

Introduction

A Toolkit for Monitoring and Managing Community-Based Tourism

This Toolkit is a collaborative publication between SNV Asia Pro-Poor Sustainable Tourism Network and the University of Hawaii, School of Travel Industry Management.

It draws extensively from the expert contributions of Dr Louise Twining-Ward, Dr Walter Jamieson from the University of Hawaii, numerous SNV personnel along with support and inputs by Adjunct Professor (Griffith University, Australia) Steve Noakes, Pacific Asia Tourism Pty Ltd.

Community based tourism, Samoa, South Pacific



This useful Toolkit resource highlights that tourism is a highly competitive industry.

Community-based tourism (CBT) projects, like any other small businesses, need to keep careful tabs on their performance in all aspects of a business – understanding and reacting to meet customer needs and management of their finances, their internal operations, their human resources and their relations with various external suppliers and stakeholders.

Where poverty alleviation and environmental sustainability are key concerns, monitoring can help project managers to find out if the project is living up to expectations, and help them make adjustments to improve performance where necessary.

What is Monitoring?

Monitoring is the process of taking regular measurements of something, normally using indicators, in order to provide a better understanding of the current situation, as well as some idea of the trends in performance.

For example, monitoring water consumption on a monthly basis provides us with an idea about current usage and how it compares with previous months usage. On their own, indicators give us only partial information, but when combined into groups, indicators can provide us with a great deal of information about the various environmental and social effects of tourism as well as the overall performance of a community-based tourism project.

LINK: <http://www.unep.fr/pc/tourism/library/st%20in%20prot.areas/BP8-11.pdf>
WCPA Guidelines for Planning and Management of Protected Areas

Monitoring involves carefully selecting and piloting indicators, collecting and evaluating data, and presenting and acting on the results. Developing a monitoring framework can take some time, but is likely to result in a more responsive and successful CBT project. The main benefits of monitoring CBT are as follows:

- To evaluate project performance over time
- To adapt project activities in light of the lessons learned from monitoring
- To prioritise future projects based on areas of greatest need
- To improve project planning, development, and management
- To ensure that all social categories, (including ethnic minorities, youth, and women) can benefit from CBT
- To improve policymaking
- To increase donor confidence
- To improve the focus of intervention
- To increase understanding of sustainable tourism amongst stakeholders

Copies of this Toolkit are available from the University of Hawaii TIM School website (www.tim.hawaii.edu) and the SNV website (www.snvworld.org). In some cases, charges may apply for printing and postage. Refer to websites noted.