A FIELD MANUAL FOR

INDICATORS DEVELOPMENT

FOR TOURISM DESTINATIONS

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How to Use this Field Manual and the Guidebook

This **Field Manual** will lead you through the indicators development and implementation process. It is designed to be used with the WTO ***Guidebook Indicators of Sustainable Development for Tourism Destinations*** providing greater detail on indicators.

This **Field Manual** is a practical roadmap to the process of indicators development. It details the process and provides cross-references to the elements in the larger Guidebook which can help at each stage. These include the sections of the Guidebook which elaborate more about:

- ***A Participatory Development Process***: which identifies important issues for a destination and provides guidance in how to devise or choose indicators which respond effectively to these issues (***Part 2***),
- ***An Issues List***: which covers a broad range of issues likely to be of concern to tourism destinations with suggested indicators and applications which may help managers respond where these issues occur (for example beach erosion, retention of foreign exchange, involvement of the community, or loss of critical habitat). ***(Part 3)*** From this issues section, a shorter list of baseline issues is highlighted - as a minimum set likely to be of use nearly everywhere. An indicator or short set of indicators is recommended for use in response to each of the issues along with means to, calculate and apply suggested indicators.
- ***Destination Applications:*** This section ***(Part 4***) provides guidance and models for the selection and application of indicators to issues which are normally common to specific types of destinations (e.g., small islands, cultural sites, deserts), These should be considered to be a menu of issues and suggested indicators for destinations with these characteristics. Note that some destinations may contain several components: readers will wish to consult all sections which seem to fit their destination.
- ***Broader Indicators Applications*** *;* This section ***(Part 5)*** provides guidance and examples relating to the broader use of indicators for planning, management, certification and other purposes, with examples of how selected jurisdictions or organizations have benefited through the practical use of indicators.
- ***Case examples*** are provided in **Annex A** providing additional information on how indicators have been used to address the real mix of problems in selected destinations.
- ***Resources***: Sources (published or available on Internet) for additional information are provided for most issues and for access to key sources for information on indicators and their use.

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Introduction

This Field Manual is a practical guide to the process of the development of indicators for sustainable tourism. It is written for the person or persons in charge of developing and applying indicators of sustainable tourism for their community or destination. The manual will direct the user through the process, step by step, with the outcome being a set of useful indicators to help in managing risks, preventing or foreseeing problems, identifying impacts, and influencing planning and management processes. It suggests a specific process which can be used, but users are encouraged to modify steps and timing to suit the needs of their specific destination.

The international Committee of Experts which helped guide this initiative decided that a separate, short, practical, hands-on field manual should be written to accompany the larger WTO Guidebook (Indicators of Sustainable Development for Tourism Destinations . WTO 2005) This manual is the result – a practical roadmap to indicator development.   This manual also provides references to the larger and more detailed Guidebook where it may be useful to seek further guidance or examples. At the end of this book, checklists and work sheets are included as practical tools to help in indicators development.

What is a Destination?
According to the World Tourism Organization Working Group on Destination Management, "A local tourism destination is a physical space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions, and tourism resources within one day's return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders often including a host community and can nest and network to form larger destinations."

Every destination has some unique problems or concerns, and may have to develop its own indicators for these special issues. To help users focus on common issues, the World Tourism Organization international committee of experts have identified 12 baseline issues (plus about fifty other commonly occurring issues) that are found at almost every tourist destination. For each, some useful indicators have been identified and, where available, examples of how they have been used. . The overall objective of this manual and the larger Guidebook is to help destination managers achieve more sustainable tourism – to the benefit of both tourism and their communities and regions.

What are indicators and why use them?

Indicators are measurements. To be a useful indicator, information has to be important to the decisions which will be made in the future. Some information is easily obtained from readily available sources, some may be nearly impossible to get. The best indicators are early warning signals of possible future problems. Other useful indicators are measures of current situations and risks, measures of the impacts of tourism on the natural, cultural and economic assets of destinations. Ideally, indicators can enable action to be taken well before serious damage and threats to the sustainability of tourism occur.

The focus of this manual is on the sustainable destination. Most decisions and planning for tourism occur at the level of the destination. (See Guidebook for more on Destinations) While the causes of changes can be broader, even global, and the solutions can be at many levels, from individual enterprises to national or even international bodies, the focus for most solutions is at the destination.

Indicators Defined:

Indicators are information sets which have been formally selected to be used on a regular basis to *measure changes* in something of importance for tourism development and management. Any information, whether quantitative or qualitative, can be used as an indicator. An indicator has normally been chosen from a range of possible data sets or information sources because it is meaningful with regard to the key issues to which managers must respond, It is clearly defined and consistently collected. Use of that indicator can lead to actions to anticipate and prevent undesirable (or unsustainable) outcome.

The development of indicators ideally involves participation by everyone who has an interest in tourism and the destination. It has been found that a participatory process works best in nearly all cases and is most likely to produce indicators that are useful and are actually used to help managers of the destination. The main part of this manual is the three phase, 12 step process which has proven most effective in creating good indicators which are actually used in decisions regarding tourism destinations.

The 12 Step Process

This is an outline of the steps in the recommended indicator development process. Each step will be described in detail in the next section, as part of the step-by-step guide.

Research and Organization Phase (Getting ready for work)

1. Definition/delineation of the destination – what are the boundaries of the area, what tourism assets does it have and how are they being used?
2. Use of participatory processes –How can you bring all concerned people together?
3. Identification of tourism assets and risks – what is happening?
4. Long term vision for a destination – what do you want it to be like in the future?

Indicator Development Phase (Choosing issues/risks/concerns and their indicators)

5. Selection of priority issues and policy questions – what are the most important issues?
6. Identification of desired indicators – how can the issues be measured?
7. Selection procedures – what indicators will work?
8. Inventory of data sources – where can you get the information you need?

Implementation Phase : the procedures to create a working program for the ongoing generation and use of indicators (Now you have indicators, what are you going to do with them?)

9. Evaluation of feasibility/implementation procedures – how well do they work?
10. Data collection and analysis – who collects the needed information, what do they do with it when they have it?
11. Accountability and communication
12. Monitoring and evaluation of results – ongoing collection of indicators information over time; what trends do they show, are they still valuable, do changes have to made?

These steps are designed to produce useful indicators which respond to the issues most important to any destination, and to help ensure that they are actually used in the decision process for the destination.

INDICATOR DEVELOPMENT PROCEDURE

The development of indicators is not an instant process – it may take several days, weeks or even months, depending on the availability of people, space to hold meetings, the support of the participants at meetings, etc. This manual defines the pathway and key procedures to be followed by the proponent for indicators. The leader of the initiative may be a tourism authority or association, a destination government, a community organization or a non-governmental or academic organization, although ultimately all should be involved. If you are the main organizer, it is essential to make certain that others are allowed to be part of the process. Once indicators are selected, there have to be commitments made to carry through on the collection of the information needed, and to continue this over a period of time. One of the most valuable things about indicators is that they can be, and should be, compared over time. This shows up trends, either good or bad, that can be used for actions to be taken by managers, planners, politicians, tourism operators that will make the destination or attraction more sustainable.

Research and Organization Phase (Getting ready)

1) Definition/delineation of the destination (for the WTO definition of "destination" . **Where are the boundaries of the region** the indicators are to measure? It is important to be very clear on the geographic boundaries and political jurisdictions of the area you are dealing with. These boundaries should contain all the areas affected by tourism activity, and, ideally, should match up with the boundaries used by governments for things such as census areas, city borders, water management areas, national parks, planning authorities. Also, if possible, boundaries should be selected to reflect physical or ecological boundaries (river valleys, mountain ranges, islands, etc.)

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3. Identification of tourism assets and risks
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Indicators Development
5. Selection of priority issues
6. Identification of Desired Indicators
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Do your homework: Become familiar with the region. Why do tourists come? Where do they come from? How do they get there? What do they do when they are there? Talk to a range of officials and the people involved in the tourism industry to see what they think are the biggest risks, concerns, and problems to tourism in the region. (Even if yours is the main organization charged with tourism development, others will have ideas or concerns which need to be taken into account, as well as data which may be useful.) Do they have any data or statistics on tourism in the area? Invite any interested/interesting persons who look like they will be useful to the first meeting, where issues will be discussed and ranked for importance (see next step 2).

2) Use of participatory processes – getting concerned people together

Get in touch with everyone involved in tourism in your destination and **arrange a meeting** (on a set date) about the state of tourism in the area. If the organizer is not the authority for the destination, it is advisable and good manners to contact the regional officials first to get permission to hold any public meetings. This meeting will bring up the tourism issues people are concerned with, and also get people talking to each other (this may never have happened before). Participants may include:

- *municipal authorities* (mayors, councillors, police)
- *regional authorities* (planners, conservation authorities, coastal zone managers, parks authorities);
- *national* (and possibly state, provincial, county) *ministries in charge of tourism and its assets*
- *other ministries and agencies* (transport, natural resources, environment, culture, water, electricity, planning, health, police, parks, fisheries, protected areas, market places, cultural sites and events)
- People from the *private tourism sector* should also
- be contacted: tour operators, travel agents, restaurant and hotel owners/managers, bus and taxi operators, guides, interpreters, suppliers to tourist operators, tourism and trade organizations, and business development associations.
- Also include *non-governmental organizations* (NGOs): environmental groups with an interest in the region, conservation groups, and other interest groups like hunters, fishers, sports and adventure associations
- Local *community groups*, native and cultural groups and traditional leaders should be contacted
- *Organizations representing tourists* in the region and where they come from, and international tourism organizations should be contacted.

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If some of the people you want at the meeting can't come: make appointments to meet with them at their offices or places of work and discuss with them what they feel are the risks, needs, concerns, problems with tourism in the region. Also, ask if they have any statistics or measurements that apply to tourism in the region. Add these to the issues list at the first meeting. This keeps everyone involved and can avoid loss of support for later phases.

If authorities or leaders are uneasy about public meetings: you may have to meet with local/regional authorities (including village elders, key officials, developers) to get them on side and enthusiastic about the indicators. If this fails, holding a meeting with just the officials to discover what they consider to be the main risks, concerns, problems with tourism in the region may be all that you can do. Try to convince them that there are real benefits in involving broader participation, if only to make sure they have the broadest information possible and support for what they are doing in the region. Often opponents may find that they share the same visions for the region. (see Guidebook section on participatory processes)

If experts come from outside the region, make sure they have time to see the region, its key issues and talk with some of the key officials/authorities before any meetings. It is sometimes useful to involve outside experts to provide a new perspective or examples of what has been done in other places with similar problems; this can help open up discussions and reveal new options.

Logistics of the meeting:

a) Set a date for the meeting. The first meeting will usually take one half to a whole day (This may be a cultural issue – when, where is best, how long, are there cultural issues regarding method of meeting, food, breaks?).

b) When you know how many people are coming, find a place to hold the meeting (this may have to be quite a large room or space). Make sure the meeting place is available for the date of the meeting and has enough places to sit.

c) You will need something on which to write the issues/concerned brought up in the meeting. They should be visible to everyone in the room. This can be magic marker on large sheets of paper (flip charts), chalk and blackboards, or even a computer – projector hook-up. Tape or some adhesive substance (or tacks) will be needed to put the sheets up on a wall so everyone can see them.

d) Schedule a break (for refreshments, smoking, meal, etc.) every 11/2 to 2 hours. Some participants may not be used to sitting for long periods of time. Do not forget that some participants may have specific needs for breaks for e.g., prayers, feeding infants, other duties where provision should be made for them to leave the meetings)

e) Have an attendance list, so participants can be contacted about future meetings, progress being made, etc. Keep everyone in the loop, so if they cannot be at a meeting, at least they know what is happening, and may be able to contribute their ideas by phone, letter, and email. (A sample attendance form is at the back of the manual)

3) Identification of tourism assets and risks – what is happening?

(See "Do your homework" in the above section)

Put together the key information available on the destination.
What are the attractions that bring tourists? What state are they in? How much construction is happening? What is being built and where? Are the people who live in the region happy about tourism and tourists in their area? Is there crowding? Is there enough water, electricity, sewage treatment for everyone? Does regional tourism share resources with other sectors (for example, forests, and fisheries)? Are there any known problems or issues?

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4) Long term vision for a destination – what do you want it to be like in the future?

In talking to local authorities, stakeholders and other experts before holding the first meeting, ask what their vision for the region is in 5 years and what they hope to see in twenty years. Has a vision already been developed through a planning process? Is it shared by everyone? Indicators can help measure progress towards their goals. This will show whether there is a generally shared vision or whether many different visions will have to be accommodated or rationalized. It is often possible to get agreement on many elements of a shared future – these become points of reference for indicators development. Where there is no formal vision or no agreement on elements of a vision, time will likely need to be set aside to at least identify come common goals for the destination, and/or issues associated with them. This could extend the time needed.

Indicator Development Phase (choosing issues/risks/concerns and their indicators)

Choosing and ranking the issues is the purpose of the first meeting. The indicators development process takes a while, depending on how many issues are identified, how many people attend, their level of enthusiasm and the degree to which any related participatory processes have occurred previously. Experience shows that it takes a group about a day to identify and rank issues by their importance to the destination and its tourism. (This is an important first step which will provide the focus for following sessions which select and rank indicators.) Some issues will not make the cut for further exploration– but the initial inventory will be instructive to all.

It has been found that for rapid progress in indicators development a concentrated workshop of about 3 days works well, if everyone invited can attend. If representatives and/or experts from away are to be involved, a concentrated session can be best, but may keep others from full attendance due to duties that cannot be left; there may have to be a compromise. Getting time off from work may difficult for some, so three separate meetings over a longer period, attended by everyone, may be necessary. Try to have these meetings fairly close together – momentum and enthusiasm can be lost if too much time passes between meetings.

5) Selection of priority issues and policy questions – which are the most important issues?

This is the objective of **the first meeting**. Suggested organization follows:

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a) **Welcome.** Start the meeting by welcoming everyone and briefly explaining/reinforcing why they are there (to come up with a list of their concerns, problems opportunities and risks to tourism in the region). Officials may need time to make speeches or welcome participants. This helps to reinforce the importance of the process and may help ensure follow-up.

   Explain clearly what the meeting is about, what is meant by the destination, what is an issue, and what is an indicator. Clearly describe the process being used to provide useful tools for sustainable development of tourism destinations (a short presentation is often useful). Have a map of the destination boundaries visible - on the wall or as a handout, (if not possible, describe where the boundaries are). If you wish, as background, you may hand out a copy of initial findings (facts and trends) about the destination, and a summary of what visions are held for its future. Note: it is generally useful to have an open meeting of all participants together first, so everyone who has issues can raise them and they are heard by everyone. This helps get all the participants engaged in the process. It is generally useful to let everyone say something at first to break the ice. A productive approach is to ask each participant to briefly introduce him- or herself and what they hope to gain by attendance. An alternative is to ask each to briefly note one issue of interest which they hope will be covered. Organizers are encouraged to be sensitive to the cultural/social practices for meetings in the destination and respect them wherever possible. (For example, it may be normal to begin a meeting with a greeting from the local authorities, a prayer, a song or other some ritual which is appropriate)

b) **Group size.** If the group is very large, it helps to split it into smaller groups of about 8-12 people for the discussion sessions. Sometimes people are reluctant to speak up in front of a large audience, but they will participate within a smaller group. Make sure the groups are varied (mix up participants from different sectors – for example, don't let all the developers sit together, or all the NGOs). This way, everyone is exposed to issues and concerns coming from many different sides. Provide each group with large sheets of paper (or a blackboard) to write on; tape to stick the papers to a wall or whatever is handy. Provide or recruit a rapporteur to help record key points and, if willing, to report back on behalf of the group to the whole group. (Note – this is particularly important where some participants are trying to work in a language other than their native language – a multilingual rapporteur can make certain that their input is retained)

c) **Brainstorming.** Tell the group(s) what to do. "Brainstorm" in the group and come up with a list of issues affecting tourism in the destination. Write down **every** suggestion, for even some that appear curious at first glance may prove to be useful later in the process.

d) **Group the issues** into categories: economic, environmental, social, and management (includes the planning process, management of attractions, hotels, etc.) This may be done directly on the sheets, by putting an appropriate letter beside each issue (for example, EC for economic, EN for environmental, S for social, M for Management, O for other etc). Note: this can sometimes be accomplished most easily by the facilitator and or rapporteur working quickly to sort the input during breaks and presenting the re-ordered list back to the group.)

e) **Make lists.** On new sheets of paper, write down the issues in their groups, one or more sheets for each (EC, EN, S and M). This makes them easier to handle, if each list of issues focuses on one topic. Sometimes an issue falls into more than one category, so it may appear on more than one list. (Organizers are cautioned not to spend a lot of time on debate over classification, when in doubt put the issue on more than one list)

f) **Rank the issues**. Rate the issues in order of importance. This may be done in the small groups, or the small groups may be brought back together for everyone to rank the issues en masse. There are many ways to rate the issues; it has been found that two that work well are:

- A simple show of hands for each issue – the ones with most votes are deemed most important. Someone must count hands and write down the numbers beside each issue on the sheet.

- Star ratings – 5 to one stars, with 5 stars being the most important. This works better in small groups – each person goes up to the sheets and awards stars (with magic marker or stick-on dots) to the issues he or she feels are most important. An alternative is to give each participant ten stars which they can assign to any issue they wish (all ten to a single issue, three to each of three plus one to another, or one to each of ten) in a large group, this may take time but is generally productive.

If there is strong opposition to dropping an issue that has limited support, it may be useful to combine it with another similar or related issue that has more support. (e.g., roll youth unemployment in with lack of good jobs in tourism – as a more general issue of tourism employment). Another alternative which can help advance the process is to carry a contentious issue on to the next stage even if it has limited support.

g) **Summarize**. Bring the groups back together; briefly summarize the work of the day, pointing out the issues that have been collectively chosen as being most important. Ask if there are any comments and if everyone agrees on the chosen issues. (If there is disagreement, assure them that there will be effort before the next meeting to accommodate the areas of contention.) Tell them the date, time and location of the next meeting (even if it is the next day). Inform the participants that they will receive a copy of the important issues before the next meeting, so they can be thinking of indicators that will support the chosen issues. Thank them for coming and for their participation. Facilitators can help by grouping or sorting issues to assist in the next steps.

h) **After the meeting**, make lists of the chosen issues in their categories. You may wish to give a copy of these lists to each participant now, or wait until you do step i. If there is a rapporteur taking notes as comments are taken it is sometimes possible to print out an immediate summary of the lists (and comments) at the end of the meeting for participants to take with them.

i) **Consult the Guidebook** (***Signposts for Sustainable Tourism***) and see if any of the chosen issues are listed there, with suggested indicators. If they are, the information can greatly help in the next stage as a key point of reference. Indicate the issues found in the Guidebook on the lists (with an asterisk or some symbol) given to the participants. The indicators found in the Guidebook can be added next to its issue. (Note: if the next meeting is the following day, you may have to work into the night to prepare this material). Note that the indicators from the Guidebook are suggestions only; they may need to be adapted to the particular circumstances of the destination. Refer as well to any of the destination types which may be applicable to your destination – this may suggest some areas which have been missed, and can be suggested to the group at the next meeting to see if they wish to add anything at that time to the issues lists.

6) Identification of desired indicators – how can the issues be measured?

This is usually the second meeting. The identification and rating of indicators in group sessions can take from about half a day to a full day (sometimes if time is limited, step 7 can follow in the same day/meeting.) particularly if the lists are split among working groups. If all participants are to be involved directly in deliberation of all issues, the time taken can be

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longer. The goal is a list of possible indicators that might be useful in understanding the issues/risks and help manage or influence them. Some of the suggested indicators initially may not appear practical, but list them all. The list for some issues may be long, but the best may be chosen from them.

a) **Welcome**. Welcome everyone back, state the objective of the meeting – to develop useful indicators to be used in measuring the issues selected in the last meeting. Make sure everyone has a copy of the selected issues, including those found, along with their indicators, in the Guidebook. Give them a few minutes to confirm that the issue list is still current and that there are no new additions. It may be useful to make a brief presentation on the process to make sure everyone clearly understands how issues and indicators are related and what work is to be done.

b) **Divide into small working groups**. Once again, if there are a large number of participants, divide into groups of 8-12. If there are a small number of issues to be worked with, give the whole list to each group. Have a mix of expertise in each group. The issues may be divided between groups if there are many of them. Provide each person with the worksheet to list issues and possible indicators. (See worksheet in Guidebook annex). (Note: an alternative is to form working groups who go away and meet to deal with particular groups of indicators. This may be a viable alternative where time and availability of key participants is an issue, or where assembling all at the same time is impractical. This can slow down the process but may provide greater participation. Whichever procedure is chosen, the group should follow the methods in phases 7-9 below)

c) **Discuss and select indicators**. For each selected issue, through discussion, identify indicators that will be of use in understanding the risks/issues/concerns, and that will help manage or influence them. You have examples already from the indicators provided in the Guidebook for those of your selected issues which are found there. Similar indicators can be created for any issues which are not already covered – use the knowledge and expertise seated around the table. At this point you will probably have a very long and varied list – the next step will help you narrow them down to a manageable number. (Note that the optimal number is probably less than 25 indicators. it will not be easy to get to this number)

7) Potential Data Sources

At this point, information is provided to the group on known sources of data and potential providers. Ideally, organizers have already done work on the key existing sources of data for many of the issues. As well, some participants will be able to suggest ongoing work, data from their own institutions etc. In some workshops it will be possible to have a local authority or academic provide a summary of existing work, data now in use, published reports, etc. which will be of interest to the group. In some WTO workshops an expert panel has been able to briefly address the issues and data at a lunchtime discussion or a researcher who has done work in the area can provide a summary of major information sources. This will help in the selection of indicators in the next step. This is not meant to substitute for a more thorough exploration of data and logistics which will occur in the implementation phase but is geared to providing sufficient background for informed discussion of options.

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8) Indicator Selection Procedures

a) ***Evaluation:*** Five evaluation criteria are listed on the worksheet. Each proposed indicator (including those selected from the Guidebook) must be rated, by the group, for the destination relative to each criterion.

b) ***Relevance:*** Who will use the indicator and how will it influence decisions? Does it respond to the specific issue and provide useful information? Does it involve the tourism sector? ***This is the most important criterion***.

c) ***Feasibility:*** Is it practical and affordable to collect and analyze the information? Is the information readily available or will it require special collection or extraction? Will it have to be especially collected? This is a first quick assessment of the practicality of the indicator and will be pursued in greater detail if the indicator is chosen.

d) ***Credibility:*** Is it supported by valid and reliable information? Will people believe it?

e) ***Clarity:*** Is it easy to understand and clear to the users? How will it be used and portrayed to the users?

f) ***Comparison:*** Is it useful for comparisons with other regions or standards? Can it be used reliably to show change over time in the destination? Are there easily available benchmarks which can be used?

Rating the indicator Once the worksheets are filled in for each selected issue, each indicator can be given an overall rating. Two rating methods are described here – both of them work well. 1) Use the star system on the worksheet. Give each positive response to the five criteria a star, add them up across and come up with a rating from 5 to zero stars. This highlights which issues and their indicators have the highest priority for immediate implementation. 2) Use a rating of High (H), Medium

(M) or Low (L) for each indicator, rank them by how many H, M and L's each gets. ***Note: If an indicator rates as not relevant or feasible, it will normally be dropped at this stage. (see the form for rating indicators at the end of this field manual)***

Summarize findings. This can often be done best through brief presentations to the whole session with some time for questions and discussion. Get all the working groups together. Have a volunteer from each group tell the full group of all participants which issues and indicators they worked on, and what their ratings were. Ask the whole group if there are any comments, suggestions. Make sure that all input is received, including any dissenting opinions. Where more than one group worked on the same issues, this can create a worthwhile discussion and usually produces a consensus and may lead to changes or improvements. Thank the groups for their valuable contributions. This is a good time to break – giving time for the organizers to integrate the input into a single list and, if needed, to coordinate ratings for presentation to the next meeting, whether it follows directly or is later. Let participants know when the next meeting is and that the integrated list will be presented to them at that time for confirmation and, if needed, additional discussion.

Third Meeting (and subsequent meetings if needed) : **Next Steps and Making it Happen**:

The third meeting of participants focuses on the next steps in implementing the indicators program. It can be done in small working groups addressing specific tasks, or in one group depending on numbers. It should result in agreement on the process for the implementation of selected indicators and probable sources of information and support for each indicator. It will help in the follow up work to actually implement specific indicators. On large sheets of paper, blackboards, etc. list the issues and indicators, with space next to or under each indicator to write possible information sources for that indicator.

a) **Welcome.** Welcome everyone back. Tell them the purpose of the session is to go further with the indicators, using everyone's experience and knowledge to find sources of information to build the actual indicators and to identify who will participate in implementation. If it has been several days or weeks since the last meeting, summarize the process and progress to date. Make certain that there is still agreement with the list of selected indicators to be implemented and their priority.

b) **Divide into groups.** Once again, divide into groups of 8-12, or leave everyone together, depending on the number of participants, the number of proposed indicators, and the amount of time you have. Usually, the large numbers of indicators means that they have to be divided among small groups. (Groups can specialize - at this stage it may be useful to have those most interested in economic indicators to work on them, those with environmental or social interests to concentrate on those indicators). This step is designed to get a broad examination of the practicality of each indicator and logistics of implementation. Those which seem practical will receive specific attention in the next phase - implementation.

c) **Recommendation of information sources.** For each indicator, get recommendations from the group for specific sources of information for the indicator, taking into consideration the factors listed in the indicator worksheets, which will be used extensively in the implementation phase in discussion with potential providers for each indicator which is chosen for implementation.

d) **Summarize.** Get all the participants together again. Let a spokesperson from each group summarize their findings. Ask if everyone agrees or has anything to add about sources of information. Tell them they will each get a copy of all the issues and indicators decided on, along with the indicators' ratings and proposed information sources and the procedures which will be followed in implementation, with specific steps or meetings to occur listed if possible.

e) **Next Steps.** End the session with a discussion of next steps – what will occur next and who will do it. Ideally, there may be public commitment by individuals and their agencies to carry out implementation of some of the indicators or work to take the process forward. This part of the meeting may work best if key officials are present and asked to respond or give support for the implementation process**.** It is also possible to recruit or ask for volunteers to work on the next steps and solicit commitments from appropriate agencies to help collect information, work on implementation of specific indicators (beginning with the Indicator Development Worksheets (Guidebook Appendix), form or head committees to follow up on the indicators at decided intervals (for example, every month, year, or three years, etc., depending on the issues and their indicators).

f) **Thanks.** Thank the participants and any others who have helped in the organization and advancement of the process. Assure participants where possible that work will proceed on the work phase, to actually implement and use the indicators.

Implementation Phase*:* The procedures to create a working program for the ongoing generation and use of indicators (Now you have indicators, what are you going to do with them?)

9) Evaluation of feasibility/implementation procedures – how do we implement each indicator?

At this point, you will have a list of indicators ranked by importance, along with suggested data/information sources. Some of the information may be difficult to get – you may have to compromise and use existing information that may not be exactly what you need but is readily and cheaply available (see step 8, above). This step is best carried out in meetings directly with the potential provider of the data and those who will need to work with it to produce the indicator on a regular basis.

Research and Organization
1. Definition/delineation of the destination
2. Use of participatory processes
3. Identification of tourism assets and risks
4. Long-term vision for a destination

Indicators Development
5. Selection of priority issues
6. Identification of Desired Indicators
7. Inventory of data sources
8. Selection procedures

Implementation
9. Evaluation of feasibility/implementation▲
10. Data collection and analysis
11. Accountability and Communication
12. Monitoring and Evaluation of Results

The key questions addressed in this step are:

a) **Data source;** Who is providing the data – where specifically is it to be obtained (e.g. from census summaries, from tourism bureau request logs, from questionnaires in the airport departure lounge)?

b) **Data characteristics.** What level of detail is needed? How is it provided – on paper, on-line, tabular form?

c) **Frequency of data collection.** How often will the information be needed and/or available (for example, every five years, annually, monthly, immediately, etc.)?

d) **Time lags to get the data.** When can you get the data? Will you have to wait until it is compiled, reviewed, published or can you get it directly when collected?

e) **Access and confidentiality.** Will the indicators program be allowed direct access to the data or only to aggregated information once it is analyzed? Are there concerns about use of confidential data, or data which may reveal individual firms or small groups?

f) **Scale of data.** Is information available at the desired level for the indicator, or is it available only for fixed reporting units? What will have to be done with the information to match the destination boundaries or specific sites? (see Part 2 of the Guidebook for more on this). Is data statistically valid for the destination?

g) **Responsibility.** Who is going to be responsible for collecting the information, working with it? Who is going to validate or verify the data?

h) **Costs and technical requirements** of data gathering and analysis. Is the needed data readily available, can it be derived from existing measuring processes, or does it have to be collected specifically? Is there technology, trained staff to compile and process existing data or to gather new data, or new techniques and technology which needs to be introduced, staff needing training, or experts who need to be hired for it?

Completion of the above review procedure should result in agreement on the process for creation and support for each selected indicator. At the end of this step, you should have a plan for the generation and implementation of each indicator agreed with the data providers and users. You may need to negotiate (e.g. compromise on timing, detail, frequency etc to find something which will work).

***Worksheets**. A worksheet has been provided to assist in elaborating and implementing each indicator, consistent with the questions listed above. Working with the potential data provider and with those who will analyze and use the indicator, fill out an Indicator Development Worksheet (Appendix C at back of manual). This will give in detail all the information for each chosen indicator. In filling out the worksheets and in reading them, areas of concern and problems may show up – this is one purpose of the worksheets. Indicators may have to be re-evaluated – perhaps the information is not available, perhaps it is not clear, perhaps it is not believable to the user. Sometimes, an indicator that seems ideal falls under this category – put it on a "wish list" of indicators for future consideration; the problems may be solved by future technology or new statistics collected.*

10) Data collection and analysis – the actual work to gather and analyze data, turning it into useful indicators

Data sources. Each indicator must be specifically defined – the means to get the needed information, the specific units used (e.g. persons per day, cubic metres of water consumed each month). Please refer to the Guidebook for more detail on some of the data collection concerns and approaches, and for specific examples of indicators which are in use in other destinations and which may serve as models for how you collect and portray data. Remember that if you use the same data definitions or same questions as other destinations it will be possible to make comparisons or to benchmark the indicator. Remember as well that data sources may be varied, and use of existing sources is nearly always less expensive or time consuming than having to gather data.

Research and Organization
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Indicators Development
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6. Identification of Desired Indicators
7. Inventory of data sources
8. Selection procedures

Implementation
9. Evaluation of feasibility/implementation
10. **Data collection and analysis▲**
11. Accountability and Communication
12. Monitoring and Evaluation of Results

Sources of data may include:

a) Existing information being collected by the industry or others (census, water metering, complaints logs)
b) Extraction and manipulation of data from existing sources (e.g. working with the energy utility to extract data for hotels from their records, creating a ratio from two existing data sets - $ spent per visitor)
c) Creation of new data (e.g. counting numbers of visitors daily)
d) Creation of sample data (e.g. sampling visitor response or local opinion with questionnaires - See appendix for model questionnaires)

Deadlines. Negotiate specific dates by which the information should be collected or sent to you. It may be useful to seek arrangements where the data provider benefits from the analysis being done which they might not be able to normally afford, in exchange for making data available, or helping them to do analysis more rapidly than would be possible with their existing staff.

11) Accountability and Communication: Using the Indicators to Make a Difference

Indicators are intended to be useful, and used. They help establish accountability for the issues which have been defined, and can be used to show progress, or to focus attention on continuing problems which may require greater effort. Most jurisdictions that use indicators have a clear program to make the information publicly available, through annual reports, regular fact sheets or press releases on key indicators, or progress reports (ten of our twelve key indicators showed improvement in the last year). Some useful methods to maintain momentum and support, and communicate results are:

Research and Organization
1. Definition/delineation of the destination
2. Use of participatory processes
3. Identification of tourism assets and risks
4. Long-term vision for a destination

Indicators Development

5. Selection of priority issues
6. Identification of Desired Indicators
7. Inventory of data sources
8. Selection procedures

Implementation

9. Evaluation of feasibility/implementation
10. Data collection and analysis
11. **Accountability and Communication▲**
12. Monitoring and Evaluation of Results

a) **Feedback to the original participants.** Once the data/information is found for the indicators, maintain the interest of the original group by providing them with regular feedback for comments on collecting the information – what was easy, what problems were encountered, what advice they have for future follow-up information collection. This may be done by holding a meeting, or by talking to each committee head individually. Many of the original participants (or their institutions) will be the main users of the indicators, and can help make them more effective.

b) **Report to the Public.** Compile all the issues, with their indicators and data/information, into one volume arranged by categories (for example, economic, environmental, social, and management – the same ones used in the meetings and publish results. Write a brief introduction to this volume, pointing out some of the most important or interesting findings for each category – if possible, involve the network of participants in this process.

c) **Publicize.** Tell the local press, radio and television stations that indicators for sustainable tourism for their region are now available, how they were developed and how useful they will be for the future of tourism in the area. You may consider having a celebration of some kind to "launch" the indicators, inviting everyone who participated and helped, along with local officials who may wish to speak.

d) **Distribute**. Make copies of the annual report or fact sheets freely available to everyone who attended the meetings, local authorities, tourism operators, interested persons, etc. Have copies available at the "launch party", and/or make them available on the internet.

e) **Give credit to all who participated, and encourage them to keep up the process, and enjoy the benefits of good information**.

12) Monitoring and evaluation of results – ongoing collection of indicators information over time; what trends do they show, are they still valuable, do changes have to be made?

Review. Indicators are not a one-time thing – regular
review is needed to see if the information is really making a difference to users and helping solve problems. It is also needed to see if the issues have changed. Indicators are a central component of the region's planning and management process; as the planners' concerns change, so do the indicators. (See Indicators Re-evaluation Checklist – Appendix in back of manual). Meet regularly with any committees to revisit the issues/ indicators list, discuss what is working well, what needs to be changed.

Research and Organization
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Indicators Development
5. Selection of priority issues
6. Identification of Desired Indicators
7. Inventory of data sources
8. Selection procedures

Implementation
9. Evaluation of feasibility/implementation
10. Data collection and analysis
11. Accountability and Communication
12. **Monitoring and Evaluation of Results▲**

a) **Meet.** Get the original participants together periodically (along with new participants who may wish to be part of the program) to discuss achievements and new needs.

b) **Monitor.** Monitoring is essential to gauge success or failure in managing the region's tourism in ways that continue to be sustainable. Monitoring may be difficult over the long-term – it requires and on-going commitment of both people and resources. You have to repeatedly gather and give out the priority indicators to those who need to know the information. The indicators will show more when used over time, and also may help reveal new issues.

c) **Measure progress and performance.** Indicators become performance measures of progress towards the sustainable development of a destination. They can show how sustainable tourism is in the region. Annual reports cannot only show changes, they may also help show the results of planning, programs, or cooperation in addressing the key issues. The trends may also show improvements in the region – a good, useful tool for local politicians and authorities who wish to show their accountability.

d) **Monitor early warning signs.** The collection of information over time will show trends in the sustainability of the destination and may help highlight emerging problems or risks. This allows the early detection of concerns to the tourism industry, and may allow early correction of any problems.

e) **Reassess the Indicators Program** every few years, to make sure it is still providing the information needed, that the issues and indicators are still current, and that the information is actually being used by those who it is intended for. (See Indicators Re-evaluation Checklist at back of manual)

Congratulations! You now have developed a useful, working tool for measuring the sustainability of tourism in your region and helping those who influence your destination to make better decisions.

APPENDICES

APPENDIX A: Key definitions.

Destination: According to the World Tourism Organization working group on destination management, "A local tourism destination is a physical space in which a visitor spends at least one overnight. It includes tourism products such as support services and attractions, and tourism resources within one day's return travel time. It has physical and administrative boundaries defining its management, and images and perceptions defining its market competitiveness. Local destinations incorporate various stakeholders often including a host community, and can nest and network to form larger destinations."

Indicators: Indicators are information sets which have been formally selected to be used on a regular basis to *measure changes* in something of importance for tourism development and management. Any information, whether quantitative or qualitative, can be used as an indicator. An indicator has normally been chosen from a range of possible data sets or information sources because it is meaningful with regard to the key issues to which managers must respond, It is clearly defined and consistently collected. Use of that indicator can lead to actions to anticipate and prevent undesirable (or unsustainable) outcome.

Stakeholder: A stakeholder is anyone with an interest. From the perspective of tourism the term stakeholder includes the tourism industry, tourists, residents in the destinations and a wide range of others with interests including governments, non governmental organizations and any others who believe their interests to be involved or affected..

Sustainable tourism: Sustainable tourism is defined as tourism which respects the environment society and economy of destinations. Sustainable tourism is designed to bring benefits to the tourism industry and to its destinations, while maintaining or enhancing the assets (natural and cultural) of the destinations so that they can continue to be enjoyed in future.

APPENDIX B: Indicators selection worksheet

KEY ISSUES	CANDIDATE PERFORMANCE INDICATORS	EVALUATION CRITERIA					Rating
		RELEVANCE Who will use it and how will it influence decisions?	**FEASIBILITY Is it practical and affordable to collect and analyze?**	**CREDIBILITY Is it supported by valid and reliable information?**	**CLARITY Is it easy to understand and clear to users?**	**COMPARISON Is it useful for comparisons with other areas or standards?**	

Rating: for each criterion - H (high) M (medium) or L (low) can be assigned. Users may wish to discuss the relative ratings of each indicator which could respond to an issue. The alternative or additional rating approach below may also be used. In this rating format, clearly an indicator receiving 4 or 5 H ratings would be recommended for implementation, whereas one receiving few H ratings (and particularly if the rating for relevance is L) it is unlikely to receive further attention or development.

Once the HML ratings are done for each indicator, it can also be useful to use an overall subjective rating such as that which follows (at least in part based on the above HML information). Ratings are necessarily subjective… these are tools to help in the discussion.

Rating the Indicators for Use (overall rating).

********* Critical indicator for the management of the site/destination

******** Important for management decisions

******* Very useful for certain aspects of site management

****** Some use for specific management issues

***** Limited utility for management of the destination

APPENDIX C: Indicator development worksheet

(To be applied to each indicator which seems worthy of implementation)

Issue or Risk Area

Indicator (clearly define)____

Relevance

To whom is it relevant and how will they use it?

Is it critical for short or long-term decisions?

For which specific decision(s) is the indicator expected to be important?

When is the indicator required: How often?
How detailed?
How soon?

Feasibility

What data will be used and who will supply it?

Form of the data? (raw, digitized, tabular)

Availability of the data: timing, detail frequency?

Confidentiality considerations:

Is the provider prepared to change the means of collection to make the data more useful to this process (if necessary)

Who will be doing the analysis, and how often will the information be provided?

Who will pay for data collection?

Who will pay for analysis?

Credibility

How is the data acquired? (census, questionnaire, metering)

What assurances are there of scientific soundness and objectivity?

Page 1 of 2

Clarity
In what form will the indicator be used? How detailed, how frequent, and how current must it be to be used /publicized in this way?

____

Who will be the key users, and will it be phrased in terms easy for them to understand? _______________
____

How will change in the indicator be portrayed? ____
____

Comparability
Is the indicator in use in this form in other destinations, and/or are there standards of comparison to which it can be related? ____
____

Key benchmarks to be used____

Means by which change over time in the destination is to be analyzed and portrayed :_________________
____

Operational Concerns
Who will be accountable for managing the procedure to produce the indicator on an ongoing basis?
____

To whom will the indicator be provided and in what form? ____
____

Is there a continuing commitment to monitor this indicator? ____
____
____

Next Steps

What is the specific workplan/timetable for making this indicator operational?
____
____
____
____
____
____
____
____
____
____

Comments
____
____

Page 2 of 2

APPENDIX D: Indicator reporting worksheet

(*This form is a template to help managers keep track of each indicator chosen and to document characteristics and methods of use.)*

Issue to which the indicator responds ((brief description): ________________________________
____

Indicator (include precise statement of indicator)____
____
____

Data source(s):____
____
____

Precise method of calculation: ____
____
____
____

Logistics of production:

Prepared by____
Provided to ____
Frequency of production____
Delay after data actually collected _________________________________

Intended user(s) ____
____
____

Form of reporting (specific tables, graphs, etc to be produced____
____
____

Standards or thresholds to be met (if any)____
____
____
____

Expected actions (plans, results)

____
____
____

Observed trends to date____
____
____
____
____

See Sample Completed form on next page

Indicators Reporting Form (*COMPLETED EXAMPLE*)

(*This form is a template to help managers keep track of each indicator chosen and to document characteristics and methods of use.)*

Issue to which the indicator responds ((brief description):______Excessive numbers of tourists on the beach on peak days ________________________________

____

Indicator (include precise statement of indicator)_____Numbers of bathers per square km in managed beach area :

Data source(s):_____Beach area obtained from municipal plan, tourist numbers counted by beach concessionaires through ticket sales; numbers verified by actual counts done by students on peak days as part of summer student program

____

Precise method of calculation: ___Beach area includes sand area to high tide and fenced area with beach services. total peak number of tourists is divided by total area in square metres to produce the indicator : number of tourists per square km (also number of square metres per bather)____________________________

Logistics of production::

Prepared by_______Municipal Seafront Authority__________
Provided to _______Tourism Authority and Planning Authority_
Frequency of production____weekly in season (May to Sept)____
Delay in availability after data actually collected ____three weeks_________

Intended user(s) _____Planning authority, tourism authority, Beach Times Tourist ews, environmental reporting agency (at regional level)

____

Form of reporting (specific tables, graphs, etc to be produced_____ Time series data provided in linear graph form showing monthly information for past five years, weekly information provided for current and past season in tabular form_______________________________________

Standards or thresholds to be met (if any)_______Municipal beach standard is four square metres minimum per user (2500 per square km). The indicator will show performance relative to this standard, also showing number of observations which exceed standard

____

Expected actions (plans, results) Municipality is expected to use the indicator to determine if action is needed to control crowding, provide additional beach services and shore patrols, and to feed discussions on future shore zone development

____

Observed trends to date___Density of use on peak day 2002 was 2050 per square km, up from 1940 in 2001. To date in 2003, six days have exceeded 2000, with one (the Sea Urchin Festival) exceeding the municipal standard.

APPENDIX E: Indicators re-evaluation worksheet

(These evaluation questions are to be used in the evaluation process after the indicators have been in use for a period of time, to determine if indicators are still useful, used, and making a difference to the decision process.)

1 Indicators program:

Is the overall program operational?

____

____

Are the issues still current?

____

____

Have any new issues emerged?

____

____

Overall are the indicators now part of the decision process on these issues?

____

____

If not, what changes are needed so that they are used?

____

____

2. For specific issues:

Issue or Risk Area ____

Indicator (clearly define)____

____

____

How is the indicator being produced? ____

____

How is it publicized? ____

Who is using it? ____

____

Are there any results which can be attributed to use of the indicator? _________________

____

Does the indicator need to be altered to be more effective? (frequency, detail, means of portrayal, methods of distribution?) ____

____

Are there any opportunities for broader use of the indicator to support sustainable tourism? __________

____

APPENDIX F: Exit questionnaire model

Why did you visit [destination}?

____

Is this your first visit? Yes No *If yes, when were you last here?________*

While {here] did you:	*Visit a beach*	*Yes No*	*Which was your primary reason for the visit? (ring answer)*
	mountains	*Yes No*	
	Walk on natural trails	*Yes No*	
(Note: choose key destination activities or attractions)	*Attend a conference*	*Yes No*	
	Visit relatives	*Yes No*	
	Visit cultural sites	*Yes No*	
	Take a cruise	*Yes No*	
	Conduct business	*Yes No*	
	Attend a cultural performance	*Yes No*	
	Participate in ?????? etc.	*Yes No*	

Which parts of(the destination) did you visit (where there are different sites)	*Site A*	___	*Where did you spend most of your time? (ring one answer)*
	Town B	___	
	The Hills etc.	___	
	Site C	___	
	The heritage site	___	
	etc	___	

(Possible follow-up question for where precisely the respondent stayed____________________ - a specific resort, hotel, or community_)

Please respond to the following questions with the appropriate answer:

1	2	3	4	5
Strongly Disagree	*Disagree*	*Neutral*	*Agree*	*Strongly Agree*

(These are sample questions – choose those appropriate or modify as needed).

	Circle best answer				
• *I enjoyed my experience in "destination"*	*1*	*2*	*3*	*4*	*5*
• *The state of roads and signage made travel easy*	*1*	*2*	*3*	*4*	*5*
• *I found the "destination" to be clean*	*1*	*2*	*3*	*4*	*5*
(note: can also duplicate these for sub destinations such as the beach, the town centre, the Park etc)					
• *"Destination" provided a good variety of experiences*	*1*	*2*	*3*	*4*	*5*
• *The towns and villages were crowded*	*1*	*2*	*3*	*4*	*5*
• *I had a good experience involving the local culture*	*1*	*2*	*3*	*4*	*5*
• *Cultural sites were well maintained*	*1*	*2*	*3*	*4*	*5*
• *Cultural sites were accessible*	*1*	*2*	*3*	*4*	*5*
• *The beaches were clean*	*1*	*2*	*3*	*4*	*5*
• *Good souvenirs and crafts were available*	*1*	*2*	*3*	*4*	*5*

• *I had good opportunities to enjoy local cuisine*	*1*	*2*	*3*	*4*	*5*
• *The quality of food was good **	*1*	*2*	*3*	*4*	*5*
• *The quality of accommodation was good **	*1*	*2*	*3*	*4*	*5*
• *The level of service provided was high*	*1*	*2*	*3*	*4*	*5*
• *Service staff were competent and helpful #*	*1*	*2*	*3*	*4*	*5*
• *I was bothered by the messy appearance of built areas*	*1*	*2*	*3*	*4*	*5*
• *I was bothered by noise **	*1*	*2*	*3*	*4*	*5*
• *I was bothered by garbage in public areas**	*1*	*2*	*3*	*4*	*5*
• *The state of the natural environment was good#*	*1*	*2*	*3*	*4*	*5*
• *“Destination” has an interesting and varied landscape*	*1*	*2*	*3*	*4*	*5*
• *It was easy to get to “destination” for my visit*	*1*	*2*	*3*	*4*	*5*
• *I felt safe and secure during my visit*	*1*	*2*	*3*	*4*	*5*
• *I feel I received good value for money*	*1*	*2*	*3*	*4*	*5*
• *I would recommend “destination” to my friends*	*1*	*2*	*3*	*4*	*5*

*Note: possible follow up: * probe if get strong response – ask where or what caused this opinion?,*

 # identify reason for negative

Note that the same question can also be phrased in the negative (I feel I did not get good value for money. In practice, both seem to obtain similar responses but the phrasing should be kept constant over time for valid comparisons.

What would cause you to visit “destination” outside the summer (or other peak) season?

____

Were there any activities which you expected to find in “destination” which were missing?

____

How long would you spend next time in “destination”? _________________________________

What could be done to improve your vacation next time in “destination”?

____

Would you mind providing us with a few details on yourself?

*Nationality*____________   *Age* _______________ *Length of stay*___________________

*Number in party*________________________ *Home city or region*__________________

Use of Follow-up probes:
An alternative probe which has proven useful is the following set of questions:

If you return, what would you do again?

What would you not do?

What would you change?

(These questions help to do a SWOT, and have been used in some other destinations.)

Note: the above questions are based on a model questionnaire undertaken in several destinations abroad which is designed to quantify and clarify the components of visitor satisfaction. Additional questions can be added, including probes to clarify the reasons why specific responses were received.

Analysis of responses according to motivation for the visit, origin, region, and demographic characteristics can assist in understanding what the indicator (or specific sub-indicator) really means. The overall list could become a long list of questions which would be too much to administer to exiting tourists (in the few minutes available in a departure lounge, ferry line-up customs post or hotel lobby). It may be useful to begin with a shorter list of questions of greatest importance.

Some of the questions may be amenable to asking only to a smaller set of tourists so that no one departing tourist is overwhelmed with the list. A pilot test of the questions will provide insight into the best way to administer the questions.

Note: for some of the questions, smaller samples will yield useable results, as long as the data are to be used for simple time-series comparisons and not for any more sophisticated analyses in for example, contingency tables differentiated by nationality, age or region visited. For questions which may address something done by only a few tourists (e.g., bicycling, diving, cultural events) a sequence of questions can serve. The first question may ask whether a tourist participated in any of these activities. The second may be asked only of those who did these activities.)

APPENDIX G: Local questionnaire model

The model community questionnaire is designed to provide information on the attitudes and concerns of the community with respect to the key issues from their perspective. The sample questionnaire which follows is designed to, as objectively as possible, obtain information from the community. The questions are generally structured as statements with which the respondent can agree or disagree. A five point scale is used, from strongly disagree, to disagree, neutral, agree to strongly agree. This approach is consistent with recommended practice for questionnaires of this type (some prefer a seven point scale), and allows respondents to indicate a neutral stance. Several model questions are provided addressing many of the issues found to be key in past studies and applications. Destinations may have their own specific issues (tourists taking the shellfish, vandalism of old gravesites etc) which are sufficiently important to warrant their own question. Users are advised to follow the same format for such questions. (e.g., "Tourist harvesting activity is harming the local harvest of shellfish" – to which they are asked if they agree or disagree and to what extent). Changes over time in the responses (e.g., last year 40% agreed, and 10% strongly agreed. This year over 50% agreed, and over 25% strongly agreed.) can be important signals at the community level.

One consideration in administering community questionnaires is length and appropriateness. Those using this form of questionnaire are urged to do so with the full knowledge and support of local representatives and community leaders wherever possible, and encouraged to test any new questions before using them – both for clarity, and suitability/sensitivity to the local culture.

This is a model of a local questionnaire which could be periodically administered to a sample of local residents – either widely or in specific destinations

Please indicate your reaction to each of the following questions.

Question **Community**________________________	**1** **Strongly Disagree**	**2** **Disagree**	**3** **Neutral**	**4** **Agree**	**5** **Strongly Agree**
A) Tourism is good for my community					
B) I personally benefit from the tourism industry					
C) Tourism in my community/region has the following effects: (bulleted below):					
• creates jobs for local residents					
• employs local youth					
• raises prices for goods					
• helps the community obtain services					
• causes rise in crime rates					
• harms moral standards					
• disrupts local activities					
• harms the environment					

Question **Community**________________________	**1 Strongly Disagree**	**2 Disagree**	**3 Neutral**	**4 Agree**	**5 Strongly Agree**
• • stops locals from beach (or park, trail or similar) access					
• helps stimulate local culture and crafts					
• uses natural resources needed by local residents (e,g., fish, game, water etc)					
• The community has control over tourism					
• The money spent by tourists remains in my community					
• Local residents have easy access to the areas which tourists use					
Etc:					

Overall, what is your opinion of the tourism in your community?

Very Unsatisfactory-------Poor------------ Satisfactory ----------Good------------- Excellent
1 2 3 4 5

Would you want more or less tourism in future in your community or region?

Much Less--------------Less--------------Same--------------More---------------Much More
1 2 3 4 5

What is your main concern regarding tourism in your community?

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What could be done to improve tourism in your community?_____________________________
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Comments____
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Note that where specific issues or concerns are known, a question in the above formats could be added. The question can respond to the issues raised in the community or identified through participatory processes. Such issues can be very specific to a destination or even a particular site (too much noise at the waterslide, loss of access to the beach, lack of control of trespassing by hunters etc). Care needs to be taken to not add too many questions – as excessively long questionnaires may be seen as a burden and can reduce response rates.

Note 2: It may be useful to collect some information about the respondent – do this at the end. Suggested data could include: gender m/F, length of time resident in community, occupation, place of residence in the destination. Take care with any questions about age, income, ethnicity, religion or social class as these are often considered offensive and may even be illegal to ask.