Monitoring & Evaluation
Role of Indicators

- How do successful tourism destinations address the rising expectations of visitors?
- How can damage to natural, cultural and socio-economic environments be avoided?
- How do destinations plan for sustainable tourism development that benefits the tourism industry and the local community?
- How is sustainable tourism development contributing to biodiversity conservation and economic growth?
Types of Indicators

Sustainable tourism indicators are typically categorized into three categories:

- Economic
- Environmental
- Social-Cultural

Indicators can also be classified as to how they measure changes as either numerical or non-numerical.

- Quantitative
- Qualitative
Selecting Indicators

UNWTO criteria for selecting indicators:
- **Relevance** of the indicator to the selected issue
- **Feasibility** of obtaining and analyzing the needed information
- **Credibility** of the information and reliability for users of the data
- **Clarity** and understand-ability to users
- **Comparability** over time and across jurisdictions or regions
Performance Monitoring & Evaluation Plan

- Identify specific goals and targets
- Clearly articulate development hypotheses (causal chains) and appropriate means to test them
- Develop indicators of change and targets
- Describe how project will collect, analyze, and use information for program management and decision-making
## Casual Model Example

<table>
<thead>
<tr>
<th>PROJECT ACTIVITIES</th>
<th>OUTPUTS</th>
<th>SHORT-TERM OUTCOMES</th>
<th>LONG-TERM OUTCOMES</th>
<th>IMPACTS</th>
<th>INDICATORS OF CHANGE</th>
<th>TARGETS</th>
<th>SOURCE OF INFO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve the quality of SME and CBO-based tour operators servicing PAs</td>
<td>Training, technical assistance, grant, and best practices</td>
<td>SME &amp; CBO-based tour operators improve marketing efforts and services</td>
<td>Increased business growth and income among SME &amp; CBO-based tour operators</td>
<td>Stimulate Economic Growth</td>
<td>Increase # of PAX received by tour operators</td>
<td>20% increase in PAX and income</td>
<td>Tour operator surveys</td>
</tr>
<tr>
<td>Develop program to improve handicraft production and marketing by SMEs &amp; CBOs targeted at existing tourism markets</td>
<td>Targeted technical training in handicrafts production, awareness and capacity building among businesses</td>
<td>SME &amp; CBO-based handicraft producers testing and developing marketable products</td>
<td>Increased income and employment opportunities for Dominicans</td>
<td>Reduce Poverty</td>
<td>Increased sales of locally-made handicrafts to existing tourism markets</td>
<td>10% increase in tourist spending on handicrafts</td>
<td>Visitor Surveys Business Surveys</td>
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1. **Casual Model Example**

2. **PROJECT ACTIVITIES**
   - Improve the quality of SME and CBO-based tour operators servicing PAs
   - Develop program to improve handicraft production and marketing by SMEs & CBOs targeted at existing tourism markets

3. **OUTPUTS**
   - Training, technical assistance, grant, and best practices
   - Targeted technical training in handicrafts production, awareness and capacity building among businesses

4. **SHORT-TERM OUTCOMES**
   - SME & CBO-based tour operators improve marketing efforts and services
   - SME & CBO-based handicraft producers testing and developing marketable products

5. **LONG-TERM OUTCOMES**
   - Increased business growth and income among SME & CBO-based tour operators
   - Increased income and employment opportunities for Dominicans

6. **IMPACTS**
   - Stimulate Economic Growth
   - Reduce Poverty

7. **INDICATORS OF CHANGE**
   - Increase # of PAX received by tour operators
   - Increased sales of locally-made handicrafts to existing tourism markets

8. **TARGETS**
   - 20% increase in PAX and income
   - 10% increase in tourist spending on handicrafts

9. **SOURCE OF INFO**
   - Tour operator surveys
   - Visitor Surveys Business Surveys
Categories of USAID EG Performance Indicators for Tourism

1) Community and destination economic benefits
2) Maintaining economic benefits from tourism
3) Tourist satisfaction
4) Tourism and poverty reduction
Sample EG/PR Performance Indicators for Tourism

1) Community and destination economic benefits:
   • Tourism employment (relative to total in region)
   • Tourism wages (relative to average wage in region)
   • Number indigenously owned tourism businesses
   • [In-country] Spending per tourist
   • Revenues generated by tourism
   • GDP and % of tourism’s contribution (national level or community level)
Sample EG/PR Performance Indicators for Tourism

2) Maintaining economic benefits from tourism:
   • Tourist arrivals by month (seasonality also captured)
   • Occupancy rates by month
   • Remittances abroad of profits, or salaries of expat staff
   • Number of local employees in tourism by job type and level
   • % of full-time year round jobs (unemployment in off-season)
   • % of employees certified (qualified)
   • % of labor imported from outside region
   • Multiplier ratio for tourism dollars (how much of each dollar spent stays in the destination, how many times it is re-spent)
Sample EG/PR Performance Indicators for Tourism

3) Tourist satisfaction:
   • Level of satisfaction on exit (based on questionnaires)
   • % of return visitors
   • Changes in average price per room
   • Ratings by guidebooks/travel sites
Sample EG/PR Performance Indicators for Tourism

4) Tourism and poverty reduction:

- Total number of workers in community, % of workers directly employed by tourism, % full time
- Number of local tourism related MSMEs operating
- Ratio of pay of top- to lowest-paid tourism workers (and % of workers by ratio)
- Annual contribution by tourism to community projects
- Increase in individual and/or household incomes
Tourism Education and Workforce Development Indicators

- Percentage of the total workforce employed in tourism
- Tourism sector average gross hourly earnings versus all industries gross hourly earnings
- Number of tourism training providers in a destination participating in a National Workforce Training Certification System
- Number of employees in the hospitality business trained in hospitality programs
- Number of students enrolled in tourism vocational schools
- Percent of high school graduates enrolled in undergraduate tourism programs
- Number of Employers offering internship and apprenticeship programs
- Taxes invested in tourism technical education
Biodiversity and Conservation Indicators

- Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance.
- Percentage increase in funding for conservation activities through travel philanthropy in areas of biological significance
- Increase in funding for conservation activities and NRM as a result of increased visitation to protected areas
- Number of hectares in areas of biological significance under improved management as a result of tourism volunteer assistance
- Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation
Biodiversity and Conservation Indicators

• Number of people receiving USG supported training in NRM and/or biodiversity Conservation

• Decreased threats to forest, woodland, and aquatic biological diversity due to tourism activities in or around these areas

• Quantity of greenhouse gas emissions, measured in metric tons of CO2 equivalent, reduced or sequestered as a result of USG assistance through travel philanthropy and carbon offset programs.