SWOT

STRENGTHS • INTERNAL	WEAKNESSES • INTERNAL
OPPORTUNITIES • EXTERNAL	**THREATS • EXTERNAL**

Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets. Conservation International and the George Washington University.

Possible SWOT analysis questions

Strengths

Do you have a popular tourism destination?

What aspects of the environment or heritage is being well managed?

Do you have knowledgeable people working in tourism and heritage management?

What are the strengths of your staff or the people involved?

Opportunities

Is there an opportunity to promote your natural and cultural assets to tourists?

Are there people in the community interested in working in tourism and heritage management?

Could tourism utilise underused infrastructure (eg historic buildings)?

What opportunities are there for partnership and collaboration?

Weaknesses

Are current approaches to interpretation looking a little old, or in need of revision?

Are there physical factors of the place or region which make visitor management difficult?

Are there particular factors which present problems for marketing?

What does evaluation and feedback indicate could be done better?

Is there a lack of training or capacity?

Threats

What threats are there to the heritage values of the place or region?

What threats are there to the physical condition of heritage places?

What threats are there to the livelihood or ongoing economic or social viability of the local community?

What threats are there to the viability of the business?

What threats are apparent from an analysis of potential risks?

Information Inventories for Assessment

Attractions Inventory

Identify <u>natural</u> (wilderness, leisure, and recreational attractions, e.g., photography, hiking, fishing, surfing, diving), <u>built</u> (historic monuments, buildings, etc.), and <u>special</u> events (festivals, rituals, ceremonies, sporting events, and music festivals).

Criteria: Aesthetic or scenic value, biodiversity value, cultural value, historical value, uses and activities, community participation, control, access, and product development potential.

Infrastructure and Services Inventory

Identify accessibility; communications, transportation, food, public services such as water, energy, health, and security; also health of community, environment; and general land use and availability.

Market Demand (Tourist) Inventory

Identify tourist trends and visitor profiles to determine travel interest in the destination.

Identify existing and future travel markets by nationality/ country of origin and/or by segment.

Collect information on tourist activities, travel motivation and behavior.

Supply and Competitiveness Inventory

Identify competition (local and global) with similar attractions, products, and services.

Analyze current structure, size, and condition of tourism facilities and services in the area.

Identify potential markets and opportunities for partnerships and collaboration.

Human and Institutional Capacity Inventory

Identify the actual and potential human resource base of each destination.

Determine how each community can participate in developing sustainable tourism.

Identify present and potential institutional support.

Socio-Economic, Cultural and Natural Resource Inventories (Community Impacts)

Identify the potential benefits of tourism in terms of the social, cultural and economic dynamics and its potential to benefit local culture, economies, and natural resources.

Identify the negative costs of tourism with respect to local culture, economies, and natural resources.

Environmental and Biodiversity (Ecological) Footprint Inventories

Use experts to identify flora and fauna, functioning ecosystems, physical landscapes, important biodiversity areas, water and energy sources, waste management systems, and other general ecological and environmental considerations.

Sources of Information for the Assessment Process

INFORMATION NEEDED	USE	• POTENTIAL SOURCE
Geography, climate, and topography	Planning logistics, and understanding of physical attributes that may relate to tourism attractions and activities	• Field trips at different times of year • Community meetings • Topographical maps, satellite images Community mapping meetings, • National or regional tourism offices • Government weather stations • Internet weather/mapping websites (e.g. Google Earth) • Travel guide books (for climate information)
Socio-economic, political, and cultural context	Defining the community's ability and desire to host tourists, and the general context in which the team will be working	• Community meetings & focus groups • Resident surveys & interviews • Government investment promotion departments & websites • Tourism board or economic development offices & websites
Environmental, biodiversity, and natural resource use issues	Preliminary understanding of priority issues for conservation, land, water and resource use	• Community mapping meetings & focus groups • Resident surveys & interviews, • Consultation with scientists/naturalists • Local conservation publications and websites • International conservation NGOs (e.g. Conservation International, Nature Conservancy) • Governmental natural resources departments & websites
Market structures	General understanding of existing tourism market, key market segments, products offered, competition, and overall trends	• World Tourism Organization statistical references • Local and regional tour operators (meetings, consultations, surveys) • Tourist surveys & interviews • Government websites • Travel guide books • Tourism & hospitality publications • Local tourism associations
General institutional support	Assistance from organizations currently involved in tourism development	• Government departments & websites • Tourism boards or administration investment promotion offices • Park and wildlife services • International NGOs (e.g. Conservation International, Nature Conservancy) • Local tourism association websites

Modified from: Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. *Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets*. Conservation International and the George Washington University.

Case Study: Assessing Tourism Potential of the Tanzanian Coast
Excerpted from: Tanzania Coastal Tourism Situation Analysis, 2001

Tourism is currently one of the leading economic sectors in Tanzania and has unlimited potential to contribute even more to the development of the country. To date, the tourism industry has been relying primarily on wildlife resources as the major attraction, with up to 90 percent of all tourists taking part in wildlife safaris or hunting. Recently, the need to diversify away from wildlife tourism and develop other attractions has been recognized by both the public and private sectors. The coastal zone is one of the areas that have untapped potential to attract tourism investment.

In 2001, a multi-stakeholder team performed a full assessment of Tanzania's coast and its potential for sustainable tourism. This **Coastal Tourism Working Group (CTWG)**, convened by the Tourism Division and the National Environment Management Council through the Tanzania Coastal Management Partnership, was composed of members of government agencies and the private sector. All members had extensive experience in fields related to coastal tourism, including, land use planning, tourism development and marketing, infrastructure development, antiquities, security, and environmental management. The group consulted experts from other fields, both nationally and internationally, as necessary.

The CTWG approached the assessment of Tanzania's potential for sustainable coastal tourism from several different angles. They studied
- tourism trends & market demand for Tanzania
- attractions inventory of the entire coastline
- accommodations/infrastructure inventory of the entire coastline
- accessibility to the coastline by road, boat, and air.

The CTWG sought to identify particular sites that had a strong potential for tourism based on having a variety of unique attractions, and then investigated whether accommodations and accessibility existed in those areas. **They considered these three factors - attractions, accommodations, and accessibility - to be three key factors for sustainable tourism.** To gather the information, the CTWG researched and reviewed available primary and secondary sources of information. Using issues and questions identified during this initial literature review, small teams from the group made field visits to the majority of coastal districts to learn the perspectives of local authorities, hotel owners and tour operators, and coastal communities.

Tourism trends
Tourism is already a major component of Tanzania's economy. Tanzania is ranked 9th in Africa in terms of international arrivals. Tourism grew markedly in the late 1990's, from 295,312 in 1995 to 627,325 in 1999. In 1999, tourism's contribution to Tanzania's Gross Domestic Product (GDP) was estimated to be 13 percent.

The CTWG found that most international visitors to Tanzania come from the UK, USA, Scandinavia, Germany, and Japan. The average length of a tourist's stay in Tanzania was found to be 7 nights, but this is an average of two different groups of tourists: Two-thirds of Tanzania's tourists visit the country as part of an African tour, usually entering the country from Kenya, spending about 4 nights in Tanzania and then returning to Kenya. The other third of tourists are traveling primarily to Tanzania, and stay longer than a week.

The overwhelming majority of international tourists come to Tanzania for its impressive wildlife. Over 90% of Tanzania's tourists participate in tours based on wildlife and nature, including photographic safaris, walking safaris, and hunting. Tourism based on marine or coastal resources are presently minimal, though a typical tourist itinerary often includes a safari in the Northern Circuit followed by a few days of relaxation on the beach, primarily in Zanzibar. It is expected that

this trend of wildlife-based holidays will continue, but there is unlimited potential for establishing beach or coastal 'add-ons' that will enhance a visitor's overall satisfaction and could, in time, become stand-alone tourist attractions in their own right.

Natural attractions

Attractive **beaches** can be found all along the Tanzanian coast and serve as one of the primary coastal tourism attractions. A number of beaches have already attracted tourism investment and are home to numerous human activities, including tourism, fishing, mariculture, etc. The team also discovered other attractive beaches with little or no tourism investment to date. In general, the beach areas were found to be in good condition, with the exception of a few sections where **beach erosion** due to poor construction practices had reduced the beach area dramatically over the past decade.

One constraint to the development of coastal tourism is the often **unattractive inter-tidal zone** of Tanzanian beaches at neap tide. At these times, the sea may not be accessible for tourists. This natural constraint gives more weight to the need for other tourist attractions in the immediate area so that tourists can plan their days based on the tide schedule.

There also are numerous **forest reserves** along the coast, including mangrove and coastal forests. These coastal reserves could be developed into tourist attractions if managed and promoted properly. A Mangrove Management Project is currently assessing the possibility of developing eco-tourism facilities in selected Mangrove Reserves. Currently, in one district, the mangrove forests found at the mouth of the Pangani River are one of the attractions of a **river tourist cruise** organized by the Pangani Coast Cultural Tourism Program and through some of the hotels in the area. Other areas have similar potential for boat trips, and **walking trails and boardwalks** could be developed as well. The team recommended development of an information center, boardwalks, and signposts, as well as training of local guides. Local communities could benefit from increased visitation to the reserves by serving as tour guides, providing accommodations and food and beverage services, and through the sale of traditional handicrafts.

The team noted several unique attractions along the Tanzanian coastline. The **Saadani Game Reserve** is a the only place in eastern Africa where big game animals can be seen along the beach or bathing in the Indian Ocean. With improved infrastructure and marketing efforts (e.g. "where the bush meets the beach"), the potential for increasing visitation is excellent. Just north of this reserve is Madete Beach, a little known and rarely visited **nesting beach for green turtles**. This could be developed into an interesting and informative night trip from either Pangani or the game reserve itself. This attraction would need to be developed and managed very carefully as nesting turtles are easily disturbed by unfamiliar light and sounds.

Tanzania also has two **Marine Parks** and several **Marine Reserves**, which are tourist attractions with high potential. Other unique natural attractions along the Tanzanian cost include a natural **sulphur spring** at Tanga Municipality. At one time, the spring water was used for sulphur baths, which many people came to the area to enjoy. Since the nationalization of the attraction, however, the spring and baths have not been utilized. The Municipality would like to see the attraction developed and promoted, but is not in a position to do it alone. This is an area where strong public/private/local community partnerships could be developed.

Sport fishing is another activity that could attract tourists. Excellent big game fishing can be found at various points along the coast, but very few operators are currently taking advantage of this resource.

Cultural Attractions

The Swahili coast of Tanzania contains some world-class cultural sites that could be developed into stand-alone tourist attractions in time. In particular, the **ruins** at Kilwa Kisiwani and Songo Mnara, designated as UNESCO World Heritage Sites, have unlimited potential to attract tourists.

Other cultural attractions, such as **local *taraab* music performances**, **artisanal fishing and agriculture** and **traditional handicraft production**, exist but are not systematically managed or promoted so it is difficult to assess how many tourists are enjoying these types of experiences. However, in at least one coastal town, Pangani, a **cultural tourism program** has been developed to promote local, village-based tourism in that area. This successful initiative could be replicated in other coastal areas to promote local culture.

It is important to note, however, that the development of traditional performing arts and culture into tourist attractions may have some impacts on the local culture itself. For example, a local *taraab* group could begin performing for tourists on a regular basis, so much that the original audience of the local community begins to feel that they are not as important to the group as the fee-paying tourists. Conflicts could then emerge and what was once a community event for the community has now changed into a group performance for foreign tourists. These types of cultural changes are inevitable when people of different backgrounds come together. The degree of acceptable change can only be determined by the local people themselves.

In general, the cultural heritage sites along the coast are in poor condition and therefore are not currently set up to handle tourists. Most sites under the supervision of the Antiquities Department are supervised by just one staff person, and, in consequence, much work remains to be done.

Accommodations

The CTWG performed a careful assessment of available tourist accommodations, traveling along most of the coastline and noting the type and number of lodging establishments in every village, for example:

> *Kilwa*
> "There are numerous small guesthouses in Kilwa Masoko and Kilwa Kivinje. These are all locally owned and operated establishments offering basic accommodation for less than 5,000 Tsh. A small, tented camp has recently been established on the beach at Jimbiza - the owners have plans to develop a luxury lodge at the same site in the near future."

Most coastal locations were assessed in this highly detailed way. The team particularly focused on the concept of "value for money" - whether the hotel's accommodations and quality matched the price charged. They interviewed hotel owners about their opinions, plans and goals. Difficulties in improving hotel accommodations were identified as: insufficient infrastructure (most hotels have to provide their own water, energy, and waste disposal); excessive tax burden (up to 40% of revenue); poor communications, which hinders the hotels' abilities to take reservations over the telephone or internet, and causes difficulty in emergencies; and lack of trained staff.

Accessibility

A major goal of the CTWG was to identify whether tourists could reach the attractions and accommodations. The CTWG studied, and traveled along, the roads, river ferries, and airlines that link Tanzania's rural coastal community to larger cities where tourists will arrive, and between potential attractions. They identified major accessibility problems that need improvement (described below).

Putting it All Together: Identifying Sites with Best Potential for Tourism

Taking into account the uniqueness and diversity of natural and cultural attractions, the CWTG identified three areas that have the best potential for attracting tourism:

1. Kilwa District, and the adjacent Mangrove Reserves and nearby caves. The ancient ruins found in Kilwa District are quite extensive and unique, which is why UNESCO named them as a World Heritage Site in 1981. The ruins are located in beautiful tropical island settings, so the journey to the islands of Kilwa Kisiwani and Songo Mnara is just as enjoyable as touring the ruins. While these ruins, not to mention the old town of Kilwa Kivinje, are the cornerstone of this area in terms of tourism, the natural attractions, such as the beaches, mangroves and hippo pools, and local lifestyles, such as *taraab* and artisanal fishing, are excellent attractions in their own right.

The diversity of these attractions has the potential to make the Kilwa area one of the best coastal destinations in the region. However, as stated above, having one key component without the other two can hinder an area's tourism development. Relatively poor access and the lack of adequate accommodation in the area need to be addressed before Kilwa truly becomes a world class tourism destination.

2. Saadani Game Reserve and adjacent areas, Pangani in the north and Bagamoyo/Kinondoni in the south. Saadani has a unique and world-class attraction of large game animals at the seashore. The linkage of Saadani with these two other areas would provide tourists with many diverse and unique attractions and activities within a relatively small area. Saadani Game Reserve is an excellent attraction but suffers from a lack of accommodation and poor access. Both Pangani and Bagamoyo towns have good attractions and accommodations, but access needs to be improved. Saadani, Pangani and Bagamoyo, on their own, cannot truly develop into world-class tourist destinations. This area will require improvement of road and water access, construction of more hotels, and development and marketing of a unified tourism plan for the entire region that allows tourists to easily move between all three areas.

3. Mafia Island area. Mafia Island is increasingly becoming known as having the best dive sites in the eastern Indian Ocean. The development of the **Mafia Island Marine Park** has assisted in putting the island on the tourist map, as has word of mouth from satisfied visitors. The excellent diving and snorkeling are the primary attractions, but the area has many other excellent attractions as well, including nice beaches on the western side of the main island, the smaller islands surrounding the main island, a few ruins of early inhabitants and the relatively untouched feel of the area as a whole. Other attractions include the Rufiji Delta, a short boat ride away, and unique bird and animal species, such as the Comoros Fruit Bat and dugongs.

Accommodation on the island is primarily up-market, but the TAHI lodge could be improved to provide middle-market tourists with a less expensive option. One of the major constraints to this area becoming a world-class destination is the high transport cost associated with remote island tourism development. Add to that the cost and unreliability of air travel and many tourists will opt for the less expensive and easier route and go to Zanzibar instead. Improving transport may bring a relatively rapid pace of investment, however; measures need to be put in place in the short-term to ensure that the fragile coastal ecosystems are preserved.

These three areas were identified as the 'jewels' of Tanzania's Swahili Coast. Other areas have excellent attractions as well, but these three priority areas have the most potential because of the <u>uniqueness of the sites and resources and the diversity of attractions within a small area</u>.

Priority Recommendations for Coastal Tourism in Tanzania:

1. Develop streamlined investment procedures for coastal hotel development.
Investors would benefit from a less bureaucratic and more consistent process, which would facilitate new investment in the industry. The streamlined procedures could take the form of Investment Guidelines for Coastal Hotel Development. Key issues are the acquisition of land, the roles of local authorities and communities in the review process, and the importance of conducting Environmental Impact Assessments that take environmental, social and cultural factors into consideration.

2. Identify priority areas for coastal tourism development and develop comprehensive tourism management plans for those areas.
While all areas of the coast have the potential to become excellent tourist destinations, given limited resources, it is necessary to identify the areas with the best potential, and focus efforts and resources on those areas. In addition, the team noted that because many attractions are under the supervision of different government sectors, a comprehensive plan that includes all natural and cultural attractions and accommodations needs to be developed.

3. Improve Accessibility to Coastal Tourism Areas
Accessibility to the coast was found to be limited. Without safe and efficient modes of transport to coastal tourist areas from other tourist hubs, coastal tourism will remain quite limited. Specific recommendations to improve accessibility included:
- **Improve road infrastructure to the coast**, particularly the coastal roads from Dar es Salaam-Bagamoyo-Saadani-Pangani-Tanga and from Dar es Salaam-Kilwa-Lindi.
- **Consider the possibility of constructing bridges** over the Pangani and Wami Rivers.
- **Improve the airport** at Mafia and **adjust flight schedules to minimize stopovers.**
- **Improve ferry service for river crossings** at Pangani, Wami and Rufiji Rivers.
- **Investigate the feasibility of developing sea ferry services** along the coast, especially from Dar es Salaam to Tanga (making stops at Bagamoyo, Saadani and Pangani) and between Dar es Salaam, Mafia and Kilwa.

4. Promote local investment in coastal tourism areas.
One of the ways to ensure that coastal tourism benefits the local communities along the coast, as well as other local investors, is to identify and promote specific enterprises that local people can undertake. Once these enterprises are identified, it is necessary to develop business training programs for local people as well as ensure that local investors have information about potential sources of capital. The types of enterprises that local communities could engage in include handicraft production, foodstuffs and other products using local materials to sell to hotels, and supporting services, such as tour guides, local transport, and restaurants.

5. Conduct economic analyses on the costs and benefits of different types of <u>coastal accommodation</u> and develop right mix of investment incentives.
The National Tourism Policy clearly states that Tanzania aims to attract and promote up-market tourism, avoiding mass tourism development. However, specific guidance in terms of size and type of hotel accommodation are not provided. Other issues to be considered in determining what types and sizes of accommodation should be promoted include the environmental impact of construction and operation, the degree to which local people are benefiting from different types of hotels, and the need to ensure adequate airline services to the country as a whole. This will require attracting enough tourists to support regular international flights.

Questions to Guide the Assessment

Natural resources
- What are the primary natural resources of the area?

- What are the environmental problems (now or potentially)?

- What ecosystems does your MPA contain?

- Are there "charismatic" species that will attract visitors?
    - Have inventories of species been conducted? What do they include?
    - Are there endangered or threatened species or communities of plants/animals? Where are they located?

- What are the scenic attractions of the protected area?
    - Where are the most pristine sectors of the protected area?

- Seasonality:
    - Are some of the attractions seasonal?
    - Are some species or ecosystems seasonally *vulnerable*?

Cultural resources
- Are there any significant historical or archeological sites in or near the MPA?
    - Are they vulnerable to destruction or damage?
    - Do other institutions need to be involved in order to excavate, restore, protect and interpret these sites?

- Are there local indigenous or traditional cultures that need to be respected in the development of sustainable tourism at these sites?
    - Can they be participants and beneficiaries?

Political and economic climate
- Is the MPA protected?
    - Why is it considered important to protect? Is it effectively protected? If not, what elements are missing to effectively protect it?

- Who manages the area? Is it part of a protected system? If so, describe the system and its management. Is the management system effective?
    - How many staff members does the protected area employ?
        - Describe their functions.
        - Do they work full or part-time?
        - Are they local or do they live outside the area?
        - Do volunteers work in the protected area?
        - If so, what do they do?
        - Is the current level of employees adequate to cover current and projected management responsibilities?

- What are the primary threats to the protected area? These may be economic development pressures such as tourism or others.
    - Which resources are affected by these threats?
    - How urgent and severe are these threats?
    - What strategies are used to deal with the identified threats?

- Describe the current impacts of tourists (improved economy, strained infrastructure). Have any attempts been made to quantify impacts?

- Is there an environmental monitoring system in the protected area? If so, describe it. Is it effective? If not, why not?

Visitor profiles
- Who do you *want* to attract?
    - Who *can* you attract?
    - Where do they live? How easily can they travel to this area?
    - What languages do they speak and read?
    - What are their goals?

- Are there visitor statistics for the protected area? Who collects them?
    - What languages do the current visitors speak and read?
    - What are the trends?

- Do people travel independently or with guides? If guides are used, are they protected area employees, local or outside guides?

- Do the visitors go to local communities in conjunction with their visit to the protected area? What are the communities' assessments of such visits?

- What type of tourism infrastructure does the protected area have? Are there trail systems? Anchorage? Fueling stations and waste systems?

- What are the protected area's environmental education programs? Is there a visitor center? Materials? Is education valued?

Tourism industry, plans and policies
- What tour operators currently operate in or near your MPA? What tours or packages do they offer? Do they take steps to reduce environmental impacts?

- Are there local management plans, tourism plans, zoning ordinances?

- Are nature tourism or ecotourism part of the plans for the MPA, region, or nation? Are there national conservation or economic development plans?

- What government guidelines, laws or policies affect tourism in your area?

- What opportunities are there for you to play a role in planning and policymaking at local, regional or national levels?

- Are you satisfied with existing plans and policies related to nature tourism/ecotourism?
    - Is there an entrance fee system? Is it effective? What happens to the money collected from entrance fees and other fees?
    - Are there policies concerning private sector activities in the protected area? If not, should there be? How would you change current plans and policies? Would you add new ones?

- Is there pending or upcoming legislation related to your protected area?
    - Is there a chance for you to get involved in this process?
    - Would this be a good opportunity to help shape the direction of ecotourism in the area?

Local communities
- What is the situation of communities next to or inside the protected area?
  - What is the basis of the local economy?
  - How are they organized, educated?
  - What are their values, leadership? Are there other significant characteristics of each group?

- What is the history of relations between local communities and the protected area and the plants and animals in it?
  - Are there relationships that need to change?
  - Will advocating changes conflict with tradition?

- Do local residents visit your protected area? Why? Have they encountered difficulties gaining access to the site due to increased visitation?

- Are residents involved in nature tourism activities?

- What are the employment opportunities for local residents?
  - How many residents own or manage businesses?
  - Are tourism businesses in the area profitable? For locals or for external tour operators? Are products local or imported?

- How do local communities feel like they have been impacted by tourism so far?
  - Do you know whether residents wish to pursue or discourage tourism in their communities?
  - How can you create a system for communication with local communities?

Partnerships
- Do you have any active partnerships with local residents?

- With government agencies or officials?

- With tourism officials, the industry, or operators?

- With academics?

- With non-governmental organizations?

- With educators or teachers (community-based, regional, national)?

- For each relationship, who initiated it and why?
  - Is it working for all the partners?
  - Is there a dynamic exchange of information so adaptations can be made as conditions change?
  - Which are successful? Why? Are there any that have not worked? Why not?

Marketing and Promotion
- Is your protected area well known locally? Regionally? Internationally?

- Is your protected area promoted as part of a national or regional tourism campaign?

- Are NGOs active at your site?

- How does the tourism industry market your site?

- What are your formal means of promotion (brochures, videos or a web sites)?

- Is there also informal promotion (past visitors)? Are there other ways to promote your protected area?

Opportunities and Obstacles

- What will change tourism demand (such as upgrading infrastructure, promoting healthy local communities)

- What has happened recently that may affect tourism, on the one hand, and the protected areas, on the other? Are the threats greater? Has there been a change in the protective status of the area? Has funding increased?

- What about publicity? Local, regional, or external?

- Are there already tourists in the region visiting other sites who might be attracted to your site?

- Are there upcoming conferences in your country related to nature tourism?

- Are there political obstacles to tourism growth to consider?

    - Is there potential for conflict or is your area relatively stable?

- Have you experienced a natural disaster, such as a hurricane, in your area? What was damaged?

- How stable is your country's currency?

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Exercise: Mock Focus Group

This exercise can be done in groups of 6-10 people. (Real focus groups can be slightly larger, but because of time limits, a mock focus group may need to be smaller.)

Decide on one person to take the role as moderator and representative of an assessment planning team. Every person take a few minutes to fill out the "stakeholder information" section below, and then each person introduce themselves. Working from the list of suggested questions (see handout), choose 10-12 questions to discuss as a group, or develop a list of your own questions. For each question, every person briefly state their opinion, and then the whole group discusses the issue.

In a real focus group, all participants would be members of the same geographical community; in this mock focus group, your group may include people from different MPAs in different countries. Each person can answer the questions as they apply to their own community; the answers will still be informative to others from other communities.

At the end of the exercise, consider which questions were most useful. Which questions and what meeting format would you use if you conduct a focus group in your home community?

Stakeholder Information

Date:

Name:

Telephone/address:

Occupation:

Level of Education:

Native language:

Other languages that you speak:

Location:

National/regional/local organizations or associations, which you belong to:

Suggestions for Focus Group Discussion Questions

Existing Tourism Presence:

1. Does tourism currently exist in your community?

2. Is it beneficial to the community in terms of social, environmental and economic impacts?

3. Does tourism benefit you personally?

Existing Opinion on Tourists and the Social Impacts of Tourism:

1. What percentage of your tourists are local, regional, and international?

2. Have the numbers of tourists visiting your community increased in the last year?

3. Do you enjoy having tourists in your community?

4. What are the positive impacts of tourism on your community?

5. Currently, does your community experience any negative aspects associated with tourism? If so, please explain:

6. How do you feel about tourists taking pictures in your destination/village?

7. Are there any "rules" or cultural customs that you feel tourists should obey? What are they?

8. Why are tourists attracted to your area? What are your most unique existing attractions?

9. What are your most unique attractions that have yet to be developed for tourism?

Infrastructure and Public Service Comments:

1. What services are needed in the community to make it more comfortable for residents and visitors?

2. Do you have policemen, firemen and medical emergency specialists in the community?

3. Do you think that visitors feel safe walking/traveling alone in the community? If not, why? How could this be improved?

Natural Resources:

1. Do you feel that there is a strong link between tourism and natural resource protection?

2. Are the local natural resources managed at this time? If yes, by whom?

3. Is the community involved in the management of these resources?

4. Do you think that the community should have more or less involvement in the management of these resources?

5. How could the community improve the management of its natural resources?

6. Does the community benefit from protecting these resources?
   • If yes, how do they benefit? Do they recognize these benefits?

   • If not, how could they better understand these benefits?

7. Can you describe any benefits that you are personally receiving because these resources are protected?

8. Do local people lose any benefits by protecting these resources?

9. How could tourism improve both your community's benefits and natural resource protection?

Stakeholder Recommendations:

1. What are your suggestions for future tourism development in this community? What investments or improvements are of top priority?

2. If other activities, services, or products could be offered in your village or area, where do you think these activities or services should be located? Who should run them?

3. Are there other forms of development that you think would benefit the local residents more than sustainable tourism? If so, what are they?

Sample Resident Survey

Note that survey questions should normally be short – no more than 2 to 3 pages long. In order to present a wide range of sample questions, the questionnaire on the following pages is much longer. The following survey is taken directly from: Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. *Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets.* Conservation International and the George Washington University.

Note: Survey questionnaires should normally be no longer than 2 to 3 pages long. In the interest of providing several sample questions, the questionnaire below is longer.

A. SOCIO AND ECONOMIC PROFILE

1. Marital status _____ 1 = Married 2 = Single 3 = Widowed 4 = Divorced/Separated

2. Gender _____ 1 = Male 2 = Female

3. Including yourself, how many members of your household are currently living with you?
   Adults _____ Children _____

4. Years of formal education received _____

5. What is your **main** occupation? _____ 1 = Farmer 2 = Business 3 = Civil Servant 4 = Fisherman 5 = Logger 6 = Artisan
   7 = Forest product gatherer (herbs, mushrooms) 8 = Charcoal Burner 9 = Quarrying 10 = Other (specify)
   _____

6. What is your **main** source of income for the household? _____ 1 = Fishing 2 = Agriculture 3 = Business 4 = Civil service
   5 = Self employment 6 = Sale of medicinal plants or non-timber forest products 7 = Sale of timber 8 = Quarrying 9 = Other (specify)
   _____

7. Where does your **main** occupation activity primarily take place? _____ 1 = Agricultural lands on the forest buffer zones
   2 = Tourism areas 3 = Protected marine areas 4 = Within the forest 5 = Outside the forest reserve

8. Please, indicate the number of your family members employed in the following activities:

a.	Hunting	Male _____	Female _____
b	Forestry	Male _____	Female _____
c	Fisheries	Male _____	Female _____
d	Agriculture	Male _____	Female _____
e	Other	Male _____	Female _____

9. In your opinion, which of the following provides the best opportunities for future economic activities in the area? _____
   1 = Camps/Lodges 2 = Restaurants 3 = Cattle rearing 4 = Curio shops 5 = Butterfly rearing 6 = Wood carving
   7 = Crop farming 8 = Fishing 9 = Hunting 10 = Other (specify)

10. Please, indicate your average expenditure per year on the following:
    Household items: [   ]   Transportation: [   ]   School fees: [   ]
    Health: [   ]   Food: [   ]   Other (specify): [   ]

11. How long has your family lived in this community? [   ] years

12. What is the approximate distance from the forest border to your dwelling? [   ] km/miles

13. What ethnic group do you belong to? [   ]

14. Overall, how would you rate this community as a place to live in? [   ]
    1 = Very good   2 = Good   3 = Okay   4 = Not good   5 = Bad

15. Generally, how would you rate the future safety of your household in this area? [   ]
    1 = Very good   2 = Good   3 = Okay   4 = Not good   5 = Bad

16. What caused your family to live in this community? [   ]
    1 = Born here   2 = Marriage   3 = Economic reasons (jobs, land)   4 = Natural disaster
    5 = Political reasons   6 = Bought shares   7 = Other (specify)
    17. Please rank the top five employment opportunities in the area, with "**1**" being the **best opportunity**.

ACTIVITY	RANK
Agriculture/Agribusiness	
Logging	
Wood carving/Sculpting	
Quarrying/Mining	
Boat making	
Tourism industry	
Building/Construction	
Civil service employment	
Fishing	
Private business	

B. NATURAL RESOURCE USE ISSUES

Wildlife

1. Does wildlife presently benefit you personally in any way? [   ]   1 = Yes 2 = No

2. If Yes, please rank the **main** benefits with "**1**" being the **most preferred use:**
   Sale of meat [   ]   Source of food [   ]   Clothing [   ]   Medicines [   ]   Sale of souvenirs/ornaments [   ]   Other (specify)
   [   ]

3. If Yes, what percentage of your income did you get from wildlife in the last year? [   ]

4. If not beneficial, why? [   ]
   1 = Damage crops   2 = Reduce pasturelands   3 = Cause diseases to livestock and people   4 = Minimize access to other resources
   5 = No compensation for losses   6 = Other (specify)
   [   ]

5. Have you suffered financial losses due to wildlife during the past year? [   ]   1 = Yes 2 = No

6. If Yes, how much financial loss was incurred? [   ]

7. Do you experience human-wildlife conflicts in this area?　　　1 = Yes　2 = No

8. If Yes, what **main** measures do you take to control human-wildlife conflicts?　　　1 = Report to Game Warden　2 = Scaring　3 = Fencing
    4 = Hunting　5 = Other (specify)

9. How effective are these measures?　　　1 = Very effective　2 = Effective　3 = Not effective

10. Does or could tourism address some of the issues associated with wildlife problems?　　　1 = Yes　2 = No

11. If Yes, how?　　　1 = alternative income　2 = employment　3 = other

Forests

1. Does the forest benefit you personally in any way at the present?　　　1 = Yes　2 = No

2. If Yes, please rank the main benefits with "**1**" being the **most preferred use**.
    Wildlife　　　Forest fruits/foods　　　Sale of wood products　　　Medicines　　　Tourism
    Wood for home building　　　Thatching for roofs　　　Sale of Handicrafts　　　Other (specify)

3. If Yes, what percentage of your income did you get from the forest in the last year?

4. If not beneficial, why?
    1 = Our people get arrested if found in the forest　2 = Wildlife threatens our livelihood
    3 = Our access to basic products are minimized　4 = Other (specify)

5. Does this forest face any future threats?　　　1 = Yes　2 = No

6. If Yes, which is the **main** threat?　　　1 = logging　2 = fires　3 = over use　4 = agriculture　5 = Other (specify)

Wetlands

1. Do the wetlands benefit you personally in any way at the present?　　　1 = Yes　2 = No

2. If Yes, please rank the main benefits with "**1**" being the **most preferred use**:　Fish for Sale　　　Wildlife　　　Thatching
    Medicines　　　Tourism　　　Wood for home building　　　Sale of handicrafts　　　Other (specify)

3. If Yes, what percentage of your income did you get from the wetlands in the last year?

4. If not beneficial, why?
    1 = Our people get arrested if found fishing　　　2 = Wildlife threatens our livelihood
    3 = Our access to basic products are minimized　4 = Source of water-borne diseases　5 = Other (specify)

5. Does this wetland face any future threats?　　　1 = Yes　2 = No

6. If Yes, which is the main threat?　　　1 = Over utilization　2 = Over fishing　3 = Pollution　4 = Poaching

Agriculture

1. Do you practice crop farming?　　　1 = Yes　2 = No

2. How long have you been practicing crop farming?　　　Years

3. Do you raise livestock?　　　1 = Yes　2 = No

4. What is the average size of your land?　　　acres/hectares

5. Has the area under fallow changed? ▢ 1 = Increased 2 = Decreased 3 = Remained same 4 = Not stated

6. Do you plan to farm new lands in the next year? ▢ 1 = Yes 2 = No   If so, how many acres/hectares? ▢

7. Please indicate **two** major crops you grow on your farms ▢ 1 = Maize 2 = Beans/cowpeas 3 = Fruits 4 = Vegetables 5 = Sweet potatoes 6 = Rice 7 = Tomatoes 8 = Cassava 9 = Other (specify) ▢

8. Please indicate livestock and numbers you raise on your farms: Cows ▢ Sheep ▢ Goats ▢ Pigs ▢ Poultry ▢ Other (specify) ▢

9. What percentage of your income did you get from crop farming in the last year? ▢

10. Where do you sell your crops? ▢ 1 = Produce buyers 2 = Local market 3 = Roadside 4 = Hotels/Restaurants 5 = Other

Fishing

1. Do you practice fishing? ▢ 1 = Yes 2 = No **(If No, go to the next section)**

2. Please indicate the average number of fish you catch per day ▢

3. Has the number of fish caught changed over the past 10 years? ▢ 1 = Yes 2 = No

4. If Yes, indicate the pattern of change ▢ 1 = Increased 2 = Decreased 3 = Remained constant

5. Has the number of fishermen fishing increased or decreased over the past 10 years? ▢ 1 = Increased 2 = Decreased 3 = Remain

6. Does the fishing industry face future threats? ▢ 1 = Yes 2 = No

7. If Yes, which **main threat** does it face? ▢ 1 = Over fishing 2 = Poisoning 3 = Poor fishing methods 4 = Mangrove destruct 5 = More fishermen 6 = Other (specify) ▢

8. What methods do you use to catch these fish? ▢ 1 = Single fish traps 2 = Fishing lines 3 = Spears 4 = Nets 5 = Others

9. Which main species do you catch? ▢

10. Do you sell fish? ▢ 1 = Yes 2 = No **(If No, go to the next section)**

11. What percentage of your income did you get from fishing in the last year? ▢

12. Where do you sell your fish? ▢ 1 = Local fish buyers 2 = Local market 3 = Roadside 4 = Hotels/Restaurants 5 = Other

Quarrying

1. Are you engaged in quarrying activities? ▢ 1 = Yes 2 = No

2. If Yes, what percentage of your income came from quarrying last year? ▢

3. If No, have you leased some of your land for the activity? ▢ 1 = Yes 2 = No

4. If Yes, how much land did you lease? ▢ acres/hectares

5. What was the lease rate? ▢ per month

6. If you have not leased out your land for quarrying, do you intend to do so in the future? ▢ 1 = Yes 2 = No

7. If Yes, how much would you lease out? ▢ acres/hectares

8. If you are engaged in quarrying, where do you sell the products? ☐ 1 = To the middlemen 2 = In the nearby town 3 = Along the roadside 4 = To construction firms 5 = Other (specify) ☐

9. Do you feel the number of quarry workers has increased or decreased over the past 10 years? ☐ 1 = Increased 2 = Decreased 3 = Remained constant

10. Generally, should this activity be allowed to continue in the area? ☐ 1 = Yes 2 = No

11. If No, what actions should be taken to minimize it? ☐ 1 = Introduce a moratorium 2 = Place quotas on landowners 3 = Impose tax on the quarry materials 4 = Issue licenses that have stronger conditions 5 = Other (specify) ☐

Tourism

1. Do you work in tourism? ☐ 1 = Yes 2 = No

2. If Yes, what percentage of your income came from tourism activities in the last year? ☐

3. If Yes, do you work in tourism all year? ☐ 1 = Yes 2 = No

4. During the past one-year, how often did you interact with tourists? ☐ 1 = Daily 2 = Weekly 3 = Monthly 4 = Quarterly 5 = Never

5. If you had the opportunity to manage tourism in this area, which of the following would you do? (Rank from the first to last)
   - Leave matters as they are ☐
   - Discontinue tourism altogether ☐
   - Increase the number of tourists currently visiting ☐
   - Increase the number of tourism businesses in the area ☐
   - Shut down all tourism business in the area ☐
   - Other (specify) ☐

6. Please indicate whether or not you consider the following to be obstacles to tourism development in the area:

Issues	Is this an obstacle? 1 = Yes 2 = No	If Yes, what is the degree of impact? 1 = Very serious 2 = Somewhat serious 3 = Not serious 4 = Not Applicable
a. Conflicting aspirations (objectives) among landowners		
b. Insecurity about land tenure and squatters		
c. Lack of tourism business understanding		
d. Lack of harmony between traditional and modern leadership		
e. Language barriers		
f. Limited land for expansion		
g. Low participation of women in leadership		
h. Political divisions		
i. Poor leadership		
j. Lack of financing or development funds		

7. How would you use revenues collected from tourism? Rank the following with "**1**" as **the best use**

Support local business	Improve health services
Provide school bursaries	Encourage new farming methods
Infrastructure development	Provide cleaner water
Promote HIV/AIDS awareness campaigns	Other

8. Are there ways in which tourism development in this area can be changed to provide more benefits to your household or to your community?
1 = Yes 2 = No

9. If Yes, which ways? (Rank the following with "**1**" as **the best**)

Improve security	Improve waste disposal facilities
Improve roads	Develop more activities for tourists
Initiate sex/drug education for locals	Increase community involvement/ownership
Other	

C. RESIDENT ATTITUDES TOWARDS TOURISM

1. Do you like having tourists visit your community?   1 = Yes 2 = No

2. Would you say that tourists are friendly or unfriendly towards the local people?   1 = Very friendly 2 = Friendly 3 = Indifferent
4 = Unfriendly 5 = Very unfriendly (hostile)

3. Are there places in this community which should be off limits to tourists?   1 = Yes 2 = No

4. If Yes, please describe these places:

5. Have you noticed any changes in your community as a result of tourists' visits here?   1 = Yes 2 = No

6. If Yes, how do you regard those changes?   1 = Positive 2 = Negative

7. What is the general reaction of this community towards tourists visiting this area?   1 = Very friendly 2 = Friendly 3 = Indifferent
4 = Unfriendly 5 = Very unfriendly (hostile)

To get an idea of your views regarding tourism in this area, please indicate your degree of agreement/disagreement with each of the following statements:

NOTE: *In this survey,* **"tourists"** *refer to visitors to the region who live outside the local area.*

	STRONGLY AGREE	AGREE	UNDECIDED	DISAGREE	STRONGLY DISAGREE
1. Tourism makes local people feel inferior about their culture.	❑	❑	❑	❑	❑
2. Tourism helps the villagers better appreciate their community.	❑	❑	❑	❑	❑
3. I am concerned that tourism would take way our natural resources such as land, food, water, and wood.	❑	❑	❑	❑	❑
4. Tourism would bring increased crime to the area.	❑	❑	❑	❑	❑
5. Tourism development would increase protection of natural areas.	❑	❑	❑	❑	❑
6. More people in this community should be involved in tourism.	❑	❑	❑	❑	❑
7. Having international tourists would greatly change our communities in a positive manner.	❑	❑	❑	❑	❑
8. Promote tourist activities like guided walks, photography, etc. in the area.	❑	❑	❑	❑	❑
9. Environmentally destructive activities should be discouraged.	❑	❑	❑	❑	❑
10. Tourists would crowd local residents out of recreational spots.	❑	❑	❑	❑	❑
11. Nature/game viewing trails should be monitored by local people.	❑	❑	❑	❑	❑
12. My family's income and quality of life would increase if tourists were attracted to explore this area's services and activities.	❑	❑	❑	❑	❑
13. The infrastructure in the local area would improve because of tourism (i.e. roads, sewage systems, wells, bridges).	❑	❑	❑	❑	❑
14. The current rules used in managing the resources in the area are adequate.	❑	❑	❑	❑	❑
15. Rules and regulations regarding resource use need to be drafted.	❑	❑	❑	❑	❑
16. The community needs to monitor forest and marine resource use.	❑	❑	❑	❑	❑
17. We should take steps to restrict tourism development.	❑	❑	❑	❑	❑
18. Decisions about how much and what kind of tourism we should have are best left to the residents of the area.	❑	❑	❑	❑	❑
19. Decisions about how much and what kind of tourism we should have are best left to the private sector (i.e. entrepreneurs, non-profits).	❑	❑	❑	❑	❑
20. Decisions about how much and what kind of tourism we should have are best left to the public sector (i.e. government).	❑	❑	❑	❑	❑
21. Tourism activities/services should have a resident's fee and a foreigner's fee system.	❑	❑	❑	❑	❑
22. Biodiversity conservation within this area contributes to our well being.	❑	❑	❑	❑	❑

How to conduct community mapping

Participants include the core assessment team, extension staff, government representatives, natural resource managers, and local community members, ideally including both men and women and a mixture of expertise. Someone on the Assessment Team should have good map-drawing skills.

The Mapping Meeting
The Assessment Team starts the meeting by introducing themselves and informing the community of the planned assessment work. Each representative is then asked to introduce himself or herself. The Assessment Team then presents its motivations, explains the purpose of the mapping meeting and what they would like to achieve.

A large map of the site and surroundings is then spread out. If no detailed map of the site exists, a large-scale topographical map can be drawn either on the ground or on a large piece of paper/board. It should include simple topographic data including:
- Elevations – lower/upper, etc.;
- Simple information on soils;
- Vegetation;
- Ecological zones;
- Water availability;
- Tourist destination sites;
- Infrastructure such as roads, schools, health facilities, police posts, etc.

Once the main features are in place, participants can start filling in gaps, identifying areas with specific problems such as:
- Water shortage;
- Poor soils;
- Poor vegetation cover;
- Problem animal areas;
- Opportunities or potential for development such as infrastructure;
- Agricultural lands;
- Community recreational areas;
- Sustainable tourism sites;
- Areas of economic activity (i.e. hunting, logging, fishing, gathering areas)
- Commercial areas;
- Transportation/access;
- Future protected areas.

Before each resource or item is added on the map, it is very important for the facilitators to allow 5-10 minutes of discussion. The facilitator's role is to ask about whatever is being included in the map—how it affects, benefits, costs, and influences tourism development, and what are the trade-offs. The core team should be taking notes of of all the comments and reactions from all participants.

1 - Natural Attractions

Instructions: Describe what is unique about the natural attractions in your MPA of the ETPS. Try to be specific and avoid general descriptions such as "the tropical seascape." Note: The last column asks that you choose potential market "draw." This means the type of visitation (length of stay) an attraction may draw and may be modified based on major markets in the destination.

NATURAL ATTRACTIONS Name, Description, and Current Draw	DESCRIBE LOCATION (distance from central point or use GPS)	EASE OF ACCESS (from main entry way)	DESCRIBE POTENTIAL USES	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ___		Easy (up to 1 hr walk) Moderate (hills, 1-2hrs) Difficult (steep climbs, 2+hrs)				Day Trip Weekender Long-Stay
# ___		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ___		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ___		Easy Moderate Difficult				Day Trip Weekender Long-Stay

2 - Cultural Attractions

Instructions: When describing cultural attractions, express what is unique about the attractions and try to avoid general attraction descriptions such as "story telling."

CULTURAL ATTRACTIONS Name, Description, and Current Draw	LOCATION AND TIMING (when and how often)	DESCRIBE POTENTIAL ACTIVITIES	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
#___					Day Trip Weekender Long-Stay
#___					Day Trip Weekender Long-Stay
#___					Day Trip Weekender Long-Stay
#___					Day Trip Weekender Long-Stay

3 - **Historical and Heritage Attractions**

Instructions: When describing historical and heritage attractions, express what is unique about them and try to avoid general attraction descriptions such as "monument."

HERITAGE AND HISTORIC ATTRACTIONS Name, Description, and Current Draw (historical context)	DESCRIBE LOCATION AND ACCESS (distance from central point or use GPS)	DESCRIBE CONDITION OR RENOVATION WORK REQUIRED TO ACCOMMODATE VISITORS.	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ___					Day Trip Weekender Long-Stay
# ___					Day Trip Weekender Long-Stay
# ___					Day Trip Weekender Long-Stay
# ___					Day Trip Weekender Long-Stay

4 - Recreational Activities

Instructions: Describe what is unique about potential activities. Avoid general activity descriptions such as "hiking."

RECREATIONAL ACTIVITIES Name, Description, and Current Draw	DESCRIBE BEST AREAS FOR ACTIVITIES TO TAKE PLACE	LEVEL OF DIFFICULTY	PRODUCT DEVELOPMENT NEEDS	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
#__		Easy (up to 1 hr walk) Moderate (hills, 1-2hrs) Difficult (steep climbs, 2+hrs)				Day Trip Weekender Long-Stay
#__		Easy Moderate Difficult				Day Trip Weekender Long-Stay
#__		Easy Moderate Difficult				Day Trip Weekender Long-Stay
#__		Easy Moderate Difficult				Day Trip Weekender Long-Stay

Inventory Evaluation Sheet

Instructions: For each attraction please refer to the list in the left hand column and rate each item 1-5, five being the most positive rating. Then add up the ratings for each attraction and total them in the designated box.

	ATTRACTION #1	ATTRACTION #2	ATTRACTION #3	ATTRACTION #4
SCENIC VALUE				
BIODIVERSITY				
CULTURAL VALUE				
HISTORICAL VALUE				
USES AND ACTIVITIES				
COMMUNITY PARTICIPATION				
SITE CONTROL				
ACCESS				
PRODUCT DEVELOPMENT				
TOTALS				
NOTES				

(Source: Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. *Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets*. Conservation International and the George Washington University.)

Ranking Resource Attributes for Visitor Use – Example

Resource Experience Opportunity Areas	Relative Availability of Resources		Ability of Resource to Conceal Use	Ability of Resource to Withstand Use	Potential Interest of Resource to Visitor	Relative Importance of Area *(Related to MPA Purpose, Significance, and Interpretive Themes)*	Sites or Features of Critical Importance to MPA Purpose, Significance, and Interpretative Themes
	In Park	Out of Park					
Fins	3	2	5	1	5	5	Landscape Arch, Fiery Furnace
Monoliths and Walls	3	3	3	2	5	5	Delicate Arch, Windows Area, Courthouse Towers, Balanced Rock
Upland Blackbrush Flats	3	5	1	2	1	2	
Slickrock/ Petrified Dunes	3	5	4	3	2	4	
Broad Open Grassland Valley	3	3	1	1	1	2	
Rolling Topography Mixed Shrub Valley	3	4	3	2	1	2	Wolfe Ranch
Broad Open Shrubland Valley	3	3	3	1	1	1	
Ridge/Highlands	5	5	4	3	2	1	
Wash/Canyon	3	5	4	2	2	2	
River Canyon	2	2	4	3	5	2	
	1 = Unique **2 = Rare** **3 = Uncommon** **4 = Common** **5 = Abundant**		**1 = Very Low** **2 = Low** **3 = Moderate** **4 = High** **5 = Very High**				

Ranking Resource Attributes for Visitor Use – Sample Worksheet

Resource Experience Opportunity Areas	Relative Availability of Resources		Ability of Resource to Conceal Use	Ability of Resource to Withstand Use	Potential Interest of Resource to Visitor	Relative Importance of Area *(Related to MPA Purpose, Significance, and Interpretive Themes)*	Sites or Features of Critical Importance to MPA Purpose, Significance, and Interpretative Themes
	In Park	Out of Park					
	1 = Unique **2 = Rare** **3 = Uncommon** **4 = Common** **5 = Abundant**	**1 = Very Low** **2 = Low** **3 = Moderate** **4 = High** **5 = Very High**					

1 - Transportation

Instructions: Use this worksheet to list the present and planned road and transportation infrastructure and services that tourists can use to access the destination and major attractions.

Government offices responsible for physical planning, transportation, and communications can be contacted for this information. *Note: For each item, list the areas served and connections with other transportation. For example, an international airport may have domestic flights to key tourist destinations in the region. Comfort, cleanliness, and services such as toilets should be rated under General Conditions. Transportation causes major environmental problems (roads increase erosion), therefore, list potential problems as well as opportunities to improve sustainability or ongoing initiatives for each category (car rental businesses using hybrid vehicles).* (Source: Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. *Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets*. Conservation International and the George Washington University.)

NATURAL ATTRACTIONS Name, Description, and Current Draw	DESCRIBE LOCATION (distance from central point or use GPS)	EASE OF ACCESS (from main entry way)	DESCRIBE POTENTIAL USES	ENVIRONMENTAL FRAGILITY (i.e. endangered species nesting area, rare plant, water source, over-crowding, waste mgmt)	SOCIO-CULTURAL CONCERNS (i.e. traditional uses and beliefs, taboos, potential disruption, land-tenure issues)	CHOOSE POTENTIAL MARKET DRAW
# ___		Easy (up to 1 hr walk) Moderate (hills, 1-2hrs) Difficult (steep climbs, 2+hrs)				Day Trip Weekender Long-Stay
# ___		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ___		Easy Moderate Difficult				Day Trip Weekender Long-Stay
# ___		Easy Moderate Difficult				Day Trip Weekender Long-Stay

2 – Accessibility Summary

Instructions: Review *Worksheet 6 Transportation* and identify any major areas for improvement or opportunities. Address the following questions as you do this:

1. What modes of transportation do most visitors use to get to the destination/focus area?

2. Can debarking passengers connect easily with other transportation/information (taxis, rental cars, transit buses, visitors' center, tour guides, signage)?

3. Are the highway and road signs, which direct visitors to the area, adequate?

4. Do these signs present a positive image of the destination/focus area?

5. Can highways and roads handle more use under current maintenance budgets and schedules? Also, without becoming more congested?

6. Are there opportunities to develop other transportation modes to enhance access to other tourist markets? If yes, which modes could be developed? Consider different types of tourists and also how the local modes of transportation could promote travel.

7. What potential environmental or social issues need to be addressed? Are there any initial recommendations on how these might be addressed?

8. Are there visitors' information centers or places where information can be distributed?

9. Are the transportation services generally efficient and safe? How could they be improved?

3 – Public Services

QUESTIONS			COMMENTS/RECOMMENDATIONS
1. Is the local police force prepared to handle increased duties: control crowds, assist visitors, manage potential increase in crime?	YES	NO	
2. Is emergency road service available?	YES	NO	
3. Can visitors get emergency health care locally?	YES	NO	
4. If not available locally, how far is it to the nearest hospital?	# of miles/KMs:		Time to get there:
5. Is ambulance service available in the area?	YES	NO	
6. Is there a local fire protection service?	YES	NO	
7. Can the local water supply that is used for drinking and bathing handle increased use by visitors?	YES	NO	
8. Is the local water supply of a quality acceptable to visitors (taste, smell, color)?	YES	NO	
9. Are there public restrooms in the destination?	YES	NO	
10. Are the public restrooms well-maintained and clean?	YES	NO	
11. Is there a public sewage treatment system?	YES	NO	
12. Are landscape management services provided for public spaces ensuring visitor use is managed? (litter clean-up, care of trees and plants)	YES	NO	
13. If there is a public sewage treatment system, could it handle additional demand from tourist facilities? How much more?	YES	NO	
14. Is sewage treated in an environmental and safe manner?	YES	NO	
15. Are there recycling receptacles?	YES	NO	
16. Are the trash and recycling receptacles well-maintained and emptied frequently?	YES	NO	How often are the receptacles emptied? Trash: Recycling:
17. Are streets and public areas kept clean?	YES	NO	Who is responsible for this? How often do they clean the streets?
18. Can local roads handle more use without becoming too congested?	YES	NO	Who manages the maintenance of the roads?
19. Can local roads handle more traffic under the current maintenance budget and schedule?	YES	NO	
20. Are telephone services available for: International direct dialing? Internet? Cellular phones?	YES YES YES	NO NO NO	
21. Are there local banking services available to: Change currency? Withdraw on credit cards? Cash traveler's checks?	YES YES YES	NO NO NO	

Source: Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. *Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets*. Conservation International and the George Washington University.)

4 – Evaluation of Surroundings

Instructions: The quality of the physical environment is critical to the tourist. Having both an esthetically beautiful and healthy environment with respect to the people, buildings, traffic, roads, clean water, minimal pollution (including noise), will make a significant difference in the level of satisfaction a tourist has during a vacation. Consider and rate the following factors, modified as needed to fit the local context. Source: Gutierrez, Eileen, Kristin Lamoureux, Seleni Matus, Kaddu Sebunya. 2005. *Linking Communities, Tourism, & Conservation: A Tourism Assessment Process - Tools and Worksheets*. Conservation International and the George Washington University.)

FACTOR	PERCEIVED CONDITION	COMMENTS/RECOMMENDATIONS
Air quality		
Noise levels		
Road traffic		
Solid waste management (i.e. trash)		
Condition of homes and buildings		
Clean water sources (i.e. catchments, rivers)		
Health risks		
Natural landscape		
Health of major natural attractions (i.e. beaches, rivers)		
Sewage and waste water management		
Other		

Sample Accommodations Survey

Business Name: _____

Address: _____

Phone: _____

What is the type of your lodging facility?
Hotel _____   Cottages/Bungalows _____   Resort _____   Campground/campsites _____
Motel _____   Bed & Breakfast _____   Private Home _____   Hostel _____
Other

Which best describes its style?
Family Value _____   Luxury _____   Economy _____   Backpacker _____
Other (describe) _____

Number of units by type:
Single: ___   Double: ___   Suite: ___   Other: ___   Total: ___

Amenities Available:
Restaurant ___   24 hour reception ___   Transportation services ___   Swimming facilities ___
Laundry ___   Souvenir shop: ___   Porter: ___
Other (specify) _____

About how many customers do you serve on average each year? _____

Do you experience seasonality: If so, how much (%) in high season? _____

What is the average price per room? _____ High: _____ Low: _____

Where do most of your guests come from:
Country #1: _____ % of all guests: _____
Country #2: _____ % of all guests: _____
Country #3: _____ % of all guests: _____

Of those traveling as tourists, what was their main reason for visiting (give one):
Culture: _____   Adventure Travel: _____   Nature/Wildlife: _____
History: _____   Exploration Arts: _____   Scuba diving: _____
Fishing: _____   Snorkeling: _____   Other (specify): _____

How do you advertise your business:
Word of mouth: _____   Pamphlets: _____   Travel Agents: _____   Internet: _____
Travel shows: _____   Visitor Info Centers: _____   Road Signs: _____
Other (specify): _____

How many full-time and part-time employees do you have? _____

Do you work with the local community? If yes, how? _____

Do you use green technologies? _____ Specify, if yes: _____
_____

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Sample Tour Operator Survey

Business Name: _____

Address: _____

Phone: _____

Which one of the following most accurately describes your tour operations?

Large (>20), inbound only _____   Large, inbound & outbound _____

Small, inbound - national _____   Small, inbound & outbound _____

Small, local area only _____   Bus tours _____   Other (specify) _____

What types of tours do you mainly provide?

Culture: _____ Adventure (biking, rafting, trekking) _____   Nature/Wildlife: _____

Education: _____   Beach: _____ Boating: _____   History: _____

Exploration Arts: _____   Scuba diving: _____   Fishing: _____   Snorkeling: _____

Other (specify): _____

Which best describes its style?

Family Value _____   Luxury _____   Economy _____   Backpacker _____

Other (describe) _____

About how many customers do you serve on average each year? _____

Do you experience seasonality: If so, how much (%) in high season? _____

What is the average price range for your packages (all inclusive)? _____ High: _____

Low: _____ Per day: _____ 1 night/2 days: _____ Weekends: _____

Weekdays: _____ By the week: _____

Where do most of your guests come from:

Country #1: _____ % of all guests: _____

Country #2: _____ % of all guests: _____

Country #3: _____ % of all guests: _____

What do you think is the main reason tourists use your services?

_____

How do you advertise your business:

Word of mouth: _____   Pamphlets: _____   Travel Agents: _____   Internet: ____

Travel shows: _____   Visitor Info Centers: _____   Road Signs: _____

Other (specify): _____

How many full-time and part-time employees do you have? _____

Do you work with the local community? If yes, how? _____

Do you use green technologies (alternative fuels, etc.)? _____ Specify, if yes:

_____

What do you expect your employment figures to be next year?

_____

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Arts and Products (Local) Survey

Business Name: _____

Address: _____

Phone: _____

Which one of the following most accurately describes your operation?

Large enterprise: _____   Medium-sized: _____   Small: _____   Micro: _____

Manufacturer: _____   Wholesaler: _____   Retailer: _____

Other (specify) _____

What types of products do you produce?

Clothing: _____   Basketry/Weaving: _____   Art: _____

Folk Art: _____   Rugs/blankets: _____   Ceramics/Pottery: _____

Furniture: _____   Jewelry: _____   Household items: _____

Wood carving/products: _____   Food: _____   Drinks: _____

Other (specify): _____

About how much product do you sell on average each year? _____

Do you experience seasonality: If so, how much (%) in high season? _____

What type of product do you produce?

High-end, expensive: _____   Moderate range: _____   Inexpensive: _____

Low: _____ Per day: _____ 1 night/2 days: _____ Weekends: _____

Weekdays: _____ By the week: _____

Where do you sell most of your products?

#1: _____ % of all buyers: _____

#2: _____ % of all buyers: _____

#3: _____ % of all buyers: _____

What do you think is the main reason tourists buy your products?

_____

How do you advertise your business:

Word of mouth: _____   Pamphlets: _____   Travel Agents: _____   Internet: _____

Travel shows: _____   Visitor Info Centers: _____   Location/Road Signs: _____

Other (specify): _____

How many full-time and part-time employees do you have in peak season? _____

Do you employ people and artisans from the local community? _____

_

Do you use local resources? _____ Specify, if yes _____

What do you expect your employment figures to be next year?

_____

Human and Institutional Capacity (Labor) Inventory

1. Population in Area
  a. Number: _____   Trends: _____
  b. Age structure (number)
    Under 20: _____   Trends: _____
    20-30: _____   Trends: _____
    31-50: _____   Trends: _____
    51-65: _____   Trends: _____

2. Labor Force
  a. Total civilian labor force   Trends: _____
  b. Unemployment number   Trends: _____
  c. Type of employment

Type of employment	Number	Average hourly wage earnings
Agriculture:	_____	_____
Mining:	_____	_____
Construction:	_____	_____
Manufacturing:	_____	_____
Timber:	_____	_____
Transportation:	_____	_____
Trade:	_____	_____
Finance/Insurance/Real Estate:	_____	_____
Services:	_____	_____
Government:	_____	_____

  d. Local Education Levels: _____
  % completed primary school: _____
  % completed secondary school: _____
  % completed 1st university degree: _____
  % completed Master's degree: _____
  % completed PhD: _____
  Number received specific training in tourism industry: _____

Tourism Service Positions (use tourism services surveys)

Owners/Managers: _____

Employees: _____

3. Are there any discernable trends in the economy? Are people moving in or out of the area? Any particular type or group? Do the younger people stay in the area or leave? Once educated, does the labor force move away?

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Tourism Labor Demand

1. Labor Force Availability

a. Does the current labor force meet the tourism demand?

b. Is the available labor force increasing or decreasing?

c. What are the main factors causing the trend?

d. Is there or will there be increased demand for labor from any other industries?

e. Are the skills required to work in these other industries transferable to the tourism industry?

2. Tourims Demand for Labor

f. Is there or will there be increased demand for labor from the tourism industry? Why?

g. What are the specific needs for labor within the tourism industry?

h. What key challenges or opportunities exist within the current or future tourism labor force?

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Sources of Information for Environmental Footprint Analysis

The team can start its exploration of key environmental and biodiversity issues by reviewing already existing information. Sources can include:

- Local and international environmental and conservation organizations' publications, literature and online information. For example, CI's Country Program Executive Program Summaries, Hotspots publication, and the Critical Environmental Partnership Profiles available at www.cepf.net.

- IUCN's Red List species listings available at www.iucn.org and www.redlist. org. These lists rate species as being Critically Endangered and Vulnerable.

- Park and protected area management plans and any zoning regulations (these should be in place for well-established park and protected areas).

- Reports and papers from scientists and conservation organizations working in the local area.

- Review of *Socio-Economic, Cultural and Natural Resource Use Assessments* for insights on how the socio-cultural context may impact or benefit biodiversity and environmental issues. The issues and opportunities identified will later be added to the footprint matrix.

Tapping into Environmental and Biodiversity Experts

Once initial research has provided enough of a basis for further discussion, the Assessment Team can rely on local environmental and biodiversity expert interviews and consultations to better understand potential impacts and opportunities in the local area. These will include:

- Conservation biologists;
- Botanists;
- Wildlife specialists;
- Ecologists;
- Researchers;
- University professors;
- MPA and protected area management staff;
- Leaders in associations and organizations who are actively involved in biodiversity and conservation issues in the focus destination.

Sample Interview for Footprint Analysis

Hello, Mr./Mrs./Ms. _____. We are here to learn your opinions regarding the potential impacts, as well as opportunities of sustainable tourism development in the area (*describe potential for sustainable tourism based on attractions inventory and market demand*)**.**

1. What do you expect the impacts on *(insert appropriate category of impact, such as on flora and fauna, water resources, etc.)* to be?

2. Of the impacts that you listed, do you consider them to be acceptable or unacceptable?

    a. If impacts are not acceptable, what key considerations would need to be addressed?

    b. How controllable is this potential impact?

    c. How likely would it be to occur?

    d. How long would this impact last?

    e. What would be the extent of the impact?

3. Could sustainable tourism be altered in some way to address key considerations and make the impact acceptable?

4. Are there any issues that sustainable tourism development might solve? *(Give examples from your matrix)*

5. Which key stakeholders or groups would need to be involved in addressing sustainable tourism as an opportunity or a threat?

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Sample of Ecological Footprint Matrix

SAMPLE ENVIRONMENTAL AND BIODIVERSITY FOOTPRINT MATRIX

Type of Threat (The following are examples. Fill in appropriate descriptions as necessary.)	Potential Impacts	Potential Opportunity and Key Assumptions	Key Groups/ Stakeholders Involved or Affected	Expert/ Person(s) to Contact	Potential for Impact (Fill in each box with +, 0, or –)
Poaching of endangered Species in Protected Area	Tourism Development might provide income to locals to purchase better hunting equipment (i.e. better guns, traps and snares, tracking devices).	Poaching illegal, used to increase income due to few alternatives. Tourism could provide an alternative and a reason to protect wildlife. Awareness campaign and increased ranger activities will be key.	Local villages and hamlets around protected area. Protected Area Management	Local biologist, researchers Protected area management staff Socio-cultural experts Socio-economic surveys	(–)
Agricultural encroachment into unprotected forest reserve	Tourism Development might increase demand for agricultural products, provide income for agricultural technology – increasing farming.	Ecotourism may provide rationale for creating a protected area, could provide incentives for organic and sustainable agriculture, etc. Economic justification for establishing a protected area will be strong enough, the right community cultural/historical context exists in favor of Protected Areas.	Local Ecotourism Associations Community Members Government Ministry and Official	Agriculture Extension Officers Local Biologists Economists Socio-economic surveys	(–)

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Ecological Footprint Matrix

Type of Threat (Fill in appropriate descriptions as necessary.)	Potential Impacts	Potential Opportunity and Key Assumptions	Key Groups/ Stakeholders Involved or Affected	Experts/ Person(s) to Contact	Potential for Impact (Fill in each box with +, 0, or –)

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