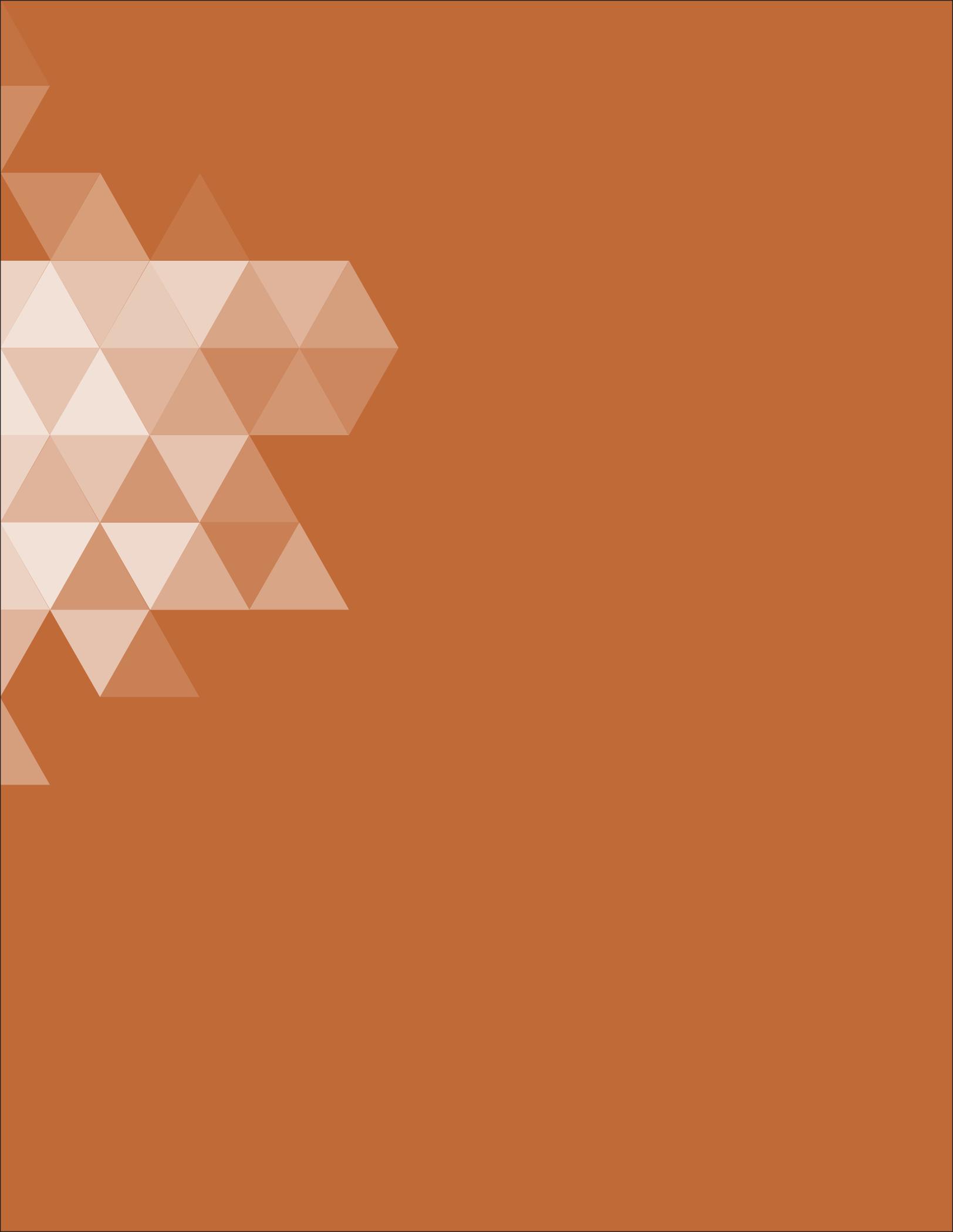


# Supporting Sustainable Livelihoods through **Wildlife Tourism**





# Supporting **Sustainable Livelihoods** through **Wildlife Tourism**

Produced with support from



and

FIAS DEVELOPMENT PARTNERS



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1818 H Street NW  
Washington, DC 20433  
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This publication was developed in part with funding provided by the Global Environment Facility (GEF) through the Global Wildlife Program (GWP).

### **About the Global Wildlife Program**

The GWP is a World Bank–led global partnership that promotes wildlife conservation and sustainable development by combating illicit trafficking in wildlife. This seven-year, US\$131 million grant program, funded by the GEF, aims to promote investments across 19 countries in Africa and Asia. The GWP seeks to reduce the trafficking of and demand for illegal wildlife trade both through national-level projects of integrated landscape planning that invest in the protection of species and habitats and through a global project that brings key stakeholders together to exchange knowledge and increase coordination. GWP national project investments include interventions linked to wildlife-based tourism as an important mechanism for inclusive poverty reduction and wildlife conservation.

### **About the Facility for Investment Climate Advisory Services (FIAS)**

This publication was developed in part with funding provided by FIAS Development Partners under the FY17–21 FIAS strategy. Through the FIAS program, the World Bank Group and donor partners facilitate investment climate reforms in developing countries to foster open, productive, and competitive markets and to unlock sustainable private investments in sectors that contribute to growth and poverty reduction. The FIAS program is managed by the World Bank Group global practice.

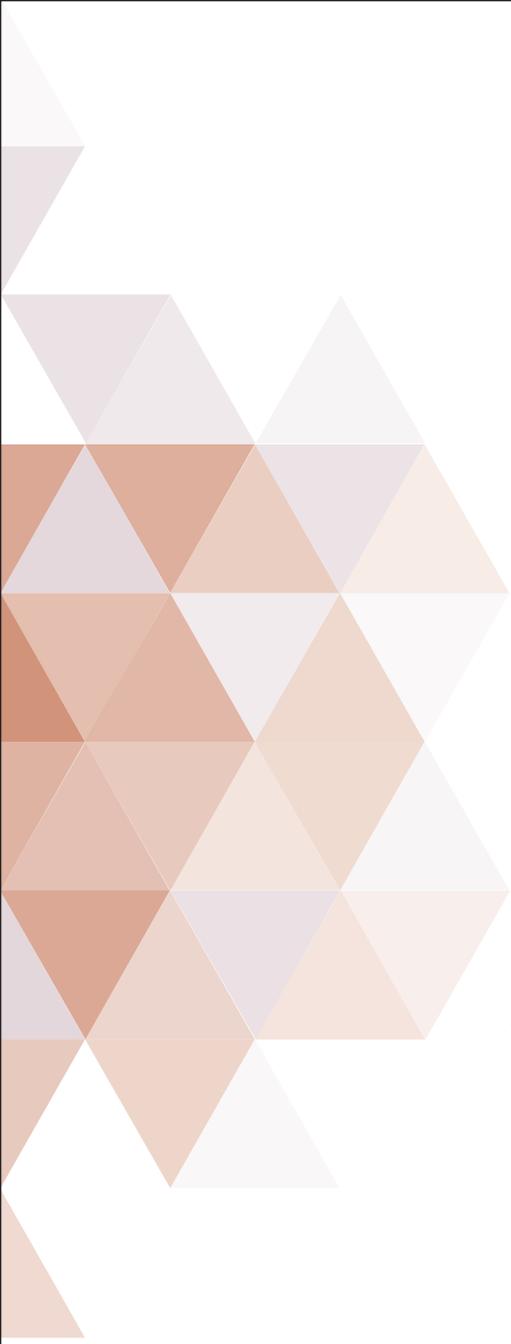
This paper was written by Dr. Louise Twining-Ward, Wendy Li, Hasita Bhammar, and Elisson Wright with contributions by Benoit Blarel, Jaime Cavalier, Richard Damania, Bronwyn James, Shaun Mann, Urvashi Narain, Hermione Nevill, Talia Salem, Jim Sano, Claudia Sobrevila, Anna Spenceley, and Lisa Steele. The report was copyedited and designed by Wilsted & Taylor Publishing Services.



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## Foreword

Tourism is an engine for jobs, exports, and investments. In 2016, travel and tourism generated \$7.6 trillion (10.2% of global Gross Domestic Product) and an estimated 292 million jobs globally. The tourism sector is also the largest market-based contributor to finance protected areas such as national parks. In some countries, tourism depends almost exclusively on natural systems, often with wildlife as the primary attraction. This nature-based tourism (NBT) is a powerful tool that countries can leverage to grow and bring jobs to local communities, generate government revenues and foreign exchange, and create new markets for entrepreneurs to sell their goods and services. For NBT to flourish, wildlife and their natural habitats must be protected, as the presence of wildlife is an essential draw for tourists who visit parks and consume goods and services. In addition, the local people who coexist with wildlife and live around their natural habitats must benefit from NBT-related investments.

Successful NBT experiences are emerging from across the world, especially in Southern and Eastern Africa, Southeast Asia, Latin America, and the Caribbean. This report highlights Namibia's successful model of NBT that promotes community conservation and has contributed an estimated N\$5.98 billion (approximately US\$488 million at 2018 exchange rates) to net national income and created 5,147 jobs from the beginning of 1990 to the end of 2016. It also presents other NBT experiences from Botswana, India, Kenya, Malawi, South Africa, and Uganda. We hope countries across the globe can apply the lessons learned from these projects to promote investment in well-planned, sustainably run NBT operations that improve the livelihoods of rural communities and protect nature.

This report is part of a broader effort by the World Bank Group, the Global Environment Facility (GEF), and numerous conservation partners to explore innovative tourism partnerships to help countries open up smart investment in this sector and capitalize on their natural assets. The World Bank has experience implementing over 300 tourism-related projects across

more than 86 countries since the 1960s. We help our clients maximize their development resources and unlock the intrinsic value of their natural assets. We support their efforts to access capital markets and attract private-sector partners who deploy innovative solutions and technologies that deliver results for people and wildlife. With the support from the GEF grant of US\$131 million to the Global Wildlife Program (GWP), we are working with 19 countries across Africa and Asia and numerous development partners to promote wildlife conservation and sustainable development by combatting illicit trafficking in wildlife and investing in NBT.

Our staff stand ready to engage with committed partners to sustainably grow this sector while protecting both nature and livelihoods.

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## Definitions

### **Community-based tourism enterprises**

Businesses located within a community, or owned or managed by community members.

**Concession** The right to use land or other property for a specific purpose, granted by a government, company, or other body.

### **Consumptive wildlife tourism**

Animals being deliberately killed or removed, or having any of their parts used, such as trophy hunting or whaling. In some countries, consumption of wildlife or wildlife products is illegal; in others, consumption of specific species may be legal, depending on the season and other factors.

**Ecotourism** “Responsible travel to natural areas that conserves the environment and improves the well-being of local people.”<sup>1</sup>

**Nature-based tourism** All categories of tourism in natural settings that contributes to poverty reduction and promotes environmental sustainability.

### **Non-consumptive wildlife tourism**

Viewing, photographing, and feeding. This publication primarily discusses non-consumptive tourism that relies on non-captive wildlife (e.g., photographic safari, whale watching, bird-watching)

or semi-captive wildlife (game and safari parks, animal refuges), as opposed to non-consumptive tourism that uses captive wildlife (e.g., zoos, aquariums, animal attractions).

**Protected areas** Nationally designated natural habitats for protecting wildlife, buffer zones, and their gateways, as well as community, private, and state reserves and areas surrounding protected forests under land-use policies that promote wildlife management.

### **Sustainable wildlife tourism**

Non-consumptive wildlife tourism that conserves the environment, protects wildlife, and improves the well-being of local people.

**Tourism** The movement of people to places or countries outside their usual environment for personal or business/professional purposes, for more than 24 hours and less than a year. This definition includes both domestic and international travel.

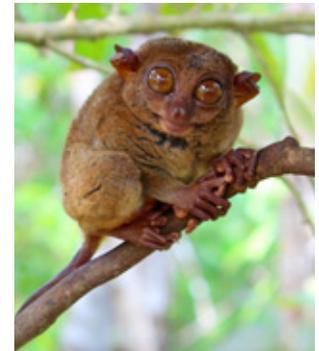
**Wildlife tourism** Tourism undertaken to view and/or encounter non-domesticated animals in a natural setting.<sup>2</sup> Two main types of wildlife tourism exist: consumptive and non-consumptive.<sup>3</sup> This work focuses only on non-consumptive tourism.

## Introduction

Tourism is a significant and growing contributor to global economies through job creation, revenue generation, and infrastructure development. Nature-based tourism and, more specifically, wildlife tourism are thriving in many countries, especially in Asia and Africa. However, wildlife and the habitats on which this type of tourism is based are increasingly threatened by rising human populations, economic activity, illegal poaching, and lack of funding.

The tourism sector is the largest, global, market-based contributor to financing protected-area systems in many countries.<sup>4</sup> To deliver environmental and economic benefits to protected areas, managers need to explore innovative tourism partnerships and investments to secure sustainable funding mechanisms that protect species and improve livelihoods. Well-planned, sustainably run tourism operations enhance the perceived value of live animals, reduce poaching, and increase investments in protected areas and reserves. Sustainable wildlife tourism can also provide opportunities for rural communities to improve their livelihoods through tourism-related jobs, revenue-sharing arrangements, and co-management of natural resources. Sustainable wildlife tourism is often considered an economic alternative or preferable land-use model to other economic activities with greater environmental impact, such as agriculture or mining. When communities see direct benefits from prospering wildlife populations, they have a greater stake in protecting them.

There are numerous examples of community involvement in wildlife tourism, in which community-based tourism enterprises—such as eco-lodges and cultural villages—were set up outside wildlife-rich protected areas to generate conservation incentives and enhance tourism experiences. This brief report explores different sustainable wildlife tourism models with community involvement as well as solutions and case studies that offer insight into this sector.



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## Sustainable Wildlife Tourism with Community Involvement



**In Namibia**, small tourism enterprises were founded on communal conservancies outside of national parks.<sup>5</sup> One such example is Grootberg Lodge, the first lodge to be wholly owned by a communal conservancy. European Union funds paid for its establishment, and a private tourism company operates it under a favorable agreement for the conservancy. The lodge has created local jobs and revenue as well as facilitated the successful reintroduction of endangered species, such as the black rhino, lion, and elephant.<sup>6</sup>

**In Kenya**, communities established revenue-sharing, joint ventures with private tourism companies by engaging a neutral third party, such as the NGO African Wildlife Foundation, to act as a broker.<sup>7</sup> Another Kenyan example of a community-led NGO is the Northern Rangelands Trust, set up in 2004 by a coalition of local leaders, politicians, and conservation interests. Sixty percent of the tourism revenue earned by the trust goes into community projects, such as school endowments, water pumps, and infrastructure. The other 40% funds the annual operating costs of the conservancy, such as rangers' salaries.<sup>8</sup>

**In Uganda**, women are often beneficiaries within communities\* like Mukono Parish, one of 27 parishes surrounding Bwindi Impenetrable National Park. Gorilla tourism has brought economic and social benefits to this parish, and women are now for the first time being accepted as income earners. Tourism employment will likely change the social and gender dynamics in these communities as more women become empowered.<sup>9</sup>

**In India**, community-based cultural tourism experiences were created around the popular Pench Tiger Reserve. The Gond tribal communities live on the fringes of the reserve and are economically vulnerable due to uncertain monsoons, loss of lands to tiger conservation, and crop destruction by wildlife. These traditional societies have a unique culture, characterized by animism as well as rich folklore, art, and music. The Conservation Wildlands Trust (CWT), an NGO that promotes community-based wildlife conservation, created the Tiger Tribes program to provide communities with an opportunity to share their lives and traditions with tourists through guided tours, while simultaneously earning a livelihood.<sup>10</sup>

\* For more information about how to involve women in tourism projects, see the World Bank Group publication *Women and Tourism: Designing for Inclusion* and other resources listed in Appendix 2.



## Tourism's Growing Importance for Destinations and Communities

**Travel and tourism are an engine  
for job creation, exports, and investment.**

**Jobs.** In 2016, travel and tourism supported 292 million jobs, or one in ten jobs across the world—more than financial services, telecommunications, mining, chemicals, and auto manufacturing.<sup>11</sup>

**Exports.** Tourism represents 7% of all international trade and 30% of the world's exports of services.<sup>12</sup> Between 2010 and 2015, export earnings from international tourism grew nearly 25%, outpacing automotive manufacturing at 22%, food at 19%, and chemicals at 9%.<sup>13</sup>

**Investment.** Tourism and hospitality are now the second-largest generator of foreign direct investment (FDI). US\$806.5 billion (4.4% of total investment) was invested in travel and tourism in 2016.<sup>14</sup>

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## Tourism Impacts Development

**Growth in the tourism sector can help remote communities, artisans, farmers, and fisher folk.**<sup>15</sup> Every US dollar spent in the tourism sector generates US\$3.20 in the rest of the economy, benefiting a wide supply chain of artisans and craft people.<sup>16</sup> This multiplier effect can help stem rural-urban migration,<sup>17</sup> improve infrastructure, and contribute to the dynamism of arts and crafts in the world market.<sup>18</sup>

**Tourism generates conservation funds.** The high demand for nature-based tourism increases the value that residents place on the environment and wildlife.<sup>19</sup> For example, the economic value of gorilla tourism in Uganda is estimated at up to US\$34.3 million and has led to policy that supports conservation and ecotourism.<sup>20</sup>

**Tourism plays an important role in cultural heritage management, funding, and protection.** Visitor spending on entrance tickets, guides, and souvenirs

contributes to funding the protection of important cultural sites.<sup>21</sup> Intangible cultural heritage such as music, performing arts, and oral traditions can also be revived or protected through tourism.<sup>22</sup>

**Tourism is one of the few sectors in which female labor participation is already above parity in some regions.**<sup>23</sup> Women account for up to 70% of all workers in the tourism industry.<sup>24</sup> In Indonesia, Malaysia, the Philippines, and Thailand, more than half of tourism businesses are run by women.<sup>25</sup>





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Like other economic activities, tourism both gives and takes from communities. Poorly planned and managed tourism can negatively impact cities, parks, and monuments; produce low-level jobs; and put pressure on resident communities. The goal of tourism planning and management is to help ensure that tourism contributes to development goals by providing jobs and natural resource protection through a vision of improved competitiveness, sustainability, and inclusion.

## Sustainable Wildlife Tourism

**The demand for all types of nature tourism, particularly adventure tourism and wildlife tourism, is predicted to expand rapidly over the next two decades.<sup>26</sup>**

Drivers of wildlife tourism demand include people's interest in wildlife, urbanites' wish to escape cities and relax in natural settings, and a desire of tourists—particularly millennials—to seek new and authentic experiences.

Global data on specific numbers, source markets, and visitor behavior is lacking, but anecdotal studies paint a picture of a growing and lucrative market segment.

- ◆ Researchers estimated in 2015 that protected areas globally receive eight billion visits a year, generating as much as US\$600 billion of tourism expenditure annually. In contrast, less than US\$10 billion a year is spent on protecting these sites.<sup>27</sup>
- ◆ A 2015 American Express study shows that 66% of all international travelers are now motivated to travel specifically to experience nature and beautiful scenery.<sup>28</sup>
- ◆ In a survey of international travelers from key travel markets commissioned by Brand USA, the destination marketing organization for the USA, ecotourism and nature were consistently ranked in the top five motivating factors for travelers selecting their last vacations.<sup>29</sup>
- ◆ Recreational visits to US national parks grew 7.7% in 2016, to 333 million visitors. Park visitors spent an estimated US\$18.4 billion in gateway regions, and their total contribution to the national economy reached US\$34.9 billion.<sup>30</sup>
- ◆ A 2015 United Nations World Tourism Organization (UNWTO) survey found that 80% (and growing) of trips sold to Africa are for wildlife watching, making it the most important tourism segment in the region. The survey determined that 14 African countries generate an estimated US\$142 million in protected-area entrance fees.<sup>31</sup>



- ◆ A 2010 study found that nature-based tourism in India’s protected areas grew by an average of 15% from 2002 to 2008, with domestic visitors accounting for 80% of total visitors.<sup>32</sup> In a 2011 survey, Indian tourists noted the main reasons for visiting were to see nature, tigers, and scenic beauty. Only 34% said they would be willing to visit the parks if tigers were absent.<sup>33</sup>
- ◆ A 2009 study by the University of Cambridge of visitor trends at 280 natural protected areas in 20 countries found that visitation is increasing about 4% per year,<sup>34</sup> in line with the growth of international tourism.<sup>35</sup>

As the demand for tourism grows, so does the potential for wildlife tourism to benefit its host countries and rural communities. Sustainable wildlife tourism can be developed where the product and the demand exist. The main places wildlife tourism can be found are in and around protected areas.

## Wildlife Tourism Experiences

**While wildlife tourism demand is global, wildlife tourism experiences are not equally distributed across the world.**

Most wildlife tourism occurs in and around protected areas (which cover 15% of land and 12% of waters globally; see following pages), resulting in high concentrations of visitors in these areas.<sup>36</sup>

Major terrestrial wildlife tourism destinations are a limited, finite resource. Destinations that are easily accessible by tourists are even fewer.<sup>37</sup>

## Conservation Travel Scorecard

The World Wildlife Fund (WWF) piloted a Conservation Travel Scorecard in Namibia, Nepal, Bhutan, and Peru to assess readiness for tourism. Through desk research, stakeholder interviews, and field visits, the scorecard examines four pillars:

- Conservation value and policy readiness
- Tourism readiness
- Conservation travel potential
- WWF country office readiness

This scorecard can be used in new tourism projects that have a wildlife conservation component.

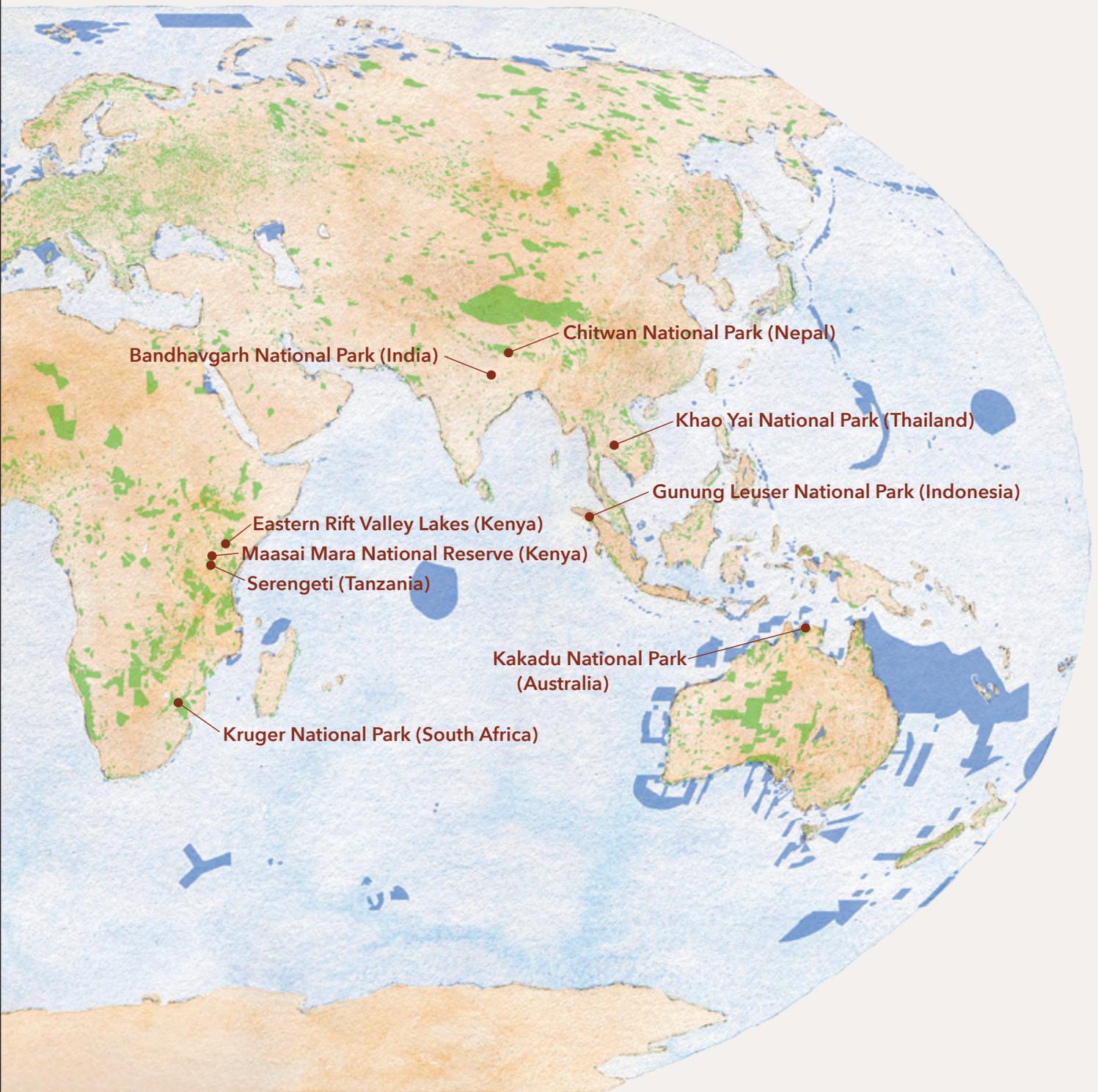
*Source:* World Wildlife Fund.

# PROTECTED AREAS OF THE WORLD



■ Terrestrial protected areas ■ Marine protected areas

# Popular wildlife tourism destinations



Source: IUCN and UNEP-WCMC, *The World Database on Protected Areas*, 2016, [www.protectedplanet.net](http://www.protectedplanet.net).

## Charismatic Animals

Wildlife tourism can be even more concentrated because it often focuses on one or more charismatic species.

Some of the key species that draw in tourists are highlighted below.



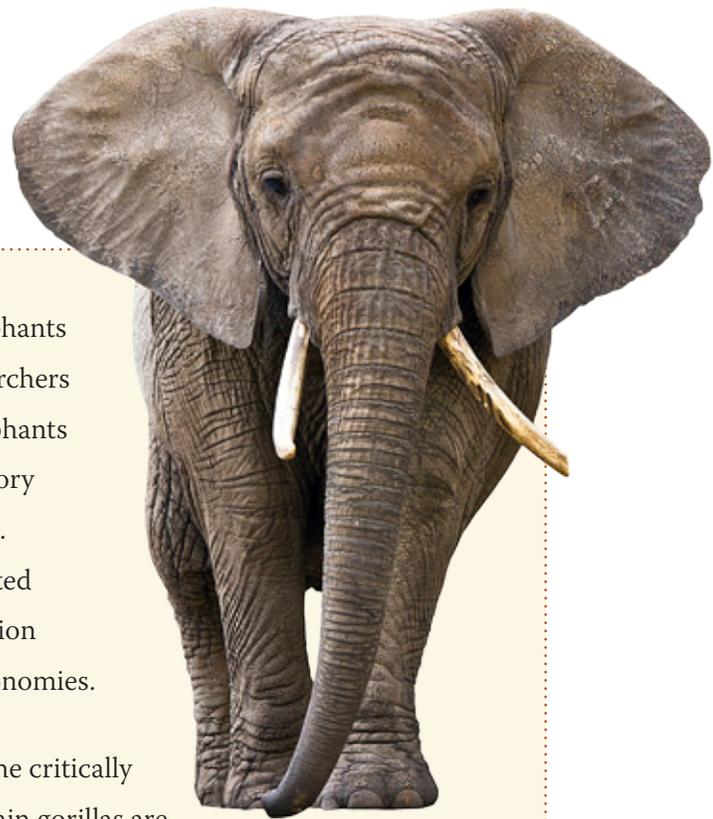
**Tigers.** Approximately 3,890 wild tigers remain in tiger-range states, which include Bangladesh, Bhutan, India, Indonesia, Malaysia, Nepal, Russia, and Thailand.<sup>38</sup> Most tiger tourism today takes place in the popular national parks/tiger reserves in India and Nepal.<sup>39</sup> More than half of the world's wild tigers are found in India; 50 tiger reserves there are also popular tourist destinations.<sup>40</sup> From 2013 to 2014, Northern India's Ranthambore Tiger Reserve collected nearly US\$300,000 in gate fees from 324,000 visitors, 63% of whom were domestic.<sup>41</sup> In 2016–2017, India's Pench Tiger Reserve earned around US\$430,383 and received 78,235 visitors, 90% domestic.<sup>42</sup>

**Jaguars.** The large cats are located in Central and South America, particularly in the Amazon basin. The relatively new jaguar tourism segment, which is gaining traction in Brazil's Pantanal Wetlands, is estimated to generate US\$6.8 million a year in direct revenue for local tourism lodges. Jaguars are targeted by cattle ranchers, who view them as a threat to their livestock.



**Orangutans.** Orangutan viewing is gaining popularity in Malaysian Borneo and Indonesia. One study in Semenggoh Nature Reserve in Malaysian Borneo found that orangutans contributed up to US\$23 million to the economy in 2011. The reserve attracts an average of 70,000 visitors a year.<sup>43</sup>



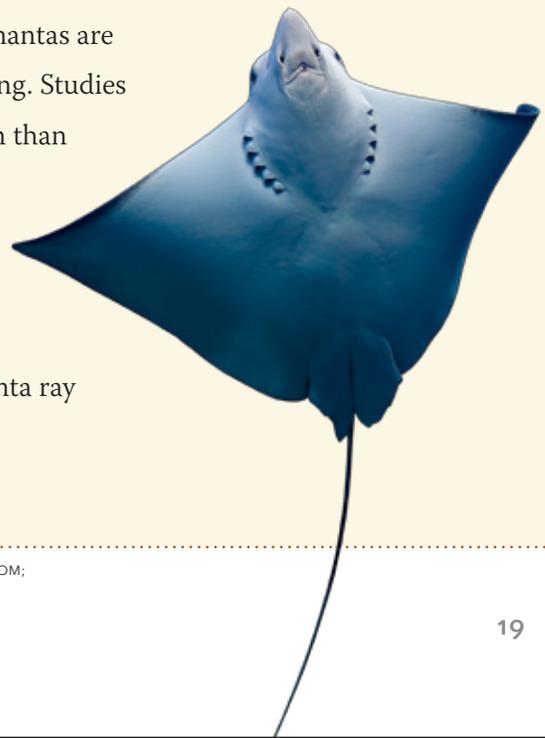


**Elephants.** Africa has approximately 415,000 African elephants across their 37 range states in Sub-Saharan Africa.<sup>44</sup> Researchers in 2016 estimated that 110 protected areas that harbor elephants receive 2 million visitors a year.<sup>45</sup> Elephant poaching for ivory continues to threaten populations, even in protected areas. A 2013 study by the David Sheldrick Wildlife Trust estimated the tourism value of a single living elephant as US\$1.6 million over its lifetime to travel companies, airlines, and local economies.



**Mountain gorillas.** A subspecies of the critically endangered eastern gorilla, mountain gorillas are the only great ape that has been increasing in number. Roughly 880 individuals live in two populations in the Volcanoes National Park in Rwanda and Bwindi Impenetrable National Park in Uganda.<sup>46</sup> In Volcanoes National Park, only 80 visitors a day are permitted on the guided gorilla treks. In 2014, the park received more than 20,000 visitors who each paid US\$750 for permits, generating US\$15 million in revenue.<sup>47</sup> In 2017, the Rwanda Development Board implemented a new high-end tourism strategy that doubled the permit cost to US\$1,500 and increased the revenue-sharing rate with communities from 5% to 10%.<sup>48</sup>

**Manta rays.** The largest ray in the world, mantas are globally distributed and threatened by unsustainable fishing. Studies show they are much more valuable as a tourism attraction than as a consumptive resource. Manta ray tourism generates an estimated US\$73 million a year for dive operators and US\$140 million in direct economic impact in 23 countries, including Japan, Indonesia, Maldives, Mozambique, Thailand, and Australia. Over 1 million manta ray dives and snorkels occur a year in the studied countries.





## Benefits and Impacts of Sustainable Wildlife Tourism

Tourism can be a catalyst for community development and benefit rural communities by stemming rural-urban migration. Tourism stimulates investments in infrastructure and livelihood opportunities in rural areas; increases the demand for agricultural and artisan goods; employs and empowers women; and provides an economic incentive for conservation for communities living with wildlife. Tourism also helps to raise awareness of the threats to biodiversity and creates a long-lasting impression of wildlife and protected areas. While tourism engenders many social and economic benefits, it may cause undesired social and environmental impacts when not effectively managed.

### Social and Economic Impacts

**The economic benefits of wildlife tourism can be far-reaching if tourism products, services, and value chains are optimized for tourists to spend their money locally.**

When well managed, tourism can have a significant multiplier effect (indirect and induced benefits).



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#### *Direct Impacts*

Direct tourism impacts include tourist transactions with tourist service providers and products, such as lodging, recreation, transportation, entrance fees, taxes, guiding, food services, and shopping/souvenirs. Tourist concessions and leases, as well as volunteers and donations, can also be substantial.<sup>49</sup>



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In some instances, particularly for premium market segments, direct sources of revenue can be boosted by increasing or creating multitier fee levels. For example, Conservation Strategy Fund partnered with Tanzania National Parks to assess their visitors' "willingness-to-pay."\* They found that demand for various parks in Tanzania was relatively inelastic, and they subsequently raised fees several times for a number of the popular northern parks without reducing visitation.<sup>50</sup> In other instances, where demand is more elastic or reliant on domestic consumers, increases in fees could potentially reduce visitation.

\* Visitors' reported intents often differ from their actions, and there may be social reasons for not raising entrance fees or having tiered pricing—for example, to encourage domestic tourism and raise awareness of conservation.

## CARRYING CAPACITY

# Myth Busting

Even low levels of tourism can adversely impact protected areas; visitation thus needs to be carefully managed.

The UNWTO defines tourism carrying capacity as the maximum number of visitors that a given destination or territory can bear at any time (1) without their presence undermining the area's environmental, economic, and sociocultural characteristics, and (2) without reducing tourists' satisfaction levels. The economic component of carrying capacity relates to the extent to which the economy can rely on incomes and jobs provided by tourism without becoming too dependent on the sector. The physical component is the extent to which the infrastructure can accommodate current and future tourism demands. The ecological carrying capacity is the extent to which the ecosystem can absorb the impact of tourism. The social component is the amount of tourism that can be developed without exceeding the tolerance of the residents or reducing the satisfaction of guests.

Despite carrying capacity's appeal as a “magic number” management strategy, several difficulties arise in using it for tourism.

- 1 Carrying capacity predicts impacts increase with use in a linear fashion. In fact, impact depends not on absolute numbers of tourists but on tourist behavior, infrastructure, management, etc.
- 2 Second, it assumes tourism is the only impact on an area, when in fact residents also have impact and use resources in both sustainable and unsustainable ways.
- 3 While the number gives the impression of being scientifically computed, like impact assessments, tourism carrying capacity studies are inherently value-laden, and different assessments come up with completely different numbers.
- 4 Carrying capacity focuses on limiting numbers rather than improving conditions, so it may lead to concentrating on numbers rather than on quality experiences.
- 5 Such limits are rarely adhered to and therefore usually remain as scientific exercises.

Employing adaptive management or “limits of acceptable change” techniques helps shift the focus from numbers to identifying and maintaining qualitative conditions that are decided with stakeholder input and monitored carefully over time. Results from monitoring may then be used to adapt strategies to maintain optimum ecological conditions.

*Source:* Adapted from L. Twining-Ward, “Tourism Carrying Capacity Assessment Tobago” (unpublished final report for Tobago House of Assembly), 2007.



MANALI BARUAH



## Sustainable Wildlife Tourism Enterprises

Many types of wildlife-related tourism enterprises/opportunities generate direct, indirect, and induced impacts, including:

- ◆ Lodging/accommodation and services to cater to wildlife tourists
- ◆ Self-guided wildlife-viewing routes (some safaris, bird-watching, etc.)
- ◆ Viewing and various experiences offered by guides or tour operators
- ◆ Information and interpretation sites, including museums, visitor centers, and interactive installations
- ◆ Projects and nature-oriented volunteering programs (e.g., coral cleaning)
- ◆ Academic and research programs
- ◆ Adventure-themed infrastructure for viewing (creation of nature trails, canopy walkways, etc.)
- ◆ Fee-based residential classes and lectures (on species, painting, wildlife photography, etc.)
- ◆ Merchandising, especially lucrative for iconic species (gorillas, lemurs, etc.)
- ◆ Hosting of events, conferences, and meetings that incorporate wildlife tourism experiences



*Artisan carving a monkey orange bowl at iSimangaliso Wetland Park, South Africa.*

### *Indirect and Induced Impacts*

Indirect benefits occur when tourism suppliers buy from the wider supply chain of goods and services; this includes employment generated through industries such as farming, food production, and retail.<sup>51</sup>

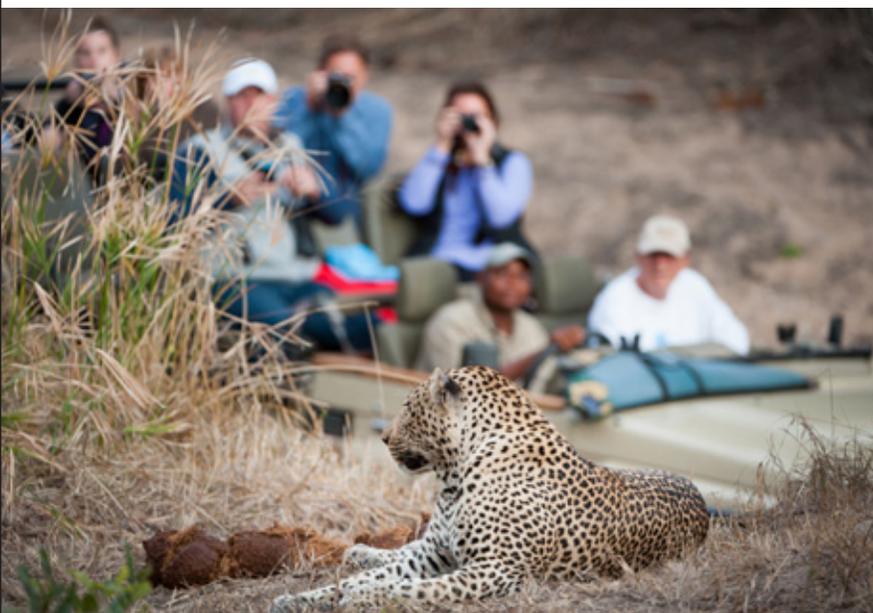
For example, in Zambia's South Luangwa National Park, the US\$14.8 million in direct benefits to local communities (craft sales, food/produce sales, infrastructure improvements) is estimated to generate US\$24 million in induced and indirect benefits to the national economy. The park also generated an additional US\$9.1 million earned by the Government of Zambia for park fees, direct taxes, and induced taxes.<sup>52</sup>

### **Environmental Impacts**

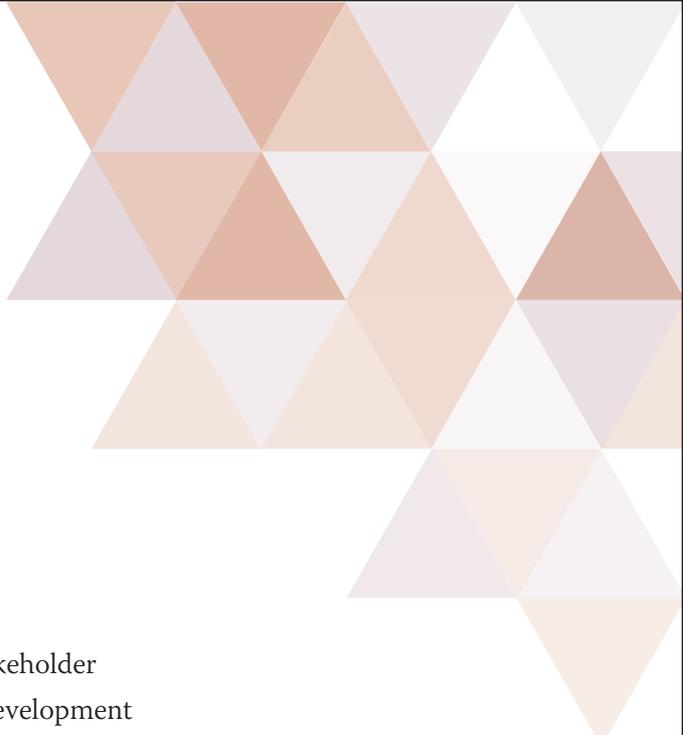
The environmental impacts of wildlife tourism vary greatly and depend on the destination's environmental conditions, type of tourist activity, and tourist quantity, behavior, and carrying capacity (see sidebar). Direct

impacts on wildlife include disturbance of feeding and breeding patterns; increased vulnerability to competitors and predators if wildlife is accidentally or deliberately introduced to new places; disruption of parent-offspring bonds; transmission of diseases; and, in some cases, death of individual animals due to road collisions.<sup>53</sup> Robust scientific research, monitoring, and evaluation can help manage unintended risks and minimize negative impacts. Building park agencies' management capacity to effectively engage in partnerships with the tourism

industry and monitor growth is essential to minimizing environmental impacts and maximizing financial and technical support to protected areas.



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## Creating Wildlife Tourism with Community Participation

**Sustainable wildlife tourism does not occur on its own. It requires a set of conditions and expertise to benefit communities and governments.**

Effective planning, management skills, technology use, and stakeholder collaboration are required to deliver tourism's economic and development benefits while minimizing potential adverse environmental and social impacts. Whereas tourism provides income-generating opportunities for communities, it must be properly developed and marketed to target consumers. New technologies such as travel booking websites, social media marketing, and mobile apps give local communities and entrepreneurs opportunities to connect directly with consumers. Still, communities need greater access to, understanding of, and capability with these tools to fully leverage their power. Adaptive management techniques with ongoing monitoring are required to help communities engage, manage growth, optimize benefit sharing, and better understand limitations.

**One key factor influencing the sustainability of wildlife tourism is ensuring that local communities benefit from tourism activities.**

Communities who live adjacent to protected areas often rely on these regions for forest products, firewood, thatching, and grazing, and they may have customary rights related to the natural resources. Studies have shown that community apathy, disengagement, or hostility can cause tourism initiatives to fail; conversely, where communities are engaged and benefiting, sustainable wildlife tourism can be a win-win.

An overview of stakeholders involved in wildlife tourism and their respective roles and goals is included in Appendix 1 (page 52). Performing a stakeholder assessment is often fundamental to understanding the requirements and competitive advantages of the major stakeholders who can contribute to sustainable wildlife tourism activities. The remainder of this section highlights different community tourism management models and provides case studies from Africa and Asia.

## Community Tourism Management Models

Approaches to community tourism management differ. Three of the most common include:

**Passive engagement.** Communities own the asset and lease to a private- or public-sector partner, or the government owns the asset and provides revenue sharing to communities (a legal obligation in such countries as Kenya, Tanzania, and Zambia).

**Active engagement.** Communities are empowered economically and socially through employment in tourism activities either independently or with a public, private, or NGO partner.

**Co-management.** Communities have an equal decision-making role in the management of the asset with the owner. Who owns the asset, services the asset, and decides and sets the rules are critical factors.

Understanding these three approaches helps determine what kind of tourism management model the community takes on.

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## The Five Most Common Wildlife Tourism Partnership Models

<p><b>Public-Community Initiative</b> (see pages 32-35)</p> <p>Cooperation between public institution and local community to operate and manage community-based tourism venture</p>	<p><b>Public-Private Partnership</b> (see pages 36-37)</p> <p>Agreement between public institution and private party, granting private party use rights to land or infrastructure for commercial purposes</p>	<p><b>Community-Owned-and-Run Enterprise</b> (see pages 42-43)</p> <p>Tourism enterprise that is wholly or mostly owned and run by community group or member</p>
<p><b>Partners' roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>Public institution facilitates access to and use of land or infrastructure</li> <li>Community operates the venture</li> </ul>	<p><b>Partners' roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>Public authority contracts or leases rights to land or infrastructure</li> <li>Private party funds and operates tourism venture and receives risks and benefits</li> </ul>	<p><b>Partners' roles and responsibilities</b></p> <ul style="list-style-type: none"> <li>Community operates and manages the venture</li> <li>Donors provide initial or ongoing investment and training</li> </ul>
<p><b>Key success factors</b></p> <ul style="list-style-type: none"> <li>Capacity building for community members in business, service, marketing, and sales skills</li> <li>Tourism is part of integrated community development</li> </ul>	<p><b>Key success factors</b></p> <ul style="list-style-type: none"> <li>Attractive environment and terms that enable private involvement</li> <li>Professional private party is invested for medium to long term</li> </ul>	<p><b>Key success factors</b></p> <ul style="list-style-type: none"> <li>Ongoing donor involvement</li> <li>Capacity building for community</li> <li>Direct market access</li> <li>Strong business viability</li> </ul>
<p><b>Challenges and limitations</b></p> <ul style="list-style-type: none"> <li>Conducting effective marketing</li> <li>Coexisting with private-sector enterprises</li> <li>Fostering sustainability</li> <li>Managing growth</li> </ul>	<p><b>Challenges and limitations</b></p> <ul style="list-style-type: none"> <li>Managing the level of community involvement</li> </ul>	<p><b>Challenges and limitations</b></p> <ul style="list-style-type: none"> <li>Financial self-sustainability</li> </ul>
<p><b>Case studies</b></p> <ul style="list-style-type: none"> <li>Okavango Delta, Botswana (<i>page 33</i>)</li> <li>Periyar National Park, India (<i>page 34</i>)</li> <li>iSimangaliso Wetland Park, South Africa (<i>page 35</i>)</li> </ul>	<p><b>Case study</b></p> <ul style="list-style-type: none"> <li>Majete Wildlife Reserve, Malawi (<i>page 37</i>)</li> </ul>	<p><b>Case study</b></p> <ul style="list-style-type: none"> <li>Bwindi Impenetrable National Park, Uganda (<i>page 43</i>)</li> </ul>

## Community-Private Partnership

(see pages 38-39)

Agreement between community and private party, granting private party use rights to land or infrastructure for commercial purposes

### Partners' roles and responsibilities

- Community enters agreement with private party who would fund and/or operate tourism venture, with community sharing in benefits
- Private party ensures community benefits through revenue, employment, social services, etc.

### Key success factors

- Attractive environment and terms that enable private involvement
- Professional private party is invested for medium to long term
- Community is supportive and engaged
- Capacity building and skills training for community members

### Challenges and limitations

- Managing community's varying levels of readiness and engagement
- Dealing with tensions that arise within and outside of community

### Case study

- Sanctuary at Ol Lentille, Kenya (page 39)

## Public-Private-Community Partnership

(see pages 40-41)

Agreement between public institution, private party, and community to manage and operate tourism venture

### Partners' roles and responsibilities

- Public institution facilitates the partnership with private party who would fund and/or operate tourism venture, with community sharing in benefits
- Community may work in or manage venture
- Parties all agree that community should benefit
- If private party is an NGO, may also provide training and funding to community

### Key success factors

- Attractive environment and terms that enable private involvement
- Professional private party is invested for medium to long term
- Community is supportive and engaged
- Capacity building and skills training for community members

### Challenges and limitations

- Managing community's varying levels of readiness and engagement
- Dealing with tensions that arise within and outside of community

### Case study

- Communal Conservancies, Namibia (page 40)



## Partnership Models Case Studies

The debate continues about whether community-based conservation initiatives are effective for conservation and development, or whether they are able to financially self-sustain after donors withdraw. Success factors include the context, the management, the assets, and the type of engagement. The following section identifies several case studies to help assess factors likely to contribute to success in sustainable wildlife tourism and the approaches that facilitate them.

### Case Studies at a Glance

	Country	Size	Number of tourists	Benefits from tourism
Okavango Delta <i>page 33</i>	Botswana	Entire delta is 16,000 km <sup>2</sup> , but study focuses on northeast	Botswana received 259,000 international leisure tourists in 2015	14 ecotourism organizations employed 610 people and generated over US\$600,000 in revenue (2012)
Periyar National Park and Tiger Reserve <i>page 34</i>	India	925 km <sup>2</sup>	800,000	US\$93,000 raised through eco-charges on park entrance fees (2005)
iSimangaliso Wetland Park <i>page 35</i>	South Africa	3,600 km <sup>2</sup>	510,000 in the southern section of the park	US\$1.5 million in revenue plus 1,600 direct jobs and 6,000 indirect jobs (FY 2015/2016)
Majete Wildlife Reserve <i>page 37</i>	Malawi	691 km <sup>2</sup>	8,000	US\$400,000 in revenue (2016)
Sanctuary at Ol Lentille, Laikipia <i>page 39</i>	Kenya	40,000 acres (~160 km <sup>2</sup> )	N/A 30% occupancy rate	US\$20,000–30,000 in lodge fees
Communal Conservancies <i>page 40</i>	Namibia	162,030 km <sup>2</sup>	N/A	Community conservation facilitated 5,147 jobs and generated nearly US\$9 million (N\$111 million) in returns for local communities (2016)
Bwindi Impenetrable National Park <i>page 43</i>	Uganda	331 km <sup>2</sup>	N/A	US\$573,000 (1998–2009)

## Public-Community Initiatives

In a public-community initiative, a public institution, such as a park management authority, partners with a local community to operate and manage a sustainable wildlife tourism venture. Though such a partnership is more often initiated by the government, it may also come at the request of the community. Key challenges are how to market effectively, how to coexist with the private sector, how to self-sustain, and how to manage growth. In these types of ventures, capacity building is particularly important to ensuring that community members have the business, service, marketing, and sales skills needed to keep the business running. Ecotourism ventures in Botswana (explored on page 33) are a good example of public-community initiatives that were successful but are still challenged to remain competitive with private operators.

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## Okavango Delta

### *Community-Based Natural Resource Management*



**LOCATION** Northern Botswana      **SIZE** 16,000 km<sup>2</sup>

**TYPES OF WILDLIFE** Big Five (lion, leopard, elephant, buffalo, rhino), plus zebras and impalas

**TYPE AND SCALE OF TOURISM** Botswana promotes high-value, low-volume tourism typified by luxury resorts (rich wildlife viewing composed of high-cost accommodation establishments of 12 rooms or fewer). In 2015, Botswana welcomed 259,000 international leisure tourists (the number for wildlife tourism is unclear). Some community-based ecotourism does exist, offering wildlife-based and cultural tourism.

**MANAGEMENT/APPROACH** Per government requirements, communities form community trusts, like the Chobe Conservation Trust, to implement ecotourism projects on the communities' behalf. Trusts are registered legal entities that enable collective action in conservation and ecotourism development. They aim to use natural resources, such as wildlife, in ecotourism development to generate jobs and revenue.

**RESULTS** In 2012, 14 ecotourism organizations in the northwest and Chobe districts of the Okavango Delta employed 610 people and generated over US\$600,000 in revenue. The income was distributed to individuals, households, and community projects and funded social services, such as the construction of houses for the poor, community micro-credit schemes, funeral assistance, and scholarships. The introduction of ecotourism has positively changed community attitudes toward conservation, and poaching has declined.



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**KEY SUCCESS FACTORS** The government empowered community trusts to provide services and benefits to their communities. Community land management boards have been instrumental in ensuring public participation in decision making.

**CHALLENGES AND LIMITATIONS** Community-based ecotourism competes with foreign-owned, well-developed wildlife tourism in the Okavango Delta. Communities tend to sublease their concession areas to foreign companies, in part because of a lack of entrepreneurial skills. No mechanism exists for the equitable distribution of ecotourism benefits, and there are also reports of mismanagement of funds.

*Source:* J. E. Mbaiwa, "Ecotourism in Botswana: 30 Years Later," *Journal of Ecotourism* 14, nos. 2–3 (2015): 204–222.

## Periyar National Park and Tiger Reserve

### Community-Based Ecotourism



**LOCATION** Kerala, India     **SIZE** 925 km<sup>2</sup>

**TYPES OF WILDLIFE** Tigers, elephants, leopards, other mammals, and birds

**TYPE AND SCALE OF TOURISM** Periyar National Park and Tiger Reserve (PTR) receives 800,000 visitors a year, 92% of them domestic. Tourists are permitted only in the park's buffer zone (the area peripheral to the protected area where regulated resource use is allowed).<sup>54</sup> Community-based ecotourism offers guided day treks and rafting trips, and seeks to minimize environmental impact by limiting the number of visitors and overnight stays. A few modest lodges (owned by the Kerala Forests and Wildlife Department) provide accommodation.

**MANAGEMENT/APPROACH** Collaboration between community and Kerala Forests and Wildlife Department

**RESULTS** Community members receive good salaries from tourism, and many young people formerly involved in poaching and other illegal activities are now involved in the tourism project. Poaching in the park has decreased.

**KEY SUCCESS FACTORS** Park officials developed innovative approaches to involve communities through the India Eco-Development Project (funded by Global Environment Facility and the World Bank), offering financial and legal aid in exchange for cooperation against smuggling and poaching. Eco-development committees (EDCs) were created for ecotourism and other fields, and members were trained on tourist interpretation, monitoring, and reporting. Tourism income is used to pay EDC member salaries and park management expenses, and to build up a community development fund. A small surcharge on entrance fees is invested into the Periyar Tiger Conservation Foundation, a government-organized NGO that supports community-based tourism through training, advocacy, and funding.

**CHALLENGES AND LIMITATIONS** Growth of private hotels outside the reserve, rising numbers of day trippers, and 10 million pilgrims a year to the shrine inside the reserve have increased environmental pressures.<sup>55</sup> Conflict exists between state governments, those wanting more growth, and those wanting more protection for the park.<sup>56</sup>



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# iSimangaliso Wetland Park

## Community Concessions



**LOCATION** Northeast coast of South Africa     **SIZE** 3,600 km<sup>2</sup>

**TYPES OF WILDLIFE** Big Five (lion, leopard, elephant, buffalo, rhino), plus birds

**OWNERSHIP** Tourism takes place on public lands with private and community concessions. The park was established in 2000 when a patchwork of 16 protected areas, commercial plantations, and former military sites were consolidated into a single protected area. Land ownership is complicated, and 680,000 people live in and around the park. There are 14 land claims on the park based on South Africa's Restitution Act, which aimed to repatriate land to those who lost it unfairly during apartheid. Land claimants now receive 8% of gross commercial revenues (gate fees, concessions, and forestry revenue).

**TYPE AND SCALE OF TOURISM** Tourism activities abound, including hiking, boat rides, game drives, horse riding, turtle tours, and birding. The southern section of the park hosts 510,000 visitors, 42% of whom are foreign.

**MANAGEMENT/APPROACH** The goals of empowerment and transformation of the local community guide the iSimangaliso Authority's conservation strategy. Communities, including land claimant groups who live inside and next to iSimangaliso, are the primary beneficiaries of the equity partnerships, income generation, job opportunities, training, capacity building, and mentoring elements of land care and tourism development.

**RESULTS** Skills development programs in tourism, hospitality, and guiding have enabled local people to work in the tourism industry. The park has attracted new investment into a range of lodges and hotels in the area. The region has seen a 14% increase in tourism beds (including the buffer zone) and an 89% growth in the number of establishments providing accommodation, food, and other services. The authority established a craft program, which supports 25 groups of mostly female artisans to design, produce, and market their crafts in higher-value urban markets and to tourists. Almost half of all the community residents employed are women.

**KEY SUCCESS FACTORS** The rehabilitation of the park, which involved removal of alien plant species as well as wetland and dune rehabilitation, was critical to its success. Between 2001 and 2014, the construction and maintenance of fences, roads, field-ranger camps, picnic sites, park furniture, hides, public toilets, viewpoints, and canopy walks greatly contributed to local livelihoods.

**CHALLENGES AND LIMITATIONS** Not every community benefits equally, as tourism is not evenly dispersed throughout the area and each trust depends on the revenue received in that municipality. The long and difficult restitution process creates tension within the communities.

*Sources:* Bronwyn James, Senior Manager, personal communication, October 7, 2017; iSimangaliso, *iSimangaliso Wetland Park 2017 Annual Report*, <https://isimangaliso.com/product/annual-report-2017/>.

## Public-Private Partnerships (PPPs)

Partnering with a private-sector entity is common when the public sector or local community does not have the finance, capacity, or interest to independently run a tourism venture. Private-sector involvement can help address the need for market access, professional management skills, and a sustainable growth model. However, the role of the community is often dependent on the local engagement and principles of the private-sector partners. Higher-end operators tend to include broader social benefits for communities. Three common models are used for private-sector participation in protected areas:<sup>57</sup>

- ♦ **Lease.** In this contractual agreement, one party (lessor) conveys an estate to another party (lessee) for a specified period. The lessor retains ownership, while the lessee obtains rights to use the land for a fee.<sup>58</sup> A community trust can be a vehicle for sharing benefits from leases. For example, Zambia Wildlife Authority and Community Resource Boards lease land in game management areas to private operators.<sup>59</sup>
- ♦ **Management contract.** A government and a private operator agree to manage an existing tourism facility. The private operator is paid a fixed management fee, which is sometimes based on performance.<sup>60</sup> African Parks' agreement with the government of Malawi to manage three national parks is a large-scale example.
- ♦ **Concession.** The most common model used for protected areas, the concession may include a commercial operation and/or a piece of land. The concessionaire can be a private owner or owner/operator or a community group.<sup>61</sup> A tourism concession provides either accommodation, food and beverage, recreation, education, retail, or interpretive services. Any kind of private, public, NGO, or community group can manage a concession—management is often decided on a competitive basis.<sup>62</sup>

The example of Majete Wildlife Reserve in Malawi shows how communities benefit from such partnerships.



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## Majete Wildlife Reserve

NGO Collaboration



**LOCATION** Southeastern Malawi      **SIZE** 691 km<sup>2</sup>

**TYPES OF WILDLIFE** Big Five (lion, leopard, elephant, buffalo, rhino)

**TYPE AND SCALE OF TOURISM** Small-scale safari

**MANAGEMENT/APPROACH** In 2003, the Department of National Parks and Wildlife entered a 25-year public-private partnership with the NGO African Parks (AP) to rehabilitate the heavily poached reserve.

**RESULTS** A focus on tourism development has increased visitation, employment, and revenue. Majete's visitor numbers grew from zero in 2003 to 8,000 in 2016, which generated US\$400,000 in gross revenue. AP has reintroduced wildlife, including lions, and added fencing and patrols. Private operator Robin Pope Safaris, winner of the 2011 Responsible Tourism award from Virgin Holidays, opened a luxury safari lodge and has worked closely with local communities.<sup>63</sup> Conservation and anti-poaching efforts have led to such an increase in elephant population that hundreds of elephants were relocated to another national park in 2017.<sup>64</sup> In addition, health care and education have improved in the area. AP has now taken over management of two other national parks in Malawi (Liwonde National Park and Nkhotakota Wildlife Reserve).

**KEY SUCCESS FACTORS** Having previously managed other national parks in Africa, AP brought financial resources and know-how to Majete and was committed to working with local communities and restocking wildlife.

**CHALLENGES AND LIMITATIONS** The partnership arrangement seems to be working well, but the increased numbers of wildlife have impacted local communities who must share land and resources with them. The mass elephant relocation was meant to relieve some of that pressure.<sup>65</sup>



MAXIMUM EXPOSURE PR

*Sources:* African Parks, "Largest Elephant Translocation in History Concludes in Malawi" (press release), August 2, 2017, [https://500elephants.org/wp-content/uploads/2017/08/500-Elephants\\_August-2-2017\\_Press-Release\\_FINAL-FOR-DISTRIBUTION.pdf](https://500elephants.org/wp-content/uploads/2017/08/500-Elephants_August-2-2017_Press-Release_FINAL-FOR-DISTRIBUTION.pdf); African Parks, *African Parks 2016 Annual Report: Impact Defined*, [https://www.african-parks.org/sites/default/files/uploads/resources/2017-05/2016\\_African\\_Parks\\_Annual\\_Report\\_Impact\\_Defined.pdf](https://www.african-parks.org/sites/default/files/uploads/resources/2017-05/2016_African_Parks_Annual_Report_Impact_Defined.pdf).

## Community-Private Partnerships

Community-private partnerships often result in win-win situations. The community provides labor, land, and experiences for guests, and the private-sector partner brings finance and access to the market. These types of partnerships work well when the parties maintain an active relationship and when the community has the know-how to participate in the enterprise.



## Sanctuary at Ol Lentille, Laikipia

### *Tourism-Conservation Enterprise*



**LOCATION** Kenya    **SIZE** 40,000 acres

**TYPES OF WILDLIFE** Elephants, wild dogs, zebras, leopards, and birds

**OWNERSHIP** Not a protected area, Laikipia is a private safari lodge. A group ranch (a group of community members who hold joint land title) owns the land and lodges, and the private investor Regenenis owns movable assets.

**TYPE AND SCALE OF TOURISM** High-end, small-scale tourism in a private-community conservancy

**MANAGEMENT/APPROACH** The safari lodge is a tourism-conservation enterprise (TCE), a partnership formed between community landowners and a private investor who operates the lodge. The construction of the 16-bed Sanctuary lodge was funded by a private investor and donors. The Kijabe Group Ranch signed a 25-year management agreement with Regenesis, who manages the lodge and the 7,050-hectare conservation area. In return, the community receives a fixed-rights fee, as well as bed-night and conservation fees. The lodge also employs a number of community members.

**RESULTS** The community receives US\$20,000–30,000 a year in lodge fees, plus a further US\$250,000 in education, health, and conservation benefits, including salaries for schoolteachers and health workers. Women's roles are gradually improving due to linkages with other communities through women's groups and enhanced financial status. Vegetation is recovering in the conservation area with an increase in mammals, such as elephants, zebras, and wild dogs.

**KEY SUCCESS FACTORS** African Wildlife Foundation (AWF) provided capacity building: familiarization tours for community leaders to other regions to learn about TCEs; training for women's groups in bead making, and savings and money management; and information on microfinance and financial management.

**CHALLENGES AND LIMITATIONS** Occupancy rate is very low, at 30%. A recent drought has led to illegal grazing and reduced animal sightings. Tensions over benefits have arisen within the community and with the neighboring community.<sup>66</sup>

*Source:* R. W. Nthiga, R. Van der Duim, I. J. Visseren-Hamakers, and M. Lamers, "Tourism-Conservation Enterprises for Community Livelihoods and Biodiversity Conservation in Kenya," *Development Southern Africa* 32, no. 3 (2015): 407–423.

## Public-Private-Community Partnerships

Public-private-community partnerships work well in situations in which the community may not be prepared to interact directly with the private-sector investor, or in which the land is owned by the government and managed by the community.

### CASE STUDY

## Namibia

### *Communal Conservancies*



**LOCATION** Namibia     **SIZE** 162,030 km<sup>2</sup>

**TYPES OF WILDLIFE** Lions, gazelles, elephants, and rhinos

**OWNERSHIP** Over the past two decades, rural communities have formed 82 communal conservancies (38 of which are directly involved in tourism activities), 32 community forests, and a community association living within national park boundaries. Together, these endeavors cover almost 20% of the land in Namibia and empower 10% of Namibian population as conservation stewards.

**TYPE AND SCALE OF TOURISM** Lodges in these conservancies range from joint ventures wholly owned by conservancies to those owned by investors with operating agreements with conservancies. Also, a variety of community tourism enterprises, owned and operated by local communities, offer authentic visitor experiences, such as living museums, craft centers, and campsites. At the end of 2016, 53 joint-venture agreements had been signed, of which most are still in operation. Conservancies have also been awarded high-end tourism concessions in national parks and concession areas, contributing to the increase in lodges.

**MANAGEMENT/APPROACH** Joint-venture partnerships are formed between conservancies and private-sector investors. A typical joint-venture agreement is a lodge or a simple land lease payment. A private investor (individual or corporate) builds a lodge within a conservancy. In return, the conservancy provides eco-services, such as game guards, which ensure the maintenance of wildlife. The investor will receive a financial return on the investment, because visitors come to see the wildlife. The conservancy receives a negotiated percentage of the profits, and conservancy members are employed at the lodge.

**RESULTS** The lodges and luxury tented camps in Namibian communal conservancies are among the top-rated eco-lodges in the world. Not only does this type of venture bring jobs and employment, but also it empowers people to develop skills of negotiating with private investors and managing large sums of money. From the beginning of 1990 to the end of 2016, community conservation contributed an estimated N\$5.98 billion (over US\$482 million) to Namibia's net national income. During 2016, community conservation generated over N\$111 million (nearly US\$9 million) in returns for local communities, and it facilitated 5,147 jobs. A total of 57 conservancies hosted 164 enterprises based on natural resources and community conservation, which supported wildlife recovery and environmental restoration. Between 1995 and 2016, Namibia's elephant population grew from around 7,500 to about 22,800.<sup>67</sup>

#### **KEY SUCCESS FACTORS**

Innovative legislation gave use and management rights over wildlife and other resources to local communities (as opposed to local governments), which helped communities self-organize into communal conservancies. This decentralization of authority legally empowers the rural communities with responsibility over natural resources and opportunities to benefit from these resources. The participatory approach to management of natural resources also improves decision making and good governance through partnerships and stakeholder engagement.

**CHALLENGES AND LIMITATIONS** Due to the rise in wildlife population numbers, human-wildlife conflict has increased. Additionally, drought has forced people to move into areas previously reserved by conservancies for wildlife. Rising threats from commercial poaching and trafficking also need to be combated. Other challenges include lack of experience in managing finances and high levies imposed by the Ministry of Lands and Resettlement, which make joint-venture lodges less viable.



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*Sources:* Namibian Association of CBNRM Support Organisations (NACSO), [www.nacso.org.na](http://www.nacso.org.na); NACSO, *The State of Community Conservation in Namibia: A Review of Communal Conservancies, Community Forests, and Other CBNRM Initiatives* (annual report), 2016, <http://www.nacso.org.na/sites/default/files/State%20of%20Community%20Conservation%20book%20web.pdf>.

## Community-Owned-and-Run Enterprises

Community-owned-and-run enterprises are the least common type of wildlife tourism model, but they can be highly worthwhile for host communities if efforts are made to retain the majority of benefits within the community.

A review of 212 community-based tourism enterprises in Southern Africa found that most were small-budget accommodations, such as bed-and-breakfasts and campsites with one to ten spaces. A majority (55%) of enterprises reported receiving support from a third party, such as an NGO or destination management organization (DMO). To ensure commercial viability, more business training and planning as well as market research are needed.<sup>68</sup>

The key challenges for community-owned wildlife tourism businesses are finance, business skills, and access to the market. The case study on Uganda's Bwindi Impenetrable National Park highlights these issues.

*At Bwindi Impenetrable National Park.*

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## Bwindi Impenetrable National Park (BINP)

### Community-Owned Lodging



**LOCATION** Uganda     **SIZE** 331 km<sup>2</sup>

**TYPE OF WILDLIFE** Mountain gorillas

**OWNERSHIP** A project owned by community members in the Mukono Parish and supported by the Uganda Wildlife Authority, International Gorilla Conservation Programme, USAID, and other donors.

**TYPE AND SCALE OF TOURISM** Community-based lodge and small-scale activities

**MANAGEMENT/APPROACH** The Buhoma-Mukono Community Development Association manages profits and governs the tourism products, including the community-based lodge, a village trail (a series of sites within the community featuring craft shops, cooking demonstrations, dances, and more), a campsite, a shop, and a bar. Profits are reinvested into the business for expansion and used to pay for consultancies, such as training for lodge employees and guides. Revenue also supports community projects and sets up microfinance establishments that aid women and youth.

**RESULTS** This project is competing well as an alternative to high-end lodges nearby. Attitudes toward conservation have improved, and gorilla populations have increased. The project has stimulated local employment, generated income, provided local social services, and funded other development projects. Women represent 70% of employees on the village trail. More than 92% of the funds generated between 1998 and 2009 (a total of US\$573,000) was spent locally on salaries, projects, operations, and maintenance.

**KEY SUCCESS FACTORS** The project had donor support, direct access to the market (with a prime location at the entrance to the BINP), personnel with marketing and sales experience, and good online presence to reach a global audience.

**CHALLENGES AND LIMITATIONS** While the project directly employs around 70 people and supports part-time jobs, it does not generate enough benefits to improve the livelihoods of the entire parish (a population of over 5,000). Managing expectations and spreading the benefits are also challenges.



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*Source:* W. M. Ahebwa and René Van der Duim, "Conservation, Livelihoods, and Tourism: A Case Study of the Buhoma-Mukono Community-Based Tourism Project in Uganda," *Journal of Park and Recreation Administration* 31, no. 3 (2013): 96–114.



## Recommendations and Next Steps

**Sustainable wildlife tourism should be considered as a potential tool for development and conservation efforts, but it is not appropriate for all protected areas or local communities.**

It requires a long-term commitment and careful management. Global case studies and research reveal that location, accessibility, market demand, marketing, presence of infrastructure, finance, and governance, as well as the costs and benefits to the wildlife, environment, and communities, are major considerations.

### Enabling Conditions

To be successful, sustainable wildlife tourism requires the right enabling conditions. Private-sector involvement is often a critical success factor for granting communities access to markets and finance. Communities often need partners who can provide the capital and expertise to help develop their natural assets (land and/or wildlife) into marketable tourism experiences. However, investors face questions of risk, financial viability, and management of community relations.

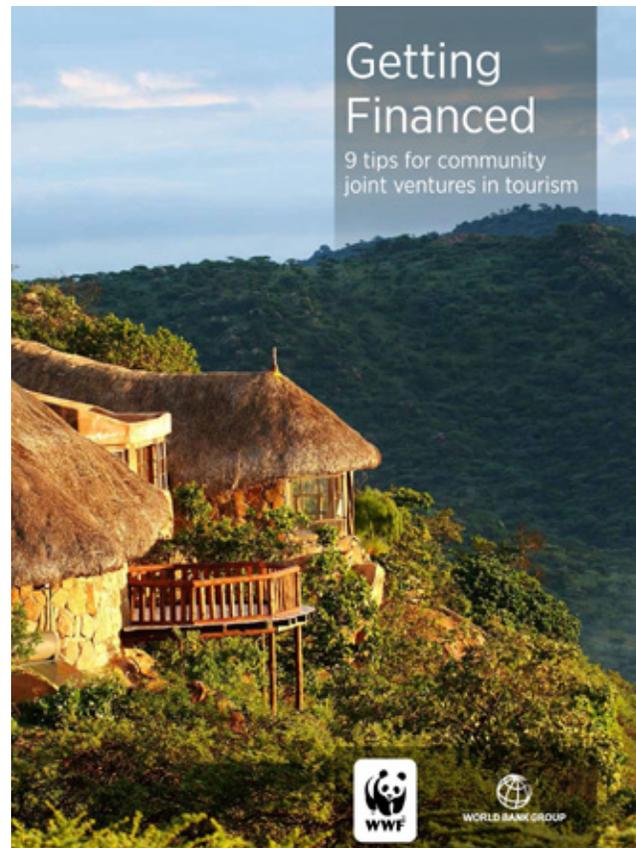
In the publication *Effective Community Based Tourism: A Best Practice Manual*, June 2010, the Asia-Pacific Economic Cooperation cited key enabling conditions:

- ✓ The community is already well-organized and cohesive.
- ✓ Community members (men, women, and youth) are widely involved in decision-making processes and financial management of the tourism venture.
- ✓ Land ownership and other resource issues are clear and well-defined.
- ✓ There is a bottom-up desire in the community for tourism.
- ✓ Decisions are made by the community based on informed choice and knowledge of impacts, options, risk, and outcomes.

- ✓ Community engagement and participation levels are high.
- ✓ Good marketing mechanisms support the activity.
- ✓ A strong plan for expansion and/or to limit visitor numbers, to avoid adverse effects, exists.
- ✓ Strong partnerships with NGOs, government bodies, and other supporters have been established.
- ✓ Tourism is part of a broader community-development strategy.
- ✓ Good infrastructure to access the product exists.
- ✓ Tourism is linked to visitor education, and clear zoning of visitor and non-visitor areas is in place.<sup>69</sup>

In 2014, the World Bank and World Wildlife Fund produced *Getting Financed: 9 Tips for Community Joint Ventures in Tourism*, a booklet that discusses these points:

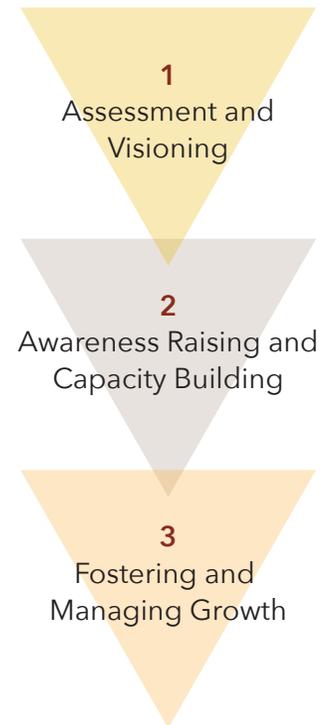
- 1** Choose a marketable place or idea.
- 2** Invest in a competitive enabling environment.
- 3** Strengthen governance structures.
- 4** Draw up equitable contracts.
- 5** Get creative about collateral.
- 6** Professionalize business operations.
- 7** Develop compelling proposals.
- 8** Improve sector data.
- 9** Maintain a community support system.<sup>70</sup>



## Management Considerations

When developing wildlife tourism, the strengths and historic roles of stakeholders should be considered. Public authorities have been managing protected areas, regulations, and entrance fees; private-sector businesses have been efficiently running tourism operations; and communities have coexisted with wildlife and collaborated with law enforcement to address poaching and supporting tourism operations. Getting the right balance is site-specific, and supply and demand must be kept in mind.

Management of sustainable wildlife tourism is not easy. The three steps shown at the right offer some considerations for project managers.



*Managers' Considerations  
to Engage Communities in  
Community-Based Tourism*

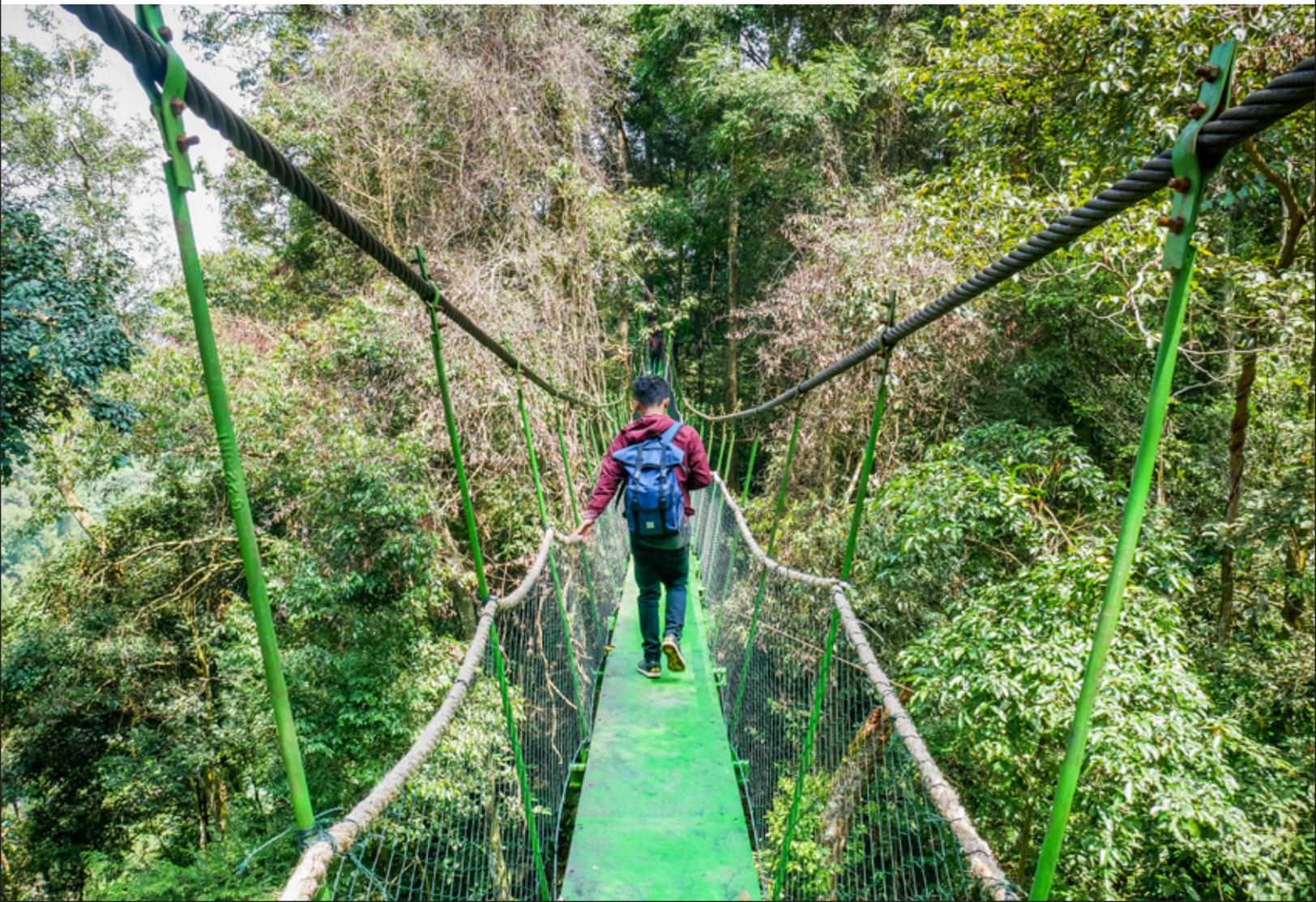
### Step 1: Assessment and Visioning

Before developing sustainable wildlife tourism, an assessment of demand, competition, community assets, and wildlife supply is needed to ensure market viability. Where will tourists come from, how will they get there, what will their expectations be, and what do competitors offer? Undertaking an initial supply assessment is also important to establish the quality of assets (wildlife, landscapes, views) and what facilities and services are available and how they match those of the competition. What is the unique selling point of the park or wildlife area? Last, the community's capacity for tourism must be determined. Are financial resources and entrepreneurs obtainable? Does the community have or can it develop capacity to participate in and benefit from tourism?

A sustainable wildlife tourism vision and strategy should be conducted and, when possible, be community-led. This exercise will require knowledge of tourism and conservation operations, so facilitation might be necessary. The vision should answer the questions “What do we want our future to look like? What are our communities’ aspirations?” The strategy should be the road map for how to get there. Stakeholders may include community representatives, knowledgeable tourism operators, local entrepreneurs, relevant NGOs, local authorities, protected-area managers, and other conservation agencies (see Appendix 1 for a list of stakeholders to consult).<sup>71</sup> In creating a future vision, expectations need to be carefully managed to avoid conflict, as tourism may take years to develop and market, and returns may not come quickly.<sup>72</sup>

*Canopy trail in Bukit Lawang orangutan viewing center, Indonesia.*

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## **Step 2: Awareness Raising and Capacity Building**

Develop a capacity-building plan to help the community participate in and/or benefit from wildlife tourism. This effort might involve raising awareness about entrepreneurship opportunities; advising how to engage with and participate in community efforts and how to manage shared community revenue through a community trust; helping to establish linkages to the private sector; and building marketing outreach. Skills in marketing, finance, visitor service, guiding, and business development are crucial, as are strong ties to the private sector. These fundamentals may be challenging in communities that are relatively isolated and do not have experience in the private sector or tourism operations.

Integrating women into management from the beginning is also vital. Tourism is one of the few sectors in which women have a comparative advantage, so getting women into management and decision-making roles can have a knock-on effect on other industries. Building capacity through a fully diverse workforce and entrepreneurship training helps create better inclusion.

## **Step 3: Fostering and Managing Growth**

If infrastructure, marketing, and demand improve rapidly, a venture runs the risk of overtourism. When a park becomes too popular or numbers become difficult to handle, managers need to be prepared to reduce marketing spending, increase entrance fees, and consider limits on new accommodation permits. It is essential not to wait until crowding occurs before building

consensus on adaptive management techniques or limits of acceptable change for different areas and activities (see page 23 for information on carrying capacity). Regular monitoring can help identify problems before they seem severe. If roads are upgraded or accommodations increased, proactively managing growth through such techniques as dispersion, pricing, and infrastructure controls gain importance. The most successful projects balance fair benefits for communities with controlled growth of tourism—an outcome that is most likely when all the main stakeholders are involved and agree on limits to growth. Limits of acceptable change, growth management, and adaptive management—which focus on participatory monitoring, learning, and modifying—are more flexible management tools.

## Closing Note

Wildlife tourism is one way to drive revenue to parks and the communities who depend on these resources, relieving some of the economic and development pressures. It is not a magic solution. It requires sustained time, funds, engagement, and enterprise skills in collaboration with wide-ranging partners with diverse interests.

Much is still to be learned about what works and why for sustainable wildlife tourism, and how to effectively engage communities and manage growth. Critical gaps in knowledge include the long-term effects of various forms of wildlife tourism on animals and protected areas, the net economic impact of wildlife tourism for communities and how to maximize it, the most effective ways to control and limit wildlife tourism, comparisons on a global level of the efficacy of community-based tourism models, and how best to build the capacity of communities in community-based tourism.

This report aims to identify key issues and examples and to provide a foundation for discussion and further research. Additional study, exchange of knowledge, and continued collaboration are needed to collect and share lessons learned and best practices. Such information may then be leveraged to increase the use of sustainable wildlife tourism as a preferred land-use choice.



## APPENDIX 1 Stakeholders

Stakeholders involved in wildlife tourism include:

- ◆ Governments (national, state, regional, local authorities)
- ◆ Protected-area, national park, and wildlife refuge administrators/managers
- ◆ Private-sector tourism suppliers and investors
- ◆ Tourism planning and promotion organizations
- ◆ Communities
- ◆ NGOs and donor agencies
- ◆ Academics and the scientific community
- ◆ Tourists (domestic and international)
- ◆ Traditional and religious leaders
- ◆ Other service providers indirectly involved in supporting tourism operations, including guides

Some of the principal roles, goals, and challenges of these groups are shown in the table below. Although not all goals are mutually compatible, finding win-win solutions is fundamental to the success of wildlife tourism.

### STAKEHOLDERS' ROLES AND GOALS IN WILDLIFE TOURISM

Stakeholder	Possible roles in wildlife tourism	Expected primary goals	Key challenges
<b>GOVERNMENTS (NATIONAL, STATE, REGIONAL, LOCAL)</b>	Administer and provide funding to protected areas	Financial sustainability	Managing growth
	Establish laws to regulate benefit sharing and safeguard the resource	Positive tourism and conservation outcomes	Attracting sustainable private-sector investment and involvement
	Enable conditions for tourism, including investments, zoning, infrastructure, and community-managed areas	Increased visitor numbers and expenditure	Executing effective marketing and promotion Ensuring a good visitor experience
<b>PROTECTED-AREA MANAGERS*</b>	Protect wildlife and land	Ecological sustainability of tourism activities	Managing growth
	Conserve genetic diversity	Positive conservation outcomes	Protecting wildlife from poachers
	Liaise with local communities	Productive community engagement	Engaging with local communities
	Issue permits to visitors and guides		Attracting investment

\* These are often part of governments (i.e., a wildlife agency within the tourism or forest department). In some cases, they have been “outsourced” to an NGO through a public-private partnership (i.e., African Parks, Wildlife Conservation Society, etc.).

Stakeholder	Possible roles in wildlife tourism	Expected primary goals	Key challenges
<b>PRIVATE-SECTOR TOURISM SUPPLIERS AND INVESTORS</b>	Develop and manage tourism operations under agreements, leases, or concessions  Market, sell, and deliver on wildlife tourism experiences	Sustained growth of wildlife tourism  Profitable operations	Engaging with government  Negotiating land tenure and leasing  Navigating permits and regulations  Managing human resources
<b>TOURISM PLANNING AND PROMOTION ORGANIZATIONS</b>	Market and promote tourism  Provide information to visitors and tourism stakeholders  Facilitate access  Collaborate with the public and private sectors	Sustained growth of tourism  Increased visitor numbers and expenditure	Developing proper tourism infrastructure  Attracting target visitors through marketing and promotion  Finding investors
<b>COMMUNITIES</b>	Own or manage land  Be wildlife stewards  Use land sustainably  Operate wildlife tours and lodges  Facilitate visits	Benefits to the community—health and education  Revenue from livelihood opportunities  Minimal negative social consequences  Minimal disruption of local uses of wildlife	Learning the business of tourism  Protecting communities from outside interference  Ensuring fair negotiations and just share of benefits
<b>NGOS</b>	Manage or co-manage protected areas and/or tour operators  Specialize in community engagement and poverty alleviation	Minimal threats to wildlife conservation and/or welfare  Support of conservation and/or development goals	Committing the time needed to support communities  Funding to carry out programs  Negotiating with government
<b>ACADEMICS AND SCIENTISTS</b>	Foster the conservation of species	Study human-wildlife interaction	Gathering time-series data  Funding for research
<b>TOURISTS</b>	Pay to visit protected areas and encounter wildlife	Close animal encounters  High value for money  Unique experiences	Finding reliable information, traveling to the destination, and securing permits and guides  Seeing the wildlife

Source: Adapted by authors from K. Higginbottom, ed., *Wildlife Tourism: Impacts, Management and Planning* (Altona, Australia: Common Ground Publishing and Cooperative Research Centre for Sustainable Tourism, 2004).

## APPENDIX 2 Additional Resources

### Tourism and Development

International Finance Corporation. 2017. *Twenty Reasons Sustainable Tourism Counts for Development*. Washington, DC: World Bank Group. <https://openknowledge.worldbank.org/handle/10986/28388>.

Drawing on the five pillars of sustainable tourism from the United Nations World Tourism Organization (UNWTO), this paper identifies 20 reasons that sustainable tourism should be considered a development tool, supported with evidence and case studies from around the globe.

International Labour Organization (ILO). 2013. *Training Package for the Toolkit on Poverty Reduction through Tourism*. [http://www.ilo.org/sector/Resources/training-materials/WCMS\\_218322/lang--en/index.htm](http://www.ilo.org/sector/Resources/training-materials/WCMS_218322/lang--en/index.htm).

The ILO provides a toolkit on poverty reduction through tourism as well as a helpful package to prepare trainers to conduct workshops on the toolkit.

United Nations World Tourism Organization (UNWTO). 2013. *Sustainable Tourism for Development*. <http://www.e-unwto.org/doi/pdf/10.18111/9789284415496>.

This publication provides guidance on implementing sustainable tourism interventions. It begins with a guidance note on the basics of sustainable tourism, followed by a methodology for assessing the approach to sustainable tourism by identifying needs and gaps. The final section examines the relationship between tourism and development.

United Nations World Tourism Organization (UNWTO) and Netherlands Development Organization (SNV). 2010. *Manual on Tourism*

*and Poverty Alleviation—Practical Steps for Destinations*. <http://www.e-unwto.org/doi/pdf/10.18111/9789284413430>.

This manual gives organizations and individuals working in tourism destinations the tools to better support poverty alleviation and manage tourism to deliver more benefits to disadvantaged communities. It is divided into three parts of the project cycle: Analysis/Planning, Action, and Assessment.

### Wildlife and Wildlife Tourism

United Nations Environment Programme (UNEP)/CMS. 2006. *Wildlife Watching and Tourism: A Study on the Benefits and Risks of a Fast Growing Tourism Activity and Its Impacts on Species*. [http://www.cms.int/sites/default/files/document/ScC14\\_Inf\\_o8\\_Wildlife\\_Watching\\_E\\_o.pdf](http://www.cms.int/sites/default/files/document/ScC14_Inf_o8_Wildlife_Watching_E_o.pdf).

This report, published by UNEP and the Secretariat of the Convention on the Conservation of Migratory Species of Wild Animals (CMS), considers the socioeconomic and environmental benefits that can be derived from wildlife-watching tourism, including case studies from Brazil, Argentina, Mexico, the United States, Australia, Indonesia, and Tanzania.

United Nations World Tourism Organization (UNWTO). 2015. *Towards Measuring the Economic Value of Wildlife Watching Tourism in Africa—Briefing Paper*. <https://sustainabledevelopment.un.org/content/documents/1882unwtowildlifepaper.pdf>.

This paper is a first step by UNWTO toward a systematic measurement of the economic value of wildlife tourism in Africa, building on a survey



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of 8 African tourism and conservation authorities from 31 countries, as well as 145 international and African-based tour operators. Survey results and case studies are included.

World Bank Group. 2016. *Analysis of International Funding to Tackle Illegal Wildlife Trade*. Washington, DC: World Bank Group. <https://openknowledge.worldbank.org/handle/10986/25340>.

The World Bank's 2016 report was an effort to fill the knowledge gap in conservation funding. It assesses the current state of international donor funding to combat illegal wildlife trade and to identify trends in investment in this sector in Africa and Asia since 2010.

## Community-Based Tourism

Asker, S., L. Boronyak, N. Carrard, and M. Paddon. 2010. *Effective Community Based Tourism: A Best Practice Manual, June 2010*. Sydney, Australia: Asia-Pacific Economic Cooperation (APEC). [http://publications.apec.org/publication-detail.php?pub\\_id=1037](http://publications.apec.org/publication-detail.php?pub_id=1037).

This manual discusses the issues to be addressed when developing community-based tourism (CBT) activities managed by local communities in rural areas. It aims to increase

awareness of the opportunities for CBT as a vehicle for social, economic, and environmental development, drawing from case-study examples of best practice.

Spenceley, A., A. Rylance, S. Nanabhay, and H. van der Watt. 2016. *Operational Guidelines for Community-Based Tourism in South Africa*. Republic of South Africa: Department of Tourism. <https://annaspenceley.wordpress.com/2017/05/23/operational-guidelines-for-community-based-tourism-in-south-africa/>.

This guide gives a step-by-step approach for establishing and operating commercially viable community-based tourism ventures in South Africa, in both urban and rural areas. The guide also provides examples of good practice; highlights the challenges to community-based tourism; and provides links to more detailed resources.

WWF International. 2001. *Guidelines for Community-Based Ecotourism Development*. <http://www.eldis.org/document/A10684>.

WWF identifies principles and issues associated with considering whether ecotourism is an appropriate option; planning ecotourism with communities and other stakeholders; developing viable community-based ecotourism projects; and strengthening benefits to the community and the environment.



## Tourism Financing in Protected Areas

Duffus, D. A., and P. Dearden. 1990.  
“Non-Consumptive Wildlife-Oriented  
Recreation: A Conceptual Framework.”  
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This paper explores a framework that integrates the major components of non-consumptive wildlife recreation and connects research areas in ecology, animal behaviors, recreation, tourism, and existing wildlife management institutions.

Font, X., J. Cochrane, and R. Tapper. 2004.  
*Pay per Nature View: Understanding Tourism  
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[http://d2ouvy59podg6k.cloudfront.net  
/downloads/paypernatureviewphotos.pdf](http://d2ouvy59podg6k.cloudfront.net/downloads/paypernatureviewphotos.pdf).

This paper discusses different mechanisms for financing protected areas through tourism and also examines the extent to which protected areas should raise funds from tourism.

Spenceley, A., S. Snyman, and P. Eagles. 2017.  
*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. <https://www.cbd.int/tourism/doc/tourism-partnerships-protected-areas-web.pdf>.

This report to the Secretariat of the Convention on Biological Diversity and IUCN sets guidelines that aim to assist protected-area authorities in the development and use of tourism partnerships and concessioning. These guidelines provide information to help achieve sustainable tourism operations, bring benefits to local populations, and avoid or mitigate negative impacts. The report provides further resources for choosing partnership types, sources of finance, processes, and contract management.

United Nations Development Programme. 2014.  
*Tourism Concessions in Protected Natural Areas: Guidelines for Managers*. <https://www.cbd.int/financial/privatesector/undp-tourismconcessions.pdf>.

This extensive publication assists protected-area managers to plan for, allocate, and manage concession activities to maximize the benefits of

working with the private sector. Numerous case studies are included from the United States, Australia, New Zealand, Namibia, Mozambique, Ecuador, and Mongolia.

World Bank and World Wildlife Fund. 2014. *Getting Financed: 9 Tips for Community Joint Ventures in Tourism*. <https://openknowledge.worldbank.org/handle/10986/21698>.

This guide provides tips to reduce risk and improve joint venture access for stakeholders, including governments, the private sector, communities, banks, and NGOs.

World Bank Group. 2016. *An Introduction to Tourism Concessioning: 14 Characteristics of Successful Programs*. <http://documents.worldbank.org/curated/en/459431467995814879/pdf/105316-WP-PUBLIC-Tourism-Toolkit-19-4-16.pdf>.

This short guide provides an overview of tourism concessioning in protected areas to those new to tourism, protected areas, and/or concessioning.

## Women

International Finance Corporation. 2017. *Women and Tourism: Designing for Inclusion*. Washington, DC: World Bank Group. <https://openknowledge.worldbank.org/handle/10986/28535>.

This preparatory World Bank paper on tourism and gender explains the rationale for integrating a gender lens into tourism development projects. It includes a set of resources designed to help development professionals and project managers get started and find necessary data. This paper paves the way for more in-depth operational research and data collection on what works for empowering women in the tourism sector.

Philippine Commission on Women. 2013. *Gender-Responsive Toolkit on Ecotourism Management and Planning*. Quezon City, Philippines. [http://library.pcw.gov.ph/sites/default/files/gender\\_responsive\\_toolkit\\_ecotourism.pdf](http://library.pcw.gov.ph/sites/default/files/gender_responsive_toolkit_ecotourism.pdf).

This toolkit provides information to local government units and protected-area managers for preparing and developing ecotourism management plans and ensuring that ecotourism strategies are gender-responsive.

WBG Africa Gender Innovation Lab. <http://www.worldbank.org/en/programs/africa-gender-innovation-lab>.

This online portal offers evaluations of interventions on the gender gap in Sub-Saharan Africa.

WBG Female Entrepreneurship Resource Point. <http://siteresources.worldbank.org/EXT/GENDER/Resources/FemaleEntrepreneurshipResourcePointto41113.pdf>.

This resource provides guidelines on best practices and tools for evaluating and integrating gender dimensions in private-sector development and entrepreneurship promotion programs, as well as case studies.

WBG Gender Data Portal. <http://datatopics.worldbank.org/gender/>.

This website offers up-to-date, cross-country data useful for benchmarking.

WBG Women, Business, and the Law: Getting to Equal. <http://wbl.worldbank.org/data/visualization>.

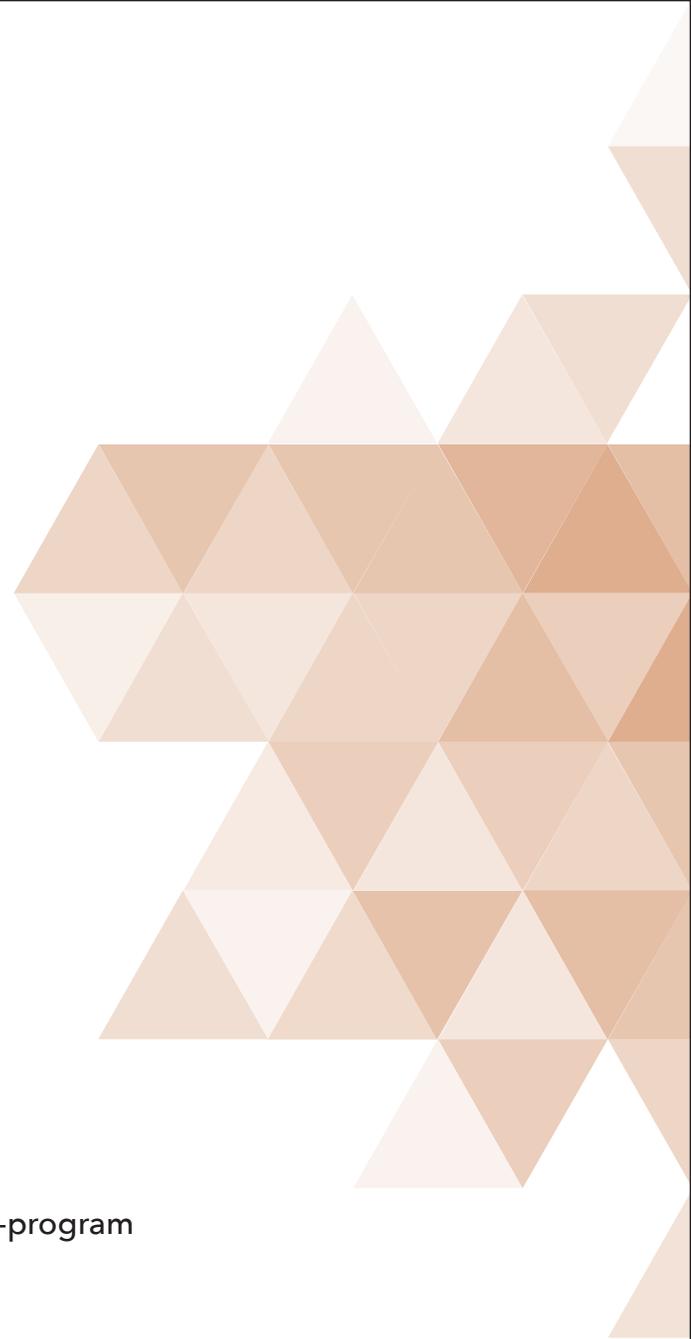
This online portal tracks discriminatory laws against women regarding employment; property ownership; agency; gender-based violence; and access to credit, justice, and political and judicial representation.

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