

Assessment Criteria for National Tourism Development Strategies

Abstract

This document presents criteria for reviewing National Tourism Development Strategies with regard to the principles of sustainable development. This is a tool for measuring how well a national strategy fulfills the criteria for sustainable development of tourism.

The assessment is based on three major documents, the Agenda for a Sustainable and Competitive European Tourism, the European Union biodiversity policies and International Guidelines on Biodiversity and Tourism Development of the Convention on Biological Diversity (CBD). In addition to the three dimensions of economic, social and environmental impact of tourism, the text focuses on essential elements of modern planning for tourism.

The evaluation is based on an analysis of weighted assessment presented in the form of a checklist. Each criterion from the checklist is given its weight/importance (in points) for a sustainable tourism strategy. Subsequently the strategy is evaluated by awarding certain number of points according to each criterion. Consequently, it creates an opportunity for estimating the general fulfillment of the given criteria.

Since 2005 the **Sustainable Tourism Working Group of the CEEweb for Biodiversity** has been working on guidance for decision makers on policy development of sustainable tourism. The prior projects focused on elaborating the following:

- a. the database of the economical, environmental and cultural impact of tourism in Central and Eastern Europe,
- b. the training tool for education concerning principles of sustainable tourism,
- c. the recommendations for the indicators developed by the EC DG Enterprise Tourism Sustainability Group.

The assessment criteria for national sustainable tourism development strategy, which derives from the previous studies as well as from the experience of many NGO members, approaches and continues to integrate the tourism policy with the principles of sustainable tourism.

The assessment methodology of National Tourism Development Strategies presents the criteria for a model and potential planning document for national level of sustainable tourism development. There are many forms of documents in different countries which implement long-term plan for tourism. The following methodology aims at assessing a strategy and complementary documents which influence tourism in the countries. It does not aim at comparison studies of strategies.

1. Introduction

Strategic planning in tourism is necessary for the sustainable development of the industry, monitoring of social consequences and protection of biodiversity within a country or any tourist destination.

Mass tourism after the Second World War was the reason for the application of state tourism management (Gaworecki 2003). Contemporary tourism policy is closely related to the macroeconomic goals of a particular country. Economically developed countries are focusing on ecological or social goals different than economic aims. On the other hand less developed countries use the tourism sector to achieve economic goals. Nevertheless in both cases it is important to stress the sustainable aspects of tourism included in national planning documents and implemented in Central and Eastern Europe countries. While these countries create and promote new tourism attractions in order to join the European competitive market, it is necessary to include policies, which will strengthen the position of tourism destinations in the market also by implementing their development of sustainable tourism and protection of ecosystems.

It is important for local and regional tourism development that sustainable development requires harmonized support to national processes. On the other hand the state policy has to be connected to international sustainability agreements. The criteria of the strategy assessment were elaborated in light of the EU biodiversity policies (EU Biodiversity Strategy to 2020) and the Agenda 21 for a Sustainable and Competitive European Tourism. These include sustainable conservation and management of natural and cultural resources, minimising use of resources and pollution at tourist destinations including the production of waste, managing changes in the interests of the well being of the community, reducing the seasonality of demand, addressing the environmental impact of transport linked to tourism, making tourism experiences available to all without discrimination, and improving the quality of jobs in tourism.

EU Biodiversity Strategy to 2020 highlights that a number of key partnerships will be expanded and promoted to support this strategy. The European Commission has set up the EU Business and Biodiversity Platform, which currently bring together businesses from six different sectors including tourism to share their experiences and best practices.

It is important to underline that the protection of biodiversity is strongly connected to service quality and health policy. The reciprocity of this connection is still growing in national tourism market and every year tourists require the quality, which include clean, natural and diverse environment and well managed local communities which convert in competitive advantage on the European tourist market.

Tourism sustainability requires time scale from 5 to 10 years as tourist destinations tend to be influenced by internal or external factors. Therefore “state of health” for tourist destination is closely related to time and special scales. Only a strategy which combines benefits of local communities, satisfaction of tourism experience and conservation of natural resources has a chance to be competitive on the market in the future.

2. Goals, target audience and methodology of the assessment

- **The main goal** of the analysis is to create criteria for reviewing National Tourism Development Strategies in Central and East Europe in light of the EU biodiversity policies and the Agenda for a sustainable and competitive European tourism. The criteria will constitute guidance and technical tool in the development or review of their strategies for development tourism, national biodiversity strategies and action plans.

Biodiversity loss is damaging to the economy particularly in sectors such as tourism, which depend directly on ecosystem services. Therefore **the assessment's long-term goal** is to initiate strategies, which set their main goal as development of an environmentally and socially responsible tourism, which creates long-term economic benefits for the businesses and destinations.

- **Target audience** for this analysis is: policy makers, governments at national and local level and managers (of tourism clusters for example). Therefore the purpose of the assessment is twofold: (1) to provide countries with constructive feedback on the national tourism strategy linkage between tourism and biodiversity protection, that could be used to further improvements of these strategies, and (2) to inform CEE NGOs and decision makers on the subject.
- **Methodology of assessment** is based on analysis of weighted assessment and review of major tourism sustainability indicators for a tourism strategy, which are divided into several categories (see **the evaluation table**, p.6). Firstly, each of seven chapters received its **weight (W)** according to its importance for a national sustainable tourism strategy. Secondly, during the evaluation of existing strategies or elaboration of new ones, each indicator in chapters gets a **score (S)** in points according to the level of fulfillment of the requirements of each indicator (the scale for scoring is indicated in the table for each indicator). The sum of multiplications (**Total Score (TS)**) = $W_I \cdot \sum S_{1-21} + W_{II} \cdot \sum S_{22-31} + W_{III} \cdot \sum S_{32-44} + W_{IV} \cdot \sum S_{45-59} + W_V \cdot \sum S_{60-68} + W_{VI} \cdot \sum S_{69-122} + W_{VII} \cdot \sum S_{123-132}$ will give the result of total points received by a strategy – **Total Score (TS)**. Finally, the TS will be given as a percentage of the **Maximum Score (MS)** to show how well a strategy fulfils the given indicators.
- The gradation of sustainability for strategies in *Five-point scale* (according to the methodology developed by IUCN) will serve to communicate the result of the assessment. The proposed scale is described in 5 stages taking into consideration the TS, which will give percentage in which a strategy fulfills given indicators (**P**):
 - P sustainable (81-100%)
 - P potentially sustainable (61-80%)
 - P intermediate (41-60%)
 - P potentially unsustainable (21-40%)
 - P unsustainable (1-20%)

(!) The result should be regarded as guidance for strategic tourism development, not as the final and only measurement for sustainable development of tourism.

3. National Tourism Strategy as a public document

National Tourism Strategies are planning documents and are formulated in order to define visions, goals and directions of tourism state policies. National tourism strategies constitute also important and necessary tools for territorial management of tourism within the state boundaries and with neighboring countries. In terms of planning time a National Tourism Strategy refers to medium and long-term period of planning.

The most important feature of these documents is that it is not compulsory for the tourism sector. It only serves as a source of information for the:

- direction of national tourism policies,
- operational tasks of national tourism policies,
- initiatives in tourism development supported by the state.

Nonetheless, they are important planning documents, which determine other planning documents on regional and local level. Consequently it is vital that they reflect essential contents of international, supranational, European and global agreements as far as sustainable tourism is concerned.

Generally, the strategy is formulated by a National Tourism Administration (NTA). In majority of the cases in the Central-East Europe it is the Ministry responsible for tourism development, which compiles the strategy.

A national tourism strategy should answer several questions:

- How the document tackles the importance of fulfilling touristic needs of its own society?
- What are the measures for rational use of touristic values, work resources and capital?
- Is there a consideration for the optimal size and structure of tourist movement in the country?
- How is content of the document related with other branches of social and economic sectors?

These issues should be approached by scientific research, which should support the creation of the strategy. Problems of coordination, collaboration and partnership are also at the forefront of many tourism researches on finding new solutions to resource management and destination development problems (Hall 2000). Furthermore, the relationship between the tourism industry and governmental tourism agencies is important in order to answer the question to what extent the established policy process (a strategy) lead to outcomes which are in the “public interest” and which contribute to the sustainability rather than meeting just narrow sectoral interests. Additionally, many tasks conditioning tourism development lay beyond the responsibilities of the Ministry responsible for tourism. Therefore it should be prepared and implemented through inter-departmental cooperation (in Poland for example: Polish Tourism Organization, Ministry of Environment, Ministry of Economy, Ministry of Agriculture and Rural Development) and other institutions and specialized tourism non-governmental organizations (Zareba 2006).

The support of relevant research and studies for a national tourism policy is necessary as far as the following subjects are concerned:

- management process and procedures,
- cost-benefit analysis of tourism demand and supply from the perspective of energy and environment,
- culturally-determined product and service standards,
- tourism as complementary activity in economically and socially depressed areas.

A National Tourism Strategy should take into consideration the environmental protection system and role of ecotourism in maintaining all kinds of protected areas in the

country (provided by national nature protection system and EU net of nature conservation such as Natura 2000).

The territorial cooperation in tourism is emphasized in the most important recommendations of European Union and communications of European Committee¹. Additionally, these documents require multi-stakeholder partnerships for sustainable development of tourism (partnerships of public authorities, private business, and other civil society groups for networks and territorial cooperation). There is a need to underline other kinds of cooperation in the strategy such as regional cooperation (for example within Carpathian Region, Balkan Region), geographical regions cooperation (mountainous areas, lakes areas, wetlands etc.), cultural cooperation of ethnical and cultural regions (for example Orawa in Poland and Slovakia) and cross-border cooperation (for example of nature protected areas: Tatra National Park).

As other protected areas, e.g. Natura 2000 may enhance the attractiveness of regions it is necessary for tourism to contribute to its protection. The management of these sites should be linked to management plans and strategies in general.

The tourism policy expressed in a strategy should focus on climate change, habitat destruction and the loss of species, potable water availability, solid and liquid waste pollution and others problems expressed in agreements and policy documents on European level. According to the sustainability concept which has been developed in last 20 years tourism development should be carried out in a way that:

- use of resources, both natural and cultural, should be non consumptive, making them renewable,
- supports the local economy, being an opportunity for remote communities,
- provides a linkage between different sectors like private-public sector, forestry, agriculture, handicrafts etc.,
- provides an economic incentive to conserve natural and cultural assets,
- foster greater understanding between people (and interested parties).

A national tourism strategy reveals economic aspects of tourism. Therefore it is important to link a tourism offer with the target groups/markets to be integrated into a competitive European market with the long-term enhancement of biodiversity and nature protection. The questions: what products do I want to offer?, which markets do I want to target?, who do I choose to compete with?, apply to national tourism organizations, regional tourism bodies, local governments and individual businesses.

A strategy's environmental goal should be to provide for sustainable tourism development by encouraging responsible planning and management practices consistent with conservation aims and integration of stakeholders. Tourism in general and nature-based tourism in particular can only sustain itself in the long-term if its development is geared towards sustainability.

¹ *Agenda for a sustainable and competitive European Tourism* (COM(2007) 621 final - 19.10.2007), *A renewed tourism EU policy: towards a stronger partnership for European Tourism* (COM(2006) 134 final - 17.03.2006), *Basic orientations for the sustainability of European tourism* (COM(2003) 716 final - 21.11.2003) and *Working together for the future of European tourism* (COM(2001) 665 final) - 13.11.2001).

4. Assessment Criteria for National Tourism Development Strategies

Abbreviation and acronyms

CBD (Convention on Biological Diversity)

CSR (Corporate social responsibility)

EC (European Commission)

EIA (Environmental impact assessment)

IUCN (International Union for the Conservation of Nature and Natural Resources/World Conservation Union)

LA21 (Local Agenda 21)

NTS (National Tourism Strategy)

UE (European Union)

UNEP (United Nations Environmental Programme)

UNWTO (United Nations World Tourism Organization)

TIC (Tourism Information Centres)

NSTDS (National Sustainable Tourism Development Strategy)

Definitions

Biodiversity – biological diversity is the adaptive potential of the range of ecological complexes or systems that sustain the variety and variability of life (CBD).

Sustainable tourism – tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNWTO). In the context of tourism, this refers to present and future visitors and host communities

Ecosystem services – services provided by the natural environment that benefit people including regulatory services, such as water regulation, provisioning services, such as food and timber, and cultural services, such as recreation, they provide outputs or outcomes that directly and indirectly affect human wellbeing.

Value proposition – an offer to visitors that results in more benefit to them (through satisfaction, financial reward, or other measures) than the costs incurred

Competitiveness – qualities or features of a destination or product that attract customers over other destinations or products

Destination Management Organization – the partnership body which is responsible for tourism development of a destination

Targets – outcomes which are achievable during strategy implementation

The document basic information

Name of the main document representing tourism policy in the country	Years of implementation
Names of the complementary planning documents and initiatives (linked to the other sectors for example such as in point no.9 in the evaluation table)	Years of implementation
<ul style="list-style-type: none"> - ... - ... - ... - ... - ... 	
The documents' achievements and future projects	Years of implementation
<ul style="list-style-type: none"> - ... - ... - ... - ... - ... 	

Methodology of assessment is based on analysis of weighted assessment and review of major tourism sustainability indicators for a tourism strategy, which are divided into several categories in the evaluation table above.

The evaluation table

Name of an indicator	Scores (S) and Weights (W)
I Description of the document and elaboration process	W₁ = 0.1
1. The documents representing tourism policy in the country	S = 3 if yes
<ul style="list-style-type: none"> - general plan of social-economic development - sectoral plan (national tourism strategy) - operative plan for government actions and agendas - the strategy is published in an easy-to-read version which does not exceed 100 pages comprising major targets 	S ₁ <input type="checkbox"/> S ₂ <input type="checkbox"/> S ₃ <input type="checkbox"/> S ₄ <input type="checkbox"/>
2. The national strategy sets out clear priorities, goals, policies, objectives, interventions and expected results that contribute to improving biodiversity protection and meeting national and global commitments in the:	S = 1 if just the long term vision (up to 10 years) is included S = 2 if sustainable tourism is included by enhancing issues where tourism can make a difference S = 3 if sustainable tourism and biodiversity protection is included
<ul style="list-style-type: none"> - vision of national tourism policy - goals of national tourism policy - objectives of national tourism policy - operational measures/tasks - expected results/indicators - expected results (outcomes) of national tourism policy 	S ₅ <input type="checkbox"/> S ₆ <input type="checkbox"/> S ₇ <input type="checkbox"/> S ₈ <input type="checkbox"/> S ₉ <input type="checkbox"/> S ₁₀ <input type="checkbox"/>
3. Targets or norms are established by governments (in other strategic documents as well) considering areas such as:	S = 1 if the relevant planning document exists S = 2 if the tourism issues are included in the document S = 3 if the tourism issues and biodiversity protection is included S = 4 if there are targets set which influence tourism sector S = 5 if there are targets set which influence tourism sector and biodiversity protection

<ul style="list-style-type: none"> - land-use zoning - ecosystem functioning - biodiversity conservation and sustainable use - sustainable transport - green house gas reduction in the tourism industry - climate change adaptation and mitigation in destinations - waste reduction and management - poverty alleviation/mitigation 	<p>S₁₁ S₁₂ S₁₃ S₁₄ S₁₅ S₁₆ S₁₇ S₁₈</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>4. Strategy formulation process includes the following actions:</p>	<p>S = 1 if the information about the document formulation is available for stakeholders S = 2 if the stakeholders are invited to the meetings or other form of involvement into the formulation process S = 3 if the active contribution was accompanied by research on the type of tourism the stakeholders want to host</p>	
<ul style="list-style-type: none"> - baseline information is gathered on the basis of multi-stakeholder consultations - local communities are involved in the consultations and their active role in destination management is recognized - public and private sector work together during the consultations 	<p>S₁₉ S₂₀ S₂₁</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>II Situation analysis and programming</p>		<p>W_{II} = 0.2</p>
<p>5. The tourism resources and market analysis for national tourism development</p>	<p>S = 1 if there are major stakeholders and elements of supply and demand of tourism market included S = 2 if there are major stakeholders and elements of supply and demand of tourism market included (including separate analysis of country's tourism destination and regions) S = 4 if there are major stakeholders and elements of supply and demand of tourism market included (comprising separate analysis of country's tourism destination and regions) and natural</p>	

	resources are presented from the point of view of ecosystem services
<ul style="list-style-type: none"> - domestic (national) market: major stakeholders (tour operators, travel agents, national and regional authorities, NGOs etc.) - tourism supply: products, services, infrastructure and facilities - demand of the domestic market (income, costs, positive and negative trends in demand, working hours) - strategic planning method analysis (e.g. SWOT) - needs for further development and official forecasts 	<p>S₂₂ <input type="checkbox"/></p> <p>S₂₃ <input type="checkbox"/></p> <p>S₂₄ <input type="checkbox"/></p> <p>S₂₅ <input type="checkbox"/></p> <p>S₂₆ <input type="checkbox"/></p>
6. Political factors and international aspects of tourism development	<p>S = 1 if the description includes the national destination only</p> <p>S = 2 if the description includes the national and regional destinations</p> <p>S = 3 if the description includes the national and regional destinations and their <i>competitiveness</i> is described</p>
<ul style="list-style-type: none"> - product and infrastructure development, general industrial policy starting points - destination marketing - reinforcing the image of the country as a tourist destination - benchmarking (product, strategic) - the strategy gives the answer to which type of tourism is best for the national destination 	<p>S₂₇ <input type="checkbox"/></p> <p>S₂₈ <input type="checkbox"/></p> <p>S₂₉ <input type="checkbox"/></p> <p>S₃₀ <input type="checkbox"/></p> <p>S₃₁ <input type="checkbox"/></p>
III The grade of enhancement on sustainable approach to tourism in policies	W_{III} = 0.1
7. Linkage of tourism to other sectors (the grade of complementation of management documents of the following sectors with tourism development planning)	<p>S = 1 if there are tourism issues involved in documents</p> <p>S = 3 if there are targets within the documents which define how tourism will help to solve problems of other sector (e.g. agrotourism complements aims of rural development strategy)</p>

	<p>S = 5 if there are targets within the documents which define how tourism will help to solve problems of other sector involving the quality of live for host and visitor</p> <p>S = 6 if there are targets within the documents which define how tourism will help to solve problems of other sector involving the quality of live for host and visitor and there is a special chapter in tourism strategy describing the connections</p>
<ul style="list-style-type: none"> - environmental policy - agriculture and forestry - regional and rural development policy - transport strategy - health policy - employment policy 	<p>S₃₂ <input type="checkbox"/></p> <p>S₃₃ <input type="checkbox"/></p> <p>S₃₄ <input type="checkbox"/></p> <p>S₃₅ <input type="checkbox"/></p> <p>S₃₆ <input type="checkbox"/></p> <p>S₃₇ <input type="checkbox"/></p>
<p>8. Reference to sustainable tourism agreements, conventions, protocols, EU policy towards development of sustainable tourism and nature conservation:</p>	<p>S = 2 if there is a reference to at least 1 document</p> <p>S = 3 if there is a reference to 2</p> <p>S = 4 if there is a reference to more than 2</p>
<ol style="list-style-type: none"> 1) the Global Code of Ethics for Tourism (GCET) as a comprehensive set of principles designed to guide key-players in tourism development (WTO) 2) the United Nations Convention on Biological Diversity, especially Decision VII/14 Biological Diversity and Tourism and Decision V/25: Biodiversity and tourism, 2004 3) The Charter for Sustainable Tourism (developed in Lanzarote, Canary Islands) Spain, 1995 4) EU Sustainable Development Strategy (EU SDS) with indications for national policies on law foundation for sustainable development of tourism, implementation of principles for tourism in other sectors of state activity and enhancement on scientific research on relations between tourism development and environment protection 5) the Agenda for a Sustainable and Competitive European Tourism 	<p>S₃₈ <input type="checkbox"/></p>

<p>6) European Charter for Sustainable Tourism in Protected Areas 7) Agenda 21 as a comprehensive plan of action to be taken by governments in every area in which human impacts on the environment, Rio de Janeiro, 1992 8) The Pan-European Biological and Landscape Diversity Strategy (PEBLDS) adopted at the 3rd Ministerial Conference "An Environment for Europe", Sofia, 1995 9) EU Strategy for the Danube Region, the Carpathian Convention (Tourism Protocol) 10) Other related to sustainable tourism development (fill with the name): </p>	
<p>9. Social benefits and community profits</p>	<p>S = 3 if there are outcomes defining how tourism will contribute to the evaluated issue S = 4 if there are outcomes defining how tourism will contribute to the evaluated issue and recommendations for regional level tourism development strategies are included</p>
<ul style="list-style-type: none"> - tourism is valued as the contributor to country's economy (preferably in %) - preservation and development of the culture in the region - distribution of income and prospects for employment - support to cultural heritage and local identity - maintenance of community infrastructure - participation of indigenous and local communities (e.g. community based tourism) 	<p>S₃₉ <input type="checkbox"/> S₄₀ <input type="checkbox"/> S₄₁ <input type="checkbox"/> S₄₂ <input type="checkbox"/> S₄₃ <input type="checkbox"/> S₄₄ <input type="checkbox"/></p>
<p>IV Participation of institutions in tourism management</p>	<p>W_{IV} = 0.1</p>
<p>10. Setting up and enabling a National Tourism Organization as:</p>	<p>S = 3 if yes</p>

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<ul style="list-style-type: none"> - a national body for tourism businesses and destinations - a source of best practice, offering tourism business advice - a custodian of the national product database 	S ₄₅ S ₄₆ S ₄₇	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
11. Enhancement on bottom – up approach in destination management	S = 3 if yes	
<ul style="list-style-type: none"> - local tourism bodies are responsible for a tourism destination which reflects the natural geography of an area's visitor economy (rather than local public sector or electoral boundaries) - the tourism policy gives the possibility for tourism bodies to band together into larger groups voluntarily - ensuring financial sustainability of the bodies with minimum reliance on public funds (can act as partners with local authorities or local business partnerships) - reduction of taxes to central level - supporting creation of <i>Destination Management Organization</i> rather than Marketing Organizations - partnership between public sector and local authorities and local businesses and attractions - recognition of role of the bodies for Regional Development Strategies 	S ₄₈ S ₄₉ S ₅₀ S ₅₁ S ₅₂ S ₅₃ S ₅₄	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
12. There are responsibilities determined for the strategy implementation for the following bodies:	S = 5 if yes	
<ul style="list-style-type: none"> - ministries - the local and regional governments - tourism business associations, clusters, tourism entrepreneurs etc. - the non-governmental sector - protected area authorities, environmental institutions etc. 	S ₅₅ S ₅₆ S ₅₇ S ₅₈ S ₅₉	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
V Sustainable development of tourism businesses, supply of services and special enhancement addressing nature protected areas	W_v = 0.2	



<p>13. Plans to increase the number of environmentally oriented tourism providers and offerings by:</p>	<p>S = 1 if recommendations of the following actions are listed S = 2 if there are operative actions described for the implementation S = 3 if there are operative actions described and indicated bodies responsible for the implementation of these actions</p>	
<ul style="list-style-type: none"> - support of certification and labelling schemes - strengthening cooperation between (organisation and financing) public and private entities as well as partnerships for sustainable tourism development - educational programs for tourist staff and their professionalization in the framework of tourism environmental impact and social responsibility 	<p>S₆₀ S₆₁ S₆₂</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>14. Grade of incentive and encouragement to sustainable practices in tourism companies:</p>	<p>S = 1 if country has sustainable policy for resources management with relevant legislation S = 2 if the legislation provides alternatives for resources' using S = 3 if state government stimulates sustainable practice with finance benefits (tax reducing, tariff reducing)</p>	
<ul style="list-style-type: none"> - energy efficiency - efficient water management solutions - waste management 	<p>S₆₃ S₆₄ S₆₅</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>
<p>15. Support for financial contribution from the tourism industry to nature protection services:</p>	<p>S = 3 if there are: a system or instruments with relevant legislation and rules S = 4 if there is evidence (data) that stakeholders use these instruments</p>	
<ul style="list-style-type: none"> - enhancing regional marketing as the foundation for sustainable tourism development, particularly in UNESCO biosphere reserves and national parks - areas close to or in populated regions are protected for nature-based recreation - incorporating the European Union network of Natura 2000 sites in tourism territorial development and marketing 	<p>S₆₆ S₆₇ S₆₈</p>	<p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>

VI Tourism strategy measures	W_{VI} = 0.1	
16. Indicators and targets comprise important part of the strategy	S = 4 if yes If no go to indicator no. 22	
<ul style="list-style-type: none"> - strategy includes targets to be fulfilled - strategy recommends indicators for monitoring - targets are combined with indicators in order to measure impacts 	S ₆₉ S ₇₀ S ₇₁	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
17. Indicators for monitoring are described in 8 groups ² as headline indicators (not only complementary indicators):	S=0 if the indicator is not included in the strategy S= 1 if the indicator is included in the strategy	
<p>(a) political</p> <ul style="list-style-type: none"> - value of micro-loan program for local businesses respecting sustainability criteria and number of SMEs (Small and Medium Enterprises) supported by the programme - measures for evaluating tourist information policy (grade of including sustainability criteria in tourism promotion e.g. communicating access code for tourists, evaluation of tourist behaviour, knowledge and attitudes) - measures to policy for disabled people and equal access to tourism - the map of regional supply chains through the establishment of local or regional cooperation (e.g. territorial communes tourist associations, clusters) - measures of participation and local control (measures of accessibility to information about the strategy, number of people and stakeholders that participated in decision-making process and the quality of their participation) - existence and quality of management plans, visitor regulations and monitoring measures 	S ₇₂ S ₇₃ S ₇₄ S ₇₅ S ₇₆ S ₇₇	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(b) economic</p> <ul style="list-style-type: none"> - value of tourism expenditure in tourism destination by target groups of tourist (annual growth) or change in visitor spending 	S ₇₈	<input type="checkbox"/>

² According to *Conceptual framework for tourism sustainability assessment* by T.G. Ko [in] *Development of a tourism sustainability assessment procedure: a conceptual approach*, Tourism Management 26 (2005) 431-445, Science Direct and Criteria for sustainable tourism, *Tourism for Nature* GEF project's publication.

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<ul style="list-style-type: none"> - percentage of GDP coming from tourism - measures taken to reduce the dependency on tourism and seasonality (percentage of income coming from tourism in the time-scale of the year, percentage of fulltime, part time and seasonal jobs in tourism, local unemployment rate off-season, local unemployment rate off-season) - length of average tourist stay (in days) - percentage of people employed in tourism or tourism related jobs - percentage of change in the total number of tourists - growth in % of the surface of the areas which are used for tourism 	S ₇₉ S ₈₀ S ₈₁ S ₈₂ S ₈₃ S ₈₄	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(c) socio-cultural</p> <ul style="list-style-type: none"> - increase/decrease in cultural activities or traditional events and level of participation - level of awareness of local values and cultural heritage - number of local businesses related to the local culture (handicrafts, music, food) - extent of traditional land use - number and quality of infrastructure development stimulated by tourism - percentage of locals using tourism related infrastructure - proportion of tourism revenues reinvested by administration in public responsibilities - tourism's contribution to the preservation of cultural goods - evaluation of the local inhabitants' experiences with and attitudes towards tourism (percentage of locals who are satisfied with tourism development) - evaluation of the tourists' experience 	S ₈₅ S ₈₆ S ₈₇ S ₈₈ S ₈₉ S ₉₀ S ₉₁ S ₉₂ S ₉₃ S ₉₄	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(d) service and product quality</p> <ul style="list-style-type: none"> - number of Green Tourism Business Awards - number and type of tourism attractions, tourism products and visitor infrastructure - quality measures of accommodation, food, transport and other services - evaluation of safety - tourists' satisfaction evaluation (percentage of return visitors, visitor expectations versus experience measure, satisfaction rating for those visitors whose experience exceeded their expectations (in 1-5 scale, 1 (much worse than expected) to 5 (much better than expected))) 	S ₉₅ S ₉₆ S ₉₇ S ₉₈ S ₉₉	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



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<ul style="list-style-type: none"> - length of the tourism season - existence and quality of visitor/information centers, interpretative materials (e.g. brochures, panels), guided tours, trails, cycling routes, signage (length of trails, number and language of signs) - level of training (guards, guides, information, catering, management, etc.) 	S ₁₀₀ S ₁₀₁ S ₁₀₂	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(e) general environmental impacts</p> <ul style="list-style-type: none"> - intensity of use (tourist/hectare or km of trails, carrying capacity indicators, level of use of protected areas and natural environment) - percentage of tourism businesses with appropriate resource management - behavior and attitudes of tourists and locals towards environmental protection - type and extension of protected areas, percentage of extended surface of protected areas and creation of new ones 	S ₁₀₃ S ₁₀₄ S ₁₀₅ S ₁₀₆	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(f) ecosystem quality</p> <ul style="list-style-type: none"> - revenue from tourism allowed to environment protection activity - number and quality of direct engagement of tourism business in projects and programmes for the improvement of environment - effectiveness of resource management measured e. g. by amount of waste and water consumed per tourist per day - scale of impacts due to tourism infrastructure (e. g. erosion caused by trails, consumption of territory) - type and percentage of transport facilities used (tourists arriving by car, train, etc., number of tourists using public transport) 	S ₁₀₇ S ₁₀₈ S ₁₀₉ S ₁₁₀ S ₁₁₁	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(g) biodiversity</p> <ul style="list-style-type: none"> - percentage of endangered species - habitat status changes measures - monitoring of tourist flow is mentioned - tools for tourist flow mitigation are previewed 	S ₁₁₂ S ₁₁₃ S ₁₁₄ S ₁₁₅	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<p>(h) environmental policy and management</p> <ul style="list-style-type: none"> - amount of financial contribution of tourism to funding of conservation 	S ₁₁₆	<input type="checkbox"/>



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<ul style="list-style-type: none"> - number and type of measures to engage locals in protection activities (meetings, programs, expenditure) - percentage of locals actively involved in conservation activities - percentage of tourism managers with environmental training - percentage of tour operators and hotels with an environmental strategy or policy - existence of a land use or development planning process including tourism - existence of the environmental impact assessment legal procedure 	S ₁₁₇ S ₁₁₈ S ₁₁₉ S ₁₂₀ S ₁₂₁ S ₁₂₂	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
VII Financing and Implementation of the National Tourism Strategy	W_{VII} = 0.2	
18. Financing	S = 1 if there are indicated concrete institutions who are responsible for financing S = 2 if there is indicated concrete amount for each measure implementation	
<ul style="list-style-type: none"> - financing is secured through governmental and voluntary resources for the entire period of the strategy - the strategy implementation is accompanied by a micro-loan program for local businesses respecting sustainability criteria 	S ₁₂₃ S ₁₂₄	<input type="checkbox"/> <input type="checkbox"/>
19. Monitoring and Evaluation	S = 0 if no S = 3 if yes	
<ul style="list-style-type: none"> - M&E is a substantial part of the strategy - the strategy has clearly described ways and means of monitoring, including the responsible body and intervals of monitoring - the periodical monitoring is made public - there are simple qualitative along with quantitative data gathering means employed (household survey of local residents and visitor questionnaire, Delphi technique or in-depth interviews or focus group interviews of environmental expert groups) - tourism research on tourism market (product quality, visitor satisfaction with products and marketing) as well as relation tourism-environment (contribution 	S ₁₂₅ S ₁₂₆ S ₁₂₇ S ₁₂₈ S ₁₂₉	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



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<p>of tourism to community economies, impact on nature and support for nature protection) in academic and expert institutions will assist and complement the strategy monitoring analysis</p> <ul style="list-style-type: none"> - there is a specification of data sources for strategies' evaluation (according to what data is available at national level and where the new research is required) 	<p>S₁₃₀</p>	<p><input type="checkbox"/></p>
<p>20. Execution</p>	<p>S = 1 if there are roles and responsibilities for private and public sector (governmental institutions, NGO, etc.) S = 2 if there is given time scale for each strategy measurement S = 3 if there is a financing for implementation</p>	
<ul style="list-style-type: none"> - the strategy identifies clear roles and responsibilities of various stakeholders for the implementation of the strategy - the strategy has an integrated adaption tool, which allows for the review of the strategy after a given period of max. 10 years 	<p>S₁₃₁</p>	<p><input type="checkbox"/></p>
	<p>S₁₃₂</p>	<p><input type="checkbox"/></p>
<p>Total Score (TS) = W_I · ΣS₁₋₂₁ + W_{II} · ΣS₂₂₋₃₁ + W_{III} · ΣS₃₂₋₄₄ + W_{IV} · ΣS₄₅₋₅₉ + W_V · ΣS₆₀₋₆₈ + W_{VI} · ΣS₆₉₋₁₂₂ + W_{VII} · ΣS₁₂₃₋₁₃₂</p>		<p>TS = <input type="checkbox"/></p>
<p>Maximum Score (MS) = 45</p>		
<p>Percentage in which a strategy fulfills given indicators (P) P = (TS / MS) x 100%</p>		<p>P = <input type="checkbox"/></p>



Glossary

Communication - non-binding decision of the EU institutions such as communications of the Commission on various topics, Court judgments, opinions of the Committee of the Regions or the Economic and Social Council

National Tourism Strategy - planning documents formulated in order to define visions, goals and directions of tourism state policies

EU Biodiversity Strategy to 2020 (COM(2010) 2020) – the strategy that has adopted by the European Commission on 3rd of May, 2011 to halt the loss of biodiversity and ecosystem services in the EU by 2020. The strategy is aimed at reversing biodiversity loss and speeding up the EU's transition towards a resource efficient and green economy.

Resources

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