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# Monitoring & Evaluation





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## 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?



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## 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



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## 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



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## 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

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



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## 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



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## **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)





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## 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)



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## 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



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## 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 CO<sub>2</sub> equivalent, reduced or sequestered as a result of USG assistance through travel philanthropy and carbon offset programs.