

TOOLS AND RESOURCES FOR NATURE-BASED TOURISM

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Dedication

This report is dedicated to Dr. Claudia Sobrevila, Senior Environmental Specialist and Global Wildlife Program Manager at the World Bank, who sadly passed away during its production. Dr. Sobrevila provided insightful guidance and helped conceptualize this report.

Abbreviations and Acronyms

CBD	Convention on Biological Diversity
CI	Conservation International
CoP	Community of Practice
EEN	European Ecotourism Network
EU	European Union
EUR	Euro
GD-PAVIS	Global database protected areas visitors
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEN	Global Ecotourism Network
GIS	Geographical Information System
GSTC	Global Sustainable Tourism Council
GWP	Global Wildlife Program
IFC	International Finance Corporation
IUCN	International Union for Conservation of Nature
M&E	Monitoring and Evaluation
MEET	Mediterranean Experience of Eco-tourism
NACSO	Namibian Association of CBNRM Support Organizations
NBT	Nature-based tourism
NGO	Non-governmental organization
NPS	National Park Service (United States)
PA	Protected Area
PATA	Pacific Asia Tourism Association
PPP	Public Private Partnership
SADC	Southern African Development Community
SDG	United Nations Sustainable Development Goals
TAPAS Group	IUCN WCPA Tourism and Protected Areas Specialist Group
TIES	The International Ecotourism Society
TRAFFIC	Wildlife Trade Monitoring Network
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
VERP	Visitor experience and resource protection framework
VMAT	Visitor Management Assessment Tool
WBG	World Bank Group
WCPA	World Commission on Protected Areas
WCS	Wildlife Conservation Society
WHS	UNESCO World Heritage Site
WTP	Willingness to pay
WTTC	World Travel & Tourism Council
WWF	World Wildlife Fund

All dollar amounts are in US dollars, unless otherwise indicated.



1

Overview

Nature-based tourism (NBT) plays an important role in sustainable development. It can support poverty alleviation, economic growth, and biodiversity conservation and contribute to key global agreements and frameworks, including the 2030 Agenda for Sustainable Development. NBT's singular potential to create jobs and growth, while protecting wildlife and ecosystems, makes it an enticing prospect for developing countries seeking to align those interests.

Yet, the relationship between NBT and poverty reduction is not straightforward. The implementation of nature-based tourism and safeguarding of underlying natural assets depends on a diverse set of conditions. NBT practitioners, researchers, and stakeholders are continuously developing and refining tools, guidelines, and practices and learning from previous efforts in order to realize its optimal benefits.

The World Bank has been investing in nature as an asset that creates jobs to support economic development and promote environmental conservation. In response to the growing demand from countries in recent years, the World Bank's [Environment, Natural Resources and Blue Economy \(ENB\)](#) Global Practice has invested in an \$800 million portfolio of projects with NBT components.

This report is a comprehensive review of the tools, resources, institutions, and platforms available to help nature-based tourism practitioners, including World Bank staff, prepare and implement projects. Trusted resources covering the core components of NBT were identified through a desk and literature review and consultations with over 100 tourism experts. The resultant compilation provides guidance for NBT practitioners at every stage of a project – from preparation to implementation and evaluation.

Resources are organized into the following themes, with many covering multiple topics:

1. **Key Concepts of Nature-Based Tourism:** Key concepts and best practices for different regions, ecosystems, and types of NBT, including ecotourism and wildlife tourism.
2. **Enabling Policy Environment and Planning:** Legal

and institutional frameworks and arrangements and planning toolkits for NBT.

3. **Concessions and Partnership Models:** Guidelines and tools for enabling partnerships, including those with the private sector, to deliver tourism in protected areas (PAs).
4. **Destination Management:** Guidelines, best practices, and case studies to support NBT planning for destinations.
5. **Infrastructure and Facilities:** Resources to guide the development of infrastructure that supports conservation objectives.
6. **Visitor Management:** Principles and frameworks for managing visitor use to avoid or reduce adverse impacts from tourism.
7. **Nature-Based Enterprise Development:** Information for individuals and enterprises that want to plan, design, and operate sustainable NBT, including on product development, market segmentation, and marketing and communications.
8. **Impacts of Nature-Based Tourism:** Analyses of the impacts of NBT on natural habitats, biodiversity, local economies and livelihoods, skills, culture and society, and tourists.
9. **Risk Management and Climate Change:** Strategies for analyzing and reducing risk, including that from climate change.
10. **Monitoring and Evaluation:** Guidance and tools for monitoring and evaluation for NBT, including standards, indicators, statistics, and certification systems.
11. **Training Materials:** Training courses, manuals, and materials including webinars on key NBT topics.
12. **Networks and Institutions:** Networks, institutions, and information platforms that provide support for NBT internationally.

The compilation demonstrates that substantial work has been done, reflecting the importance of nature-based tourism for conservation and development across the world. But despite the diversity and depth of the resources identified, many of the resources currently available are not widely known or used, and gaps remain as a consequence. The report is therefore complemented by an [e-book](#) and [resource database](#), a one-stop platform for NBT tools



and resources that is comprehensive and searchable by keywords. Practitioners can easily find and access materials by topic or type. The e-book will be hosted by the Global Wildlife Program (GWP) and readers are invited to help maintain it by contributing links to new resources.

The review also found that while certain priority themes are emerging for NBT practitioners, they remain under-researched and are therefore not sufficiently covered in this compilation. These knowledge gaps relate to

overtourism and undertourism, climate change and NBT, and hunting. The cross-cutting issues of gender and digital technology have considerable potential to support wider benefit distribution and enterprise competitiveness in NBT and should be studied further. Focusing efforts and resources on filling these knowledge gaps can enhance the potential for NBT projects to maximize their contributions to poverty reduction and biodiversity conservation.





2

Background



2.1 Purpose of the Review

The Nature-Based Tourism (NBT) Community of Practice (CoP) was launched in December 2017 as an internal World Bank Group (WBG) community, whose focus is to help develop the NBT agenda within the Environment, Natural Resources and Blue Economy (ENB) Global Practice.

The NBT CoP has facilitated collaboration and learning through a mix of knowledge products and services. The NBT CoP commissioned a comprehensive review of the tools and knowledge resources that could be used by practitioners in the field of NBT, to prepare and implement projects that promote sustainable NBT practices and policies.

2.2 Scope

NBT describes all forms of tourism that use natural resources in an undeveloped form. NBT is motivated by the enjoyment of wildlife or undeveloped natural areas and may incorporate natural attractions including scenery, topography, waterways, vegetation, wildlife, and cultural heritage, and activities such as hunting or white-water rafting.¹ A number of different terms are used to describe NBT, including ecotourism, wildlife tourism, and geotourism (see Table 1). Successful NBT requires the ability to develop and market tourism products based on the assets offered by the protected area (PA), and the ability to maintain the quality of these assets for ongoing future use. The tourism potential of any PA depends on a variety of factors, including location, accessibility, market demand, proximity to other popular tourism destinations, marketing, presence of local tourism businesses, and infrastructure (e.g., accommodation, catering, tourist guiding, etc.).²

Table 1: Nature-based tourism terms and definitions

Term	Definition
Nature-based tourism	Forms of tourism that use natural resources in a wild or undeveloped form. Nature-based tourism is travel for the purpose of enjoying undeveloped natural areas or wildlife. ³
Ecotourism	Responsible travel to natural areas that conserves the environment, socially and economically sustains the well-being of the local people, and creates knowledge and understanding through interpretation and education. ⁴
Wildlife tourism	A form of nature-based tourism that includes the consumptive and non-consumptive use of wild animals in natural areas. ⁵ Wildlife tourism is centered around the observation and interaction with local animal and plant life in their natural habitats, ⁶ as with safari tourism.
Geotourism	Tourism that sustains or enhances the distinctive geographical character of a place: its environment, heritage, aesthetics, culture, and the well-being of its residents. ⁷

The World Bank Group further emphasizes that NBT should contribute to poverty reduction and promote environmental sustainability.⁸ The United Nations World Tourism Organization (UNWTO) defines sustainable tourism as: "Tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities."⁹ The types of NBT topics explored relate to the range of issues that practitioners need to draw on during the design or implementation of projects and programs (see Figure 1).

Where possible, the materials sought were authored by NBT professionals, published by well-established institutions, easily accessible (e.g., Open Source), and available for free or at low cost (e.g., less than \$100). Materials in their developmental stages were also identified and added to the e-book database. The primary language sought was English, but those identified in other languages were also collected.

Figure 1: Nature-based tourism topics

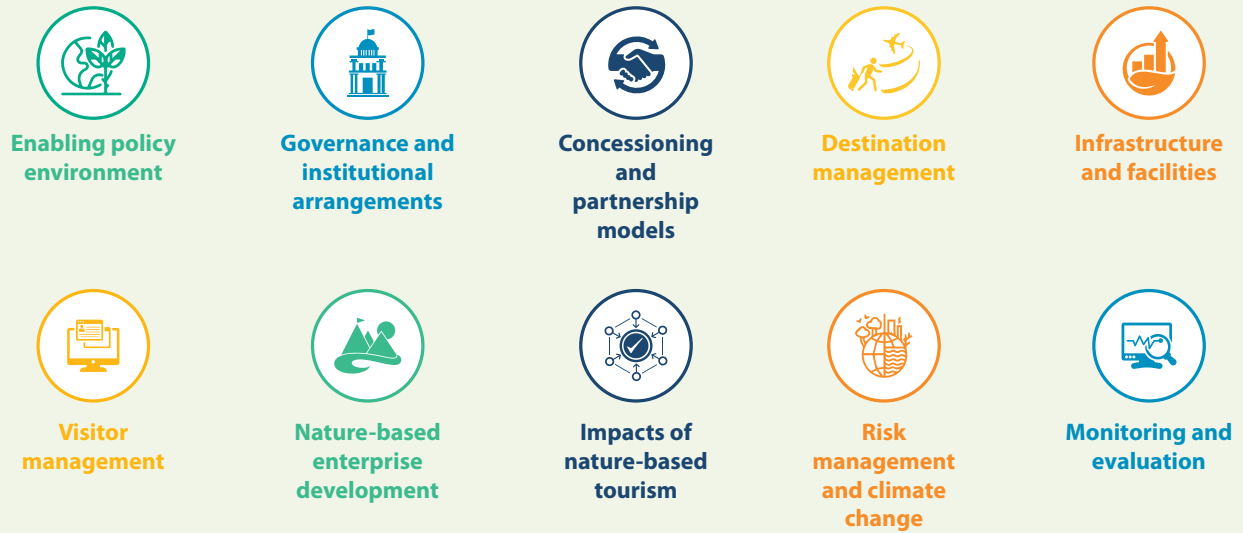
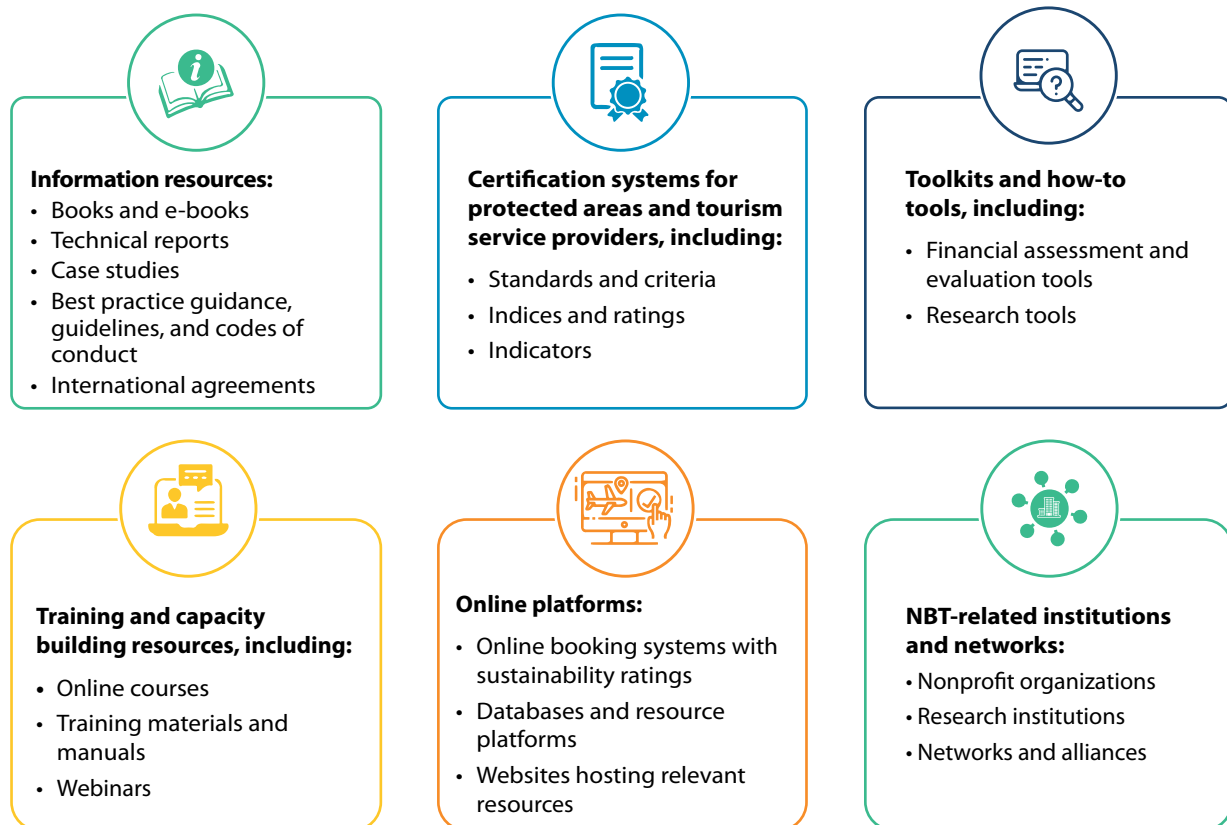


Figure 2: Types of nature-based tourism tools and resources





All resources identified that fit the scope are presented within this report for further reading. Note that they have not been prioritized but are categorized under a series of sub-headings to assist readers in finding specific information. Practitioners can access the source materials through an [e-book](#).

governments, PA authorities, private sector stakeholders, tourism destination management organizations, and non-governmental organizations; and stakeholders that participated in the consultation process and who provided materials to populate the report database.

2.3 Target Audience

The intended audiences for this report and collated resources are:

- World Bank Group staff and consultants working on NBT project design, implementation, and evaluation;
- WBG clients and partner organizations, including

2.4 Approach

This analysis was prepared through a combination of an internet-based literature review¹⁰ and stakeholder consultation. The consultation included an online questionnaire that received 112 responses from practitioners in the field. In all, over 360 resources were identified during this process.





3

**Why is Nature-Based
Tourism Important?**



Prior to the start of the COVID-19 pandemic, the tourism sector was expected to grow by 3.9 percent per year globally over the next 10 years, according to the World Travel and Tourism Council (WTTC). In 2018, travel and tourism contributed \$8.8 trillion, or 10.4 percent, to global GDP, and the industry supported one in ten jobs (319 million) across the world (also see Box 1).¹¹ NBT is the one of the fastest growing tourism sectors and plays an important role in sustainable development. It can support poverty alleviation, economic growth, and biodiversity conservation. NBT can be a significant source of income for local communities and rural households, who often live in marginalized areas with few pathways out of poverty. Proponents argue that where local communities benefit from NBT, they may be more likely to conserve wildlife and nature (for example, poachers who become employed as tour guides).¹² However, local communities near PAs sometimes bear a large share of the costs of protected area management in the form of restricted access to land and natural resources and human-wildlife conflict.¹³

Box 1: Note on nature-based tourism and the COVID-19 pandemic¹⁴

This resource guide was compiled prior to the start of the COVID-19 pandemic. The World Travel & Tourism Council (WTTC) has estimated that the pandemic can lead to a global loss of 100.8 million jobs and \$2.7 trillion in revenue in the tourism sector in 2020.¹⁵ Research on the impacts of COVID-19 on nature-based tourism, conservation, and local livelihoods and ways to recover the sector is ongoing. For a recent review, see the International Union for Conservation of Nature's (IUCN) [Editorial Essay: COVID-19 and Protected and Conserved Areas](#) (2020). The NBT e-book and database will also be regularly updated with research and resources. At the same time, the report provides information on a wealth of resources that will be useful as the sector recovers.

3.1 World Bank Initiatives on Nature-Based Tourism

Since 2015, the World Bank has ramped up efforts and reengaged in tourism through new initiatives due to a growing demand from countries to alleviate poverty through jobs and growth, while protecting wildlife and conserving ecosystems. The relationship between nature-based tourism and poverty reduction is not straightforward. This is because:¹⁶

- Local communities near PAs sometimes carry a large share of their costs in the form of restricted access to land and natural resources and crop damage due to raiding wildlife.
- There is often a mismatch between the high-skill labor-related demands of the tourism industry required to realize tourism potential of natural assets and the skill levels within local communities.
- In rural areas, there may be few businesses that can adequately provide the necessary products and services to support the tourism sector (e.g., food, drink, transport, craft and décor), and so these are either sourced from urban centers or imported.
- Local people are not always the owners of tourism businesses, and so business profits are retained by non-national owners or by national investors, who are already affluent and highly skilled.

Within the World Bank, the ENB GP helps countries harness the potential of NBT through integrated landscape approaches that better manage multiple land-use options and layer revenue streams for both governments and communities. There is an increasing emphasis on tourism along coasts, as well. ENB's portfolio includes projects that support biodiversity conservation, strengthen PA management, and tackle wildlife poaching, while incorporating carefully designed private-sector concessions and local benefit-sharing arrangements. Brazil, Cambodia, Mozambique, Nepal, and Tanzania are some countries where the World Bank, through its projects, is investing in NBT through policy enhancements, infrastructure development, tourism planning, and supporting communities in benefiting from tourism.

Additionally, the [Global Wildlife Program](#) (GWP),¹⁷ led by the World Bank and funded by the Global Environment Facility (GEF), also promotes NBT through a component on wildlife-based economies.

“There are a lot of entry points and many small tourism components in projects, but most importantly . . . there are opportunities and the potential to do a lot more in nature-based tourism,” said **Urvashi Narain, World Bank ENB Global Practice Lead Economist.**

“We need to find creative solutions to protect wildlife and build economic opportunities for local communities,” said **Claudia Sobrevila, Global Wildlife Program Manager.** *“This is why the Bank is in it. At the end of the day, it is about poverty alleviation.”*

“Nature-based tourism can be an effective tool to promote rural development,” said **Mark Lundell, World Bank Country Director** for Mozambique, the Comoros, Madagascar, Mauritius, and Seychelles.¹⁸

A portfolio review in 2017 identified nearly 25 ENB projects, totaling over \$800 million, with a nature-based tourism component or activity. An additional seven projects with investments of more than \$115 million are in the pipeline.¹⁹ The World Bank Group supports interventions that strengthen the linkages between nature-based tourism and poverty reduction. Three main components are emphasized:²⁰

- **Protect the assets:** The natural assets underlying the nature-based tourism sector need to be well managed

to ensure that they are maintained. Revenues will be short-lived if the tourism venture exceeds the carrying capacity of the natural ecosystems, resulting in natural resource degradation.

- **Grow the business:** The natural site must attract a sufficient number of visitors and generate sufficient revenues to be economically viable and attractive to the private sector.
- **Share the benefits:** Local communities must benefit directly from the tourism activity, be it through jobs and other economic opportunities, revenue-sharing arrangements, or the targeted provision of public goods (e.g., schools, roads, clinics).

3.2 International Agreements

Tourism, and NBT in particular, can contribute directly to the objectives of global international agreements, including from the United Nations, the Convention on Biological Diversity (CBD), UNESCO, and UNWTO.







In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The agenda established a global framework to end extreme poverty, fight inequality and injustice, and remedy climate change. Building on the Millennium Development Goals, 17 SDGs and 169 associated targets were agreed upon. Tourism is included within the targets for Goal 8 on decent work and economic growth; Goal 12 on responsible consumption and production; and Goal 14 on life below water. However, tourism has the potential to contribute, directly or indirectly, to all of the goals (see Table 2).²¹





Table 2: Sustainable Development Goals and their relevance to tourism²²

Goal	Sustainable Development Goal (SDG)	How tourism has an impact
<p>1. No Poverty</p> 	End poverty in all forms everywhere	Tourism fosters economic growth and development and provides income through employment, promoting entrepreneurship, and empowering disadvantaged groups.
<p>2. Zero Hunger</p> 	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Tourism can spur agricultural productivity by promoting the production, use, and sale of local produce, and its full integration into the tourism value chain.
<p>3. Good Health and Well-Being</p> 	Ensure healthy lives and promote well-being for all ages	Tourism's contribution to economic growth can have a knock-on effect on health and well-being. Tourism philanthropy can also play a role here; as can the benefits of tourism to the health of the tourist.
<p>4. Quality Education</p> 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Tourism can provide incentives to invest in education and vocational training, since the sector requires specific skills.
<p>5. Gender Equity</p> 	Achieve gender equality and empower all women and girls	Tourism can empower women in many ways, especially through jobs and other income-generating opportunities.
<p>6. Clean Water & Sanitation</p> 	Ensure availability and sustainable management of water and sanitation for all	Tourism can play a role in achieving water access and security, as well as hygiene and sanitation for all.
<p>7. Affordable and Clean Energy</p> 	Ensure access to affordable, reliable, sustainable, and modern energy for all	Tourism can accelerate the shift towards renewable energy, as well as providing information on renewable energies to communities.
<p>8. Decent Work and Economic Growth</p> 	Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all	Tourism is one of the driving forces of global economic growth and provides access to decent work opportunities.
<p>9. Industry, Innovation and Infrastructure</p> 	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Tourism development relies on good public and private infrastructure and an innovative environment. Tourism can incentivize government to upgrade infrastructure.
<p>10. Reduced Inequalities</p> 	Reduce inequality within and among countries	Tourism can be a powerful tool for community development and reduction in inequalities if it engages local populations. It is an effective means for developing countries to participate in the global economy.
<p>11. Sustainable Cities and Communities</p> 	Make cities and human settlements inclusive, safe, resilient, and sustainable	Tourism has potential to advance urban infrastructure and universal accessibility, promote regeneration of areas in decay, and help preserve cultural and natural heritage.

Goal	Sustainable Development Goal (SDG)	How tourism has an impact
12. Responsible Consumption and Production 	Ensure sustainable consumption and production patterns	Tourism can develop resource efficient initiatives that result in enhanced economic, social, and environmental outcomes.
13. Climate Action 	Take urgent action to combat climate change and its impacts	By lowering energy consumption and shifting energy usage to renewable energy sources, tourism can help reduce climate impacts.
14. Life below Water 	Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	Coastal and marine tourism relies on intact and healthy marine ecosystems, which presupposes their conservation.
15. Life on Land 	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss	Tourism can play a role in conserving biodiversity through reducing waste and consumption, conserving native fauna and flora, and related awareness-raising activities.
16. Peace, Justice and Strong Institutions 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	Tourism can foster multicultural and inter-faith tolerance and understanding, through the interaction of visitors and hosts, and the interpretation of cultural heritage.
17. Partnerships for the Goals 	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Due to its cross-sectoral nature, tourism can strengthen public-private partnerships and engage multiple stakeholders.

The United Nations General Assembly adopted a resolution on the [Promotion of sustainable tourism](#) (2014), recognizing the contribution of sustainable tourism to poverty eradication, community development, and the protection of biodiversity. The resolution calls on the UN to promote sustainable tourism and ecotourism as a tool for achieving global development goals.

In relation to the Convention on Biological Diversity (CBD), NBT contributes to the [Strategic Plan for Biodiversity 2011–2020](#) (2010), and the plan's Aichi Biodiversity Targets that relate to conservation (Targets 11 and 12), community development (Target 18), and public awareness (Target 1).²³ At the 12th Conference of the Parties to the CBD, [Decision XII/11 on Biodiversity and Tourism Development](#) (2014) was adopted, inviting parties to provide very specific support to NBT, and “build the capacity of national and subnational park and protected area agencies... to engage in partnerships with the tourism industry to

contribute financially and technically to the establishment, operations, and maintenance of protected areas through appropriate tools” such as concessions and public-private partnerships. The report to the 2018 CBD Conference of the Parties on implementation of this and other tourism decisions, [Mainstreaming biodiversity into tourism development](#) (2018), demonstrates considerable efforts to realize the agreement internationally.

The NBT sector also contributes to the [Muscat Declaration on Tourism and Culture](#) (2017) from UNWTO and UNESCO, which includes commitments to create “a clear vision and defined frameworks at local, national, regional, and international level that foster the coordination and cooperation between tourism and culture stakeholders from public and private sector as well as local communities” and to integrate “natural and cultural heritage policies and management in sustainable tourism development”.



4

Tools and Resources

Many tools and resources on tourism in protected and natural areas have been developed by academics, development agencies, and non-governmental organizations that can be used to guide project design and implementation. This section provides an overview of tools that can be broadly used for planning NBT initiatives; it then highlights tools on specific topics.

4.1 Key Concepts of Nature-Based Tourism

There are several resources that introduce key concepts that underpin different types of sustainable NBT and highlight best practices for any planning and design process. Some of these have global relevance, while others focus on specific countries or regions.

Nature-Based Tourism and Ecotourism

A briefing document on NBT issues and an overview of relevant WBG projects can be found in [Ramping up nature-based tourism to protect biodiversity and boost livelihoods](#) (2017). From the CBD and the United Nations Environment Programme (UNEP) comes [A good practice guide: Tourism for nature and development](#) (2009), which aims to provide stakeholders with the tools to make the tourism sector more biodiversity-friendly and more socially equitable. It introduces public decision-makers to the available toolbox of techniques, technologies, and procedures that optimize the social and environmental contributions of tourism and minimize its negative impact. The guide covers policy and strategy tools, legal and normative tools, monitoring and evaluation, market-based instruments, capacity building, and marketing and promotion.

The [Compendium of best practices in sustainable tourism](#) (2014) also shares best practice case studies in sustainable ecotourism, gathered from 17 countries, that have potential for replication elsewhere. These best practices include destination management organizations, tour operators, accommodation, NGOs, and airlines. A report from an [Expert group meeting on sustainable tourism: Ecotourism, poverty reduction and environmental](#)

[protection](#) (2013) is a further compendium of reports and presentation papers from a United Nations meeting on the topic. Themes covered included financing ecotourism investments and their markets, planning, marketing, and destination management, assessing socio-economic impacts and poverty reduction, enhancing environmental protection, and partnerships for international cooperation.

Several textbooks provide a good underlying understanding of NBT and, in particular, ecotourism best practices. The book [Nature tourism](#) (2017) describes the benefits and pitfalls in recent developments of NBT, tracing the history in development, highlighting the ecological impacts, and showcasing current practices. The publication includes discussions on specific tourist markets from holistic viewpoints, embracing lessons learned from various destination countries and continents. [The International handbook on ecotourism](#) (2013) provides an overview of ecotourism issues, concepts and challenges, behavior and visitor experiences, and practices, such as chapters relating to the planning and certification of ecotourism. [Ecotourism: Principles and practices](#) (2008) is a broad-based textbook that provides a basis for studies on NBT, with topics such as policy and planning, business, products, marketing, guiding and interpretation, and impacts on conservation, communities, and the economy. [Ecotourism: Transitioning to the 22nd century](#) (2018) is another broad-based textbook on the topic that addresses sustainability, the enabling environment, natural resource management, professionalization of the sector, interpretation, communities, marketing, and education. [Ecotourism: Principles, practices and policies for sustainability](#) (2002) explains the components for successful ecotourism, illustrated with a series of practical case studies.

Protected Areas

The International Union for Conservation of Nature's (IUCN) Best Practice Guidelines Series publication on [Tourism and visitation in protected areas: Guidelines for sustainability](#) (2018) recognizes that managing PA tourism is a complex technical task requiring high levels of skill and knowledge. These comprehensive guidelines provide information on the impacts of PA tourism on the environment, society, and economy. They highlight



key 10 principles for planning and management, address capacity building, and provide guidance on the generation and management of tourism revenues. Table 3 summarizes the approaches to tourism and visitor use by IUCN's PA categories. The guidelines expand and update a previous IUCN Best Practice Guideline on [Sustainable tourism in protected areas: Guidelines for planning and management](#) (2002). The guidelines are

also the basis for an IUCN Massive Online Open Course on [Valorisation of protected area resources](#), which contains three modules dedicated to the best practice guidelines. The associated [Online resources directory](#) provides access to the materials used within the guidelines and additional readings, and invites users to share new resources on this topic.

Table 3: IUCN Protected Area Categories and their management approach to tourism²⁴

IUCN Protected Area Category	Primary goal and protected value(s)	Approach to tourism and visitor use
Ia) Strict Nature Reserve	Biodiversity or geoheritage protection (ecological and scientific values)	<ul style="list-style-type: none"> Public access only possible through organized scientific, citizen science, or volunteer service programs
Ib) Wilderness Area	Protection of the natural character and condition of unmodified or slightly modified areas (wilderness and ecological values)	<ul style="list-style-type: none"> Low-density, self-reliant visitor use is often a management objective Restricted public access in terms of amount of use, group size, activity, etc. Tourism activity limited and highly regulated (e.g., through special use permits)
II) National Park	Protection of an ecosystem and its large-scale ecological processes (ecological, recreation, and community values)	<ul style="list-style-type: none"> Visitor use and experience is often a management objective A range of recreation opportunities typically provided through zoning, facility development, and visitor services (countries have marked differences in their attitudes to tourism accommodation within PAs)
III) Natural Monument	Conservation of specific natural features (ecological, recreation, and community values)	<ul style="list-style-type: none"> Visitor use and experience is often a management objective Recreation opportunities are typically provided to facilitate feature protection and public understanding
IV) Habitat/ Species Management Area	Conservation through management intervention (ecological, community, and recreation values)	<ul style="list-style-type: none"> Recreation visitation and commercial tourism are usually management objectives A range of recreation opportunities is provided with associated facilities and services Commercial tourism common for wildlife viewing
V) Protected Landscape/ Seascape	Landscape/ seascape conservation (community, ecological, and recreation values)	<ul style="list-style-type: none"> Tourism is usually a management objective A range of recreation opportunities is provided with associated facilities and services Commercial tourism common
VI) Managed Resource	Sustainable use of natural ecosystems (community, recreation, and ecological values)	<ul style="list-style-type: none"> Recreation visitation and commercial tourism can be key objectives A range of recreation opportunities is provided with associated facilities and services Commercial tourism common

Books focusing particularly on PAs include [Tourism and national parks](#) (2015), which examines how and why national parks have spread and evolved, how they have been fashioned and used, and the integral role of tourism within them. Case study chapters include insights from across the world, including from the United States, Canada, Australia, the United Kingdom, Spain, France, Sweden, Indonesia, China, and Southern Africa. [Tourism in national parks and protected areas](#) (2004) describes the state-of-the-art in tourism planning and management in national parks and PAs and provides guidelines for best practice in tourism operations. Based on a journal special edition of the same name, [Protected areas, sustainable tourism and neo-liberal governance policies](#) (2018) is an international collection of papers that explores politics, performance metrics, and the values that PAs have for economies, peoples, and environments. The book [Tourism and protected areas](#) (2007) provides a record of the tourism issues discussed at the 2003 World Parks Congress and prospective important issues for the following decade.

Wildlife Tourism

The World Bank's [Supporting sustainable livelihoods through wildlife tourism](#) (2018) explores innovative tourism partnership and investment opportunities to help countries unlock smart investment and grow tourism sustainably. It provides an overview of sustainable wildlife tourism experiences, the types of social, economic, and environmental impacts, community participation and partnership models, and considerations for the enabling environment and management.

The book [Wilderness of wildlife tourism](#) (2017) is a collected volume of papers that addresses wildlife tourism's implications for management, local communities, marketing, technology, education, corporations, and policymaking. [Wildlife tourism: Impacts, management, and planning](#) (2004) is a volume of papers on wildlife tourism issues, including zoos, wildlife watching, hunting, and fishing. The book considers social, economic and environmental impacts of wildlife tourism, as well as managing the business side of the sector.





Hunting

As a form of wildlife tourism, trophy hunting is often a contentious issue, with people supporting or opposing it on a variety of biological, economic, ideological, or cultural bases. The book [Tourism and the consumption of wildlife](#) (2014) addresses a range of complex issues facing the consumptive wildlife tourism sector across a number of destinations in Europe, North America, Africa, India, Arabia, and Oceania. Issues debated include that of trophy hunting of threatened species and hunting for conservation, along with the impact of hunting tourism on indigenous communities and on wider societies. [The IUCN Species Survival Commission guiding principles on trophy hunting as a tool for creating conservation incentives](#) (2012) provides guiding principles on the use of trophy hunting as a tool for conserving species and their habitats, and for the equitable sharing of the benefits. Two case studies on hunting in Pakistan and Namibia are included within the report. [Best practices in sustainable hunting: A guide to best practices from around the world](#) (2008) provides a collation of research and papers on trophy hunting from researchers and NGOs drawn from across Asia, Africa, and Latin America. [The other side of the ecotourism coin: Consumptive tourism in Southern Africa](#) (2006) discusses aspects of perception, consumption, and conservation of wildlife in relation to the north-south divide relating to sport and trophy hunting in Namibia and Botswana.

Regional and National Guidance

Guidelines and books developed for specific regions and countries include the following resources:

- Europe:** [Practical, profitable, protected: A starter guide to developing sustainable tourism in protected areas](#) (2012) is a manual on how to develop and manage tourism in PAs, written for European PA managers. It includes guidance on tourism strategies and visitor management, working together with communities and organizations, providing NBT experiences and support infrastructure, communicating through interpretation and branding, and generating income from user fees and donations. Also for Europe is the [Guide to sustainable tourism in protected areas](#) (2012)
- Asia and Pacific:** The UNWTO's [Compendium of best practices and recommendations for ecotourism in Asia and the Pacific](#) (2012) provides specific case studies demonstrating ecotourism in practice in the region, and illustrates how tourism operators are aiming to meet the principles of sustainable tourism. [Nature-based tourism and conservation: New economic insights and case studies](#) (2012) is a book with Australian case studies on tourism and PAs and wildlife tourism (e.g., turtles, whales, penguins, tree kangaroos, glow worms). The book [Review of nature-based tourism](#) (2003) covers issues in Australia including leases and licenses, accreditation, park pricing, risk management, breaches, and interactions with wildlife.
- Africa:** [Private sector tourism in conservation areas in Africa](#) (2019) uses 32 comprehensive case studies from 11 countries to provide guidelines for optimal benefits and sustainable NBT. The book includes descriptions of the various models for the private sector to engage in tourism in conservation areas in Africa, and guidance on identifying the most suitable private sector tourism options to promote long-term sustainability. [Responsible tourism: Critical issues for conservation and development](#) (2008) contains case studies and analyses from across Africa, including papers on policies and institutional

which aims to help guide visitor monitoring and management, involving stakeholders in public-private partnerships, sustainable transport, certification, and marketing approaches. [Mediterranean experience of ecotourism: Meeting the ideal. A survey of ecotourism best practices](#) (2014) describes 60 case studies from across the world that exemplify best practices, and discusses their contributions to conservation, local communities, and cultural heritage. For Finland, Metsähallitus has produced [Principles of sustainable tourism for protected areas](#) (2016). These are intended to guide the sustainable tourism operations in all national parks, nature sites, and historical sites managed by Parks & Wildlife, Finland. Each principle is accompanied by detailed objectives that help in implementing the principles in practice.

activities, market demand, the economics of wildlife tourism, and tourism in transfrontier conservation areas. [Tourism product development interventions and best practices in sub-Saharan Africa: Part 1: Synthesis](#) and [Part 2: Case studies](#) (2010) describe innovative and successful interventions that are making the most effective progress in terms of sustainable tourism. The case studies include the wildlife conservancy program in Namibia, hiking tourism on Mount Kilimanjaro in Tanzania, and the safari operators &Beyond and Wilderness Safaris. The report presents the methods, models, and mechanisms used to leverage tourism for poverty alleviation, employment generation, and enterprise development in conjunction with the conservation of the environment and cultural heritage.

- **North America:** [Ecotourism case studies in the United States](#) (2000) is a book that illustrates country-specific approaches to ecotourism planning, product development, and tourism associations.
- **Latin America:** Available in Spanish and developed for Mexico, [Guía par alas Mejores Prácticas de ecoturismo en áreas protegidas](#) (2003) covers the concepts, methodologies, and verification criteria for the planning, design, and management of ecotourism projects.
- **Developing countries:** [Ecotourism in the less developed world](#) (1998) is a book that shares country case studies from Costa Rica, Kenya, Nepal, and Thailand and from the Caribbean and South Pacific regions.

Specific Ecosystems and Habitats

Some books and resources focus on best practice NBT in specific ecosystems and habitats. These include:

- **Marine areas:** [Best practices for marine wildlife watching during ecotourism activities](#) (undated) is designed to help coastal tourism operators implement responsible tourism and environmental stewardship. [Global best practices for responsible whale and](#)

[dolphin watching](#) (2017) aims to assist wild whale- and dolphin-watching tour operators and destination managers wishing to achieve best practice standards. It also outlines scientific evidence about the impacts and benefits of whale- and dolphin-watching. [Marine ecotourism](#) (2007) is a book that examines the wide range of marine ecotourism resources and considers the vital role of marine ecotourism in raising awareness of the significance of the seas and oceans to sustainable coastal livelihoods. The book considers the role of stakeholders and discusses regulation and collaboration within the sector. [Marine wildlife and tourism management](#) (2007) is a book that aims to demonstrate that, through scientific approaches to understanding and managing tourist interactions with marine wildlife, sustainable marine tourism can be achieved. It considers the demand for marine wildlife tourism, the impacts of interactions with marine wildlife, the ethical and legislative context, and tourism management. The [Encyclopedia of tourism and recreation in marine environments](#) (2008) brings together the terms, concepts, and theories related to recreational and tourism activities in marine settings as a reference guide. [Coral reefs: Tourism, conservation and management](#) (2018) takes a multidisciplinary approach, including coral reef science, management, conservation, and tourism perspectives. It provides a global perspective of coral reef tourism issues covering many of the world's most significant reef destinations. Specific issues addressed include climate change, pollution threats, fishing, island tourism, scuba diving, marine wildlife, governance, sustainability, conservation, and community resilience.

- **Forest areas:** [Rainforest tourism, conservation and management](#) (2017) includes four sections, namely, rainforest ecology and management, people, opportunities for tourism development, and threats to rainforests. [Forest tourism and recreation](#) (1999) presents case studies from national parks, peri-urban forestry, and wilderness management, as well as practitioner-oriented contributions. These illustrate key issues and challenges and potential strategies and solutions.



Box 2: Best practice guidance for snorkeling



- [Good environmental practice: Snorkelling](#): A practical advisory note provides guidance for managing snorkeling activities around coral reefs for tourists and operators.
- The Comisión Nacional para el Conocimiento y Uso de la Biodiversidad (CONABIO) produces guidance on good snorkeling practices within its protected areas, such as guides for [Huatulco](#) and [Cabo Pulmo](#) National Parks in Mexico (2016).

4.2 Enabling Policy Environment and Planning

Governments, and their enabling policy and planning frameworks, provide the context for NBT to take place. These frameworks are critically important in establishing the conditions for tourism, including zoning, infrastructure, and the involvement of local communities. Laws and regulations can be used to regulate the sector, provide direction on benefit sharing, and safeguard natural resources, and to fund biodiversity conservation and the management of PAs.²⁵ Planning for NBT needs to address elements of rural development and local economic development within destinations. When done well, it can provide a road map for local employment creation, opportunities for local producers and service providers, and for the local ownership and management of enterprises. Such planning needs to be embedded within

any broader process of planning of a destination where this exists.²⁶

The strategic value of tourism for parks and PA management responses to planning cycles and growing demands was the subject of the World Protected Areas Leaders' Forum in Australia in 2019. In [Getting priorities right for tourism and protected areas \(2019\)](#), almost all agencies present reported managing increased visitation at popular sites and during peak periods, with many reporting overcrowding (or overtourism) as a significant challenge. The agencies believed that this appeared to be, in part, related to the rise of social media. Due to the pressures of large numbers of visitors to natural areas and visitor sites, many agencies are now looking to better balance their primary role of conservation with the demands and challenges of tourism and increased visitation. They have a need for stronger legal and institutional frameworks to establish more coherent and coordinated approaches.

Policy Frameworks

There are several examples of analyses of policy and planning contexts for NBT that can be found. To illustrate, [Tourism planning in natural World Heritage Sites](#) (2017) is a research report that analyzes the level of tourism planning at 229 natural and mixed World Heritage Sites. It recommends that tourism planning in these sites be extended, ideally under a unified framework that allows some consistency across areas in terms of indicators and methods. A report on the [Impact of tourism on wildlife conservation](#) (2013) aims to support Supreme Audit Institutions, who can influence governments to make management decisions for protecting and conserving wildlife environments. The report provides information on wildlife tourism, regulations and international agreements, good practices, and audits related to tourism and wildlife.

Resources relating to the policy environment for NBT include the United Nations Development Programme's (UNDP) [Tourism concessions in protected natural areas: Guidelines for managers](#) (2014) which provides useful guidance on the enabling environment, including templates for policies, laws, and regulations. Books that include chapters relating to policy for NBT include [Ecotourism: Principles and](#)

practices (2008), [The Routledge handbook of tourism and the environment](#) (2017), and [Nature tourism, conservation, and development in KwaZulu-Natal, South Africa](#) (2003). For an overview of policy tools, the [Baseline report on the integration of sustainable consumption and production patterns into tourism policies](#) (2019) describes the types of policy instruments that can be applied during different phases of tourism development, and which are applicable to NBT (see Table 4).

International Planning Guidance

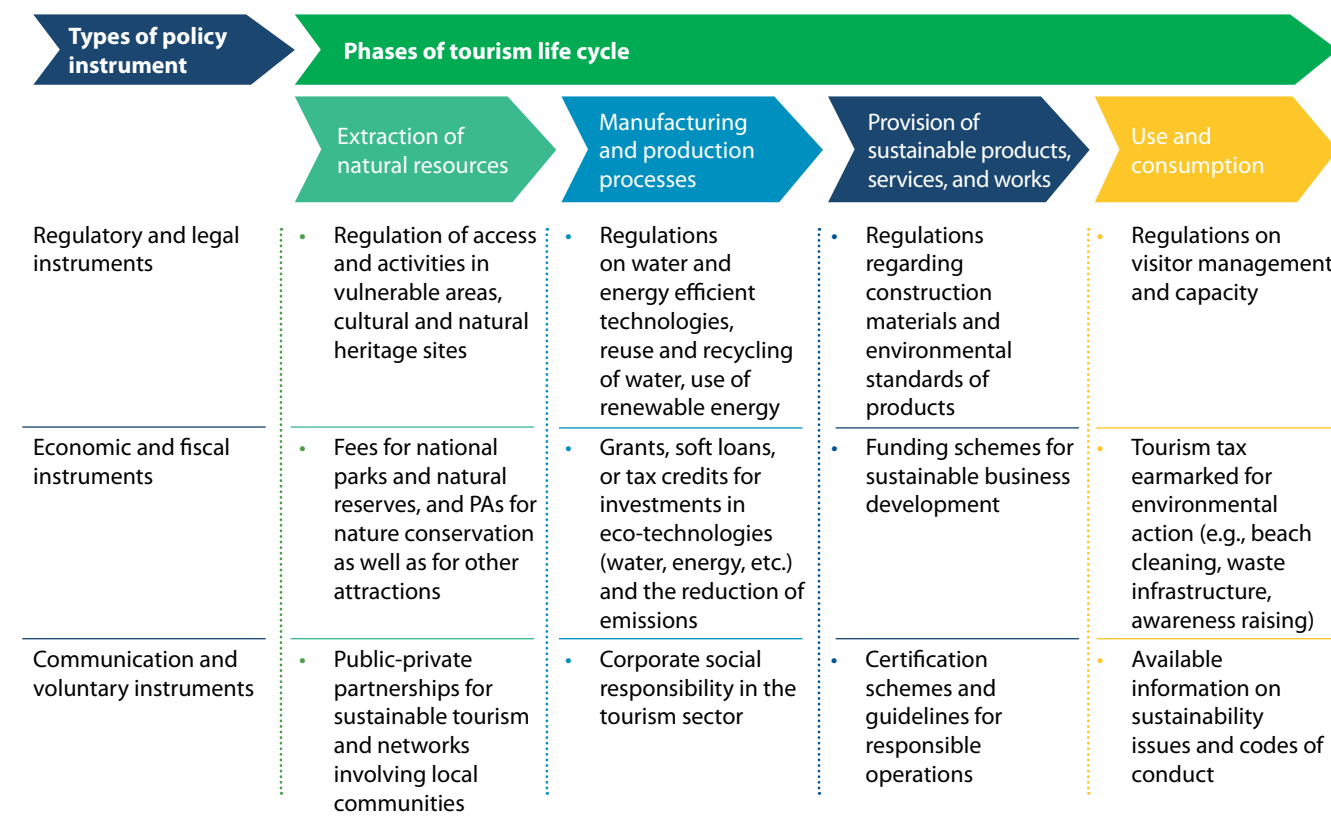
A number of resources provide guidance on planning for NBT that can be used in a range of countries. For example:

- [The international handbook on ecotourism](#) (2013) includes the chapter *Ecotourism: planning for rural*

development in developing nations,²⁸ which outlines sustainable tourism planning processes for NBT. On destination level planning, it provides guidance on participatory planning approaches, establishing the right conditions for ecotourism, and using criteria for sustainability. For enterprise planning, the paper describes options for local economic benefits through partnerships, employment and training, procurement, and corporate social responsibility.

- [Sustainable coastal tourism – an integrated planning and management approach](#) (2009) explains how the tourism sector can coordinate effectively in the overall development of coastal zones and contribute to the long-term sustainability of these areas. The report is practical and easy to use, and provides an introduction to the key tools to be used at different stages of the planning process.

Table 4: Examples of sustainable consumption and production policy instruments in use in tourism destinations at different stages of the tourism product life cycle²⁷



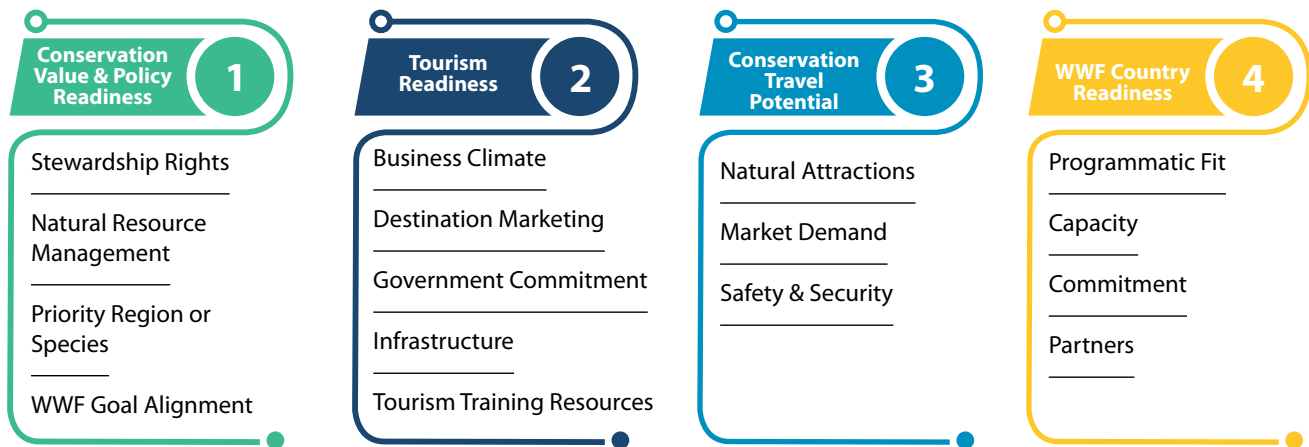


- [Ecotourism program planning](#) (2002) is a book that describes the relationship between tour operators and tourists and how service providers can effectively plan and implement their ideas. The book includes guidance on integrated ecotourism program planning including design, implementation, and evaluation.
- [Ecotourism development: A manual for conservation planners and managers; Volume II: The business of ecotourism development and management](#) (2004) outlines the business planning process for ecotourism in order to promote viable business partnerships with communities or private tourism operators. It includes sections on zoning PAs for visitor use, site planning,

sustainable infrastructure design, revenue generating mechanisms, and visitor impact monitoring. It also includes strategies including business considerations, the role of conservation managers, developing partnerships with tour operators, feasibility analysis, and business planning.

- The [Conservation Travel Readiness Scorecard](#) (undated) is a spreadsheet-based model from World Wildlife Fund (WWF) that can help in the analysis of supporting policies for NBT. The scorecard helps countries to rate their existing capacity to harness tourism as an incentive for community-based conservation (see Figure 3).

Figure 3: WWF’s Conservation Travel Readiness Scorecard



Regional and National Planning

Certain regional and international tools have also been developed. Regional tools include the following:

- **Latin America:** [A toolkit to develop and promote sustainable tourism in Latin America](#) (2005) describes processes that can help tourism entrepreneurs improve their sustainability, by developing new products and services, or improving existing ones. Through three modules, it provides a background

for the identification of sustainability issues faced by enterprises and destinations, and recommends actions to overcome them. It also offers marketing recommendations to position those products in the market.

- **Europe:** [Transboundary ecotourism guidelines for the Sava River Basin](#) (2013) addresses transboundary tourism master planning and the management of wetlands, sustainable economic development, stakeholder involvement and participation, and conserving and enhancing

biodiversity. The guidelines incorporate three considerations for ecotourism development: 1) a shared goal for protecting the environment and encouraging sustainable development; 2) a desire to create a green economy offering green jobs to generate economic growth; and 3) transboundary cooperation. A series of transboundary tourism case studies is shared.

Box 3: Case study: Transboundary ecotourism in the Kangchenjunga Landscape: Opportunities for sustainable development through regional cooperation (2019)



This paper describes work done by the International Centre for Integrated Mountain Development (ICIMOD) to assist mountain people in evaluating the potential for transboundary ecotourism between Bhutan, India, and Nepal. The report reviews options to promote inclusive growth, strengthen connectivity, and establish public-private partnerships in the region.

For materials from specific countries, the following tools and examples can be useful:

- **Jordan:** [The Experiential tourism toolkit](#) (undated) is intended to be functional and usable for any tourism-related party interested in identifying and marketing local and remote experiences. It provides a series of practical tools on identifying local tourism hosts, conducting training, initial visit assessments, testing experiences, and lessons learned.
- **Namibia:** The [National policy on tourism and wildlife concessions on state land](#) (2007) provides a practical example of a national policy for outsourcing tourism to non-state actors in the country (e.g., conservancies and the private sector).
- **New Zealand:** The National Department of Conservation developed a [Visitor strategy](#) (1996) that aimed to support the goals of protection, fostering visits, managing tourism concessions on protected lands, informing and educating visitors, and visitor safety.
- **South Africa:** The [South African tourism planning toolkit for local government](#) (2010) supports tourism planning at a local level. The toolkit outlines a framework for conducting basic tourism planning at the local government level with a series of practical tools to evaluate market demand, economic impact, and community involvement in order to guide decision-making.
- **Tanzania:** [Tanzania's tourism futures: Harnessing natural assets](#) (2015) is a World Bank analysis of a national tourism sector. It presents challenges and opportunities for linking tourism and rural economies, and the economic consequences of concentrated tourism. Recommendations to government are provided to maintain and enhance high-value low-density tourism, including diversification of the tourism product. Case study examples of tourism in the Serengeti ecosystem and Ruaha National Park are used as illustrations. This provides a good example of a diagnostic study of NBT, making the case for future interventions.



Box 4: Case study: Assessment of natural resources for nature-based tourism: the case of the Central Coast Region of Western Australia²⁹ (2001)



Resources for development of a nature-based tourism industry were identified and assessed in the Central Coast Region of Western Australia. An assessment framework was developed that used checklists, matrices, and indicators to establish levels of attraction, accessibility, presence of infrastructure, and environmental degradation. Data was gathered, using a checklist approach, to quantify characteristics of sites. The assessment revealed that the attraction diversity in the region was high, but there was poor accessibility, low levels of tourism infrastructure, and moderate levels of environmental degradation.

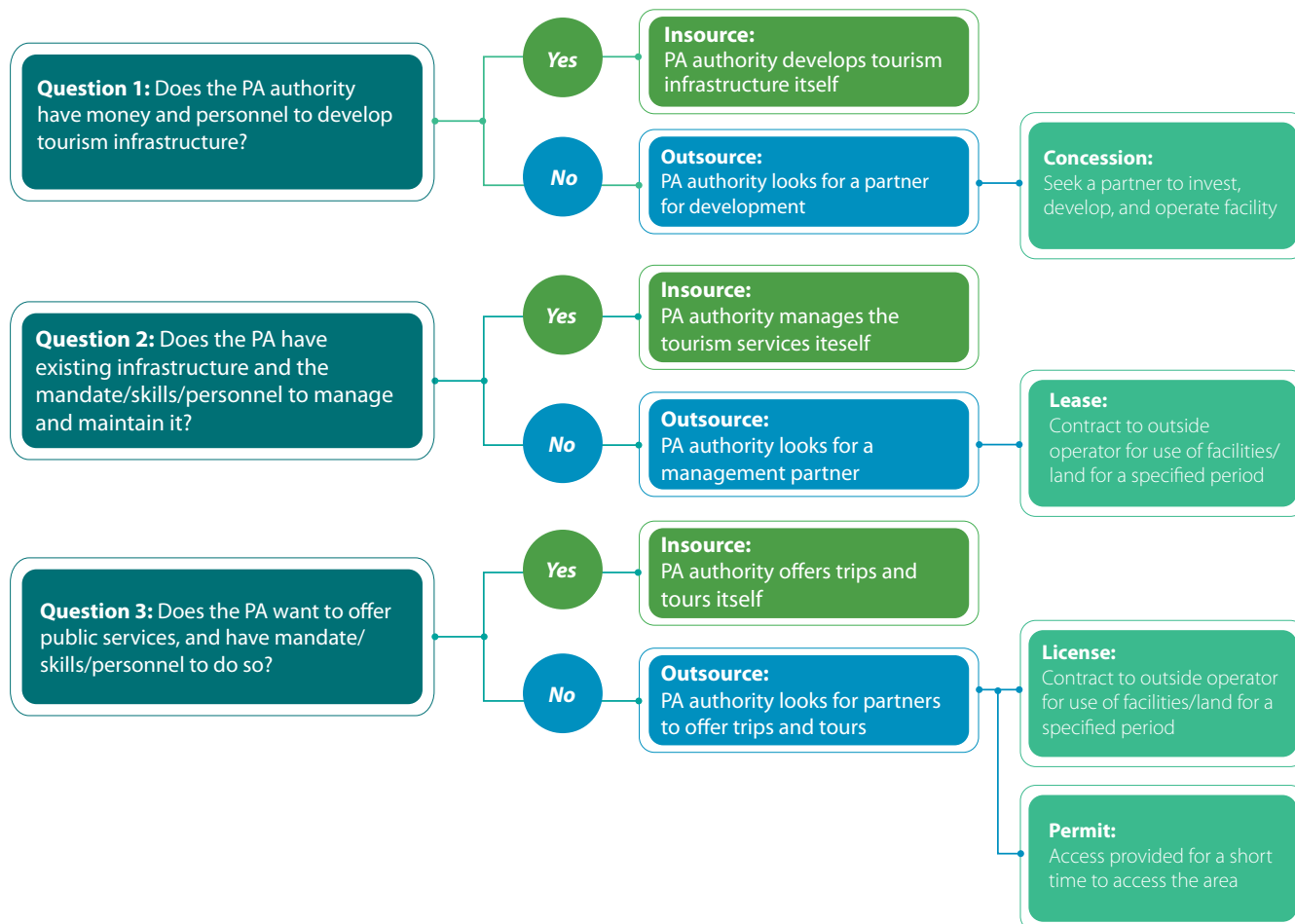
4.3 Concessions and Partnership Models

Nature-based tourism often takes place in PAs. The authorities need to consider the level of NBT services that are provided, the method of delivery of the service, the financing for each service, and whether they are insourced, or outsourced. With insourcing, PA authority staff both deliver and finance the service, functioning like a business to provide visitor services. For outsourcing, the PA contracts a third party to deliver a service. Transferring rights to use land to other organizations can relieve public agencies from resource constraints of budget, knowledge of the market, capability, or expertise. Methods of outsourcing can include concessions, public-private partnerships, leases, licenses, and permits. Deciding whether to insource or outsource depends upon current government policy and the capabilities of the PA authority in regard to business operations (see Figure 4).³⁰

International Guidance

[Forging links between protected areas and the tourism sector: How tourism can benefit conservation](#) (2005) is a manual meant to provide practical guidance to managers of World Heritage Sites and other PAs on better ways of understanding the tourism industry. It shares effective step-by-step methods that can be used by PA managers to develop links with tourism to promote conservation and



Figure 4: Flow diagram for deciding whether to insource or outsource tourism operations³¹

site protection. The manual also describes what can be realistically expected from the tourism industry in terms of support for conservation.

The World Bank Group's [An introduction to tourism concessioning: 14 Characteristics of successful programs](#) (2016) can be used during the conceptualization of an outsourcing program to provide the right conditions for effectiveness. It describes the importance of key elements including conservation of the natural resource base and sustainability, community participation and stakeholder engagement, the enabling policy environment and concession models, procurement procedures, market viability, and management of risk. Other World Bank tools that have been developed include a more detailed step-by-step guide for WBG staff, which is in draft form,³² and the International Finance Corporation (IFC) Anchor Investment

Generation Manual.³³ The manual was developed following investment facilitation work by the IFC in Mozambique and Sierra Leone. Furthermore, there is a spreadsheet-based model that has been developed for authorities and investors to predict commercial viability and the Internal Rate of Return of investments over concession periods. During the development of the CBD concession guidelines, training was provided to PA managers on how to use this tool, and it became clear that it would be valuable to others, if made more widely available.³⁴

The CBD's [Guidelines for tourism partnerships and concessions for protected areas](#) (2017) were developed through a consultative process with PA managers and tourism stakeholders. Guidance provided on partnership types, sources of financing, legal frameworks, and sustainability is followed by a step-by-step guide through



scoping, design and feasibility, procurement and contracting, and contract management. A series of links to other resources is also shared, including country-specific tools used in Africa, such as concession policies, manuals, and training resources. These guidelines are currently available in [English](#), [French](#), [Portuguese](#), and [Spanish](#).

UNDP's [Tourism concessions in protected natural areas: Guidelines for managers](#) (2014) provides useful materials for the design and operation of concession programs. These include templates (e.g., for policies, laws, and regulations); checklists (e.g., for human resource requirements), and case study examples from across the world (e.g., revenues generated and fees charged). The guidelines make linkages with safeguarding conservation interests and

forging business linkages with local communities through concessions.

Several of the concessioning tools address options to maximize the level of local benefits from tourism concessions. In southern Africa in particular, joint venture agreements between private operators and community entities have been used as a tool to provide equity in tourism businesses to local people. [Getting financed: 9 tips for community joint ventures in tourism](#) (2014) aims to help community-based tourism enterprises move away from donor- and grant-funded resources towards more commercial options. The guide provides suggestions to reduce risks and improve joint ventures accessing commercial finance.

Box 5: Case studies on joint ventures and partnerships in conservation areas



[Private sector tourism in conservation areas in Africa](#) (2019) includes a series of case studies including on Anvil Bay and Ndzou camp in Mozambique, Damaraland Camp and Doro Nawas Camp in Namibia, and Witsieshoek Mountain Lodge and !Xaus Lodge in South Africa.

[Joint ventures between communities and tourism investors: experience in southern Africa](#) (2001) reviews experience from eight joint venture processes in Namibia within the wider regional context, to identify some key principles and challenges, such as their high transaction costs.

Damaraland Camp in Namibia is a joint venture partnership between the Torra Conservancy and the safari company Wilderness Safaris. The camp is the subject of a case study that explores the venture from an inclusive business approach: [Creating luxury ecotourism with the local community](#) (2014).

Phinda Private Game Reserve represents a transitional partnership model in which the private-sector partner continues to operate, manage, and market the reserve and its lodges, although a portion of the land and asset ownership has been transferred to the community. The arrangements are described in the paper [Strong community partnership through long term leasing](#) (2014).

Regional and National Guidance

Concessioning tools developed for applications in specific regions or countries for use by PA authorities and the private sector include the following:

- Southern Africa:** [Tourism concession guidelines for transfrontier conservation areas in the Southern African Development Community \(SADC\)](#) (2014) provides a step-by-step process of development of concessions in PAs shared by two or more countries. Concession guidelines, policies and procedures, and contract manuals have been produced for PA authorities in [Lesotho](#), [Malawi](#), [Mozambique](#), [Namibia](#), [Rwanda](#), [South Africa](#), [Swaziland](#), and [Tanzania](#). [Tourism concessions in protected areas in Mozambique: Manual for operators and concessionaires](#) (2012) provides guidance on the different concession models and processes available in Mozambique to help them work with PA authorities.
- North America:** [Commercial services guide: National Parks Service commercial services program](#) (2018) is a detailed step-by-step guide through the design, procurement, contracting, operation, and monitoring of outsourced services in the United States.
- South America:** [Best practices on tourism concessions in protected areas from Latin America](#) (2010) presents a review of tourism concession components and stages, with case studies from Argentina and Chile.
- Europe:** [Sustainable tourism in protected areas: Guide for tourist companies](#) (2019) is targeted at companies operating in PAs managed by Metsähallitus Parks & Wildlife Finland. It aims to ensure that there are uniform practices supporting sustainable tourism, mutually beneficial and consistent interactions, and high-quality marketing and communication.

Tools for evaluating the financial viability of concessioning programs are particularly important for both the public and private sector. The South African National Treasury's [Public-private partnership manual](#) (2005) includes a module on managing the tourism PPP agreement, with tools for value assessment and economic valuation. This has been applied to tourism concession processes in the country's national parks and reserves.

A number of case study examples of concessioning are embedded within the guidelines prepared by the World Bank Group, CBD, and UNDP, while further examples can be found for [Latin America](#), (see Box 6 below) [Mozambique](#), and [New Zealand](#). For example, the paper [Rethinking tourism and its contribution to conservation in New Zealand](#) (2017) reviews the impacts of tourism concessions on the country's natural capital. It looks at the challenge of saving threatened species, PA budgets, regulatory options for sustainable tourism, and best practices, with recommendations for improvement.





Box 6: Case study: Best practices on tourism concessions in protected areas from Latin America³⁵ — Chile (2010)



Chile launched a concession program in Patagonian parks in 2003 and the Atacama region in 2007. Seven parks were opened to concession operations in Patagonia in 2003/2004. Bidders were provided with a list of permitted ecotourism activities, including fishing, skiing, skating, hiking or trekking, photographic safaris, cycling, caving, scuba diving, canoeing, canyoning and river kayaking, hotels and lodges of all classes, and restaurants including small kiosks. The criteria for judging the suitability of the proposals were as follows:

- Compatibility with the Management Plan
- Capability to satisfy the demand for ecotourism activities with environmental education, while meeting the norms in the Management Plan
- Presentation of a variety of distinct ecotourism options that meet different niche market needs and also serve those who have reduced mobility or are of an older age
- Development of a project with the highest possible involvement of local communities, including indigenous and non-indigenous peoples, via direct employment and associated services via contract, including providers of local arts and crafts
- The environmental viability of the project after the completion of an Environmental Impact Statement.

4.4 Destination Management

A tourism destination is a geographical area consisting of all the services and infrastructure necessary for the stay of a tourist or for a tourism segment,³⁶ such as NBT. The ability of a destination to manage tourism depends on the implementation of effective management strategies, the scale of demand for visits to the site, the staff and resources available for the management of tourism, and the legal and political environment covering nature protection in the countries in which they are located.³⁷ An example of a destination approach in Mozambique under a series of World Bank projects is described in Box 7. [Tourism destination management: Achieving sustainable](#)

[and competitive results](#) (undated) is a resource that helps destinations put in place strategies and programs that will best tell their unique story and become an inviting host for visitors. The tool includes guidance on creating tourism inventories, creating clusters, development of destination management organizations, visitor information, and online presence. The guide provides a series of NBT destinations as examples, in addition to other types of destinations. [Destinations at risk: The invisible burden of tourism](#) (2019) describes how destinations need to identify and account for tourism's hidden costs. It identifies the types of destinations that are most vulnerable (see Box 8). Although not specific to NBT, it provides guidance on how to protect ecosystems from the environmental impacts of tourism.

Box 7: Case study: Conservation and development in Mozambique: Lessons from the transfrontier conservation areas program and new perspectives for MozBio Program (2015)

This case study provides an overview of process of sequential World Bank projects on conservation and tourism that have taken place over 15 years in 18 protected areas in Mozambique. The case study includes a description of the context, pillars of activities, impacts, and lessons learned.

Economic Growth and Rural Development

The sustainable management of resources and biodiversity conservation have significant potential to contribute to economic growth and rural development. Nature-based tourism, sustainable forest and fisheries, wildlife management, and payment for ecosystem services can generate income for rural communities and contribute to the national economy.

Landscape Approach

The achievement of long-term sustainable use of natural resources requires a landscape approach that promotes linkages between different types of land uses and between land actors and creates institutional arrangements to promote coordination.

Innovative Partnerships

Innovative partnerships are promising governance models for the sustainable and long-term management of Conservation Areas (CAs). These include partnerships between national and local governments, private sector, NGOs, and communities around natural assets tourism and wildlife management entities.

Legal Frameworks

Legal frameworks and well-funded local and national institutions with clear mandates are needed to advance the conservation agenda, ensure long-term funding, and achieve national conservation goals.

Engaging Communities

The conservation of natural resources and biodiversity are closely linked to the well-being of local communities and vice-versa. The sustainable management of CAs should focus on providing economic alternatives, clarifying communities' land rights on areas adjacent to CAs, and offering incentives for better management of resources.



Box 8: Typology of vulnerable destinations³⁸



A high risk of climate change impacts
which would disproportionately affect a visitor economy – for instance, island states



A fast-growing middle class
which is driving tourism growth at unsustainable levels – for instance, in Southeast Asia



High economic dependence on tourism
for instance, in the Caribbean



Local government with low capacity to manage tourism development
in terms of budgets and human capital – a problem that has been found in both advanced and emerging economies

Different Destination Types

Destination management resources that relate to types of destination specifically include:

Protected Areas

The paper [Tourism and protected areas](#) (2016) presents a synthesis of the body of work shared at the IUCN’s World Parks Congresses in 2003 and 2014, including some of the cutting-edge issues, best practices, and inspiring initiatives relating to sustainable tourism. Looking forward to the following decade, the paper reflects on specific challenges, gaps in knowledge, and areas for further research and outreach. [World Heritage Sites: Tourism, local communities and conservation activities](#) (2018) provides global case studies relating to economic, sociocultural and environmental impacts of 1,000 cultural and natural heritage sites. The [Geoheritage tool-kit](#) (undated) is a series of steps that has been developed to enable geoheritage practitioners to systematically identify and categorize geological features significance at all scales, and assess their level of significance for science and education. The [Geopark tourism toolkit for geopark managers](#) (2018) is designed to help audit the tourist offering, and to help compile information to support informed dialogue with other tourism providers and develop marketing information.



Wetlands



[Destination wetlands: Supporting sustainable tourism](#) (2012) provides guidance on the associated opportunities and challenges of managing tourism in and around wetlands, working with the tourism sector, and planning and policies for wetlands and tourism. The report also shares 14 case studies of wetland tourism from across the world.

Mountains



For alpine areas in Europe, the [Background paper on sustainable mountain tourism](#) (2014) covers relevant policies and responsibilities of institutions, the concept of sustainable tourism in mountains, results of a survey on the topic in 10 countries, and key issues to guide such discussion in the future.



Coastal and Marine Areas



[Understanding tropical coastal and island tourism development](#) (2014) provides both case studies and theoretical insights applicable to the tourism development challenges of tropical coastal and island destinations throughout the world. Topics include the shortcomings of NBT in Madagascar and successful multi-stakeholder partnerships on Indonesian resort islands. [Nature-based marine tourism in the Coral Triangle: Exploring the potential for low-impact, high-value nature-based marine and coastal tourism](#) (2015) explains the basis for an NBT project in this region. It describes global and regional trends in tourism and NBT and the participating countries (i.e., Timor-Leste, Solomon Islands, Papua New Guinea, Philippines, Indonesia, and Malaysia) and lessons learned from other tourism destination models. The [Mediterranean experience of ecotourism manual: A guide to discover the MEET approach](#) (2016) is a guide to encourage and engage sustainable local business initiatives around the Mediterranean sea that contribute to PA conservation in the creation of an ecotourism product. The first part of the guide relates to developing the ecotourism product and the second part relates to incorporating elements of sustainability.

Africa



The [Uganda ecotourism assessment](#) (2006) is a technical report from the UN Conference on Trade and Development (UNCTAD). It describes ecotourism products and services in the country, value chain actors, an analysis of economic and market aspects, technical and infrastructure aspects, environmental and biodiversity aspects, social aspects, general necessities and solutions, and concludes with general recommendations for the country. [The success of tourism in Rwanda: Gorillas and more](#) (2011), published within the World Bank's book [Yes Africa can](#) (2011), is a case study that illustrates how Rwanda has established and managed gorilla tourism in the Volcanoes National Park to provide benefits for communities and for conservation, within the broader context of the country as a whole.



Australia



The [Best practice model for low-impact nature-based sustainable tourism facilities in remote areas](#) (2005) aims to establish an independently verifiable best practice assessment system and sustainability criteria for low-impact, nature-based facilities. It provides a series of case studies of low impact facilities throughout Australia with the intention of assessing the implementation of guiding principles and to apply the assessment criteria to such facilities.

Antarctica and the Arctic



[Tourism in the polar regions: The sustainability challenge](#) (2007) explains the trends and impacts, proposes an agenda for sustainable tourism development and outlines principles, guidelines, and selected good practices to conserve these unique wilderness areas through the regulation and management of tourism. [Arctic tourism experiences](#) (2017) focuses on tourist experiences (e.g., marine adventures, fishing, whale watching, trails, viewing the Northern Lights) and industry provision of those experiences.



4.5 Infrastructure and Facilities

Infrastructure to support NBT can be used to provide accommodation (e.g., lodges, campsites, cabins), support access (e.g., roads, hiking trails, boardwalks, bridges, signage), enhance the experience (e.g., cliff and treetop walks, mooring points, viewpoints, visitor centers), and provide support services (e.g., retail and catering facilities).³⁹

Accommodation

There is a great deal of practical guidance available for planners and investors on sustainable NBT accommodation (or ecolodges). These include:

- **Biodiversity-friendly development:** [Ecolodges: Exploring opportunities for sustainable business](#) (2004) provides background on the ecolodge marketplace (including what tourists are looking for), the business case and financial viability issues, and an overview of the potential positive and negative impacts on the environment and local communities. The book also provides baseline indicators for
- **Accommodation in forests:** [Guide to best practice for sustainable tourism in tropical forests](#) (2007) provides information on lodging infrastructure construction, including on planning and design, and explains how to manage energy, water use, wastewater, solid waste, chemical waste, transport, product supplies, and the conservation of tropical forests and biodiversity.

biodiversity impact and a series of case studies from Kenya, Costa Rica, Fiji, and Peru. The [International ecolodge guidelines](#) (2002) contain guidance on site selection, planning and design of ecolodges, including site evaluations and selection, physical analysis, master site planning, site design, and planting design. [Building and operating biodiversity-friendly hotels](#) (2012) provides guidance around five key principles for siting and design, and suggestions for how to integrate biodiversity into hotel and resort operations. The principles relate to an ecosystem approach to development planning, managing impacts of hotel developments, designing with nature, respecting and supporting local communities, and collaborating with stakeholders. The guide also provides a series of case studies from across the world to illustrate the principles.



- **Accommodation in deserts:** [Planning, design and construction guidelines for desert ecolodges](#) (2011) is a manual designed for the Kingdom of Saudi Arabia. Intended for investors, developers, design professionals, and engineers, it contains illustrative guidelines that help provide deeper insights into the planning, design, and construction processes.

Visitor Infrastructure and Facilities

Guidance is also available to help natural destinations to develop supporting visitor infrastructure and facilities. This includes:

- **Visitor centers and interpretation material:** [Park design guidelines and data](#) (2012) aims to help British Columbia Parks staff in Canada to provide sustainable and appropriate park recreation facilities, with designs that have the least visible impact. They cover park entrances, roads, parking, day-use areas, camping areas, trails, signage, infrastructure, and landscaping. The [Association of Ecotourism in Romania](#) shares examples of [interpretation materials](#), [tourist maps](#), and [visitor centers](#) for PAs.
- **Trail development:** The [Guidelines for trail planning, design and management](#) (2015) have been developed for use in Australia. The guidelines can be applied in

other destinations, and include tools for planning trail concepts, evaluating feasibility, standards, branding, community engagement, interpretation, orientation and safety, and conditions for success. [Track construction and maintenance guidelines](#) (2008) discusses ways to manage the construction and maintenance of tracks. Developed for application in New Zealand's PAs, it covers a number of principles but recognizes that implementation depends upon local materials, climate, equipment, and costs. Similarly, for PAs in British Columbia, Canada, there are [Guidelines and best practices for planning, design and development of summer off-highway vehicle tracks](#) (2012). The [Accessibility guidebook for outdoor recreation and trails](#) (2006) shares detailed design and planning guidelines to improve access to PA tourism offerings.

- **Active transportation:** The United States [National Park Service active transportation guidebook](#) (2018) aims to help develop opportunities that enhance active transportation in parks. The guidebook's topics include planning and developing infrastructure, such as pedestrian pathways and bike lanes, evaluating and improving safety for active transportation modes, and offering activities and programs that allow park visitors to explore by foot, bicycle, or other non-motorized means (see Figure 5).

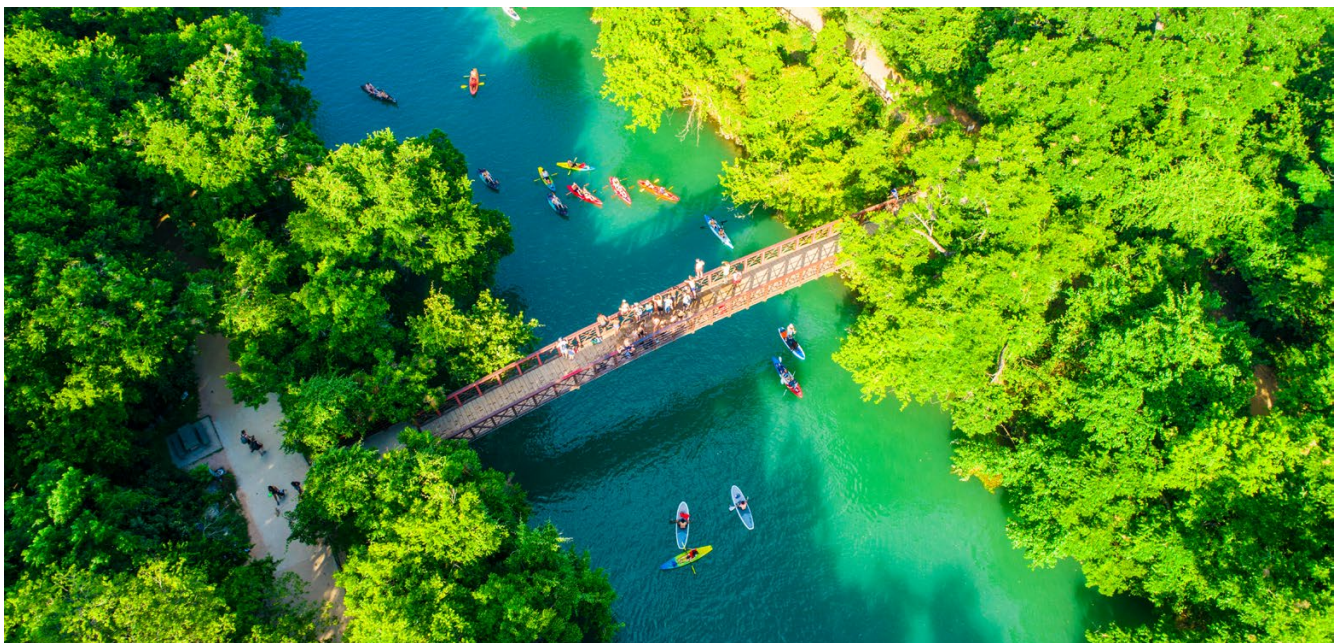
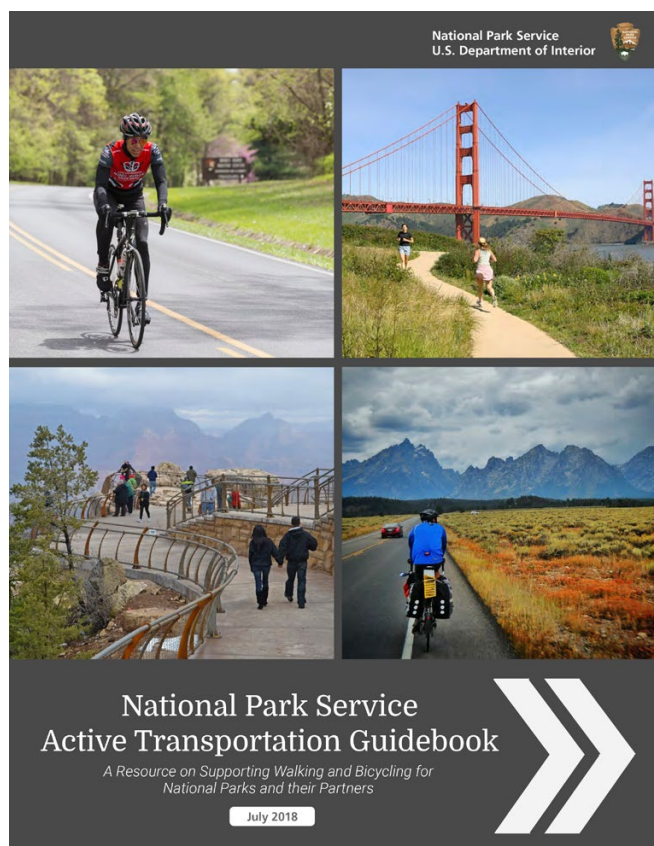


Figure 5: Active transportation in US national parks⁴⁰

4.6 Visitor Management

Visitor management is the process of tracking visitor use at a destination. There are a number of tools and techniques for aligning the objectives of NBT destination values (such as PAs) with planning and management responses to avoid or mitigate negative impacts from tourism. An overview of 10 principles for tourism and visitor management in PAs and actions is outlined in Table 5.

[Visitor management](#) (2015) is a chapter in the book [Protected area governance and management](#) (2015) that provides a comprehensive introduction to visitor management, supplemented with case study examples. This resource addresses types of visitors in different categories of PAs (see Table 6 below and refer to Table 4 on IUCN Protected Area categories), management considerations, sustainable tourism, types of tourism

operators, numbers and types of tourists, working with the tourism industry, tourism revenue and charges, marketing, and visitor impact management tools (e.g., Limits of Acceptable Change, Visitor Impact Management, Recreation Opportunity Spectrum). It also challenges the concept of carrying capacity. [Tourism and protected area management: Sustaining resources](#) (2008) is a collection of technical reports from Australia on visitor management. The papers provide an understanding of changing trends and visitor preference, the role of communication in shaping and enhancing visitor satisfaction, and the potential of commercial partnerships in achieving park management goals and satisfying visitor experiences. [Determinants of tourism attractiveness in the national parks of Brazil](#) (2015) explores the relative importance of park characteristics on visitor numbers.

Visitor Management Tools

Visitor management tools that can be used by destination managers (including PA managers) to plan NBT sustainably include:

- The [Visitor use management framework](#) (2016) is a planning tool that can be incorporated into PA authority planning and decision-making processes. It describes the development of the approach, desired visitor conditions to be achieved, management strategies to achieve them, and monitoring and evaluation. This is complemented with the [Visitor capacity guidebook](#) (2019), which helps PA managers to collaboratively develop long-term strategies to manage the amounts and types of visitor use to achieve desired conditions and improve access, connect visitors to key experiences, and protect resources. The [Visitor experience and resource protection \(VERP\) framework: A handbook for planners and managers](#) (1997) is designed to provide guidance for those undertaking VERP planning.
- A guideline on [Maximizing the value of birds and wildlife for tourism](#) (2015) focuses on tourism businesses in the Rift Valley/Red Sea Flyway, an ecologically important bird migration area that extends through the Middle East to Africa. After an introduction on the relationship between tourism and



Table 5: Ten principles of tourism and visitor management in protected areas⁴¹

Principles	Actions
Appropriate management depends on objectives and PA values	<ul style="list-style-type: none"> • Ensure management plans include clear appropriate objectives, with conservation primary above all • Establish and agree to objectives through public participation
Proactive planning for tourism and visitor management enhances effectiveness	<ul style="list-style-type: none"> • Provide opportunities for visitors to learn about PA values through information and programming • Be cognizant of emerging visitor activity or use pattern that may have management implications
Changing visitor use conditions are inevitable and may be desirable	<ul style="list-style-type: none"> • Use zoning explicitly to manage for diverse recreation opportunities • Use knowledge of diversity to make decisions on desirability of tourism in specific locations
Impacts on resource and social conditions are inevitable consequences of human use	<ul style="list-style-type: none"> • Managers must ask: “How much impact is acceptable based on PA values and objectives?” Managers must act appropriately to manage the acceptable level of impact
Management is directed at influencing human behavior and minimizing tourism-induced change	<ul style="list-style-type: none"> • Management actions determine what actions are most effective in influencing amount, type, and location of changes
Impacts can be influenced by many factors so limiting the amount of use is but one of many management options	<ul style="list-style-type: none"> • Education and information programs, as well as regulations aimed at restricting visitor behavior, may be necessary
Monitoring is essential to professional management	<ul style="list-style-type: none"> • Enhance public engagement and visitor education by encouraging their involvement in monitoring
The decision-making process should separate technical description from value judgements	<ul style="list-style-type: none"> • Decision processes should separate questions of “existing conditions” from “preferred conditions”
Affected groups should be engaged since consensus and partnership is needed for implementation	<ul style="list-style-type: none"> • Rights-holders and stakeholders of PAs should be involved in identifying values of PAs and developing indicators
Communication is key to increased knowledge of and support for sustainability	<ul style="list-style-type: none"> • A communication strategy is needed to support a proactive or adaptive management process



Table 6: Indicative visitor uses in protected areas⁴²

Type of visitor	Type of visitor use	IUCN Protected Area Categories					
		I	II	III	IV	V	VI
Volunteers (officially recognized and supported)	Firefighters and search and rescue personnel	✓	✓	✓	✓	✓	✓
	Historic site maintenance and restoration		✓	✓	✓	✓	✓
	Walking track maintenance		✓	✓	✓	✓	✓
	Introduced plant removal	✓	✓	✓	✓	✓	✓
	Fauna protection such as seasonal bird nesting site protection surveillance	✓	✓	✓	✓		
	Visitor service support such as volunteer campground wardens or guides		✓	✓		✓	✓
	Researchers, such as those conducting a biodiversity assessment	✓	✓	✓	✓	✓	✓
Researchers (officially permitted)	All aspects of natural heritage research including baseline condition measurement, trends in condition and ecosystem processes, and social and cultural heritage research	✓	✓	✓	✓	✓	✓
Commercial users (officially permitted)	Nature-based filmmakers		✓			✓	✓
	Visitor access services including pack animals, bicycle taxi, bus, aircraft, motor launch, snowmobile, and others		✓			✓	✓
Tourists and recreationists (sustainable use)	Education-focused visitors		✓	✓	✓	✓	✓
	Car-based sightseers, cycling, photography, painting		✓	✓		✓	✓
	Picnicking, walking, bushwalking, camping		✓	✓		✓	✓
	Nature study and cultural awareness		✓			✓	✓
	Orienteering, cross-country running		✓			✓	✓
	Use of official horse riding, mountain biking, four-wheel drive, and motorcycle routes		✓			✓	✓
	Sustainable use (such as management-approved hunting in private protected areas and fishing)						✓
	Approved non-powered flight hang gliding, paragliding, hot-air ballooning		✓			✓	✓
	Water-based activities, fishing, swimming, sunbaking, canoeing, boating, sailing, white-water rafting		✓			✓	✓
	Snow and ice-based skiers, snowboarders, ice climbers		✓			✓	✓
	Mountaineering and caving		✓	✓		✓	✓
Spiritual and cultural users (officially endorsed and supported)	Formal access and protected areas for spiritual, ceremonial, and cultural reasons such as traditional access routes	✓	✓	✓	✓	✓	✓
Commemorative users (officially endorsed and supported)	Access to protected areas for commemorative purposes such as visitors returning to site of cultural significance within a protected area		✓	✓		✓	✓



conservation, the resource discusses how to enhance the visitor experience and increase revenues by offering new experiences and attracting new tourist segments. It also includes information on bird-friendly practices (including certification) and protecting the destination from tourism impacts.

- The [Congestion management toolkit](#) (2014) provides a list of congestion mitigation solutions and tools to address specific congestion problems and issues in PAs, focusing on national parks in the United States. It includes categories of tools and their evaluation, implementation considerations, and cost and financial information, as well as examples of where the tools have been used and expected outcomes based on previous applications.

NBT can provide ample opportunities for education and interpretation and for engaging people to learn about nature and develop positive attitudes towards conservation. The [Interpretation handbook and standard](#) (2005) is a procedural manual designed for New Zealand's Department of Conservation staff, concessionaires, and volunteers. It provides best practice guidance about communicating clearly, planning interpretation, and guided and self-guided techniques. [Wildlife interpretation guidelines](#) (2015), developed in Scotland, aim to help tour guides, countryside rangers, wildlife conservation staff, and volunteers, with examples of good practices. There are also interpretation guidelines for specific types of wildlife tourism, such as [Best practice and interpretation in tourism/wildlife encounters: A wild dolphin swim tour example](#) (2004).

4.7 Nature-Based Enterprise Development

A considerable number of resources are available to entrepreneurs and businesses that wish to develop commercial NBT enterprises. These include a broad range of tools specifically designed for developers and investors to help establish or strengthen their NBT businesses, such as the following:

- The [Practical guide for the development of biodiversity based tourism products](#) (2010) provides a collection of tools and methodologies paired with step-by-step systems for local product developers and tour operators. The guide considers tourism products initiated within destinations (e.g., design, timing, pricing, marketing, monitoring and evaluation) and outside destinations by international tour operators (e.g., contracting local partners, supply chains, product lifecycle), and gives examples of good practice in developing NBT products and associated tour packages.
- [Ecologdes: Exploring opportunities for sustainable business](#) (2004) summarizes the findings of two studies that the IFC commissioned. The first study examined the environmental footprint of ecolodges, while the second study evaluated the current and projected market demand for ecolodges and assessed their financial viability. With these studies, IFC sought to determine whether the environmental impacts and financial performance of ecolodges are sufficiently positive to justify IFC's investing in them as part of its sustainable development mission.
- [Tourism and protected areas: Partnerships in principle and practice](#) (2001) shares a selection of successful partnerships between commercial tourism and PA managers, with both public and private-sector involvement. It identifies the advantages of expanding such partnerships and the factors that contribute to their success.
- [Examining the critical success factors of small operators: Entry to the nature-based tourism sectors](#) (2006) focuses on the challenges individual businesses face and the type of support required from the early stages to actual business establishment.
- [Nature tourism: Marketing strategies](#) (2012) describes how to market effectively to customers, suppliers, market partners, and travel planners, including with media technology.
- The [Conservation marketing equation](#) is a step-by-step decision support tool with accompanying worksheets that can be used to assist conservation and development professionals in choosing business opportunities (products or services), that conserve biodiversity while reducing poverty for marginalized rural people, such as NBT (see Figure 6).

Figure 6: The conservation marketing equation⁴³





Guidance for Varied Tourism Products

Guidance developed for different types of NBT products include:



Community-Based NBT Operations

[Guidelines for community-based ecotourism development](#) (2001) includes consideration as to whether ecotourism is an appropriate option for a community, participatory ecotourism planning, developing viable ecotourism, and strengthening benefits to the community and the environment. [Community nature-based tourism development](#) (2011) provides a five-step process for development, including assessing raw materials, envisaging the finished product, planning, implementing, and evaluating success.

Adventure Tourism



[Adventure tourism](#) (2006) is an introductory text that looks at commercial adventure tourism products based on nature, including expeditions, rafting, kayaking, diving, surfing, skiing and snowboarding, ice climbing, horse riding, hiking, mountain biking, and safaris and wildlife. The book [Adventure tourism and outdoor activities management](#) (2019) provides case studies from successful professionals in the adventure tourism industry and guidance on managing products and customers. The book also explores sustainable tourism, changing markets, technology, corporate social responsibility, and climate change. [Adventure tourism: The new frontier](#) (2003) uses case studies to examine the product, the adventure tourist profile, and issues such as supply, geography, and sustainability. International case studies include gorilla-watching holidays, trekking on Mount Everest, diving holidays, and Outward Bound packages.

Geotourism



[Volcano and geothermal tourism](#) (2015) provides a global review and assessment of the sustainable use of active and dormant volcanic and geothermal environments for geotourism. There are over 1,300 active volcanoes worldwide, some of which are developed as tourist destinations, such as Mount Fuji in Japan, Teide in Spain, and Yellowstone in the United States.

Marine and Water-Based Tourism



[A practical guide to good practice: Managing environmental impacts in the marine recreation sector](#) (2003) is a handbook covering practical elements of marine tourism, such as anchoring, boat operation and maintenance, waste disposal, snorkeling and diving, seafood consumption and souvenirs, recreation fishing, and marine wildlife viewing. The book [Marine tourism](#) (1998) examines both successful and unsuccessful tourism in coastal and marine environments with a series of case studies. It includes an overview of the history, development, and growth of marine tourism and describes the characteristics of marine tourists and the vendors of these tourist activities, as well as management techniques to reduce negative impacts and maximize benefits. [Water-based tourism, sport, leisure and recreation experiences](#) (2007) describes a diverse range of water-based activities, such as sailing, motorized water sports, fishing, diving and snorkeling, rafting and kayaking, and the sustainability of these ventures.



Desert Tourism



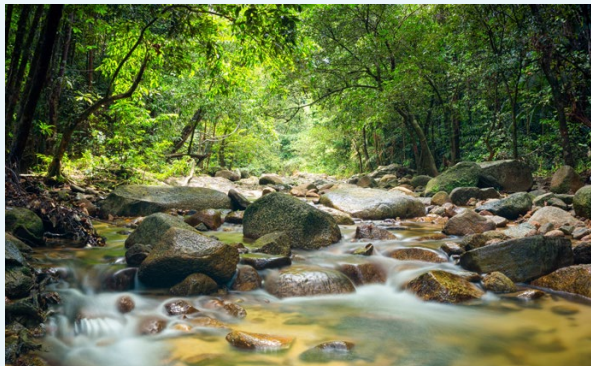
[Tourism and deserts: A practical guide to managing the social and environmental impacts in the desert recreation sector](#) (2006) seeks to promote desert tourism as a leading source of sustainable development. It aims to support the tourism industry in the development of deserts as tourist destinations, with respect for local populations and sustainable development criteria.

Mountain Tourism



[Tourism and mountains: A practical guide to managing social and environmental impacts of mountain tours](#) (2007) was created to help mountain-based tour operators and other mountain recreation professionals improve their environmental and social performance. The handbook provides an overview of mountain ecosystems and communities and a discussion of the nature and potential impacts of mountain tourism and tour activities. It also includes good practices for a range of key issues related to mountain tourism and a self-assessment checklist for operators.

Box 9: Case study on assessing tourism potential: Assessment of nature-based tourism in South Kelantan, Malaysia (2011)



Nature-based tourism components and features vary considerably from one destination to another. In Malaysia, the location, quality, and quantity of natural resources and their infrastructure had not been well documented. An assessment was made of the potential of natural tourism destinations in South Kelantan, by selecting fifteen destinations, such as waterfalls and caves, as case studies. Based on geographical information systems (GIS) application, 23 indicators for tourism destination assessment were investigated using observation and checklist techniques. The destinations were further classified based on physical features, infrastructure, and accessibility. The assessment found that GIS application is effective in providing higher quality of information for natural tourism destinations and can be an essential tool for decision making.

Regional and National Guidance

Regional and country-specific guidance for NBT product development and marketing is also available, including for the following places:

- United States:** [Making nature your business](#) (2002) is a step-by-step guide designed for farmers and ranchers in Texas, United States to help them start NBT enterprises. [Nature tourism: A guidebook for evaluating ecotourism opportunities](#) (2009) helps
- Ireland:** The [Teagasc rural tourism booklet](#) (2016) is a guideline for farmers in Ireland, providing information on a range of commercial accommodation activity and attraction options. It gives guidance for business planning; strengths, weaknesses, opportunities, threats (SWOT) analyses; and marketing, with case studies. The [Ecotourism handbook for Ireland](#) (undated) also provides information on the ecotourism market, business planning and funding, certification, and marketing.
- Australia:** The [Queensland ecotourism development toolkit](#) (2016) helps developers to navigate the planning and regulatory process in Queensland, Australia, streamline assessment processes, and ensure that impacts on sensitive environments are mitigated. The toolkit is complemented by [Best practice ecotourism development guidelines](#) (2015) for the private sector on the development of ecotourism facilities and experiences in Queensland's national parks. The guidelines include best practice criteria, guidance on conducting site suitability assessments, requirements for certification from an accredited certification scheme, and case studies of ecotourism operation in Australia, Costa Rica, and Namibia.
- Sri Lanka:** [Guidelines: Eco tourism facilities and activities operation](#) (undated) are designed for those initiating ecotourism facilities, with guidelines

landowners who are considering establishing a tourism or recreation enterprise. Topics include options for tourism and recreation businesses, product development, financial plans, marketing plans, legal and regulatory issues, and safety procedures. [Planning and managing agritourism and nature tourism enterprises: A handbook](#) (2006) is a how-to manual for farmers, ranchers, and the professionals who work with them, and can also be used as a train-the-trainer tool. [Green marketing trends](#) (2009) provides an overview of green market trends using the language, research findings, and market segmentation of US-based markets to help explain wildlife-friendly products and the role of certification in branding. As a complementary tool, [New and evolving web-based marketing](#) (2009) helps enterprises to find market outlets for their wildlife-friendly products. [Nature-based tourism marketing](#) (undated) provides a step-by-step guide for businesses to develop their product and service mix, people market identification, price, partnerships, packaging, and promotion.



for registration and regulatory requirements, environmental management, and minimum criteria.

- **Galápagos:** [A practical guide to good practice for marine-based tours with a particular focus on the Galápagos](#) (2008) focuses on the preservation of this destination.
- **Southern Africa:** The Southern Africa Development Community's [Guideline for cross-border tourism products](#) (2018) provides information to guide the step-by-step development of tourism activities that take place within transfrontier conservation areas and across international borders in southern Africa.

Box 10: Examples of good practices in nature-based tourism operations

[Case studies in ecotourism](#) (2003) is a book with 170 examples of ecotourism, ecolodges, private reserves, and public parks. The case studies range from the world's best models to test cases, small and large, unique to representative and illustrate ecotourism's achievements and constraints.

[Indigenous ecotourism](#) (2006) is a book that examines the key principles of the segment from a diverse range of case studies drawn from different regions. It analyzes the key factors for sustainable development and the management of indigenous ecotourism.

[Private sector tourism in conservation areas in Africa](#) (2019) uses 32 comprehensive case studies of accommodation facilities in 11 African countries to provide guidelines for optimal benefits and sustainable NBT. The book includes descriptions of the various models for the private sector to engage in tourism in conservation areas in Africa, and guidance on identifying the most suitable private sector tourism options to promote long-term sustainability.

[Tourism for development](#) (2018) is a compilation of 23 international good practice case studies that highlight tourism's contribution to sustainable development. Among these are nature-based tourism cases, including Sabyino Community Livelihood Association in Rwanda, El Carlos Ecotourism and Archaeological Centre in Colombia, and Chumbe Island Coral Park in Tanzania.

[Tourism product development interventions and best practices in sub-Saharan Africa: Part 2: Case studies](#) (2010) describes the wildlife conservancy program in Namibia, hiking tourism on Mount Kilimanjaro in Tanzania, and safari operators & Beyond and Wilderness Safaris, among others. A [synthesis report](#) based on the case studies is also available.

[Ecotourism and conservation in the Americas](#) (2008) shares 16 case studies and regional overviews from the United States and Latin America.

[Tourism, local livelihoods and the private sector in South Africa: Case studies on the growing role of the private sector in natural resources management](#) (2003) examines how changing institutional arrangements and policies affect poor people's livelihoods and access to natural resources. Six different scenarios are analyzed to demonstrate how government, NGOs, the private sector, and rural communities have influenced rural livelihoods through tourism practices in South Africa, Mozambique, and Zimbabwe.

[Wilderness Safaris: Ecotourism entrepreneurship](#) (2018) is a case study from Harvard Business School that explores whether the African company can find a sustainable growth path that will allow it to profitably expand its business and meet its shareholders' interests while achieving its objectives to protect and invest in the ecosystems and communities.

4.8 Impacts of Nature-Based Tourism

Nature-based tourism can have a variety of impacts, both positive and negative. The types of impacts are broad in their range, and affect natural resources, local economies, culture and society, as well as tourists themselves. This section reviews examples of tools, guidance materials, and illustrations of NBT impacts that can help practitioners with the difficult task of establishing the balance between positive and negative impacts.

Environmental Impacts

All forms of tourism have impacts on the natural environment. The impacts of ecotourism tend to be concentrated in areas of highest conservation value, hence, the need to manage and minimize these. The [Routledge handbook of tourism and the environment](#) (2012) explores and critically evaluates the debates and controversies inherent to tourism's relationship with nature. Its sections include the philosophical basis of the environment, different types of ecosystems and the negative and positive impacts upon them, environmental policy and management mechanisms, and contemporary and future issues. [Environmental impacts of ecotourism](#) (2004) is a book that reviews the environmental impacts and management of particular NBT activities, such as hiking and camping, off-road vehicles, and recreational boats, and impacts specific to certain ecosystems (e.g., marine environments, polar coasts, mountain environments.) [Conservation tourism](#) (2010) is a book that focuses on case studies from tourism companies that have made positive contributions to the conservation of global biodiversity. These case studies range from private marine reserves to bird watching lodges in different regions across the world. [Tourism, recreation and sustainability](#) (2008) presents a discussion from leading contributors on the impacts of tourism on local culture and the environment in sections on frameworks and approaches, tourism and destinations, and culture. [Tourism development and the environment: Beyond sustainability?](#) (2009) explores the tourism–development–environment nexus, by

recognizing tourism as a valuable sector of the global economy, and for destinations that can catalyze development. [Nature-based tourism, environment and land management](#) (2003) looks at the economic, social, and environmental consequences of nature-based tourism, and its effects on land managers. It discusses the importance of links and partnerships, as well as the conflicts between commercial tourism interests and land management agencies.

As guidance for NBT businesses, [Green your business: Toolkit for tourism operators](#) (2008) is a Canadian handbook that provides user-friendly, accessible, and practical tips for operators in PAs in becoming more environmentally sustainable. It gives tools for different business processes (e.g., product development, marketing, purchasing etc.) and by need (e.g., energy, waste, water, outdoor environment, carbon neutral, socio-cultural).

Nature-Based Tourism and Biodiversity

Nature-based tourism can generate important positive impacts on natural habitats and wildlife, but if not properly managed, it can damage the natural resources on which it is based. Not only can it undermine the quality and integrity of biodiversity, but it can also lead to a deterioration of the visitor experience itself. There are a number of background papers that describe the key issues between tourism and biodiversity. These include the following:

- UNWTO's [Tourism and biodiversity: Achieving common goals towards sustainability](#) (2010) illustrates the high value of biodiversity for tourism, outlines current policies, guidelines, and global initiatives in which the interrelationship between tourism and biodiversity is addressed, as well as identifies risks and challenges for the tourism sector from the global loss of biodiversity and ecosystem services. The report includes ten recommendations for actions on biodiversity and tourism for governments (at national and destination level), the tourism private sector, international organizations, and NGOs.
- [Wildlife-based ecotourism as sustainable conservation strategy](#) (2016) is a research report that includes an analysis of 208 wildlife-based ecotourism enterprises.



The study reviews ecological, socio-political, and economic management contexts of the enterprises, and describes extensive and varied impacts on wildlife. These include indirect impacts related to the reduction of threats and direct impacts resulting from the tourism activities themselves.

- The paper [Net effects of ecotourism on threatened species survival](#) (2016) explores the effects of tourism on threatened species, which may rely on NBT for conservation funding. It uses population viability analyses to calculate the net effects of ecotourism on expected time to extinction, in the presence of other anthropogenic threats such as poaching, primary industries, and habitat loss.
- [The relationship between amount of visitor use and environmental impacts \(2019\)](#) is a paper that outlines the theory behind establishing visitor capacity in PAs. This is complemented by [Impacts to wildlife: Managing visitors and resources to protect wildlife](#) (2019), which provides an overview of literature on the impacts of recreation on wildlife and factors that influence wildlife responses (e.g., type of activity, visitor behavior, frequency and magnitude of impacts, timing, and location).

Resources that can help to enhance the positive impacts of NBT on nature include the following:

- The CBD's [Guidelines on biodiversity and tourism development](#) (2004) provide a tool to implement the Convention on Biological Diversity, an international treaty to promote the conservation of biodiversity, through tourism, focusing on policy and governance. [Managing tourism and biodiversity](#) (2005) is a user's manual on the above guidelines.
- [Biodiversity: My hotel in action](#) (2008) is a guide to the sustainable use of biological resources in hotel accommodation. It aims to support positive impacts of biodiversity through hotel restaurants, guest rooms and public spaces, souvenir shops, hotel gardens, and in the broader destination area. The guide includes information from TRAFFIC, an NGO combating wildlife trade, on sustainable use of specific biological resources, such as fish and seafood, wood, and aromatic plants.

- [Guidance for a quality nature tourism industry](#) (undated) provides practical advice to tourism businesses on how to reduce the environmental impact of a nature-based business, ensuring local communities are integrated into the business models and visitors respect the surrounding nature and cultural heritage.

Animal Welfare

There has been increasing interest in animal welfare issues in tourism, particularly in relation to the treatment of wildlife interactions. Concerns relate mainly to situations where wildlife are in captivity, petted, or fed, or where visitors can interact directly with them, such as swimming with dolphins or riding elephants. There are concerns that social media, and the desire of travelers for photos with animals, is fueling interactions with captive animals that live in poor conditions.⁴⁴ Furthermore, research suggests that travelers are not good at establishing whether animals are being well treated or not.⁴⁵ The book [Tourism and animal welfare](#) (2018) explores the diversity of tourism experiences with animals (including shark and elephant tourism, sport hunting, zoos, and aquariums), and ethics, animal rights, and human obligations to animals. The [Global welfare guidelines for animals in tourism](#) (undated) have six associated manuals, including on animals in captive environments (e.g., dolphins and elephants), wildlife viewing, and working animals. The guidelines strive to encourage good practices in animal protection and welfare from travel businesses and suppliers of animal experiences. These are freely available to [Association of British Travel Agents \(ABTA\)](#) members and can be purchased by non-members and partners. TripAdvisor has an online portal on [Improving animal welfare in tourism](#) which provides articles on animal rights, tourism, conservation, and sustainability. For Airbnb hosts, there are [Animal welfare guidelines for Airbnb Experiences](#) (2019). To guide the tourism sector on purchasing decisions that support wildlife, the United States Wildlife Trafficking Alliance has published [Protecting wildlife by buying informed: A corporate toolkit](#) (2017). The guide helps companies to play a role by closing off supply chains, educating the public, and raising awareness of the need to shut down the markets for illegal wildlife products. The book [Wild animals](#)

[and leisure](#) (2018) is a collection of papers that provides an in-depth analysis of the rights and welfare of humans and wild animals and seeks to improve the conditions under which wild animals interact with and are engaged with by humans.

Guidance for Specific Habitats and Types of Animals

A series of guidelines have been developed for tourism involving specific types of wildlife or habitats. These include:

- **Primates:** [Best practice guidelines for great ape tourism](#) (2010) provides information for existing and potential great ape tourism sites that wish to enhance the conservation of great apes. It includes lessons learned from great ape tourism programs and their impacts, and guidance for the planning, development, and implementation and monitoring of visits. There is also species-specific information for gorillas, chimpanzees, and orangutans.
- **Birds:** [Guidelines of best practice for bird friendly hotels in Egypt](#) (undated) are an attempt to ensure the overall benefit of the Egyptian tourism industry, local communities of the flyway, and migratory birds, including a reduction in the threats posed to birds as they migrate through Egypt. It provides guidance on bird-friendly administration (e.g., laws, marketing, staff development), management and design, and services (e.g., tours and activities). From Australia, there are also [Best practice guidelines for commercial wild bird feeding practices on private land](#) (undated). These guidelines include information about the legal framework, types of feed, risk management, and visitor interpretation.
- **Marine tours:** [A practical guide to good practice for marine-based tours](#) (2008) is designed to help marine tour operators improve their environmental and social performance, as a way to both contribute to marine conservation and the economic development of coastal communities, and increase their attractiveness to increasingly discerning consumers. A series of tools





and guides to support [shark and ray tourism](#) can be found in [A guide to best practice: Responsible shark and ray tourism](#) (undated), produced by WWF, Project AWARE, and The Manta Trust. The resources include tools to help [select sites](#), [evaluate performance](#), [build social licenses](#), understand market and legal requirements, and practice [responsible provisioning](#). Guidance is also provided for [management authorities](#) including [examples of codes of conduct](#). Specific guidelines are given for different types of rays and sharks, including [basking sharks](#), [reef and pelagic sharks](#), [whale sharks](#), [mobulid rays](#), and [stingrays](#), and [shark cage diving](#).

- **Rivers and waterbodies:** [Environmental sustainability for river cruising](#) (2013) is a best practice guideline designed to support this sector around the world. It offers principles for environmentally sustainable river cruising and specific guidance relating to energy, water, wastewater, solid waste, communications, and environmental management systems, in addition to partnerships and cooperation. [River tourism](#) (2009) uses international cases studies to explore a range of perspectives, including heritage, management, environmental concerns, and marketing.

Box 11: Visitor engagement in species identification & research



[iNaturalist](#) is a nature app that helps people to identify plants and animals and connect to nature. People can use its crowdsourced species identification system and occurrence recording tool to record their own sightings, identify species, and collaborate with others to collect information.

expenditures on conservation or provide revenue directly to PA authorities for conservation. The financial benefits generated from tourism services can also incentivize local people to care for nature and encourage the private sector to conserve biodiversity.⁴⁶ These benefits may include ownership and equity in businesses, benefit sharing from tourism revenues, money earned from jobs or the sale of products and services to tourists or operators, or corporate social responsibility initiatives.

A number of resources quantify and illustrate the range of economic and financial impacts from NBT. These include the following:

- [Biodiversity, nature-based tourism and jobs](#) (2012) provides a literature review on the magnitude and range of economic benefits for conservation and local community incomes from NBT.
- [Economic impact of global wildlife tourism](#) (2019), by the WTTC, is an effort to quantify the economic value of wildlife tourism. It estimated that its direct economic contribution to world GDP in 2018 was \$120.1 billion, or five times the value of the illegal wildlife trade (see Box 12).
- [Towards measuring the economic value of wildlife watching tourism in Africa](#) (2015) looks at the wildlife-watching market segment in Africa. Based on a survey with government institutions and tour operators, the briefing paper considers a range of economic benefits, including employment and contributions to nature conservation.
- [Walk on the wild side](#) (2015) is a research article that estimates the global magnitude of visits to PAs. The analysis found that, in 2015, visits generated approximately \$600 billion a year in direct in-country expenditure and \$250 billion a year in consumer surplus. Notably, these values dwarf current (and typically inadequate) PA conservation expenditures. Benefits from ecotourism to local communities have been found to include reductions in hunting and increases in wildlife sightings, for example in [Lao PDR](#).

Economic and Financial Impacts

Nature-based tourism can generate a range of economic and financial impacts. At the national level, PA tourism revenue can contribute to foreign exchange earnings and the balance of payments, and these can be used to justify

- The book [Economics for the wilds: Wildlife, diversity and development](#) (1992) provides a theoretical and practical basis for understanding the value of wild resources as well as the strategies for conserving them. The book explores specific uses of wildlife and their habitats (both sustainable and unsustainable) and topics including community-based development, tourism, poaching, and the impact of conservation on wildlife use.
- [Nature tourism, conservation, and development in KwaZulu-Natal, South Africa](#) (2010) provides an evaluation and policy advice relating to NBT in this destination. The contributors explore three key issues: (1) the creation of a true nature tourism economy that supports biodiversity conservation; (2) the role of the private sector in contributing to equitable development, job creation, and conservation finance; and (3) alternative pricing and other market mechanisms that can help make nature tourism more viable and growth-oriented.
- [Assessing and valuing the recreational ecosystem services of Germany's national parks using travel cost models](#) (2017) uses results from over 24,000 interviews. The research found that the lower-limit consumer surplus of recreation in German national parks totals EUR 385.3 – 621.8 million (including only visitors whose trip decisions were influenced by the parks' protected status), while an upper-limit value reached EUR 1.690 – 2.751 billion (including all visitors). Thus, national parks generate enormous non-monetary values for German society.
- From a different perspective, the report on [Assessing the extent and impact of illicit financial flows \(IFFs\) in the wildlife and tourism economic sectors in southern Africa](#) (2017) describes illicit movements of money or products that are illegally acquired from one country to another. The money typically originates from three sources in the private sector: commercial tax evasion, trade mis-invoicing, and abusive transfer pricing. The analysis calculated that IFFs in the wildlife tourism sector in southern Africa were over \$22 billion from 2006 to 2015, deriving mainly from tax evasion and trade mis-invoicing.

Box 12: Key findings from [Economic impact of global wildlife tourism](#) (2019)



- Wildlife tourism directly contributed \$120.1 billion in GDP to the global economy in 2018, or 44 percent of the estimated direct global travel and tourism GDP of \$2,751 billion. This represents over five times the value of the illegal wildlife trade.
- Once additional multiplier effects across the global economy are allowed for, the total economic contribution of wildlife tourism comes to \$343.6 billion.
- Over one-third of all direct tourism GDP across Africa in 2018 attributed to wildlife (36.3 percent).
- 21.8 million jobs globally are supported by wildlife tourism.

The next two sections describe further examples of resources that cover the contributions of NBT to conservation finance, as well as the financial benefits to local communities and economies.

Conservation Finance

Revenue raised from tourism, such as entrance fees and other fees paid for the use of natural and PAs, can directly contribute to their management and conservation. However, in some areas, funds generated from tourism go to central government treasuries, and conservation budgets do not necessarily reflect the level of this income.⁴⁷ For example, [Estimating tourism's conservation](#)



[area financing in Mozambique](#) (2016) demonstrated that 93 PAs in the country generated \$24.4 million in 2013 from tourism-related activities, but only a small portion accrued to conservation area management.

Resources that provide information on the benefits of NBT for financing conservation include the following:

- The [Contribution of tourism revenue to financing protected area management in Southern Africa](#) (2017) is a paper that assesses the extent to which tourism contributes towards biodiversity financing for PA management in the region. Using country reports to the CBD, it highlights that, although tourism is a significant revenue source for PA authorities in southern Africa, how it is retained and reinvested back into conservation management remains ambiguous.
- [Private conservation funding from wildlife tourism enterprises in sub-Saharan Africa: Conservation marketing beliefs and practices](#) (2018) describes how some commercial tourism companies provide substantial funding for private reserves, communal conservancies, and public PAs, and for anti-poaching, breeding, and translocation programs. It suggests that if tourists who wish to contribute towards conservation were identified during marketing and booking, then conservation tourism enterprises could notify conservation trusts to seek donations.
- [Building a wildlife economy](#) (2019) is a working paper on the development of nature-based tourism in Africa's state PAs. In part, the paper provides a synthesis of research on economic impacts of tourism on the continent, and includes a series of case studies from Kenya, Rwanda, South Africa, Ethiopia, and Costa Rica.
- The [Economic analysis of rhino conservation in a land-use context within the SADC region](#) (2005) reviewed the added value that rhinos add to wildlife operations on state and private land through wildlife viewing and trophy hunting, and their impacts on community-based tourism and rural livelihoods.
- [Tourism revenue as a conservation tool for threatened birds in protected areas](#) (2013) is a paper that quantifies the contribution of tourism revenue for bird species in the IUCN Red List, using a simple accounting method. The paper highlights that critically endangered bird species rely on tourism more heavily than endangered species, and many PAs could enhance their management budgets by promoting birdwatching tourism specifically.
- [Mapping the global value and distribution of coral reef tourism](#) (2017) estimates that this ecosystem service has a global value of \$36 billion per year, from on-reef and associated off-reef activities.
- [Finance tools for coral reef conservation: A guide](#) (2018) highlights that public and private capital, both philanthropic and return-seeking, must be leveraged to develop diversified and sustainable self-generated revenue flows that can drive conservation impact. Tourism fees, including entrance fees, permits, and concessions, are among the tools considered.



Box 13: Studies on tourists' willingness to pay for nature-based tourism⁴⁸

A number of papers explore visitors' willingness to pay (WTP) for NBT and to visit natural attractions. These studies ask respondents to specify how much they are willing to pay to visit an area under different conditions. The WTP studies have often found that tourists are (1) willing to pay to visit protected areas and (2) are willing to pay more than the established fee. For example:

- [Contingent valuation of ecotourism in Annapurna conservation area, Nepal: Implications for sustainable park finance and local development](#) (2008) found that on average visitors were willing to pay \$69, rather than the actual entrance fee of \$27.
- [Pricing policy for tourism in protected areas: Lessons from Komodo National Park, Indonesia](#) (2001) found that although only 6.9 percent of park fees were recovered, tourists were willing to pay more than 10 times the current entrance fee.
- [Tourists willingness to pay to visit Tanzania's National Parks: A contingent valuation study](#) (2015) found that non-residents would be willing to pay substantially higher fees in Serengeti National Park and that this would not seriously reduce the level of visitation. It was predicted that phasing in a \$60 increase in the Serengeti conservation fee over several years could raise an additional \$14.8 million by 2020 (equivalent to increasing the park's revenue by 57 percent).
- [User fees as sustainable financing mechanisms for marine PAs: An application to the Bonaire National Marine Park](#) (2010) found the average WTP for annual access ranged from \$61 to \$134, although the actual fee at that time was only \$10.
- [Willingness to pay entrance fees to natural attractions: An Icelandic case study](#) (2008) explores the options for entrance fees where they were not already in place. The study found that over 92 percent of the 252 respondents were willing to pay an entrance fee.
- [Tourists' willingness to pay for wildlife viewing and conservation in Namibia](#) (1999) uses a contingent valuation approach to explore WTP. The study found that each wildlife viewing tourist contributed an estimated N\$ 907 to national income in the tourism sector at economic prices in 1995. The WTP analysis found that higher, daily park admission fees could result in the capture of some N\$ 18.2 million new revenue per annum.

Local Financial and Economic Impacts

Local people can benefit from economic linkages with NBT. This may include through employment, by selling products and services that tourism companies and tourists need, or by owning tourism businesses.

Examples of destinations and PA authorities that share information on their economic impacts include:

- The [Metsähallitus Parks & Wildlife Finland](#), which publishes data on their [visitor numbers](#) and NBT's [economic impacts](#).
- Scottish Natural Heritage published [Assessing the economic impacts of nature based tourism in Scotland](#)

(2010), based on a review of existing studies. The report found that the total visitor spending attributable to nature-based tourism per year (rounded and after displacement is deducted) is £1.4 billion with 39,000 associated full-time jobs in 2010.

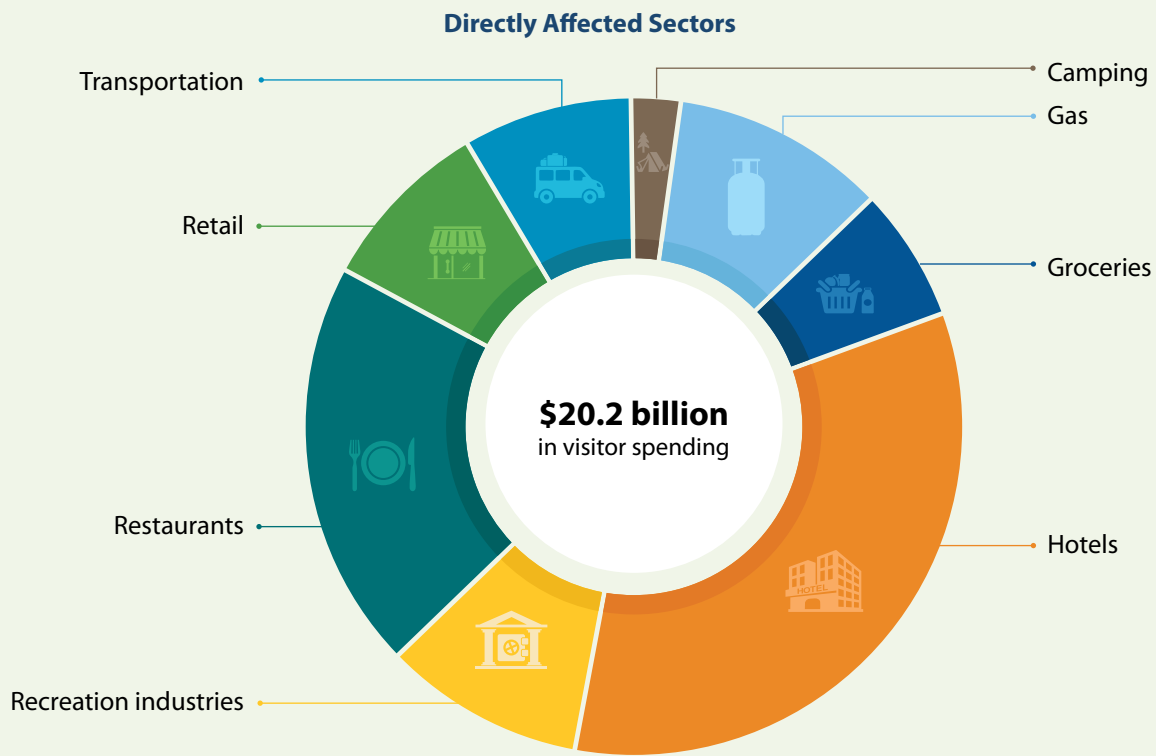
- Tourism British Columbia shared information on the [Economic value of the commercial nature-based tourism industry in British Columbia](#) (2004).
- [Socio-economic effects of concession-based tourism in New Zealand's national parks](#) (2011) used a tourism inventory and interviews to measure impacts from three national parks: Tongariro National Park (TNP),



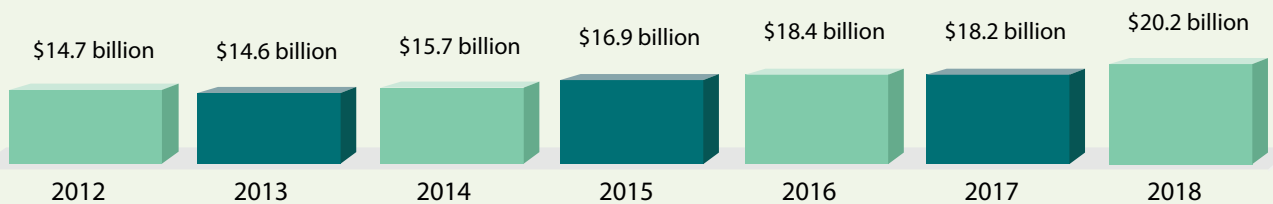
Box 14: Visitor spending effects from national parks in the United States in 2018⁴⁹

The United States National Park Service (NPS) uses the Visitor Spending Effects (VSE) model to calculate the economic impact of visitation. In 2018:

- 318 million visitors spent \$20.2 billion in communities within 60 miles of a park in the National Park System. Of the 329,000 jobs supported by visitor spending, more than 268,000 jobs exist in the park gateway communities.
- Economic benefits from visitor spending increased by \$2 billion and total output increased by \$4.3 billion in comparison to 2017.
- Lodging expenses account for the largest share of visitor spending, totaling nearly \$6.8 billion in 2018.
- Food expenses are the second largest spending area with visitors spending \$4 billion in restaurants and bars and another \$1.4 billion at grocery and convenience stores.



Contribution to the National Economy



Abel Tasman National Park (ATNP), and Fiordland National Park (FNP). For every dollar (\$NZ) of turnover generated by the concessions, the study found that a further 40 cents, 60 cents, and 30 cents circulated in the economy in TNP, ATNP, and FNP, respectively.

- The United States National Park Service uses the Visitor Spending Effects model to calculate [Visitor spending and economic effects](#) (see Box 14).

Impacts in Developing Countries

In developing countries and rural areas, local people may not have the necessary level of skills or capital to open and operate NBT ventures. Therefore, it is important to pay attention to the design of benefit-sharing mechanisms so that local communities can benefit and economic benefits are maximized. There is a large body of case studies that illustrate the nature of local economic impacts from NBT, particularly in Africa. These include the following publications:

- [Revenue sharing from tourism in terrestrial African protected areas](#) (2019) is a paper that reviews the challenges of revenue sharing as well as four key components of successful revenue-sharing systems, namely (1) clear identification of economic benefits;

(2) ensuring that benefits are appropriate to the scale of threats to biodiversity; (3) involvement of communities in decision-making on the structure and process of the distribution system; and (4) sufficient regulatory and institutional support.

- [The role of private sector ecotourism in local socio-economic development in southern Africa](#) (2016) describes the results of 1,785 interviews with local community members living around Wilderness Safaris operations in six countries, and the local economic impacts that have resulted.
- [Applying inclusive business approaches to nature-based tourism in Namibia and South Africa](#) (2016) is a paper that quantifies the impacts of Damaraland Camp in Namibia and Phinda Private Game Reserve in South Africa, through an inclusive business approach focusing on the benefits to low-income populations.
- [Mountain gorilla ecotourism: Supporting macroeconomic growth and providing local livelihoods](#) (2015) focuses on the Africa Great Lakes region (Rwanda, Uganda, and the Democratic Republic of Congo) and reviews ecotourism-related livelihoods and revenue sharing.





- [Living outside the fence](#) (2013) describes a supply-chain analysis undertaken in the South African Sabi Sand Game Reserve to establish the range of commercial opportunities available to local entrepreneurs neighboring the PAs.
- [Making success work for the poor: Package tourism in Northern Tanzania](#) (2009) presents the results of a value chain analysis on safari circuits including climbing Mount Kilimanjaro and the safari circuit from Arusha to the Serengeti National Park. In particular, the paper explores the proportion of tourism expenditure that reaches the poor, and options to boost this value (see Figure 7).
- [Evaluating a special nature-based tourism event](#) (2002) evaluates the economic impact of an NBT event, "Great Salt Lake Bird Festival," and provides the questionnaire template for use by others.
- [Visitors count! Guidance for protected areas on the economic analysis of visitation](#) is being developed by members of the IUCN WCPA Tourism and Protected Areas Specialist Group, with UNESCO, the German Federal Agency for Nature Conservation (BfN), and the European Union. This tool provides guidance and examples of visitor counting, surveys, economic analysis, and reporting approaches.
- The [Tourism Economic Model in Protected Areas \(TEMPA\)](#) is an assessment tool that aims to guide project managers and others to develop economic analyses through the collection, analysis and reporting of tourism spending data at local and national levels. The tool is built on the foundations of the United States National Park Service's Money Generation Model and is currently being reviewed by the Global Environment Facility's (GEF) Scientific and Technical Advisory Panel. A case study applying the approach is described in [Economic impacts of tourism in protected areas of Brazil](#) (2017).

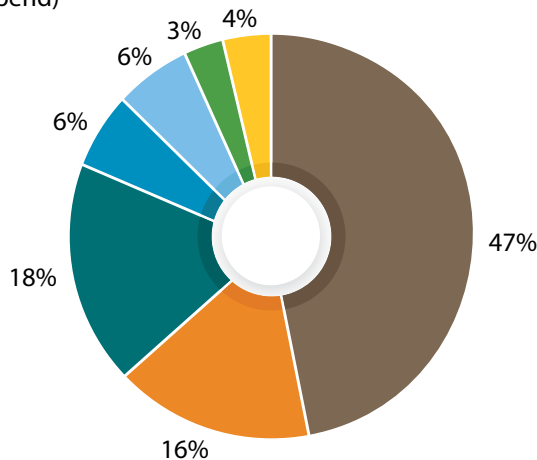
Economic Impact Assessment Tools for Nature-Based Tourism

Tools that are in development to support the assessment of financial and economic impacts of tourism in PAs include:

Box 15 provides examples of the value of birding tourism in different countries and options to maximize value.

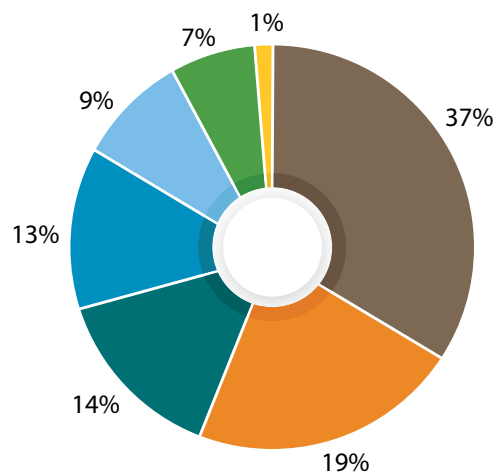
Figure 7: Cost components of safari and mountain climbing packages in Tanzania⁵⁰

A typical mountain-climbing holiday (\$1,376 in-country spend)



- Park fees
- Tour operator margins
- Wages & tips
- Accommodation
- Food & beverages
- Transport
- Cultural goods & services

A typical safari holiday (\$1,826 in-country spend)



- Accommodation
- Park fees
- Tour operator margins
- Transport
- Wages
- Cultural goods & services
- Food & beverages

Box 15: The value of birding tourism in different countries and maximizing tourism potential⁵¹

- In 1999, the Costa Rican Tourism Institute estimated that 41 percent of its \$1 billion tourism revenues was from tourists who came primarily for the purpose of birdwatching.
- In 1997, South Africa received between 11,400 and 21,200 birdwatchers per year who contributed \$12 to \$26 million to the South African economy.
- A study of villages in Poland that have established stork nesting colonies indicated that tourists spent an average of \$60 per visit (excluding travel costs) and \$120 per visit (including travel costs) as a result of viewing the storks.
- A study by the Royal Society for the Protection of Birds (RSPB) in the U.K. estimated that each tourist spends £4.92 on a day trip and £55.96 on a visit to view birds.

The figure below shows a range of options to maximize value from birding tourism:





Social and Cultural Impacts

Social and cultural impacts of tourism can include changes to the living standards and in the value and pride that people have for natural assets. Tourism can encourage the conservation of culture, arts and crafts, and promote aesthetics, the spiritual, health, and other values of well-being. Environmental education for visitors and local people can be used to foster better understanding of the cultural heritage value of natural resources.⁵² Background papers on social and cultural impacts of tourism include the following:

- The IUCN's Best Practice Guidelines on [Tourism and visitor management in protected areas](#) (2018) provides guidance on generating wider economic benefits for communities from tourism, and reviews NBT's social and cultural impacts.
- [The relationship between amount of visitor use and social impacts](#) (2019) is a paper that discusses the role of social conditions on visitor experience, crowding, and social norms.
- [Indigenous ecotourism](#) (2006) is a book that examines the key principles from a diverse range of case studies of community involvement and ownership drawn from different regions of the world.
- [Private sector tourism in conservation areas in Africa](#) (2019) includes descriptions of the social and cultural impacts of 32 NBT enterprises.
- Chapters within [Responsible Tourism: Critical issues for conservation and development](#) (2008) address local livelihoods and community-based NBT in southern Africa. These include the "Impacts of wildlife tourism on rural livelihoods in southern Africa"⁵³ and "Local impacts of community-based tourism in southern Africa."⁵⁴
- [Tourism, health, wellbeing and protected areas](#) (2018) is a book that shares a series of case studies discussing best practices for park and PA tourism development and their contributions to the health and well-being of visitors and local communities.

Tools for Local Community Impact Assessments

Tools developed for leaders in tourism destinations to maximize benefits to local communities from NBT include the following:

- [Guidance for natural and cultural resource managers and community leaders](#) (undated) aims to assess the impact of developing nature-based tourism on communities and identifies how communities can be involved in the planning process, before assessing the current tourism situation and potential.
- The [Operational guidelines for community-based tourism in South Africa](#) (2016) provide step-by-step guidance for the development of community-based tourism and the modification of private-sector structures to establish partnerships with community entities. The guidelines include a series of NBT case studies and useful guidance on troubleshooting potential challenges.
- The [Rural tourism toolkit](#) (undated) is designed to help local leadership in Colorado, United States to take an objective look at their communities and determine future directions. It provides information on the benefits of rural tourism, tools for community assessment and action planning, and best practices and case studies.
- The [Implementation plan for socioeconomic monitoring program in the National Park System](#) (2019) outlines a method for evaluating the socioeconomic impacts of the parks on visitors and the public. It includes guidance on survey methods and provides a standardized questionnaire.
- [A practical guide to good practice for marine-based tours](#) (2008) is designed to help marine tour operators improve their environmental and social performance to both contribute to marine conservation and the economic development of coastal communities, and to increase their attractiveness to increasingly discerning consumers.

4.9 Risk Management and Climate Change

Risk management involves the forecasting and analysis of potential financial and non-financial risks, and identifying procedures to mitigate or eliminate their impact. Risks can arise at the local, national, or international levels and be either internal or external to an NBT initiative.⁵⁵

[Nature-based tourism in peripheral areas: Development or disaster?](#) (2005) examines problems of NBT development in peripheral areas, including sub-polar areas, alpine areas and forests, mountains, islands, and coastal environments. The book considers the opportunities that nature-based tourism provides as the basis for peripheral region development. Similarly, [Ecotourism's promise and peril: A biological evaluation](#) (2017) considers the impacts that visitation can have on wildlife, including behavioral,

physiological, ecological, and evolutionary impacts. The book also synthesizes the current state of knowledge regarding best practices for reducing human impacts on wildlife. [Tourism in changing natural environments](#) (2019) explores how the impacts of climate change, natural and man-made disasters, economic instability, and other macro-environmental factors can have profound implications for local and global economies, fragile ecosystems, and human cultures and livelihoods. From Africa, [Wildlife-based tourism and climate: Potential opportunities and challenges for Botswana](#) (undated) highlights the decline of wildlife due to human activities in southern Africa. It describes how fragmentation of wildlife habitats, combined with increased climate variability due to climate change, poses a risk to the sustainability of a wildlife-based tourism product in Botswana. The publication calls for the need to consider adaptation measures in this sector, and to seek alternative tourism attractions and products.

Figure 8: Tourism related-threats in protected areas⁵⁶

	Tourist Behavior	Tourism Infrastructure and Policies
ATTRACTIVE IMPORTANT for high quality visitor experience	<ul style="list-style-type: none"> • Quiet natural experience: Noise pollution (e.g., from motor vehicles) • Wilderness experience: Trailside littering • Plant communities/habitat: Soil erosion from trampling • Coral reefs: Inappropriate diving and snorkeling • Wildlife viewing: Inappropriate wildlife viewing practices (e.g., visitors are too close, too many, too loud) 	<ul style="list-style-type: none"> • Freshwater systems: Excessive wastewater and water pollution • Clean beaches: Solid waste disposal and sewage • Coral reefs: Anchoring practices of boats • Viewscapes: Air pollution (e.g., from motorized vehicles) • Wilderness experience: Inappropriately sited buildings, roads, and other infrastructure • Stargazing: Inappropriate lighting
CONSERVATION OBJECTIVE	<ul style="list-style-type: none"> • Bird habitat: Excessive fuel wood consumption • Vegetation: Trampling in sensitive ecosystems • Coral reefs: Inappropriate diving and snorkeling • Bird nesting: Inappropriate wildlife viewing practices (e.g., visitors are too close, too many, too loud) • Target species: Inappropriate feeding of wildlife, creating problem individuals • Natural systems: Introducing invasive alien species through horses, hiking shoes, boats 	<ul style="list-style-type: none"> • Freshwater biodiversity: Overuse of freshwater resources • Coral reefs: Excessive wastewater and water pollution • Migratory birds: Destruction of important habitat (e.g., mangroves) for tourism infrastructure • Sensitive areas: Inappropriately sited buildings, roads, and other infrastructure • Sea turtles and migratory birds: Inappropriate lighting • Native fish: Fish stocking practices



4.10 Monitoring and Evaluation

Effective monitoring and evaluation (M&E) of NBT allows managers of NBT destinations and enterprises to measure progress against selected variables to identify areas of success and failure. This information can be used to adapt management approaches to improve the level of performance overall.

Monitoring Tools for Nature-Based Tourism

Many useful tools are available to help design and implement M&E for NBT. The [DestiMED project](#) has compiled a [Report on available monitoring tools](#) (2018) as a global review of current and past tourism monitoring and certification programs for tourism in PAs. Some of the tools include the following:

- [Indicators of sustainable development for tourism destinations: A guidebook](#) (2004) provides detailed technical guidance on the value of indicators in measuring tourism's impacts. The guidebook includes indicators that can be used in NBT, including tourism as a contributor to nature conservation.
- [Ecotourism tracking tool in monitoring and evaluation of ecotourism sites or projects in the Philippines](#) (2017) is a tool for operational tourism enterprises. It aims to standardize sets of criteria and parameters in monitoring and evaluation of ecotourism sites and projects to ensure environmental friendliness. The tool includes ratings checklists and questionnaire tools to help with the evaluation of policies, operational management, socio-cultural and biological features, ecotourism products and services, economic benefits, financing/enterprise building, and facilities.
- [A question of balance: Green is the new black](#) (2009) is a self-audit workbook developed by the Tourism Industry of Nova Scotia to provide tourism operators with helpful environmental information, best practices, and a method for conducting self-audits. While not specific to NBT, it addresses environmental management issues and tools for energy and water conservation, waste management, and enhancing socio-economic benefits.
- [A toolkit for monitoring and managing community-based tourism](#) (2007) is designed to provide readers with the know-how to set up and run a monitoring program for a community-based tourism project. It gives step-by-step guidelines, supported by a wide range of case studies, to enable readers to conduct their own monitoring project.



Box 16: Citizen science for monitoring of NBT⁵⁷

Protected area managers can use citizen science, a form of protected area-based volunteerism that supports research efforts, to develop effective interventions for resource management issues. Citizen scientists can be tourists who have traveled to a PA specifically for this purpose or local outdoor recreationists who enjoy leisure opportunities in PAs while contributing their energy and skills to science. In Australia, the Victoria Marine National Park and Sanctuary started the *Sea Search* citizen science project to gather information about the health of the network of Victoria's marine parks and sanctuaries. Similarly, the University of York in the U.K. used volunteers to document sightings of over 250 species of invertebrates.

Monitoring Tools for Protected Areas

For tourism in PAs, the following specific monitoring tools are available:

- [Threshold of sustainability for tourism within protected areas: A quick guide for protected area practitioners](#) (2011) introduces a tourism management framework called the "threshold of sustainability." It is designed to enable managers to take rapid action to mitigate the most critical threats, while beginning to lay a solid financial foundation for tourism within PAs. It includes a series of steps, including assessment of threats, identification of actions, assessing tourism finances and the broader enabling environment, developing

a communications strategy, and implementing and monitoring actions.

- [Visitor monitoring in nature areas](#) (2007) is a manual based on experiences from the Nordic and Baltic countries. It includes guidelines, recommendations, and examples of visitor monitoring methodologies applicable to nature areas in the region, such as visitor counting, visitor surveys, and reporting, interpreting, and using visitor information.
- [Visitors count! Guidance for protected areas on the economic analysis of visitation](#) aims to establish standardized guidelines for measuring the economic impacts of tourism in PAs. It contains guidance on undertaking visitor counting, expenditure surveys, economic analyses, and reporting the findings for the public and policy makers.⁵⁸
- Developed in South African PAs, the [Sustainable nature-based tourism assessment toolkit](#) (2003) provides a mechanism for tangibly and transparently measuring management, environmental, social, and economic characteristics of NBT in a reliable and comparable way.
- The [Global database protected areas visitors \(GD-PAVIS\)](#) (see Figure 9) aims to be a new tool to improve the reporting on sustainable tourism in protected and conserved areas. Information compiled in the database will help report on several global indicators (e.g., tourism use, tourism value, and tourism-related economic impacts of PAs), generate knowledge on tourism and PAs, support decision-making of governments in relation to sustainable tourism strategies in PAs, and strengthen capacity of park managers to develop appropriate systems to store and manage information on sustainable tourism.

Certification and Standards

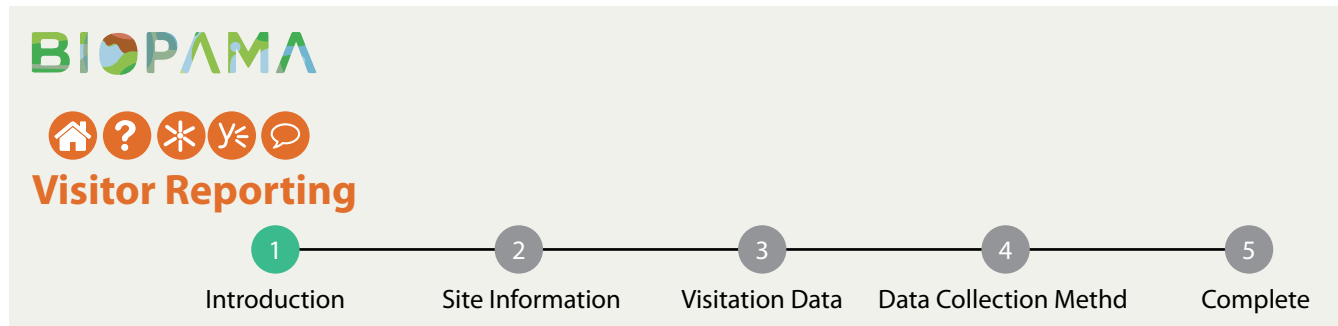
Certification aims to foster responsible environmental, social, and cultural behavior and provide a good quality product to consumers. Certification provides a mechanism through which enterprises can be recognized as having met voluntary standards of performance that meet or exceed baseline standards or legislation, following independent third-party verification.⁶⁰



[A simple user's guide to certification for sustainable tourism and ecotourism](#) (2010) is designed for those who wish to understand how certifying sustainable tourism and ecotourism works or how to begin the process. [Quality assurance and certification in ecotourism](#) (2007) is a book that considers the topic of quality control and accreditation in ecotourism, with a broad range of examples and case studies. The book describes the mechanisms that can be implemented to ensure quality in all aspects of the industry, namely, PAs, businesses,

products, and tour guides. Similarly, [Ecotourism and certification: Setting standards in practice](#) (2002) explores the concepts underlying certification and highlights case studies of certification schemes around the world. [Tourism in protected areas: Developing meaningful standards](#) (2016) discusses partnerships between conservation and tourism and how these partnerships could unfold through the work of the [IUCN Green List](#) and the [Global Sustainable Tourism Council](#).

Figure 9: Global Database Protected Areas Visitors (GD-PAVIS)⁵⁹



Box 17: Case Study: [Assessment of nature-based tourism business and tourist demand in Vlora Bay and Karaburun-Sazan National Marine Park, Albania](#) (2016)



This study identifies and evaluates nature-based sustainable tourism-related certification schemes available in or appropriate for Albania. The study evaluated tourist demand and tourist satisfaction in Vlora Bay, the level of information available on Karaburun-Sazan marine protected area (MPA), and approaches to nature-based initiatives. It provides lessons learned for other MPA evaluations and copies of applied questionnaires.

There are hundreds of standards and certification programs globally, but there are particularly reputable examples for NBT. The [Global Sustainable Tourism Council](#) (GSTC) has recognized and accredited certification programs for NBT, including those aligned with the following:

- [GSTC standards for hotels and tour operators](#): Such as the [European Ecotourism Labeling Standard](#), [Ecotourism Australia's](#) ecotourism standards, the [Ecotourism Ireland Certification Program](#), [Ecotourism Kenya's](#) Eco-rating Certification Scheme, Global Ecosphere Retreats from [The Long Run](#), the Korean Ecotourism Standard for Accommodations and Tours, the Japan Ecolodge Association, and [TOFTigers Initiative's](#) Pug Mark Eco Certification. The [Asian Ecotourism Standard for Accommodations](#) is currently under review for recognition. [Travelife for Tour Operators](#) also [audits elephant camps](#) to ensure their proper treatment.
- [GSTC standards for destinations](#): Such as the [Green Destinations Standard](#) (including ecotourism and PA destinations), Korean Ecotourism Standard for Destinations, and the Mountain IDEAL Destinations Standard.

Additionally, the [Wildlife Friendly Enterprise Network](#) sets standards for [gorilla-friendly](#) and [sea turtle-friendly](#) tourism. Their gorilla-friendly standard is currently being used by the International Gorilla Conservation Program to establish new training materials for guides, trackers, and porters in Rwanda.

Box 18: Use of certification to ensure best practice NBT in protected areas in Australia⁶¹



The Great Barrier Reef Marine Park has implemented a [High Standard Tour Operator](#) program for a number of years, so that the majority of visitors to the reef are led by certified operators. The park rewards and encourages tour operators to become certified by [Earthcheck](#) and [Ecotourism Australia](#) through longer licenses, exclusive access to sensitive sites, and promotional opportunities. These no-cost approaches demonstrate to operators that being sustainable, and independently certified as being so, makes business sense.





5

Training Materials

Training materials and resources are increasingly available through online courses and webinars. Some of the free-to-use resources are described here:

- The IUCN has established a free Massive Online Open Course (MOOC) on [Valorisation of protected area resources](#), which contains three modules dedicated to the IUCN Best Practice Guidelines on [Tourism and visitation in protected areas: Guidelines for sustainability](#) (2018).
- The European Union provides [free online training for members of the European Ecotourism network](#). The courses supporting NBT include ecotourism training for businesses and ecotourism training for evaluators in English and other languages.
- A course manual for [Interpretation techniques and ecotourism management training](#) has been developed under the Mediterranean Experience of Ecotourism (MEET) Project. This includes guidance on the development of interpretation for NBT.
- Colorado State University's website includes a number of [training materials and management tools](#), including adaptation of the Recreation Opportunity Spectrum for use in Latin America.
- The International Ecotourism Society offers education and outreach programs for its members, including a [Certificate in Sustainable Tourism Management](#) and an [EcoTourism Master Class series](#).
- United States Agency for International Development (USAID) has established a series of [online training resources](#) on sustainable tourism. These include courses on tourism and conservation, project development, destination management, tourism investment and finance, enterprise development, scientific, academic, volunteer, and educational travel, with case studies from the Dominican Republic, Ecuador, Ethiopia, Mali, Montenegro, and Uganda. The course on [Tourism and conservation – sustainable models and strategies](#) provides an online workbook that focuses particularly on sustainable marine tourism. It gives guidance on business planning, operations and management, staff training, and sales and marketing (see Figure 10). All of the other courses can be applied to a variety of forms of tourism, including NBT.

Figure 10: Contents of the course “Tourism and conservation – sustainable models and strategies”





- Lastly, the Travel Foundation has produced a case study on [Whale shark guide training in Mexico](#) (2008) that was conducted to help boat trip operators conserve whale sharks.
 - The IUCN's World Commission on Protected Areas (WCPA)'s [Tourism and Protected Areas Specialist Group](#) (TAPAS Group) hosts webinars on NBT topics with partners. These are available on topics including [international perspectives on visitor use management: the Visitor Use Management Framework \(part 1 and part 2\)](#), [tourism concessions and partnerships, certification tools and standards for protected areas management](#), and [more than just signs on designing visitor heritage experiences](#).
- Relevant webinars on elements of NBT include the following:
- The [Society of Outdoor Recreation Professionals](#) offers [webinars](#) to members and non-members on topics including establishing trail systems, partnerships with federal agencies, visitor use monitoring and management, and understanding economic impact studies.





6

Networks and Institutions



There are a diverse number of public sector and nonprofit organizations that provide information and technical support on NBT.⁶² Given below is an overview of notable institutions and networks that support knowledge development, capacity building and training, and awareness raising in the sector.

American Trails

American Trails is a nonprofit organization that advances the development of diverse, high-quality trails and greenways to benefit people and communities. Their website and [resource library](#) provide comprehensive online sources for planning, building, designing, funding, managing, enhancing, and supporting trails, greenways, and blueways. They also have a [learning center](#) with training events and a webinar series.

Asian Ecotourism Network

This association aims to provide networking opportunities to organizations in Asia. They also host an [ecotourism standard](#).

Association of Ecotourism in Romania

This association is a partnership for nature conservation and tourism development among tourism associations, NGOs, nature conservation projects, and travel agencies in Romania. It has activities for promotion and marketing, public awareness, ecotourism certification, strategies, and product development. It shares examples of [interpretation materials](#), [tourist maps](#), and [visitor centers](#) for PAs and has a [certification system](#).

Center for Protected Area Management (CPAM)

The CPAM at Colorado State University in the United States contributes to the conservation, planning, and management of the world's PAs and the landscapes and seascapes that connect them through capacity building, applied research, and technical collaboration with the organizations that

help manage them and the communities whose well-being depends on them. CPAM's website includes a number of [training materials and management tools](#), including adaptation of the Recreation Opportunity Spectrum for use in Latin America.

Chico Mendes Institute for Biodiversity Conservation (ICMBio)

As part of the Ministry of Environment in Brazil, ICMBio conducts a range of work on NBT. In 2018, ICMBio managed 12.4 million visitors in 334 protected areas. The agency develops initiatives including community-based tourism, large concessions, and long-distance trails, as well as measures the economic impacts of visitation in PAs. The institute has done considerable work on [Assessing economic impacts of visitor spending in protected areas of Brazil](#) (2017).

Children and Nature Network

The Children and Nature Network aims to increase equitable access to nature so that children – and natural places – can thrive. They invest in leadership and communities by sharing evidence-based resources, scaling innovative solutions, and driving policy change.

Conservation International (CI)

CI is a nonprofit organization that works to protect nature for the benefit of all, through science, policy, and partnerships with countries, communities, and companies. They supported the development of resources such as [A practical guide to good practice: Managing environmental impacts in the marine recreation sector](#) (2003).

Conservation Travel

Conservation Travel provides a resource hub for conservation travel and aims to educate the travel industry and travelers to promote better, innovative practices supporting conservation goals globally. Their platform allows people to submit [tools](#), [case studies](#), and [research and reports](#).

Conservation Finance Alliance (CFA)

The CFA is an alliance of conservation finance experts, practitioners, and organizations that produces resources including those that relate to NBT, such as [Finance tools for coral reef conservation: A Guide \(2018\)](#).

Department of Conservation, New Zealand

New Zealand's Department of Conservation is the government agency responsible for conserving the country's natural and historic heritage. The Department's website hosts a series of useful [procedures and practical Standard Operating Procedures \(SOPs\)](#) to support NBT in protected areas. These include on [radio protocols](#), [interpretation](#), and [track construction and maintenance](#).

DestiMED

DestiMED is a project that brings together 13 protected areas to collectively manage and promote ecotourism in the Mediterranean basin. The project aims to help create standards and monitoring methods, design ecotourism packages, and develop guidelines for sustainable tourism management.

Ecotourism Australia

Ecotourism Australia is a not-for-profit organization focused on encouraging environmentally sustainable and culturally responsible tourism. They design and deliver [certification programs](#) for tourism products and destinations and organize conferences and master classes. Their [Ecotourism resource hub](#) includes business tools, destination and ecotourism plans, and guidance on PA management, indigenous tourism, and visitor accessibility. Lastly, they have a linkage with the booking platform [Bookdifferent](#).

European Ecotourism Network (EEN)

EEN is a network of relevant stakeholders aiming to ensure that ecotourism services in Europe contribute to conservation and sustainability. EEN supports the development and implementation of the European Ecotourism Labelling Standard (EETLS), an initiative that ensures baseline standards of quality in ecotourism. The EETLS has been officially recognized by the Global Sustainable Tourism Council (GSTC). [DestiNet to Tourism 2030](#) also acts as a knowledge networking portal for sustainable and responsible tourism, with subscription options. Topics include natural heritage and biodiversity, destination management, value chain management and fair trade, cultural heritage, climate change, knowledge/networking/training/education, certification, and marketing. The site includes a [searchable database](#) of tourism stakeholders promoting sustainable tourism, as well as a [Global Certification Quickfinder](#) that helps tourism businesses, destinations, and tour operators find certificates available in their country. This is linked to a [Green Travel Map](#), with an associated [app](#), showing where certifications are based across the world (see Figure 11). In Europe, the initiative aims to have [all tourism in protected areas certified by 2030](#), as a goal under SDGs 12, 13, 14, and 15.

Forum Advocating Cultural and Eco-Tourism (FACET)

FACET is a Western Australian network and information resource for people interested in cultural tourism, nature-based tourism, and ecotourism. The Forum promotes events, conferences, and awards through its website.

Geological Society of Australia

This Society is a membership organization that provides information on geotourism, including best practices on geotrails in Australia and a [Geoheritage toolkit](#).



Figure 11: DestiNet’s Tourism2030 Green Travel Maps App⁶³



Global Ecotourism Network (GEN)

GEN is a global group of ecotourism pioneers and practitioners that previously formed the Advisory Board of the International Ecotourism Society (TIES). Through their website and [social media](#), they share the latest information and initiatives related to ecotourism.

Global Sustainable Tourism Alliance (GSTA)

GSTA is a partnership of leading organizations in the sustainable tourism field working together with USAID missions to apply a holistic and market-driven approach to sustainable tourism development. The alliance has a series of [online training resources](#) on sustainable tourism.

Global Sustainable Tourism Council (GSTC)

The GSTC establishes and manages global sustainable standards, known as the GSTC Criteria. There are two

sets: [Destination criteria](#) for public policy makers and destination managers, and [Industry criteria](#) for hotels and tour operators. The criteria are guiding principles and minimum requirements that any tourism business or destination should aspire to reach in order to protect and sustain the world’s natural and cultural resources, while ensuring tourism meets its potential as a tool for conservation and poverty alleviation. Their criteria have been used by a number of certification bodies to certify [NBT enterprises](#) and [destinations](#) (including PAs) across the world. GSTC provides members with access to training programs and events.

Griffith Institute for Tourism

Based at Griffith University in Australia, this institute’s strategic research areas include sustainable tourism and visitor experience design and evaluation. Its website shares [research reports](#), such as [Tourism planning in natural World Heritage Sites](#) (2017).

IUCN's World Commission on Protected Areas (WCPA)'s Tourism and Protected Areas Specialist Group (TAPAS Group)

The TAPAS Group is a volunteer network that aims to provide a platform for PA practitioners to share expertise and knowledge, enhance sustainability awareness, facilitate collaboration and dialogue, and foster innovative solutions to support sustainable tourism in PA systems. Globally, the TAPAS Group has over 600 volunteer members, and the group coordinates the development of knowledge tools (including Best Practice Guidelines and tourism concession guidelines), webinars, and events, and shares best practices through its [website](#), [social media](#), and [online resources directory](#). More broadly, IUCN also hosts the [Panorama](#) platform, which shares case study solutions to address ecological, environmental, climate, and social challenges, including on NBT.

The International Ecotourism Society (TIES)

TIES is a nonprofit organization dedicated to promoting ecotourism. TIES's global network of ecotourism professionals is present in more than 190 countries and territories, representing various professional fields and industry segments including: academics, consultants, conservation professionals and organizations, governments, architects, tour operators, lodge owners and managers, general development experts, and ecotourists. It provides education and outreach programs for its members, offering a Certificate in Sustainable Tourism Management and an EcoTourism Master Class series.

Interagency Visitor Use Management Council

The council includes representatives of six United States government agencies and aims to provide guidance on visitor use management policies and to develop legally defensible and effective interagency implementation tools for visitor use management. The council produces a number

of visitor management [frameworks and guidebooks](#), including [Visitor use management framework](#) (2016), the [Visitor capacity guidebook](#) (2019), and other technical resources. The council has conducted [webinars](#) with the [IUCN WCPA TAPAS Group](#) to provide an overview of the visitor use management framework and its application.

Journal of Ecotourism

An international journal focusing specifically on ecotourism and nature-based tourism, it seeks to advance the field by examining social, economic, and ecological aspects at different scales and in different regions of the world. The journal publishes peer-reviewed conceptual, theoretical, and empirical research, especially where it contributes to planning development, management, and good practices.

Linking Tourism & Conservation (LT&C)

LT&C is a membership organization that facilitates an educational global network of tourism and conservation ambassadors. Their website includes case studies of projects and initiatives from across the world that illustrate examples of financial or political support, or education activities.

Luke Natural Resources Institute Finland

This institute promotes bioeconomy and sustainable use of natural resources. Their work on NBT has addressed forest tourism and the recreational use of nature.

Metsähallitus Parks & Wildlife Finland

Metsähallitus is the PA authority in Finland. Its website includes information about their [visitor numbers](#) and NBT's [economic impacts](#). They also provide resources to support NBT such as [Principles of sustainable tourism for protected areas](#) (2016) and [Sustainable tourism in protected areas: Guide for tourism companies](#) (2019).



Namibian Association of CBNRM Support Organizations (NACSO)

NACSO aims to provide quality services to rural communities seeking to manage and utilize their natural resources in a sustainable manner. This includes training support on nature-based tourism. Its website hosts [resources](#) on joint venture tourism development and product development.

The Nature Conservancy (TNC)

TNC is a global conservation nonprofit organization that is dedicated to conserving the lands and waters on which all life depends. Its work includes NBT initiatives, including on [coral reefs](#) and [identifying economic opportunities for communities and conservation](#).

The National Association for Interpretation (NAI)

The NAI is a nonprofit professional organization dedicated to advancing the profession of heritage interpretation, currently serving about 7,000 members in the United States, Canada, and over thirty other countries. Individual members include people working at parks, museums, nature centers, zoos, botanical gardens, aquariums, historical and cultural sites, commercial tour companies, and theme parks.

National Geographic

National Geographic is a membership organization that provides resources and links for travel professionals, travelers, and destination residents. In particular, they house information relating to geotourism, which has similar characteristics to sustainable NBT.

National Park Service, United States

Within the United States Department of the Interior, the National Park Service is responsible for managing national parks. In addition to providing information for visitors, the

service also gives information for [educators](#) and produces a series of [natural resource publications](#) and [visitor spending effects](#) reports.

One Planet Sustainable Tourism Program

The objective of the One Planet Sustainable Tourism Program (STP) is to enhance the sustainable development impacts of the tourism sector by 2030, by developing, promoting, and scaling up sustainable consumption and production practices that boost the efficient use of natural resources while producing less waste and addressing the challenges of climate change and biodiversity. The STP program [maps initiatives and resources](#) shared by its members through the [One Planet Clearinghouse](#) online platform in their online database, including those on nature-based tourism. This provides a visible snapshot of the tools and solutions that can support countries in their shift to sustainable consumption and production.

Pacific Asia Tourism Association (PATA)

PATA provides a series of case studies on environmental and social performance of nature-based tourism at an activity, operator, and destination level in the Asia Pacific region.

Planeta.com

This online resource provides coverage of conscious living and travel and hosts information and news relating to NBT.

Planeterra

Planeterra is a nonprofit organization established by the adventure travel company [G Adventures](#). It invests in social enterprise, healthcare, conservation and emergency response projects. Their projects aim to meet needs of travelers, including relating to meals and food, tours and experiences, handicrafts, accommodation, and transportation.

Rainforest Alliance

The Rainforest Alliance is a nonprofit organization that works at the intersection of business, agriculture, and forests. They work with farmers and forest communities to improve livelihoods, protect biodiversity, and adapt to climate change. Tourism activities include certification, [training courses](#), guidelines for [marine based tours](#), and [certification for ecotourism](#).

Relief International

Relief International is a nonprofit organization that works with fragile countries and communities suffering from recurrent man-made or natural crises that impede human development. One of their areas of support is in [economic development](#), and enterprise development, including ecotourism projects including in natural areas of [Bangladesh](#).

Responsible Tourism Institute

This association and international NGO supports tourism actors. They organize events, offer [training](#), and undertake [research and project development](#) (including on NBT). They use their Biosphere certification program to measure sustainability of the Sustainable Development Goals.

Society of Outdoor Recreation Professionals

The Society of Outdoor Recreation Professionals aims to promote and support outdoor recreation professionals in research, planning, management, and policy development in the United States. They have a website and [resources](#) on outdoor recreation, and offer [webinars](#) to members and non-members.

TOFTigers

TOFTigers aims to advance the welfare of wild animals threatened with extinction through the loss or degradation of their wild habitats, and to promote the protection, expansion, and improvement of those habitats. Their

website hosts a number of practical resources for accommodation providers, destination management companies, and travel companies including publications and presentations. Their tools include an online action plan for sustainability of NBT. The organization has commissioned research on the value of wildlife tourism around tiger reserves in order to inform policy and research.

The Travel Foundation

This nonprofit organization aims to work in partnership with businesses and governments to generate greater benefits for people and the environment. Their resources hub includes information on [wildlife and the environment](#), including [whale shark guide training](#).

Wildlife Conservation Unit (WildCru)

WildCru forms part of the University of Oxford and is a university-based conservation research unit. The unit has conducted research on wildlife tourism, in particular relating to the lack of ability of visitors to accurately judge the animal welfare abuses of wildlife attractions.

Wildlife Conservation Society

The Wildlife Conservation Society is a nonprofit organization that aims to conserve the world's largest wild places in [16 priority regions](#) across the world that house more than 50 percent of the world's biodiversity. WCS has worked in 245 protected areas and has a Conservation Enterprise Development Program. For example, it has a co-management agreement with the government of Mozambique for Niassa National Reserve, which manages and coordinates tourism concession contracts and the development and promotion of tourism.

Wildlife Friendly Enterprise Network (WFEN)

WFEN helps to conserve threatened wildlife and contribute to the economic vitality of rural communities. They have



established a series of standards that form the basis for certification programs focused on NBT, including [gorilla-friendly](#) tourism. They also produce resources on [green marketing trends](#) and [conservation marketing](#).

Wildlife Tourism Australia

Wildlife Tourism Australia is a nonprofit association representing tourist operations, educators, researchers, businesses, and societies that support sustainable wildlife tourism in Australia. Its website provides information on tours and accommodation, news and events, issues, and resources.

World Animal Protection

This nonprofit organization lobbies for animal welfare, including in NBT.

World Cetacean Alliance

The Alliance shares [Global best practices for responsible whale and dolphin watching](#), and has certification programs for [Whale Heritage Sites](#) and [whale watching](#).

World Wildlife Fund (WWF)

The WWF Network focuses on six key goals related to climate and energy, food, forests, freshwater, oceans, and wildlife. WWF has invested \$11.5 billion in more than 13,000 conservation projects.





7

Conclusion



This review demonstrates that there are hundreds of informational resources and institutions that can support governments, practitioners, the private sector, and communities to develop sustainable NBT. Some resources that are still in development such as the World Bank's tourism concession manual and UNESCO's online Visitor Management Assessment Toolkit will further contribute to this body of knowledge.

One of the consultees remarked that, "More than the availability of resources and tools, it is the awareness and use of existing tools by project managers and specialists where greater effort is needed. Greater understanding of the critical nature of the conservation dimension of nature-based tourism is needed, and guidance on how to integrate this with project design." This point is reinforced by numerous requests from other consultees for resources that already exist.

7.1 Gaps in Resources and Priorities

An extensive list of outstanding gaps in resources was identified from this review, and from the consultation process (see Table 7). Using the two metrics: (a) strategic and game-changing, and (b) directly corresponding to the needs of World Bank staff and clients, the top four priorities for intervention were identified as follows:

Overtourism and Undertourism

Many PA managers are grappling with the task of offering tourism to their constituencies, while ensuring that the conservation objectives are prioritized. While some are trying to establish tourism in new or emerging destinations, others need to adapt to rapid growth in visitation, and the environmental and social pressures that this induces. While a series of visitor management planning approaches are available (see section 4.6), there is a lack of agreement among practitioners over the most appropriate approaches to use (e.g., Limits of Acceptable Change vs. carrying capacity). There is an urgent need from many natural destination managers to identify practical tools and approaches that provide solutions to overtourism

(sometimes driven by social media). Specifically, these tools need to be designed so that they can be applied reliably and quickly, and in line with best practices. There is an opportunity for the World Bank to establish an approach to address this challenge, which could convene experts working in this field to build and field-test the tools. Ideally, this would be undertaken in conjunction with destination managers (e.g., PA authorities), technical experts, major online travel agencies, and social media platforms. These activities would be integrated into the World Bank's design and supervision of projects incorporating NBT globally.

Climate Change and NBT

Technical resources and guidance on climate change mitigation and adaptation for the tourism sector are not specific to NBT (and therefore, have not been included in this analysis). Many of these tools and resources for this topic relate to making all tourism more sustainable, particularly in terms of reducing greenhouse gas emissions. For NBT destinations, the issues are particularly important given the implications for global climate change for habitats, wildlife, and tourist behavior. However, there is a need for practical tools that allow natural destination managers, NBT operators, and travelers to understand, avoid, and mitigate climate change impacts. In particular, advice is needed on how NBT practitioners can integrate mitigation and adaptation approaches into the project design and implementation process (e.g., integrated carbon offsetting tools, climate-proofing NBT investment approaches, green-building practices, and low-carbon travel strategies). This would be compatible with the World Bank's work on climate finance and disaster risk management.

Hunting

Although contentious, there is a need to address challenges associated with sport and trophy-hunting tourism (see section 4.1). Global standards need to be established for sustainable hunting, coupled with evidence of its impacts on conservation and livelihoods. Furthermore, information is needed for the public and media to clarify the differences between illegal poaching of wildlife and

Table 7: List of outstanding gaps in resources

Category	Gap
Best practices and toolkits	<ul style="list-style-type: none"> • Development of a vetted roster of NBT experts to help the WBG and their clients identify good tourism development experts and consulting companies. The roster should be coupled with training for those experts in WBG approaches to ensure consistency in NBT design, implementation, and monitoring. • Consolidation of industry-wide, globally endorsed wildlife viewing guidelines to reduce confusion over the large number available. • Case studies of small and easily implemented initiatives that can have quick and meaningful benefits, rather than extensive costly interventions. • Translation of existing toolkits into other languages, including Arabic, Chinese, French, Portuguese, and Spanish.
Enabling policy and planning environment	<ul style="list-style-type: none"> • Tools to help destination managers balance conservation management approaches with technologies and social media which are driving changes in visitation with increasing speed and complexity. • Examples of policies, laws, and regulations that can be used by PAs to benefit financially from tourism, with associated case studies. These can be particularly useful if there are legal limitations for public entities regarding receiving funds. Examples of legal frameworks on the processes and requirements for sustainable NBT should also be included. • Policy-design tools that outline the diversity of forms of NBT and help prioritize those that are truly conservation-oriented. • Guidance linking NBT to broader issues of environmental security, peace building and creating resilience to climate change. • Models for effective inter-organizational collaboration among/between park/protected area agencies and national/state/local tourism offices and destination organizations. These would include guidance on institutional framework and coordination to reduce fragmentation of efforts and conflicting approaches, including contestation of authority.
Concessioning and institutional frameworks	<ul style="list-style-type: none"> • Template agreements between community and private sector available online (i.e., operating agreement, management agreement, shareholding agreement). • Minimum policy and NBT product design requirements for non-state land to capture revenues from NBT, including for private and community-owned land.
Destination management	<ul style="list-style-type: none"> • Support for PA managers that lack resources to produce up-to-date tourism management plans, or the financial and human resources to implement them.
Infrastructure and facilities	<ul style="list-style-type: none"> • Tools that help to identify and address the “maintenance gap” where there is a lack of investment, to support authorities unable to keep up with depreciating assets and the associated risks to sites and visitors.
Visitor management	<ul style="list-style-type: none"> • Awareness raising materials for tourists, tour operators, and tourism promoters (e.g., online booking platforms) to have a better understanding of which forms of NBT truly support conservation. • Case study evidence that experiences gained from NBT can change attitudes and behaviors (e.g., single-use plastic, forest clearing, climate change, etc.). • Tools that help destinations and enterprises reach NBT markets without compromising them thorough overtourism and negative impacts. • Tools that can be used to reduce conflict between tourists and local residents.



Category	Gap
Impacts of nature-based tourism	<ul style="list-style-type: none"> • Simple tools for calculating carbon dioxide emissions of NBT activities, to communicate it to tourists and visitors, to reduce and offset their impacts. • Information on the environmental management of NBT (e.g., energy and water use, waste management), as opposed to tourism in general. • Examples of incentives and funding tools for rural communities to meaningfully engage in NBT (e.g., tax incentives). • Economic valuation tools for determining financial cost to NBT due to environmental degradation (e.g., marine plastic pollution, climate change, illegal hunting). • Establishing how much adequate conservation in the presence of tourism would cost. • Specific tools on NBT and gender.
Risk management	<ul style="list-style-type: none"> • Tools that identify NBT's vulnerabilities of natural hazard risks (i.e. flood, drought, etc.). • A unified risk management system to improve the legal security of NBT, including negotiation with insurance companies, public administration, and financing systems.
Monitoring and evaluation	<ul style="list-style-type: none"> • Global standards for sustainable hunting. • Implementation of tourism impact monitoring and mitigation plans to avoid overtourism. • Open-source monitoring tools for public programs and PAs that can be used to track impacts, and that incorporate the GSTC criteria. • Resources to cover the costs of monitoring and evaluation. • Datasets or analyses that link environmental conditions to tourism outcomes.
Training & awareness raising materials	<ul style="list-style-type: none"> • Information for the public on the differences between illegal poaching of wildlife and legal hunting. • Training for PA agencies and tourism promotion agencies on NBT planning, particularly on cloud-based spatial planning, prioritization, and management tools. • Training on sustainable tourism for NBT guides and operators, including on maximizing the positive environmental and socio-economic benefits. • E-learning tools for training and professional developing for tourism, and practical applications for use in remote rural areas (e.g., linked to systems like Lobster Ink).
Networks and institutions	<ul style="list-style-type: none"> • Networks in North African and Arab countries on NBT.

legal hunting, and to present evidence to support decision makers. Addressing hunting and poaching would be compatible with the World Bank's work on illegal wildlife trade (including its role in the International Consortium on Combatting Wildlife Crime) and the Global Wildlife Program's work on human wildlife conflict.

Finally, the cross-cutting issues of gender and digital technology within nature-based tourism require further research. The global tourism workforce has a high proportion of women employees, demonstrating its ability to generate revenue for women in poor communities; however, gender inequality persists.⁶⁴ Digital and technological innovations offer opportunities for tourism enterprises to expand market access, such as through online booking platforms, but its use and efficacy in rural, natural areas needs to be further studied.

7.2 Providing a Home for Resources

This analysis highlights the challenge in the dissemination and awareness raising of materials that are already in the public domain. By using the interactive [e-book platform](#), the aim of this report is to make it easier for practitioners to use a search function and be able to filter out only those resources that are applicable to their project or site. The database will be updated and be accessible to a wide audience to avoid inefficiencies and duplication of efforts. The e-book will be the home for NBT resources and tools.



8

Endnotes



Section 2: Background

- ¹ Héctor Ceballos-Lascuráin, *Tourism, ecotourism and protected areas: The state of nature-based tourism around the world and guidelines for its development* (IUCN, Gland, Switzerland, and Cambridge UK, 1996).
- ² Xavier Font, Janet Cochrane, and Richard Tapper, "Pay per view: understanding tourism revenues for effective management plans" (Leeds, UK: Leeds Metropolitan University, report for the WWF, 2004).
- ³ Yu-Fai Leung et al., "Tourism and visitor management in protected areas: Guidelines for sustainability", Best Practice Protected Area Guideline Series No. 27 (IUCN, Geneva, 2018), <https://portals.iucn.org/library/node/47918>.
- ⁴ Yu-Fai Leung et al., "Tourism and visitor management in protected areas: Guidelines for sustainability", Best Practice Protected Area Guideline Series No. 27 (IUCN, Geneva, 2018), <https://portals.iucn.org/library/node/47918>.
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- ⁷ "Geotourism", National Geographic, <https://www.nationalgeographic.com/maps/geotourism/>.
- ⁸ Louise D. Twining-Ward et al., "Supporting sustainable livelihoods through wildlife tourism (English)", Tourism for Development Knowledge Series (Washington, DC: World Bank Group, 2018), <http://documents.worldbank.org/curated/en/494211519848647950/Supporting-sustainable-livelihoods-through-wildlife-tourism>.

Section 3: Why is Nature-Based Tourism Important?

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- ¹¹ The website of the World Travel & Tourism Council, <https://www.wttc.org>, accessed 15 June 2019.
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- ¹³ "Ramping up Nature-based Tourism to protect Biodiversity and Boost Livelihoods", (Washington, DC: World Bank Group, 2017), <https://www.worldbank.org/en/news/feature/2017/05/22/ramping-up-nature-based-tourism-to-protect-biodiversity-and-boost-livelihoods>.
- ¹⁴ Anna Spenceley, "COVID-19 and protected area tourism: A spotlight on impacts and options in Africa" (EU DEVCO, Eurata Consortium, forthcoming).
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- ¹⁷ The GWP works across 32 countries in Asia, Africa, and Latin America to support actions on the ground to combat illegal wildlife trade and promote wildlife-based economies.
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Section 4: Tools and Resources

- ²⁴ Yu-Fai Leung et al., “Tourism and visitor management in protected areas: Guidelines for sustainability”, Best Practice Protected Area Guideline Series No. 27 (IUCN, Geneva, 2018), <https://portals.iucn.org/library/node/47918>; Hannah Nielsen and Anna Spenceley, “The Success of Tourism in Rwanda: Gorillas and More”, in: Punam Chuhan-Pole and Manka Angwafo (eds.) “Yes Africa Can: Success Stories from a Dynamic Continent”, (Washington, DC: World Bank, 2011).
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- ²⁷ “Baseline Report on the Integration of Sustainable Consumption and Production Patterns into Tourism Policies” table 1.2, 22 (Madrid: UNWTO, 2019).
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- ²⁹ Julianna Priskin “Assessment of natural resources for nature-based tourism: The case of the Central Coast Region of Western Australia”, *Tourism Management* (2001), 22 (6), 637-648.
- ³⁰ Anna Spenceley, Susan Snyman, and Paul Eagles, “Guidelines for tourism partnerships and concessions for protected areas: Generating sustainable revenues for conservation and development” (Report to the Secretariat of the Convention on Biological Diversity and IUCN, 2017).
- ³¹ Spenceley, Snyman, and Eagles, “Guidelines for tourism partnerships”. Anna Spenceley, Susan Snyman, and Paul Eagles, “Guidelines for tourism partnerships and concessions for protected areas: Generating sustainable revenues for conservation and development” (Report to the Secretariat of the Convention on Biological Diversity and IUCN, 2017).
- ³² Note that this is not yet finalized.
- ³³ This used to be available on <http://www.s-an-d.co.za/test/Anchor/index.asp>, www.tourisminvest.org but is now offline. I have all of the files.
- ³⁴ This tool was developed by Delano Caras, and has been modified by World Bank Consultant Peter John Massyn and others for application in destination including South Africa (Madikwe and iSimangaliso) and in Rwanda (Nyungwe).
- ³⁵ Megan Epler Wood, “Best practice for tourism concessions in protected areas: Case studies from Latin America” (DAI Project 1000282, 2010).
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Section 6: Networks and Institutions

- ⁶² This list does not include private sector businesses or donor organizations.
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