it to the mountain community's time or financial resources committed to mountain tourism.
- **Trends in environmental conditions:** represented by the condition of mountain forests (e.g., species diversity and distance to collect wood, timber, and fodder), productivity of mountain rangelands used by livestock transport, amount of waste, wildlife sightings, and so forth.

Sample Questions to Stimulate Analysis of Historical Trend Lines

- **Market trends:** Which types of tourist generate the greatest local benefits (e.g., guide jobs, lodge revenue, and local product sales); the greatest demand for tourism services, facilities, and resources; and the greatest impact on the environment? How has the condition of forests, the waste situation, instances of wildlife sightings, number of cultural activities, and so forth affected a rise or fall in tourist numbers? How has the availability of mountain tourism services and activities affected the number and length of stays of different types of tourist?
- **Socioeconomic and cultural trends:** What is the relationship between cultural integrity (as defined) and mountain tourism (by different types of tourist)? How is tourism affecting the general socioeconomic situation in the mountain community? Are trends in the numbers of artisans and the number or buying habits of certain types of tourist linked? What is the relationship between local interest or participation in cultural events and tourism trends?
- **Environmental and natural resource trends:** Are landslides, fuelwood and timber collection rates, and the impact on mountain forests and slopes linked to the number of tourists or mountain tourist lodges and, if so, how? How do tourism trends relate to garbage or pollution trends in mountain areas? What other factors (e.g., economic activities, population growth, and consumption patterns) have affected specific resource use trends; can these be separated from mountain tourism use patterns?

Step 7: Continue plotting all points for a selected condition or characteristic before connecting the points into a line. Check with key tourism stakeholders whether or not the line is representative of the trends.

Step 8: Ask the key tourism stakeholders to discuss whether and how the various trend lines are related and what conditions have influenced each other (for example, how has an increase in tourist numbers and/or tourism development affected the mountain community's economic status, forest and slope conditions, or waste? Have waste conditions affected tourist numbers? What has been the security of food in the past? Did tourism interfere with this food security? How have mountain people managed to cope with such adverse situations?). This analysis is very important for helping key tourism stakeholders to appreciate the relationship between sustainable mountain tourism, conservation, local benefits, and market demand. Be sure to note the content of the discussion.

Step 9: Finalise the graph, copy it on to a large piece of paper, and colour the lines for clarity.

- Step 10: Reflect on the value of this exercise – how looking at past trends helps understand the current situation and the causal relationships between factors of change.
- Step 11: Conclude with a brainstorming session about other (tourism or tourism-related) conditions and issues for which the historical trend line tool might be used, and what it might reveal.

Slightly different steps are used to prepare a trendline about likely events in the future, to give input to planning and monitoring of sustainable mountain tourism. Steps used to develop a future trend line as a planning tool are as follow.

- Step1: Discuss the utility of future trend lines in plotting anticipated impacts, benefits, and the market characteristics of sustainable mountain tourism that are likely to result from the implementation of action plans. Identify indicators of impacts and benefits. Relate the timing of certain impacts, benefits, and targeted market segments with the implementation schedule of various mountain tourism activities.
- Step 2: Prepare X and Y axes on a large piece of paper and identify the future point in time used in the 'dream' exercise (10 to 20 years). Mark the X line for every six months to one year, depending on the overall timeframe.
- Step 3: Discuss the anticipated impacts and benefits that will occur when the action plan is implemented; identify indicators to represent those impacts and benefits. Identify the tourism market segments to be targeted and the demand anticipated for the mountain tourism services they will bring.
- Step 4: Plot lines along the X-Y axes for each main impact, benefit, and service demand anticipated. Upward and downward trend lines will represent when and how much impact, benefit, and demand will occur according to the action plan schedule. Leave the trend lines in pencil for possible revision later.

Steps in using a future trend line as a monitoring tool are as follows:

- Step 1: Periodically update historical trend lines to bring them up to date in plotting and analysing the relationship between certain conditions.
- Step 2: Review future trend lines every six months to make a note of progress made in achieving impacts and benefits as a result of action plan implementation. Note the discussion around the monitoring review regarding opportunities and constraints in implementation.
- Step 3: Discuss the need to revise future trend lines according to monitoring results and any revision to implementation schedules or modifications of indicators.

Tool 34: VICE Indicators and Monitoring

What is it?

VICE is an abbreviation for *visitors, industry, community, and environment*. VICE indicators are a set of performance indicators that can be used as a check to ensure that the needs of all key mountain tourism stakeholders are being met (see Box 34.1; for more information on VICE and the VICE model see Volume 1, Chapter 5).

Box 34.1: Key Areas and Performance Indicators of the VICE Model

Key Areas	Performance Indicators
Visitors	Numbers, trends, satisfaction
Industry	Profitability, trends
Mountain Community	Opinion, satisfaction
Environment	Carrying capacity/sustainability, quality

When is it used?

Information is essential for monitoring whether mountain tourism development is achieving its objectives. Using the VICE model, the information needs for monitoring progress towards sustainable mountain tourism are broadly grouped under four major headings.

1. **Visitors:** visitor surveys
2. **Tourism industry:** inventory of mountain tourism facilities and services
3. **Mountain community:** socioeconomic well-being or socioeconomic surveys of households
4. **Environment:** inventory of mountain tourism assets

Visitor survey (demand side):

Any mountain tourism development must ensure that visitors are satisfied. This means that information has to be obtained directly from visitors through carefully conducted surveys. Information that needs to be collected at mountain tourism destinations from, for instance, organised trekkers, can include the following:

- Number of arrivals by type (nationality, age, sex, income, and purpose of visit)
- Trekker type, group size, tour or trek duration, and total stay on site or in country
- Trekking arrangements and payments
- Types of facilities used during the trek
- Duration of stay (days and nights)
- Tourist spending for accommodation and food, locally-produced goods or services, guides, porters, ponies, yaks, or horsemen.
- Break down of expenditure made during the trek
- Visitor perception of the quality of mountain tourism products or services, namely:
 - accommodation's hygiene and sanitation,
 - attractions and sites visited,
 - level of crowding or congestion,
 - cleanliness, hygiene, and sanitation,
 - safety,
 - visitor information centre, and
 - willingness to pay more for the level of facilities available and how much

Inventory of mountain tourism facilities and services

An inventory of mountain tourism facilities and services can include the following:

- Accommodation type (lodge, hotel, campsite, or homestay)
- Number of rooms, beds, and occupancy rate
- Energy use pattern by type and sources
- Lodge expenses by major items (food, beverages, energy, water, and so on.) and origin (local versus import)
- Revenue from mountain tourism and profitability
- Leakage of tourist-generated income from the mountains

Socioeconomic survey of households (host mountain community)

The socioeconomic survey aims to gather information (both quantitative and qualitative) about the socioeconomic conditions of households in the host mountain community. Over time, tourism and mountain community development are assumed to bring about changes in the living conditions of households. It is essential to understand what changes have occurred and whether the changes are as desired. It is essential to determine who is benefiting from mountain tourism and how to bring about an equitable distribution of benefits from tourism in mountain communities. A baseline survey on the socioeconomic conditions of households or mountain community well-being is essential before any mountain tourism development activities are conducted. The baseline survey should cover a variety of living conditions that address the sociocultural, economic, and local environmental issues in mountain communities.

Inventory of mountain tourism assets (supply side)

Mountain tourism assets or attractions can include both natural (environment) and man-made assets.

- **Flora:** Forest types (matured, regenerating, or pristine), rangeland, and medicinal plants
- **Fauna:** Common, endangered, and rare species (birds and animals)
- **Culture:** Ethnic diversity, cultural events, artefacts, and heritage sites
- **Nature:** Scenic and unique spots, routes and trails, water sources, wildlife, and bird-watching sites

An inventory of these assets will provide a basis for assessing the carrying capacity (CC), defining safe minimum standards, and determining limits of acceptable change (LAC) based on management objectives and parameters (for more information about CC and LAC, see Volume 1, Chapter 4). Establishing safe minimum standards for both environmental and socioeconomic or infrastructural facilities is essential for monitoring the changes and for taking timely management action.

How to apply it?

Indicators should be defined at an early stage in the process of formulating a tourism strategy for a mountain destination or site. Establishment of a baseline and target values for each indicator will prove most helpful in keeping abreast of negative or unacceptable changes and implementing a mountain tourism management system guided by the strategy. Likewise the LAC established according to management objectives (parameter/standards) will provide the basis for monitoring the impacts on the tourism industry, the communities, or the environment.

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