TOOLS AND RESOURCES FOR NATURE-BASED TOURISM

SECOND EDITION

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Dedication

Abbreviations and Acronyms

ACCT	Africa Conservation and Communities Trust Fund
CEETO	Central Europe Eco-Tourism: Tools for Nature Protection
CBD	Convention on Biological Diversity
CI	Conservation International
CoP	Community of Practice
EEN	European Ecotourism Network
EU	European Union
GD-PAVIS	Global database protected areas visitors
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEN	Global Ecotourism Network
GIS	Geographical Information System
GSTC	Global Sustainable Tourism Council
GWP	Global Wildlife Program
IFC	International Finance Corporation
IUCN	International Union for Conservation of Nature
LEWIE	Local Economy-Wide Impact Evaluation
MPA	Marine Protected Area
M&E	Monitoring and Evaluation
MEET	Mediterranean Experience of Ecotourism
NACSO	Namibian Association of CBNRM Support Organizations
NBT	Nature-based tourism
NGO	Nongovernmental organization
NPS	National Park Service (United States)
PA	Protected Area
PATA	Pacific Asia Tourism Association
PPP	Public-Private Partnership
SADC	Southern African Development Community
SDG	United Nations Sustainable Development Goals
SERPAT	Spectra for the Ecological Regulation of Protected Areas and Tourism
SWOT	Strengths, Weaknesses, Opportunities, Threats (SWOT) Analyses
TAPAS	Group IUCN WCPA Tourism and Protected Areas Specialist Group
TIES	The International Ecotourism Society
TRAFFIC	Wildlife Trade Monitoring Network
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
VERP	Visitor experience and resource protection framework
VMAST	UNESCO's Visitor Management Assessment and Strategy Tool
VSE	Visitor Spending Effects Model
WCPA	World Commission on Protected Areas
WCS	Wildlife Conservation Society
WHS	UNESCO World Heritage Site
WTP	Willingness to pay
WTTC	World Travel & Tourism Council
WWF	World Wildlife Fund

All currency in this publication is in U.S. dollars unless otherwise indicated.

1

Overview

Note on the release of the second edition of *Tools and Resources for Nature-Based Tourism:*

Impacts from the COVID-19 pandemic have reverberated across the tourism sector since the publication of this report in July 2020. Those working in nature-based tourism, from tour operators to community organizations to protected area authorities, have faced particular challenges – and opportunities – as tourism revenues plummeted and slowly rebound.

This second edition aims to collect and share the many resources that have emerged over the last two years to support nature-based tourism destinations and stakeholders to recover and reset in the face of the pandemic. A new chapter has been added on COVID-19 resources. In addition, other major new and updated nature-based tourism resources have been added to the report and its associated database.

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

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

The World Bank invests in nature as an asset that creates jobs to support economic development and promote environmental conservation. In response to the growing demand from countries in recent years, the World Bank has invested in a $1.2 billion portfolio of projects with NBT components. Furthermore, over half of the 37 national projects approved under the Global Environment Facility (GEF)-funded, World Bank-led Global Wildlife Program (GWP),[1] include work on NBT, showing the significance of this opportunity to countries across Africa, Asia, and Latin America and the Caribbean.

This report is a comprehensive review of the tools, resources, institutions, and platforms available to help nature-based tourism, development, and conservation practitioners prepare and implement projects that integrate NBT and can strengthen the link between conservation and development. Trusted resources covering the core components of NBT were identified through a desk and literature review and consultations with over 120 tourism experts. The resulting compilation provides guidance for practitioners at every stage of a project – from preparation and design to implementation and evaluation. Resources are organized into the following themes, with many covering multiple topics:

1. **Key Concepts of Nature-Based Tourism:** Key concepts and best practices for different regions, ecosystems, and types of NBT, including ecotourism and wildlife tourism.
2. **Enabling Policy Environment and Planning:** Legal and institutional frameworks and arrangements and planning toolkits for NBT.
3. **Concessions and Partnership Models:** Guidelines and tools for enabling partnerships, including those with the private sector, to deliver tourism in protected areas (PAs).
4. **Destination Management:** Guidelines, best practices, and case studies to support NBT planning for destinations.

5. **Infrastructure and Facilities:** Resources to guide the development of infrastructure that supports conservation objectives.

6. **Visitor Management:** Principles and frameworks for managing visitor use to avoid or reduce adverse impacts from tourism.

7. **Nature-Based Enterprise Development:** Information for individuals and enterprises that want to plan, design, and operate sustainable NBT, including guidance on product development, financing market segmentation, marketing, and communications.

8. **Impacts of Nature-Based Tourism:** Analyses of the impacts of NBT on natural habitats, biodiversity, local economies and livelihoods, skills, culture and society, and tourists.

9. **Risk Management and Climate Change:** Strategies for analyzing and reducing risk, including climate change.

10. **Monitoring and Evaluation:** Guidance and tools for monitoring and evaluating NBT, including standards, indicators, statistics, and certification systems.

11. **COVID-19 Pandemic:** Policy papers, impacts of the pandemic, and guidance for operating NBT during and post-pandemic recovery.

12. **Training Materials:** Training courses, manuals, and materials including webinars on key NBT topics.

13. **Networks and Institutions:** Networks, institutions, and information platforms that provide support for NBT internationally.

The compilation demonstrates that substantial work has been done, reflecting the importance of NBT for conservation and development across the world. But despite the diversity and depth of the resources identified, many of the resources currently available are not widely known or used, and gaps remain as a consequence. The report is therefore complemented by a resource database, a one-stop platform for NBT tools and resources that is comprehensive and searchable by keywords. Practitioners can easily find and access materials by topic or type. The database will be hosted by the Global Wildlife Program and readers are invited to help maintain it by contributing links to new resources.

The review also found that while certain priority themes are emerging for NBT practitioners, they remain under-researched and are therefore not sufficiently covered by resources listed in this compilation. These knowledge gaps relate to undertourism and overtourism (particularly relating to the dramatic decline during the COVID-19 pandemic, followed by a resurgence of NBT subsequently), climate change resilience and adaptation in NBT, hunting standards, gender equity, and the use of digital technology to improve resilience. The cross-cutting issues of gender and digital technology have considerable potential to support wider benefit distribution and enterprise competitiveness in NBT and should be studied further. Focusing efforts and resources on filling these knowledge gaps can enhance the potential for NBT projects to maximize their contributions to poverty reduction and biodiversity conservation.

2
Background

2.1 Purpose of the Review

In 2019, the World Bank commissioned a comprehensive review of the tools and knowledge resources that could be used by practitioners in the field of NBT to prepare and implement projects that promote sustainable NBT practices and policies.

The first edition of *Tools and Resources for Nature-Based Tourism* was published in 2020. This second edition has been prepared with a new chapter on the COVID-19 pandemic that aims to profile new resources developed to help the NBT sector recover after being hit hard by travel restrictions. The pandemic led to severe and systemic repercussions for conservation and local livelihoods. These are elaborated and options for improving resilience are shared.

2.2 Scope

NBT describes all forms of tourism that use natural resources in an undeveloped form. NBT is motivated by the enjoyment of wildlife or undeveloped natural areas and may incorporate natural attractions including scenery, topography, waterways, vegetation, wildlife, and cultural heritage, and activities such as hunting or white water rafting.[2] A number of different terms are used to describe forms of NBT, including ecotourism, wildlife tourism, geotourism, and adventure tourism (see Table 1). Successful NBT requires the ability to develop and market tourism products based on the assets offered by the protected area (PA), and the ability to maintain the quality of these assets for ongoing future use. The tourism potential of any PA depends on a variety of factors, including location, accessibility, market demand, proximity to other popular tourism destinations, marketing, presence of local tourism businesses, and infrastructure (e.g., accommodation, catering, tourist guiding, etc.).[3]

Table 1: Nature-based tourism terms and definitions

Term	Definition
Nature-based tourism	Forms of tourism that use natural resources in a wild or undeveloped form. Nature-based tourism is travel for the purpose of enjoying undeveloped natural areas or wildlife.[4]
Ecotourism	Responsible travel to natural areas that conserves the environment, socially and economically sustains the well-being of the local people, and creates knowledge and understanding through interpretation and education.[5]
Wildlife tourism	A form of nature-based tourism that includes the consumptive and non-consumptive use of wild animals in natural areas.[6] Wildlife tourism is centered around the observation and interaction with local animal and plant life in their natural habitats,[7] as with safari tourism.
Geotourism	Tourism that sustains or enhances the distinctive geographical character of a place: its environment, heritage, aesthetics, culture, and the well-being of its residents.[8]
Adventure tourism	Often based in natural environments, adventure tourism activities include mountaineering, trekking, bungee jumping, mountain biking, cycling, canoeing, scuba diving, rafting, kayaking, zip-lining, paragliding, hiking, canyoneering, sandboarding, caving, and rock climbing.[9]

The World Bank Group further emphasizes that NBT should contribute to poverty reduction and promote environmental sustainability.[10] The United Nations World Tourism Organization (UNWTO) defines sustainable tourism as: "Tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities."[11] The types of NBT topics explored relate to the range of issues that practitioners need to draw on during the design or implementation of projects and programs (see Figure 1 and Figure 2).

Figure 1: Nature-based tourism topics

Enabling policy environment

Governance and institutional arrangements

Concessioning and partnership models

Destination management

Infrastructure and facilities

Visitor management

Nature-based enterprise development

Impacts of nature-based tourism

Risk management and climate change

COVID-19 pandemic

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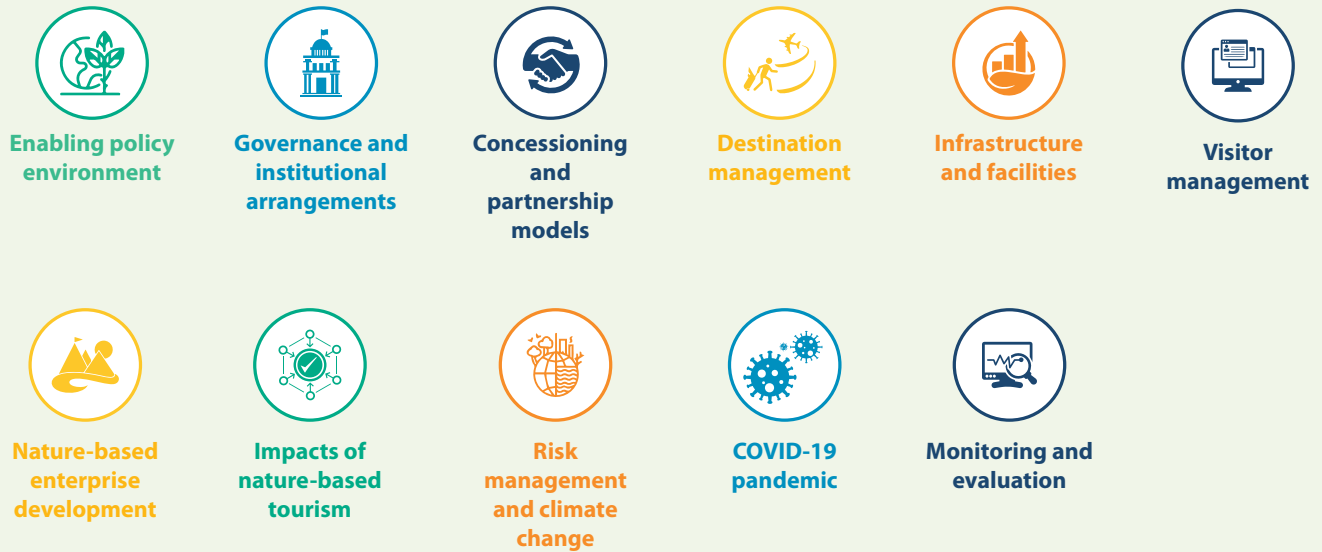
Figure 2: Types of nature-based tourism tools and resources

Information resources:
- Books and e-books
- Technical reports
- Case studies
- Best practice guidance, guidelines, and codes of conduct
- International agreements

Certification systems for protected areas and tourism service providers, including:
- Standards and criteria
- Indices and ratings
- Indicators

Toolkits and how-to tools, including:
- Financial assessment and evaluation tools
- Research tools

Training and capacity building resources, including:
- Online courses
- Training materials and manuals
- Webinars

Online platforms:
- Online booking systems with sustainability ratings
- Databases and resource platforms
- Websites hosting relevant resources

NBT-related institutions and networks:
- Nonprofit organizations
- Research institutions
- Networks and alliances

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

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

To help readers find resources that respond to practical questions they have, the following table can be used as a guide:

Table 2: Where to find resources responding to your needs

What do you want to know?	Go to this section of the report
What is NBT, and why is it important?	Section 3
What are the international agreements and decisions relating to sustainable NBT?	Section 3.2
Where do I start to get an understanding of sustainable NBT, ecotourism, wildlife tourism, and hunting?	Sections in 4.1 on nature-based tourism and ecotourism, wildlife tourism, and hunting
What type of tourism can be practiced in different types of PAs?	Section in 4.1 on protected areas
Where can I find regional guidance on NBT?	Section in 4.1 on regional and national guidance
Where can I find guidance on NBT in specific habitats?	Section in 4.1 on specific ecosystems and habitats
What do I need in a national policy framework to support sustainable NBT?	Section in 4.2 on policy frameworks
How do I plan NBT in a destination?	Section in 4.2 on international planning
Where do I find regional NBT planning information?	Section in 4.2 on regional and national planning
How do I design a tourism concessions or partnership framework for NBT?	Section 4.3
Are there any case study examples on joint ventures and partnerships?	Box 5
Is there regional or national guidance for tourism concessions?	Section in 4.3 on regional and national guidance
Are there destination-level tools for NBT planning?	Section 4.4
How do I determine whether NBT is viable in a destination?	Section 4.4
I need to develop sustainable accommodation infrastructure for NBT – how should I do this?	Section in 4.5 on accommodation
The NBT destination needs a visitor center, trails, and transport – how should this be done?	Section in 4.5 on visitor infrastructure

What do you want to know?	Go to this section of the report
How do I ensure visitor management avoids overcrowding in natural areas and provides good experiences?	Section 4.6
The private sector wants to develop commercially viable and sustainable NBT businesses – how should this be done?	Section 4.7
What financing is available for NBT enterprises, and how do I access it?	Section in 4.7 on financing NBT
What guidance is available for community-based tourism (CBT), adventure tourism, geotourism, marine tourism, mountain tourism, or desert tourism?	Section in 4.7 on guidance for varied tourism products
Is there NBT enterprise development guidance for different parts of the world?	Section in 4.7 on regional and national guidance
What impacts does NBT have on the environment, wildlife, and animal welfare?	Section in 4.8 on environmental impacts
Is there guidance for operating NBT for different types of wildlife (e.g., primates, birds, marine wildlife)?	Section 4.8
What are the economic and financial impacts of NBT?	Section in 4.8 on economic and financial impacts
How does NBT affect conservation financing?	Section 4.8
What are the local financial and economic impacts on communities living in NBT economies and in developing countries?	Section 4.8
What tools can be used to measure and monitor financial and economic impacts of NBT?	Section 4.8
What are the potential social and cultural impacts of NBT?	Section in 4.8 on social and cultural impacts
What tools can be used to measure and monitor impacts on local communities caused by NBT?	Section in 4.8 on tools for local community impact assessments
What are the risks associated with NBT and climate change?	Section 4.9
What M&E tools are available for NBT and tourism in protected areas?	Section 4.10
What types of independent certification can be used to prove that NBT is sustainable?	Section 4.10
What impact did the COVID-19 pandemic have on NBT, conservation, and livelihoods, and how should NBT be adapted?	Section 5
What training courses and resources can be used to build stakeholder capacity in sustainable NBT?	Section 6
Where can additional help be found? What institutions and networks are leaders in NBT?	Section 7
What are the gaps in information to be aware of?	Section 8

2.3 Target Audience

The intended audiences for this report and collated resources are:

- Practitioners working on NBT project design, implementation, and evaluation.
- Governments, PA authorities, private sector stakeholders, tourism destination management organizations, nongovernmental organizations (NGOs); and other partners.
- Stakeholders that participated in the consultation process and who provided materials to populate the report database.

2.4 Approach

This analysis was prepared through a combination of an internet-based literature review[12] and stakeholder consultation. The consultation included online questionnaires in 2019 and 2022 that collectively received 146 responses from practitioners in the field. In all, over 470 resources were identified during this process.

3

Why is Nature-Based Tourism Important?

Prior to the start of the COVID-19 pandemic, the tourism sector was expected to grow by 3.9 percent per year globally over the next 10 years, according to the World Travel and Tourism Council (WTTC). In 2018, travel and tourism contributed $8.8 trillion, or 10.4 percent, to global GDP, and the industry supported one in 10 jobs (319 million) globally[13]. NBT is the one of the fastest growing tourism sectors and plays an important role in sustainable development. It can support poverty alleviation, economic growth, and biodiversity conservation. NBT can be a significant source of income for local communities and rural households, who often live in marginalized areas with few pathways out of poverty. Proponents argue that where local communities benefit from NBT, they may be more likely to conserve wildlife and nature (such as the example of poachers who become employed as tour guides).[14] However, local communities near PAs sometimes bear a large share of the costs of protected area management in the form of restricted access to land and natural resources and human-wildlife conflict. [15]

The onset of COVID-19 and travel restrictions have dampened NBT, with wide repercussions on livelihoods and conservation efforts. For example, protected area management authorities (whether governmental, private, or community managed) lost critical sources of funding for their work when tourism revenues dried up. Affected NBT tourism businesses cut staff, reduced wages, or closed operations indefinitely. These impacts have made clear that post-COVID recovery for many local communities will be tied to successful, diversified, and resilient recovery of NBT – and reconfirmed that in a post-COVID scenario NBT remains an important contributor to green, resilient, and inclusive development.

3.1 World Bank Initiatives on Nature-Based Tourism

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

- Local communities near PAs sometimes carry a large share of their costs in the form of restricted access to land and natural resources and crop damage due to raiding wildlife.

- There is often a mismatch between the high-skill, labor-related demands of the tourism industry required to realize tourism potential of natural assets and the skill levels within local communities.

- In rural areas, there may be few businesses that can adequately provide the necessary products and services to support the tourism sector (e.g., food, drink, transport, craft and décor), and so these are either sourced from urban centers or imported.

- Local people are not always the owners of tourism businesses, and so business profits are retained by non-national owners or by national investors, who are already affluent and highly skilled.

The World Bank helps countries harness the potential of NBT through three principles of engagement: protecting the natural assets on which tourism depends; growing and diversifying the business; and sharing the benefits with local communities. The World Bank's NBT portfolio includes projects that support biodiversity conservation, strengthen PA management, and tackle wildlife poaching, while incorporating carefully designed private sector concessions and local benefit-sharing arrangements. Argentina, Cambodia, Mozambique, and Tanzania are some countries where the World Bank, through its projects, is investing in NBT through policy enhancements, infrastructure development, tourism planning, and supporting communities in benefiting from tourism. Additionally, the Global Wildlife Program promotes NBT through a component on wildlife-based economies, with multiple national projects supporting NBT development to help local communities benefit from healthy ecosystems and wildlife populations.

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

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

"Nature-based tourism can be an effective tool to promote rural development," said **Mark Lundell, World Bank Country Director** for Mozambique, the Comoros, Madagascar, Mauritius, and Seychelles.[17]

A portfolio review in 2022 identified at least 52 World Bank projects, totaling over $1.2 billion, with a nature-based tourism component or activity. The World Bank Group supports interventions that strengthen the linkages between nature-based tourism and poverty reduction. The three main components are:[18]

- **Protect the assets:** The natural assets underlying the nature-based tourism sector need to be well managed to ensure they are maintained. Revenues will be short-lived if the tourism venture exceeds the capacity of the natural ecosystems, resulting in natural resource degradation.
- **Grow the business:** The natural site must attract a sufficient number of visitors and generate sufficient revenues to be economically viable and attractive to the private sector. To avoid concentrating both positive and negative impacts from NBT in a few areas, it is also important to strategically expand NBT to other select protected areas.
- **Share the benefits:** Local communities must benefit directly from the tourism activity, be it through jobs and other economic opportunities, revenue-sharing arrangements, or the targeted provision of public goods (e.g., schools, roads, clinics).

3.2 International Agreements

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

In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). The agenda established a global framework to end extreme poverty, fight inequality and injustice, and remedy climate change. Building on the Millennium Development Goals, 17 SDGS and 169 associated targets were agreed upon. Tourism is included within the targets for Goal 8 on decent work and economic growth; Goal 12 on responsible consumption and production; and Goal 14 on life below water. However, tourism has the potential to contribute, directly or indirectly, to all of the goals (see Table 3).[19]

Table 3: Sustainable Development Goals and their relevance to tourism[20]

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

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

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

In relation to the Convention on Biological Diversity (CBD), NBT contributes to the Strategic Plan for Biodiversity 2011–2020 (2010), and the plan's Aichi Biodiversity Targets that relate to conservation (Targets 11 and 12), community development (Target 18), and public awareness (Target 1).[21] At the 12th Conference of the Parties to the CBD, Decision XII/11 on Biodiversity and Tourism Development (2014) was adopted, inviting parties to provide very specific support to NBT, and "build the capacity of national and subnational park and protected area agencies, . . . to engage in partnerships with the tourism industry to contribute

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

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

4

Tools and Resources

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

4.1 Key Concepts of Nature-Based Tourism

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

Nature-Based Tourism and Ecotourism

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

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

Ecotourism, poverty reduction and environmental protection (2013) is a further compendium of reports and presentation papers from a United Nations meeting on the topic. Themes covered included financing ecotourism investments and their markets, planning, marketing, and destination management, assessing socioeconomic impacts and poverty reduction, enhancing environmental protection, and partnerships for international cooperation. More than 80 tourism cases (2021) have been compiled by CABI online, including 34 relating to nature-based, wildlife, and adventure tourism. Topics covered include securing community access to private lands for mountain biking in Canada (2015), ecotourism in Crete at the Milia Mountain retreat (2021), tourism and local community engagement in Costa Rica (2022), adventure tourism in the four different worlds of Ecuador (2019), tourism, wildlife conservation, and animal welfare (2021), long distance trails networks in Brazil (2020), managing cruising and tourism in the Arctic (2020), ecotourism on the Navuva River, Fiji (2016), cage diving and shark welfare (2018), and 10 others drawn from private sector tourism in conservation areas in Africa (2019).

Several textbooks provide a good underlying understanding of NBT and, in particular, ecotourism best practices. Ecotourism (2020), in its fifth edition, focuses on an array of economic, social, and ecological inconsistencies that continue to plague ecotourism in theory and practice, and examines the sector in reference to other related forms of tourism, impacts, conservation, sustainability, education and interpretation, policy, and governance. Also, Ecotourism: Transitioning to the 22nd century (2018) is another broad-based textbook on the topic that addresses sustainability, the enabling environment, natural resource management, professionalization of the sector, interpretation, communities, marketing, and education. The book Nature tourism (2017) describes the benefits and pitfalls in recent developments of NBT, tracing the history in development, highlighting the ecological impacts, and showcasing current practices. The publication includes discussions on specific tourist markets from holistic viewpoints, embracing lessons learned from various destination countries and continents. The international handbook on ecotourism (2013) provides an overview of ecotourism issues, concepts, and challenges, behavior and

visitor experiences, and practices, such as chapters relating to the planning and certification of ecotourism. Ecotourism: Principles and practices (2008) is a broad-based textbook that provides a basis for studies on NBT, with topics such as policy and planning, business, products, marketing, guiding and interpretation, and impacts on conservation, communities, and the economy. Ecotourism: Principles, practices and policies for sustainability (2002) explains components required for successful ecotourism, illustrated with a series of practical case studies. Natural resources, tourism and community livelihoods in Southern Africa (2020) is a book that examines the connections between natural resources, tourism, and community livelihood practices in Southern Africa, highlighting the successes and constraints experienced over the last 50 years through a series of contributed papers. More broadly, the Handbook for sustainable tourism practitioners: The essential toolbox (2021) provides step-by-step guidance for sustainable NBT, while accounting for modest timeframes and resources. The handbook includes chapters on feasibility studies, concessions, architecture, wildlife viewing protocols, visitor use management frameworks, and approaches to environmental, social, and economic assessment of NBT.

Protected Areas

The International Union for Conservation of Nature's (IUCN) Best Practice Guidelines Series publication on Tourism and visitation in protected areas: Guidelines for sustainability (2018) recognizes that managing PA tourism is a complex technical task requiring high levels of skill and knowledge. These comprehensive guidelines provide information on the impacts of PA tourism on the environment, society, and economy. They highlight key 10 principles for planning and management, address capacity building, and provide guidance on the generation and management of tourism revenues. Table 4 summarizes the approaches to tourism and visitor use by IUCN's PA categories. The guidelines expand and update a previous IUCN Best Practice Guideline on Sustainable tourism in protected areas: Guidelines for planning and management (2002). The guidelines are also the basis for an IUCN Massive Online Open Course on Valorisation of protected area resources, which contains three modules dedicated to the best practice guidelines. The associated Online resources directory provides access to the materials used within the guidelines and additional readings and invites users to share new resources on this topic.

Table 4: IUCN Protected Area Categories and their management approach to tourism[22]

IUCN Category*	Primary goal and protected value(s)	Approach to tourism and visitor use
Ia) Strict Nature Reserve	Biodiversity or geoheritage protection (ecological and scientific values)	• Public access only possible through organized scientific, citizen science, or volunteer service programs
Ib) Wilderness Area	Protection of the natural character and condition of unmodified or slightly modified areas (wilderness and ecological values)	• Low-density, self-reliant visitor use is often a management objective • Restricted public access in terms of amount of use, group size, activity, etc. • Tourism activity limited and highly regulated (e.g., through special use permits)
II) National Park	Protection of an ecosystem and its large-scale ecological processes (ecological, recreation, and community values)	• Visitor use and experience is often a management objective • A range of recreation opportunities typically provided through zoning, facility development, and visitor services (countries have marked differences in their attitudes to tourism accommodation within PAs)
III) Natural Monument	Conservation of specific natural features (ecological, recreation, and community values)	• Visitor use and experience is often a management objective • Recreation opportunities are typically provided to facilitate feature protection and public understanding
IV) Habitat/ Species Management Area	Conservation through management intervention (ecological, community, and recreation values)	• Recreation visitation and commercial tourism are usually management objectives • A range of recreation opportunities is provided with associated facilities and services • Commercial tourism common for wildlife viewing
V) Protected Landscape/ Seascape	Landscape/seascape conservation (community, ecological, and recreation values)	• Tourism is usually a management objective • A range of recreation opportunities is provided with associated facilities and services • Commercial tourism common
VI) Managed Resource	Sustainable use of natural ecosystems (community, recreation, and ecological values)	• Recreation visitation and commercial tourism can be key objectives • A range of recreation opportunities is provided with associated facilities and services • Commercial tourism common

Books focusing particularly on PAs include Tourism and national parks (2015), which examines how and why national parks have spread and evolved, how they have been fashioned and used, and the integral role of tourism within them. Case study chapters bring insights from across the world, including from the United States, Canada, Australia, the United Kingdom, Spain, France, Sweden, Indonesia, China, and southern Africa. Tourism in national parks and protected areas (2004) describes tourism planning and management in national parks and PAs and provides guidelines for best practice in

tourism operations. Based on a journal special edition of the same name, Protected areas, sustainable tourism and neo-liberal governance policies (2018) is an international collection of papers that explores politics, performance metrics, and the values that PAs have for economies, peoples, and environments. The book Tourism and protected areas (2007) provides a record of the tourism issues discussed at the 2003 World Parks Congress and prospective important issues for the following decade.

Wildlife Tourism

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

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

Hunting

As a form of wildlife tourism, trophy hunting is often a contentious issue, with people supporting or opposing it on a variety of biological, economic, ideological, or cultural bases. The book Tourism and the consumption of wildlife (2014) addresses a range of complex issues facing the consumptive wildlife tourism sector across a number of destinations in Europe, North America, Africa, India, Arabia, and Oceania. Issues debated include that of trophy hunting of threatened species and hunting for conservation, along with the impact of hunting tourism on indigenous communities and on wider societies. The IUCN Species Survival Commission guiding principles on trophy hunting as a tool for creating conservation incentives (2012) provides guiding principles on the use of trophy hunting as a tool for conserving species and their habitats, and for the equitable sharing of the benefits. Two case studies on hunting in Pakistan and Namibia are included within the report. Consequences of recreational hunting for biodiversity conservation and livelihoods (2021) was a review of more than 1,000 papers and establishes

there is a substantial lack of evidence regarding how hunting contributes to just and sustainable conservation efforts. Best practices in sustainable hunting: A guide to best practices from around the world (2008) provides a collation of research and papers on trophy hunting from researchers and NGOs drawn from across Asia, Africa, and Latin America. The other side of the ecotourism coin: Consumptive tourism in Southern Africa (2006) discusses aspects of perception, consumption, and conservation of wildlife in relation to the north-south divide relating to sport and trophy hunting in Namibia and Botswana.

Regional and National Guidance

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

- **Europe:** Practical, profitable, protected: A starter guide to developing sustainable tourism in protected areas (2012) is a manual on how to develop and manage tourism in PAs, written for European PA managers. It includes guidance on tourism strategies and visitor management, working together with communities and organizations, providing NBT experiences and support infrastructure, communicating through interpretation and branding, and generating income from user fees and donations. Also for Europe is the Guide to sustainable tourism in protected areas (2012), which aims to help guide visitor monitoring and management, involving stakeholders in PPPs, sustainable transport, certification, and marketing approaches. Mediterranean experience of ecotourism: Meeting the ideal. A survey of ecotourism best practices (2014) describes 60 case studies from across the world that exemplify best practices, and discusses their contributions to conservation, local communities, and cultural heritage. For Finland, Metsähallitus has produced Principles of sustainable tourism for protected areas (2016). These are intended to guide the sustainable tourism operations in all national parks, nature sites, and historical sites managed by Parks & Wildlife, Finland. Each principle is accompanied by detailed objectives that help in implementing the principles in practice.

- **Asia and Pacific:** The UNWTO's Compendium of best practices and recommendations for ecotourism in Asia and the Pacific (2012) provides specific case studies demonstrating ecotourism in practice in the region, and illustrates how tourism operators are aiming to meet the principles of sustainable tourism. Nature-based tourism and conservation: New economic insights and case studies (2012) is a book with Australian case studies on tourism and PAs and wildlife tourism (e.g., turtles, whales, penguins, tree kangaroos, glow worms). The book Review of nature-based tourism (2003) covers issues in Australia including leases and licenses, accreditation, park pricing, risk management, breaches, and interactions with wildlife.

- **Africa:** Private sector tourism in conservation areas in Africa (2019) uses 32 comprehensive case studies from 11 countries to provide guidelines for optimal benefits and sustainable NBT. The book includes descriptions of the various models for the private sector to engage in tourism in conservation areas in Africa, and guidance on identifying the most suitable private sector tourism options to promote long-term sustainability. Responsible tourism: Critical issues for conservation and development (2008) contains case studies and analyses from across Africa, including papers on policies and institutional activities, market demand, the economics of wildlife tourism, and tourism in transfrontier conservation areas. Tourism product development interventions and best practices in sub-Saharan Africa: Part 1: Synthesis and Part 2: Case studies (2010) describes innovative and successful interventions that are making the most effective progress in terms of sustainable tourism. The case studies include the wildlife conservancy program in Namibia, hiking tourism on Mount Kilimanjaro in Tanzania, and the safari operators &Beyond and Wilderness Safaris. The report presents the methods, models, and mechanisms used to leverage tourism for poverty alleviation, employment generation, and enterprise development in conjunction with the conservation of the environment and cultural heritage.

- **North America:** Ecotourism case studies in the United States (2000) is a book that illustrates country-specific approaches to ecotourism planning, product development, and tourism associations.

- **Latin America:** Available in Spanish and developed for Mexico, Guía para las Mejores Prácticas de ecotourismo en áreas protegidas (2003) covers the concepts, methodologies, and verification criteria for the planning, design, and management of ecotourism projects.

- **Developing countries:** Ecotourism in the less developed world (1998) is a book that shares country case studies from Costa Rica, Kenya, Nepal, and Thailand and from the Caribbean and South Pacific regions.

Specific Ecosystems and Habitats

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

- **Marine areas:** Best practices for marine wildlife watching during ecotourism activities (undated) is designed to help coastal tourism operators implement responsible tourism and environmental stewardship. Global best practices for responsible whale and dolphin watching (2017) aims to assist wild whale- and dolphin-watching tour operators and destination managers wishing to achieve best practice standards. It also outlines scientific evidence about the impacts and benefits of whale and dolphin watching. Marine ecotourism (2007) is a book that examines the wide range of marine ecotourism resources and considers the vital role of marine ecotourism in raising awareness of the significance of the seas and oceans to sustainable coastal livelihoods. The book considers the role of stakeholders and discusses regulation and collaboration within the sector. Marine wildlife and tourism management (2007) is a book that aims to demonstrate that, through scientific approaches to understanding and managing tourist interactions with marine wildlife, sustainable marine tourism can be achieved. It considers the demand for marine wildlife tourism, the impacts of interactions with marine wildlife, the ethical and legislative context, and

tourism management. The Encyclopedia of tourism and recreation in marine environments (2008) brings together the terms, concepts, and theories related to recreational and tourism activities in marine settings as a reference guide. Coral reefs: Tourism, conservation and management (2018) takes a multidisciplinary approach, including coral reef science, management, conservation, and tourism perspectives. It provides a global perspective of coral reef tourism issues covering many of the world's most significant reef destinations. Specific issues addressed include climate change, pollution threats, fishing, island tourism, scuba diving, marine wildlife, governance, sustainability, conservation, and community resilience.

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

Box 1: Best practice guidance for snorkeling

- Good environmental practice: Snorkeling: A practical advisory note provides guidance for managing snorkeling activities around coral reefs for tourists and operators.

- The Comision Nacionale Para el Conocimiento y Uso de la Biodiversidad (CONABIO) produces guidance on good snorkeling practices within its PAs, such as guides for Huatulco and Cabo Pulmo National Parks in Mexico (2016).

4.2 Enabling Policy Environment and Planning

Governments, and their enabling policy and planning frameworks, provide the context for NBT to take place. These frameworks are critically important in establishing the conditions for tourism, including zoning, infrastructure, and the involvement of local communities. Laws and regulations can be used to regulate the sector, provide direction on benefit sharing, and safeguard natural resources, and to fund biodiversity conservation and the management of PAs.[23] Planning for NBT needs to address elements of rural development and local economic development within destinations. When done well, it can provide a road map for local employment creation, opportunities for local producers and service providers, and for the local ownership and management of enterprises. Such planning needs to be embedded within any broader process of planning of a destination where this exists.[24]

UNWTO Recommendations on tourism and rural development (2020) aims to support governments at various levels, as well as the private sector and the international community, to develop tourism in rural territories in a way that contributes to inclusive, sustainable, and resilient development. Such development will ensure the fair distribution of tourism's benefits, enhance job creation, protect natural resources and cultural heritage, promote social inclusion, and empower local communities and traditionally disadvantaged groups.

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

challenges of tourism and increased visitation. They have a need for stronger legal and institutional frameworks to establish more coherent and coordinated approaches.

Policy Frameworks

There are several examples of analyses of policy and planning contexts for NBT that can be found. Protected area regulation and tourism (2022) is a book that provides a review of global conservation and sustainable development conventions, treaties, and policies and considers their implications for impacts on management and regulation. The volume includes descriptions of the regulatory and concession regimes for tourism globally, with detailed case study examples from New Zealand, Tasmania, and Hawaii. The book proposes a new conceptual framework, called the Spectra for the Ecological Regulation of Protected Areas and Tourism (SERPAT). The framework aims to integrate the ecological and tourism aspects of protected area regulation, assisting decision makers to develop contextually effective laws and management plans that avoid over-regulating or under-regulating tourism, given the areas' ecological profiles.

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

Resources relating to the policy environment for NBT include the UN Development Programme's (UNDP) Tourism concessions in protected natural areas: Guidelines for managers (2014), which provides useful guidance on the enabling environment, including templates for policies, laws, and regulations. Books that include chapters relating to policy for NBT include Ecotourism: Principles and practices (2008), The Routledge handbook of tourism and the environment (2017), and Nature tourism, conservation, and development in KwaZulu-Natal, South Africa (2003). For an overview of policy tools, the Baseline report on the integration of sustainable consumption and production patterns into tourism policies (2019) describes the types of policy instruments that can be applied during different phases of tourism development, and which are applicable to NBT (see Table 5).

Table 5: Examples of sustainable consumption and production policy instruments in use in tourism destinations at different stages of the tourism product life cycle[25]

Types of policy instrument	Phases of tourism life cycle			
	Extraction of natural resources	Manufacturing and production processes	Provision of sustainable products, services, and works	Use and consumption
Regulatory and legal instruments	• Regulation of access and activities in vulnerable areas, cultural and natural heritage sites	• Regulations on water and energy efficient technologies, reuse and recycling of water, use of renewable energy	• Regulations regarding construction materials and environmental standards of products	• Regulations on visitor management and capacity
Economic and fiscal instruments	• Fees for national parks and natural reserves, and PAs for nature conservation as well as for other attractions	• Grants, soft loans, or tax credits for investments in eco-technologies (water, energy, etc.) and the reduction of emissions	• Funding schemes for sustainable business development	• Tourism tax earmarked for environmental action (e.g., beach cleaning, waste infrastructure, awareness raising)
Communication and voluntary instruments	• PPPs for sustainable tourism and networks involving local communities	• Corporate social responsibility in the tourism sector	• Certification schemes and guidelines for responsible operations	• Available information on sustainability issues and codes of conduct

Considering more challenging conditions for NBT, Conservation, land conflicts, and sustainable tourism in Southern Africa (2022) is a collection of papers that address equity, access, restitution, and redistribution. Tackling these politically sensitive and emotive issues, the contributing authors examine the extent to which land reform processes in different African countries have impacted community-based tourism. Case studies from Botswana, Namibia, South Africa, and Zimbabwe are shared to elaborate these issues, including conflicts relating to post-restitution land rights agreement at Phinda Private Game Reserve in South Africa and the dominance of foreign-owned multinational companies in tourism concessions of Botswana,

International Planning Guidance

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

• Condition-based protected area zoning tie to conservation planning and targets (2021) updates

approaches to zoning for visitation by tourists and researchers. It focuses on the application of strategic conservation actions with the use of conditions, indicators, standards, and corresponding preventative and corrective management actions. The article proposes technology and methodology that are more appropriate for the technical capacity of developing countries, with illustration in Costa Rica's Monteverde Cloud Forest Reserve.

• The international handbook on ecotourism (2013) includes the chapter Ecotourism: planning for rural development in developing nations,[26] which outlines sustainable tourism planning processes for NBT. On destination-level planning, it provides guidance on participatory planning approaches, establishing the right conditions for ecotourism, and using criteria for sustainability. For enterprise planning, the paper describes options for local economic benefits through partnerships, employment and training, procurement, and corporate social responsibility.

- Sustainable coastal tourism – an integrated planning and management approach (2009) explains how the tourism sector can coordinate effectively in the overall development of coastal zones and contribute to the long-term sustainability of these areas. The report is practical and easy to use and provides an introduction to the key tools to be used at different stages of the planning process.
- Ecotourism program planning (2002) is a book that describes the relationship between tour operators and tourists and how service providers can effectively plan and implement their ideas. The book includes guidance on integrated ecotourism program planning including design, implementation, and evaluation.
- Ecotourism development: A manual for conservation planners and managers; Volume II: The business of ecotourism development and management (2004)

outlines the business planning process for ecotourism in order to promote viable business partnerships with communities or private tourism operators. It includes sections on zoning PAs for visitor use, site planning, sustainable infrastructure design, revenue-generating mechanisms, and visitor impact monitoring. It also includes strategies including business considerations, the role of conservation managers, developing partnerships with tour operators, feasibility analysis, and business planning.

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

Figure 3: WWF's Conservation Travel Readiness Scorecard

Conservation Value & Policy Readiness — 1

Stewardship Rights

Natural Resource Management

Priority Region or Species

WWF Goal Alignment

Tourism Readiness — 2

Business Climate

Destination Marketing

Government Commitment

Infrastructure

Tourism Training Resources

Conservation Travel Potential — 3

Natural Attractions

Market Demand

Safety & Security

WWF Country Readiness — 4

Programmatic Fit

Capacity

Commitment

Partners

Regional and National Planning

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

- **Asia and the Pacific:** Sustainable development of wildlife tourism in Asia and the Pacific (2020) aims to highlight the positive impacts that are a result of the implementation of sustainable policies and practices within the wildlife tourism sector in Asia and the Pacific.

Examining 13 good practice cases and snapshots, the resource examines only non-consumptive forms of wildlife tourism (no hunting, fishing, or collection) and concentrates on viewing wildlife, both terrestrial and marine, in the wild.

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

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

> **Box 2: Case study example: Transboundary ecotourism in the Kangchenjunga Landscape: Opportunities for sustainable development through regional cooperation 2019**
>
>
>
> This paper describes work done by the International Centre for Integrated Mountain Development (ICIMOD) to assist mountain people in evaluating the potential for transboundary ecotourism between Bhutan, India, and Nepal. The report reviews options to promote inclusive growth, strengthen connectivity, and establish PPPs in the region.

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

- **Jordan:** The Experiential tourism toolkit (undated) is intended to be functional and usable for any tourism-related party interested in identifying and marketing local and remote experiences. It provides a series of practical tools on identifying local tourism hosts, conducting training, initial visit assessments, testing experiences, and lessons learned.

- **Namibia:** The National policy on tourism and wildlife concessions on state land (2007) provides a practical example of a national policy for outsourcing tourism to non-state actors in the country (e.g., conservancies and the private sector).

- **South Africa:** The South African tourism planning toolkit for local government (2010) supports tourism planning at a local level. The toolkit outlines a framework for conducting basic tourism planning at the local government level with a series of practical tools to evaluate market demand, economic impact, and community involvement in order to guide decision making.

- **Tanzania:** Tanzania's tourism futures: Harnessing natural assets (2015) is a World Bank analysis of a national tourism sector. It presents challenges and opportunities for linking tourism and rural economies and the economic consequences of concentrated tourism. Recommendations to governments are provided to maintain and enhance high-value, low-density tourism, including diversification of the tourism product. Case study examples of tourism in the Serengeti ecosystem and Ruaha National Park are used as illustrations. This provides a good example of a diagnostic study of NBT, making the case for future interventions.

Box 3: Case study example: Assessment of natural resources for nature-based tourism: the case of the Central Coast Region of Western Australia[27] (2001)

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

4.3 Concessions and Partnership Models

Nature-based tourism often takes place in PAs. The authorities need to consider the level of NBT services that are provided, the method of delivery of the service, the financing for each service, and whether they are insourced or outsourced. With insourcing, PA authority staff both deliver and finance the service, functioning like a business to provide visitor services. For outsourcing, the PA contracts a third party to deliver a service. Transferring rights to use land to other organizations can relieve public agencies from resource constraints of budget, knowledge of the

market, capability, or expertise. Methods of outsourcing can include concessions, PPPs, leases, licenses, and permits. Deciding whether to insource or outsource depends upon current government policy and the capabilities of the PA authority in regard to business operations (see Figure 4).[29]

International Guidance

Forging links between protected areas and the tourism sector: How tourism can benefit conservation (2005) is a manual meant to provide practical guidance to managers of World Heritage Sites and other PAs on better ways of understanding the tourism industry. It shares effective step-by-step methods that can be used by PA managers to develop links with tourism to promote conservation and site protection. The manual also describes what can be realistically expected from the tourism industry in terms of support for conservation.

The World Bank Group's An introduction to tourism concessioning: 14 Characteristics of successful programs (2016) can be used during the conceptualization of an outsourcing program to provide the right conditions for effectiveness. It describes the importance of key elements including conservation of the natural resource base and sustainability, community participation and stakeholder engagement, the enabling policy environment and concession models, procurement procedures, market viability, and management of risk. Other World Bank tools that have been developed include the International Finance Corporation (IFC) Anchor Investment Generation Manual.[30] The manual was developed following investment facilitation work by IFC in Mozambique and Sierra Leone. Furthermore, there is a spreadsheet-based model that has been developed for authorities and investors to predict commercial viability and the Internal Rate of Return of investments over concession periods. During the development of the CBD concession guidelines, training was provided to PA managers on how to use this tool, and it became clear that it would be valuable to others, if made more widely available.[31] Subsequently, the World Bank produced a report on Stimulating sustainable development through tourism concessions (2019), which presents a series of case studies from Africa, Asia, and the Americas and describes enabling conditions needed

Figure 4: Deciding whether to insource or outsource [28]
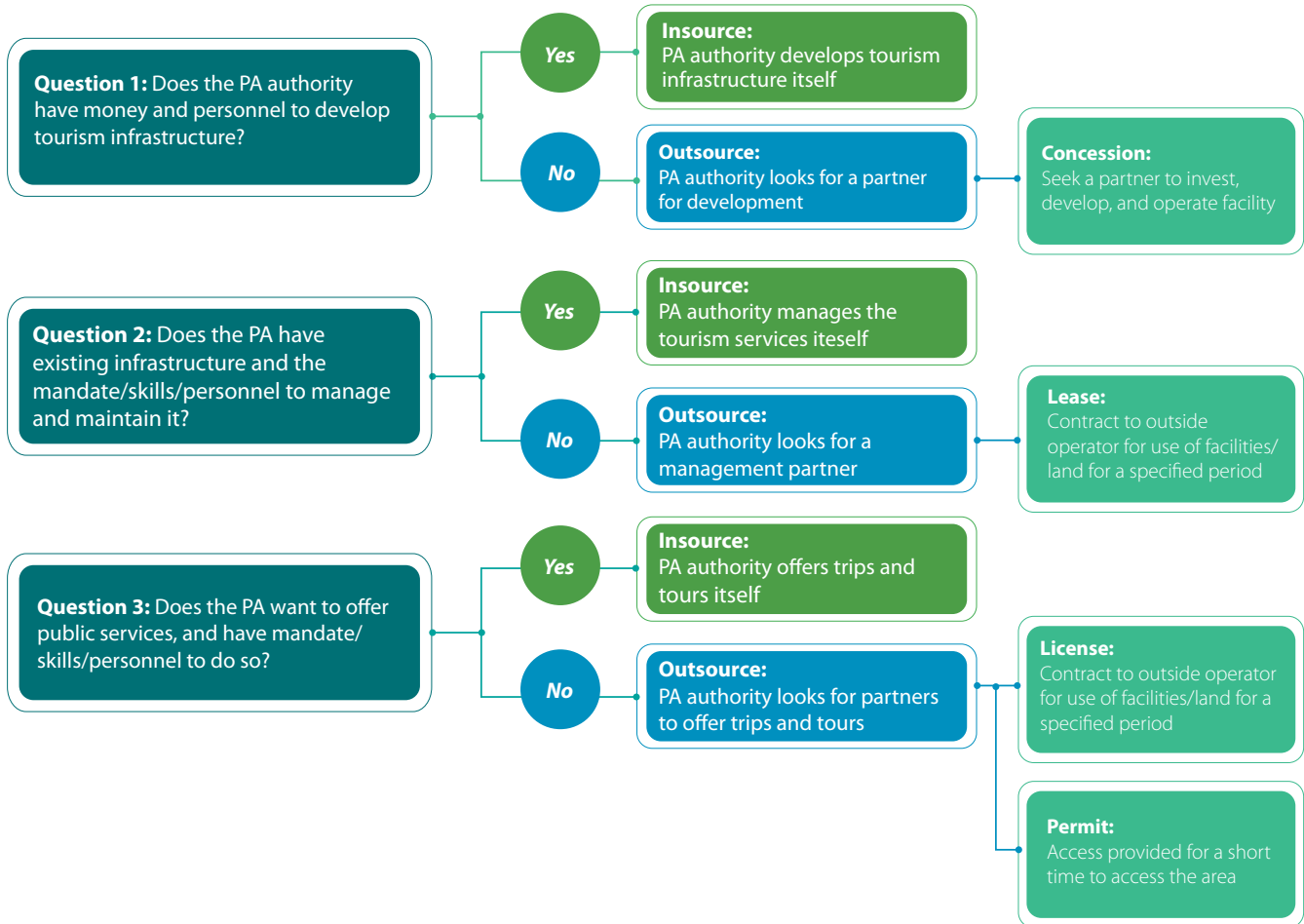
for tourism to benefit the environment and communities that live around protected areas. The report also shares 12 action steps to develop nature-based tourism that supports local communities, and also lessons learned from across the examples explored.

The CBD's Guidelines for tourism partnerships and concessions for protected areas (2017) were developed through a consultative process with PA managers and tourism stakeholders. Guidance provided on partnership types, sources of financing, legal frameworks, and sustainability is followed by a step-by-step guide through scoping, design and feasibility, procurement and contracting, and contract management. A series of links to other resources is also shared, including country-specific tools used in Africa, such as concession policies,

manuals, and training resources. These guidelines are currently available in English, French, Portuguese and Spanish. Based on this process, A decision framework on the choice of management models for park and protected area tourism services (2019) provides information that can assist protected area managers in the decision structure for the choice of and implementation of the various management approaches for the provision of tourism services in protected areas.

UNDP's Tourism concessions in protected natural areas: Guidelines for managers (2014) provides useful materials for the design and operation of concession programs. These include templates (e.g., for policies, laws, and regulations); checklists (e.g., for human resource requirements), and case study examples from across the world (e.g., revenues

generated and fees charged). The guidelines make linkages with safeguarding conservation interests and forging business linkages with local communities through concessions.

Considering concessions at a protected-area level, the Collaborative management partnership toolkit (2021) launched by the Global Wildlife Program is a resource guide to support the identification and establishment of such partnerships. It raises awareness on the role of these partnerships in reducing the massive protected area funding gap, catalyzing rural development, and supporting job creation. With a heavy emphasis on nature-based tourism, concessions, and PPPs, the toolkit includes a resource guide, nine case studies (such as the Makuleke contractual Park in South Africa), and story maps.

Box 4: Case studies on joint ventures and partnerships in conservation areas

Tourism and protected areas: Partnerships in principle and practice (2001) shares a selection of successful partnerships between commercial tourism and PA managers, with both public and private sector involvement. It identifies the advantages of expanding such partnerships and the factors that contribute to their success.

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

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

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

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

Regional and National Guidance

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

* **Southern Africa:** Tourism concession guidelines for transfrontier conservation areas in the Southern African Development Community (SADC) (2014) provides a step-by-step process of development of concessions in PAs shared by two or more countries. Concession guidelines, policies and procedures, and contract manuals have been produced for PA authorities in Lesotho, Malawi, Mozambique, Namibia, Rwanda, South Africa, Swaziland, and Tanzania. Tourism concessions in protected areas in Mozambique: Manual for operators and concessionaires (2012) provides guidance on the different concession models and processes available in Mozambique to help them work with PA authorities.

* **North America:** Commercial services guide: National Parks Service commercial services program (2018) is a detailed step-by-step guide through the design, procurement, contracting, operation, and monitoring of outsourced services in the United States.

* **South America:** Best practices on tourism concessions in protected areas from Latin America (2010) presents a review of tourism concession components and stages, with case studies from Argentina and Chile.

* **Europe:** Sustainable tourism in protected areas: Guide for tourist companies (2019) is targeted at companies operating in PAs managed by Metsähallitus Parks & Wildlife Finland. It aims to ensure there are uniform practices supporting sustainable tourism, mutually beneficial and consistent interactions, and high-quality marketing and communication.

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

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

Box 5: Case study: [Best practices on tourism concessions in protected areas from Latin America³² :](#) Chile (2010)

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

- Compatibility with the management plan

- Capability to satisfy the demand for ecotourism activities with environmental education, while meeting the norms in the management plan

- Presentation of a variety of distinct ecotourism options that meet different niche market needs and also serve those who have reduced mobility or are of an older age

- Development of a project with the highest possible involvement of local communities, including indigenous and non-indigenous peoples, via direct employment and associated services via contract, including providers of local arts and crafts

- The environmental viability of the project after the completion of an Environmental Impact Statement

4.4 Destination Management

A tourism destination is a geographical area consisting of all the services and infrastructure necessary for the stay of a tourist or for a tourism segment, such as NBT. The ability of a destination to manage tourism depends on the implementation of effective management strategies, the scale of demand for visits to the site, the staff and resources available for the management of tourism, and the legal and political environment covering nature protection in the countries in which they are located. An example of a destination approach in Mozambique under a series of World Bank projects is described in Box 6.

Destination management handbook: A guide to the planning and implementation of destination management (2022) aims to address the challenges and opportunities that destination managers face at all stages of tourism development. Written primarily to guide destinations that do not have broad tourism management experience, it is intended to be practical; covering the theory of destination management, but above all empowering practitioners to select tools and implement approaches that suit their circumstances. A series of NBT case study examples are included. Tourism destination management: Achieving sustainable and competitive results (undated) is a resource that helps destinations put in place strategies and programs that will best tell their unique story and become an inviting host for visitors, no matter what the purpose of their journey. The tool includes guidance on creating tourism inventories, creating clusters, development of destination management organizations, visitor information, and

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Box 6: Case study: Conservation and development in Mozambique: Lessons from the transfrontier conservation areas program and new perspectives for the MozBio Program (2015)

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

Economic Growth and Rural Development	Landscape Approach	Innovative Partnerships	Legal Frameworks	Engaging Communities
The sustainable management of resources and biodiversity conservation have significant potential to contribute to economic growth and rural development. Nature-based tourism, sustainable forest and fisheries, wildlife management, and payment for ecosystem services can generate income for rural communities and contribute to the national economy.	The achievement of long-term sustainable use of natural resources requires a landscape approach that promotes linkages between different types of land uses and between land actors and creates institutional arrangements to promote coordination.	Innovative partnerships are promising governance models for the sustainable and long-term management of Conservation Areas (CAs). These include partnerships between national and local governments, private sector, NGOs, and communities around natural assets tourism and wildlife management entities.	Legal frameworks and well-funded local and national institutions with clear mandates are needed to advance the conservation agenda, ensure long-term funding, and achieve national conservation goals.	The conservation of natural resources and biodiversity are closely linked to the well-being of local communities and vice-versa. The sustainable management of CAs should focus on providing economic alternatives, clarifying communities' land rights on areas adjacent to CAs, and offering incentives for better management of resources.

online presence. The guide provides a series of NBT destinations as examples, in addition to other types of destination. Destinations at risk: The invisible burden of tourism (2019) describes how destinations need to identify and account for tourism's hidden costs. It identifies the types of destinations that are most vulnerable (see Box 8). Although not specific to NBT, it provides guidance on how to protect our ecosystems from the environmental impacts of tourism. Linking communities, tourism & conservation: A tourism assessment process (2005) is a toolkit to help field practitioners to perform a rapid assessment and analysis of tourism potential in a destination. The guidelines and tools provided incorporate sustainability

concepts that aim to optimize tourism development in an effort to protect natural and socio-cultural resources and improve the welfare of local people, while enhancing monetary gains and market access. It includes guidance on involving local stakeholders, inventories of attractions, infrastructure and services, market demand analysis, supply and competitiveness, and establishing human and institutional capacity. The toolkit also supports environmental, socioeconomic and cultural evaluations, and cost benefit analysis. The materials include a series of template questionnaires and guiding questions.

Box 7: Typology of vulnerable destinations[35]

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

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

High economic dependence on tourism
for instance, in the Caribbean

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

Guidance for Different Types of Natural Assets

Destination management resources that relate to types of natural assets specifically include:

Protected Areas

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

Wetlands

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

Mountains

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

Coastal and Marine Areas

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

Regional and National Guidance

Resources from destinations in different parts of the world include the following:

Africa

[The success of tourism in Rwanda: Gorillas and more](#) (2011), published within the World Bank's book [Yes Africa can](#) (2011), is a case study that illustrates how Rwanda has established and managed gorilla tourism in the Volcanoes National Park to provide benefits for communities and for conservation, within the broader context of the country as a whole.

Australia

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

Antarctica and the Arctic

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

4.5 Infrastructure and Facilities

Infrastructure to support NBT can be used to provide accommodation (e.g., lodges, campsites, cabins), support access (e.g., roads, hiking trails, boardwalks, bridges, signage), enhance the experience (e.g., cliff and treetop walks, mooring points, viewpoints, visitor centers), and provide support services (e.g., retail and catering facilities).[36]

Accommodation

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

- **Biodiversity-friendly development:** Ecolodges: Exploring opportunities for sustainable business (2004) provides background on the ecolodge marketplace (including what tourists are looking for), the business case and financial viability issues, and an overview of the potential positive and negative impacts on the environment and local communities. The book also provides baseline indicators for biodiversity impact and a series of case studies from Kenya, Costa Rica, Fiji, and Peru. The International ecolodge guidelines (2002) contain guidance on site selection, planning and design of ecolodges, including site evaluations and selection, physical analysis, master site planning, site design, and planting design. Building and operating biodiversity-friendly hotels (2012) provides guidance around five key principles for siting and design, and suggestions for how to integrate biodiversity into hotel and resort operations. The principles relate to an ecosystem approach to development planning, managing impacts of hotel developments, designing with nature, respecting and supporting local communities, and collaborating with stakeholders. The guide also provides a series of case studies from across the world to illustrate the principless.

- **Accommodation in deserts:** Planning, design and construction guidelines for desert ecolodges (2011) is a manual designed for Saudi Arabia. Intended for investors, developers, design professionals, and

engineers, it contains illustrative guidelines that help provide deeper insights into the planning, design, and construction processes. Ecolodge planning, design, and operation handbook (2008) provides comprehensive guidance for the development of accommodation looking to embrace a more socially and environmentally responsible tourism business model in Egypt. It includes information about physical areas and standards, corporate policy, local stakeholder participation, business planning, physical design, engineering, materials, construction techniques and procedures, conservation (of energy, water) and waste management, visitor experience, conservation contributions, and monitoring and evaluation.

Country-specific resources include Guidelines for developing ecolodges in Myanmar (2017), which describe the planning, design, environmental impact assessment, construction, and operation of an ecolodge in protected and natural areas. These guidelines address community involvement and associated costs of developing in remote areas. Also, Designing and operating an ecolodge in the Lao PDR (2005) is written for investors and managers, including site selection, use of local building materials, accommodation, restaurants, construction advice, interior decoration, landscaping, safety and hygiene, staffing, marketing and promotion, examples of bad design, and sample architectural drawings.

Visitor Infrastructure and Facilities

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

- **Visitor centers and interpretation material:** Park design guidelines and data (2012) aims to help British Columbia Parks staff to provide sustainable and appropriate park recreation facilities, with designs that have the least visible impact. They cover park entrances, roads, parking, day-use areas, camping areas, trails, signage, infrastructure, and landscaping. The Association of Ecotourism in Romania shares examples of interpretation materials and visitor centers for PAs.

- **Trail development:** Recreational trail planning, design and management guidelines (2020) is a toolkit for planning and delivering exceptional sustainable trail experiences – either through the creation of new trails but also improving and enriching existing trails. The guidelines provide examples from Australia, Papua New Guinea, and New Zealand. The Guidelines for trail planning, design and management (2015) have been developed for use in Australia. The guidelines can be applied in other destinations, and include tools for planning trail concepts, evaluating feasibility, standards, branding, community engagement, interpretation, orientation and safety, and conditions for success. Track construction and maintenance guidelines (2008) discusses ways to manage the construction and maintenance of tracks. Developed for application in New Zealand's PAs, it covers a number of principles but recognizes that implementation depends upon local materials, climate, equipment, and costs. Similarly, for PAs in British Columbia, Canada, there are Guidelines and best practices for planning, design and development of summer off-highway vehicle tracks (2012). The Accessibility guidebook for outdoor recreation and trails (2006) shares detailed design and planning guidelines to improve access to PA tourism offerings.

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

Box 8: Case study: Improving trails and visitor experiences in Peaks National Park, St Helena Island (2020)

The Peaks National Park is home to the last remaining fragments of endemic cloud forest habitat on St Helena Island. It is a premier hiking destination for locals and tourists, but as tourism numbers increased so did the impacts on the national park. Foot traffic was eroding the trails, the trails were becoming unsafe, and it was beginning to affect the surrounding habitat. This case study explains how wooden boardwalks, staircases, handrails, and a hiking shelter were constructed to improve access, safety, and reduce visitor impacts.

Figure 5: Active transportation in US national parks[37]

4.6 Visitor Management

Visitor management is the process of tracking visitor use at a destination. There are a number of tools and techniques for aligning the objectives of NBT destination values (such as PAs) with planning and management responses to avoid or mitigate negative impacts from tourism. An overview of 10 principles for tourism and visitor management in PAs and actions is outlined in Table 6.

Visitor management (2015) is a chapter in the book Protected area governance and management (2015) that provides a comprehensive introduction to visitor management, supplemented with case study examples. This resource addresses types of visitors in different categories of PAs (see Table 7 below and refer to Table 4 on IUCN Protected Area categories), management considerations, sustainable tourism, types of tourism operators, numbers and types of tourists, working with

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

Visitor Management Tools

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

- The Visitor use management framework (2016) is a planning tool that can be incorporated into PA authority planning and decision making processes. It describes the development of the approach, desired visitor conditions to be achieved, management strategies to achieve them, and monitoring and evaluation. This is complemented with the Visitor capacity guidebook (2019), which helps PA managers to collaboratively develop long-term strategies to manage the amounts and types of visitor use to achieve desired conditions and improve access, connect visitors to key experiences, and protect resources. The step-by-step process is elaborated in the Handbook for sustainable tourism practitioners: The essential toolbox (2021)'s chapters on the Visitor use management framework.

- For World Heritage Sites, UNESCO's Visitor management assessment and strategy tool (VMAST) (2022) helps to establish visitor management baselines and insights into how site management is achieving against sustainability indicators (including the SDGs and Global Sustainable Tourism Council (GSTC) criteria) and heritage values.

Table 6: Ten principles of tourism and visitor management in protected areas[38]

Principles	Actions
Appropriate management depends on objectives and PA values	• Ensure management plans include clear appropriate objectives, with conservation primary above all • Establish and agree to objectives through public participation
Proactive planning for tourism and visitor management enhances effectiveness	• Provide opportunities for visitors to learn about PA values through information and programming • Be cognizant of emerging visitor activity or use pattern that may have management implications
Changing visitor use conditions are inevitable and may be desirable	• Use zoning explicitly to manage for diverse recreation opportunities • Use knowledge of diversity to make decisions on desirability of tourism in specific locations
Impacts on resource and social conditions are inevitable consequences of human use	• Managers must ask: "How much impact is acceptable based on PA values and objectives?" Managers must act appropriately to manage the acceptable level of impact
Management is directed at influencing human behavior and minimizing tourism-induced change	• Management actions determine what actions are most effective in influencing amount, type, and location of changes
Impacts can be influenced by many factors so limiting the amount of use is but one of many management options	• Education and information programs, as well as regulations aimed at restricting visitor behavior, may be necessary
Monitoring is essential to professional management	• Enhance public engagement and visitor education by encouraging their involvement in monitoring
The decision making process should separate technical description from value judgements	• Decision processes should separate questions of "existing conditions" from "preferred conditions"
Affected groups should be engaged since consensus and partnership is needed for implementation	• Rights-holders and stakeholders of PAs should be involved in identifying values of PAs and developing indicators
Communication is key to increased knowledge of and support for sustainability	• A communication strategy is needed to support a proactive or adaptive management process

Table 7: Indicative visitor uses in protected areas[39]

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

- The Mediterranean Experience of Ecotourism (MEET) Network has established the MEET manual (2019) as a guide to plan and promote ecotourism activities and measure impacts in Mediterranean Protected Areas. It describes how to establish and maintain a local ecotourism cluster, the basic components and development of an ecotourism product, monitoring, marketing, and general sustainability and conservation considerations.

- The Central Europe Eco-Tourism (CEETO) Manual of sustainable tourism governance for protected area managers (2020) provides basic information to support protected area managers and practitioners so they can realize development and management of sustainable tourism, such as the development of visitor management plans, stakeholder engagement, communication and interpretation, socioeconomic benefits, certification (at destination and product level), visitor safety, and climate change.

- Visitor management tools within the Handbook for sustainable tourism practitioners: The essential toolbox (2021) include chapters on Developing targets for visitation in parks and Optimization of tourism development in destinations: an approach used to alleviate the impacts of overtourism in the Mediterranean region.

- The Visitor experience and resource protection (VERP) framework: A handbook for planners and managers (1997) is designed to provide guidance for those undertaking VERP planning.

- A guideline on Maximizing the value of birds and wildlife for tourism (2015) focuses on tourism businesses in the Rift Valley/Red Sea Flyway, an ecologically important bird migration area that extends through the Middle East to Africa. After an introduction on the relationship between tourism and conservation, the resource discusses how to enhance the visitor experience and increase revenues by offering new experiences and attracting new tourist segments. It also includes information on bird-friendly practices (including certification) and protecting the destination from tourism impacts.

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

- Accessibility and inclusive tourism development in nature areas (2021) provides case studies and best practices from Belgium, Costa Rica, Croatia, Spain, and the Republic of Korea to illustrate different ways of improving accessibility in nature. It includes guidance on how to identify accessible tourism products and services in natural areas, in order to enable tourists who may be physically impaired, elderly, or families with young children to travel to natural areas without harming natural environments.

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

4.7 Nature-Based Enterprise Development

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

• The Practical guide for the development of biodiversity-based tourism products (2010) provides a collection of tools and methodologies paired with step-by-step systems for local product developers and tour operators. The guide considers tourism products

initiated within destinations (e.g., design, timing, pricing, marketing, monitoring and evaluation) and outside destinations by international tour operators (e.g., contracting local partners, supply chains, product lifecycle), and gives examples of good practice in developing NBT products and associated tour packages.

• Ecolodges: Exploring opportunities for sustainable business (2004) summarizes the findings of two studies IFC commissioned. The first study examined the environmental footprint of ecolodges, while the second study evaluated the current and projected market demand for ecolodges and assessed their financial viability. With these studies, IFC sought to determine whether the environmental impacts and financial performance of ecolodges are sufficiently positive to justify IFC's investing in them as part of its sustainable development mission.

• Examining the critical success factors of small operators: Entry to the nature-based tourism sectors (2006) focuses on the challenges individual businesses face and the type of support required from the early stages to actual business establishment.

• The Conservation marketing equation (2015) is a step-by-step decision support tool with accompanying worksheets that can be used to assist conservation and development professionals in choosing business opportunities (products or services), that conserve biodiversity while reducing poverty for marginalized rural people, such as NBT (see Figure 6).

Figure 6: The conservation marketing equation[40]

Step 1: Select and define your products and market(s) in relation to context factors (conservation, socio-economic, and cultural objectives, and value chains)

Step 2: Define product quality, quantity, and price

Step 3: Define regulations/certification

Step 4: Define institution/enterprise and value chain intermediaries

Conservation Product Market Readiness

Financing Nature-Based Tourism Products

The table below provides an overview of potential sources of finance for NBT, including governments, banks, donors, and investors. Types of finance include non-repayable grants, loans, equity, and combinations of financial products (or blended finance).

Table 8: Sources of finance for nature-based tourism, and examples[41]

Source	Principles	Actions
Grant finance		
Crowdfunding	Using an internet-based platform to pitch a business proposition to a great multiple of investors who contribute funds in their individual capacities, but cumulatively as a crowd. Investments can be debt, equity, or rewards based. May not be available in all markets due to regulatory hurdles, and often small scale.	Crowdfunding platforms that are used for tourism include Indiegogo, Kickstarter, and Goteo. Crowdfunding was used for financial relief during the COVID-19 pandemic, including with Gofundme (Chumbe Reef[42]), Crowdfunder (Mara Noboisho[43]), JustGiving (Mahenye, Zimbabwe[44] and Randelin, Tanzania[45]), and Quicket (!Xaus[46] and Witsieshoek lodges)[47].
Donors and philanthropists	A person or institution who gives assets to another person or institution, either directly or through a trust (local or foreign aid assistance).	**Global Environment Facility (GEF)** has a series of grant instruments that can be used to finance tourism infrastructure and technical assistance contributing to conservation of globally significant biodiversity. The **GEF Small Grants Program** are made directly to community-based organizations (CBOs) and NGOs. The grants have been used to support community-based tourism and ecotourism, including for strategy development, feasibility studies, training, establishing business facilities, tourism infrastructure, and ecotourism routes. **andBeyond** and **Singita** are luxury lodge groups in southern Africa that use donations from wealthy clients to fund tourism facilities (including private lodges and villas) and conservation.[48] The **National Geographic Society** and **Ashoka Foundation** have provided competitive grants for geotourism projects over three years.[49]
Debt finance (loans)		
Banks	Offer debt finance and asset finance, generally at moderate interest rates over short- to medium-terms, and on the strength of a company's balance sheet and track record, and secured by collateral. Development and commercial banks in the country of a tourism project are the most commonly used vehicles for debt financing small- and mid-sized ventures.[50] International development banks also finance hotels and tourism companies.	**Millennium BIM Bank** established a line of credit for investors interested in nature-based tourism in Mozambique, particularly in and around conservation areas.[51] **Wilderness Safaris** raised a bilateral loan from Stanbic Bank Botswana to purchase an ecotourism company in Kenya.[52] The **IFC** has invested billions of dollars in 260 projects in 89 countries, including supporting tourism concessions in protected areas in Mozambique and Rwanda.

Source	Principles	Actions
Donors	A person or institution who gives assets to another person or institution, either directly or through a trust (local or foreign aid assistance).	The GEF has a non-grant instruments (NGI) that can be used to finance tourism infrastructure with concessional interest rates, where globally significant biodiversity is conserved.
Small business lenders	Organizations that offer secured loans to small businesses, over short- to medium-terms, at moderate to high interest rates.	The Small Enterprise Assistance Funds (SEAF) is an organization that partners with entrepreneurs in emerging and transition markets to grow their companies through customized financial solutions and expert business assistance.
Impact investing	Devoted to the conscious creation of social impact through investment. In general, it is project- or venture capital-focused. Impact investing blends philanthropy and private equity to more sustainably achieve philanthropic objectives through the development of self-financing initiatives and enterprises that generate triple bottom line returns.	**Eco.business fund** invests its money either via intermediaries committed to promoting green finance or directly in businesses that pursue sustainable production and consumption. The fund provides debt financing and channels most funds into local financial institutions to support priority sectors including tourism. **EcoEnterprises Fund** is an impact fund with financing from development finance institutions and individual investors.[53]
ESG investing	Based on environmental, social, and governance (ESG) criteria. These criteria act as a set of standards for a company's operations, and socially conscious investors use them to screen potential investments.	The **Aspen Network of Development Entrepreneurs (ANDE)** has chapters in East, West, and South Africa. Its activities include supporting entrepreneurs to identify partnership opportunities.[54] Other examples include **Investco Sustainable UK Companies fund** and **Starwood Capital**.[55]
Peer-to-peer lending (P2P) platforms (or crowd-finance)	These match small businesses directly with individuals or organizations who are willing to lend money. Loans tend to be short-term, made up of many small investments, and easy and quick to access. P2P lending often targets borrowers with low- and mid-level credit ratings.	In Israel, P2P lending companies include **B2B** oriented towards loans for the industrial sector, while **Tarya, Blender,** and **Eloan** target the private sector. In the United Kingdom, **Zopa** was one of the first platforms to emerge.[56]
Equity finance		
Initial public offering (IPO)	An IPO is when a company that has decided to "go public"(to transition to a publicly traded company) offers up initial shares on a publicly traded market such as a stock exchange.	**Wilderness Safaris** was first listed on the Botswana and Johannesburg stock exchanges in April 2010, with an initial public offer and a post IPO equity round in 2018. Its investors include private equity firms TPG and Satya Capital.[58]
Combinations of financial products		
Government	Can offer grant finance to tourism enterprises, often based on certain incentive schemes. They can also provide loans and guarantees at scale, and to small businesses, and provide finance indirectly through state-owned financial institutions.	Industrial Development Corporation, South Africa funds tourism start-ups, expansions, and refurbishments.[59] The **US Small Business Administration** has lending programs for loans, investment capital, surety bonds, and grants to businesses including tourism. During the pandemic, Hong Kong's country parks raised funds from donors and the Ministry of Environment, Forestry and Tourism to create a fund to bridge 18 to 24 months. This allowed conservancies and the private sector to pay at least 50% of their costs.[60] Also, Kenya and Kenya Wildlife Service created an economic rescue package with grants to 160 community conservancies.[61]

Source	Principles	Actions
Donors	A person or institution who gives assets to another person or institution, either directly or through a trust (local or foreign aid assistance).	The European Fund for Sustainable Development Plus (ESFD+) provides a full spectrum of funding mechanisms (both sovereign and private investment), encompassing grants and technical assistance, financial instruments, blending, and budgetary guarantees.[62] Guarantee finance is available to governments, public entities, and the private sector.
Institutional funders	A highly diversified mutual fund for high net-worth investors (pension funds, governments, nonprofit organizations, companies), with substantial amounts of capital to invest. High minimum investment, with loans typically secured at low interest rates and longer terms. The investment could be in the form of equity, quasi-equity, or debt finance. [63]	The **Africa Conservation and Communities Trust (ACCT)** Fund uses a blended capital structure (grants and equity) to help safeguard tourism companies with the highest potential to support critical conservation landscapes and the communities that depend on them. [64] **Conservation International Ventures, LLC** is an impact-first investment fund for conservation businesses. It provides finances to small businesses that generate positive financial returns, operating in areas that are important for people and nature. The principal capital and returned interest are used for new investments in environmentally-focused enterprises. [65]
Venture capitalist	Start-up or growth equity (for shares) or secured loan capital (at higher than market interest rates) provided by private investors or specialized financial institutions to businesses with high potential, but with the expectation of high financial returns over shorter terms. Niche financing with caveats on scale and complexity.	The most active travel investors globally (2018–21) were 500 Startups, Y Combinator, Techstars, Crowdcube, Taiwan Startup Stadium, InnoVen Capital, Plug and Play, Intelak Hub, Thayer Ventures, and Accel.[66]
Angel investor	A high net worth individual or very small group (to spread risk or increase available funds) who provides start-up or growth capital in promising ventures, either in exchange for convertible debt or equity, and helps indirectly with advice and contacts. Niche financing with caveats on scale and complexity.	The **Investors Circle** is a group of angel investors through the American Sustainable Business Network. They aim to pull together money, expertise, and connections for people creating a better economy in the United States, including for tourism.
Family and friends	Can provide either equity or debt (sometimes unsecured), usually in small increments, and on variable and flexible terms to either kickstart or expand a business. This can prove very risky for relationships.	Microenterprises, like family-run bed and breakfasts, and community-based enterprises like homestays, require small investment sums that can be financed by friends and family.

Two chapters in the Handbook for sustainable tourism practitioners: The essential toolbox (2021) can help nature-based tourism enterprises secure financing, on Feasibility studies, business plans and predicting returns for new lodging facilities, and Funding proposals for new tourism ventures.

Joint venture agreements between private operators and community entities have been used as a tool to provide equity in tourism businesses to local people, particularly in Africa. Getting financed: 9 tips for community joint ventures in tourism (2014) is a practical guide that explains how community joint ventures can move out of the donor- and grant-funded sphere and towards more competitive capital markets, with guidance to reduce risk and improve their access to commercial finance. The guide highlights that community joint venture partnerships contain high levels of risk, and that this risk usually is too high for banks to assume. However, this risk can be reduced to more

acceptable levels through better market-orientation and by providing a more competitive enabling environment.

Investing in sustainable nature and adventure-based tourism in the Coral Triangle (2017) explores the benefits of investing in low-impact, high-value sustainable ventures by contrast to mass tourism. The paper analyses the return of investment of the nature and adventure tourism compared with mass tourism in the region and presents a series of case studies from the U.S. Virgin Islands, Australia, Indonesia, Spain, and the Cayman Islands. These analyses are also supplemented by an investment prospectus for nature-based tourism in the Coral Triangle.

Box 9: Increasing equity of Damaraland Camp for the Torra Conservancy, Namibia
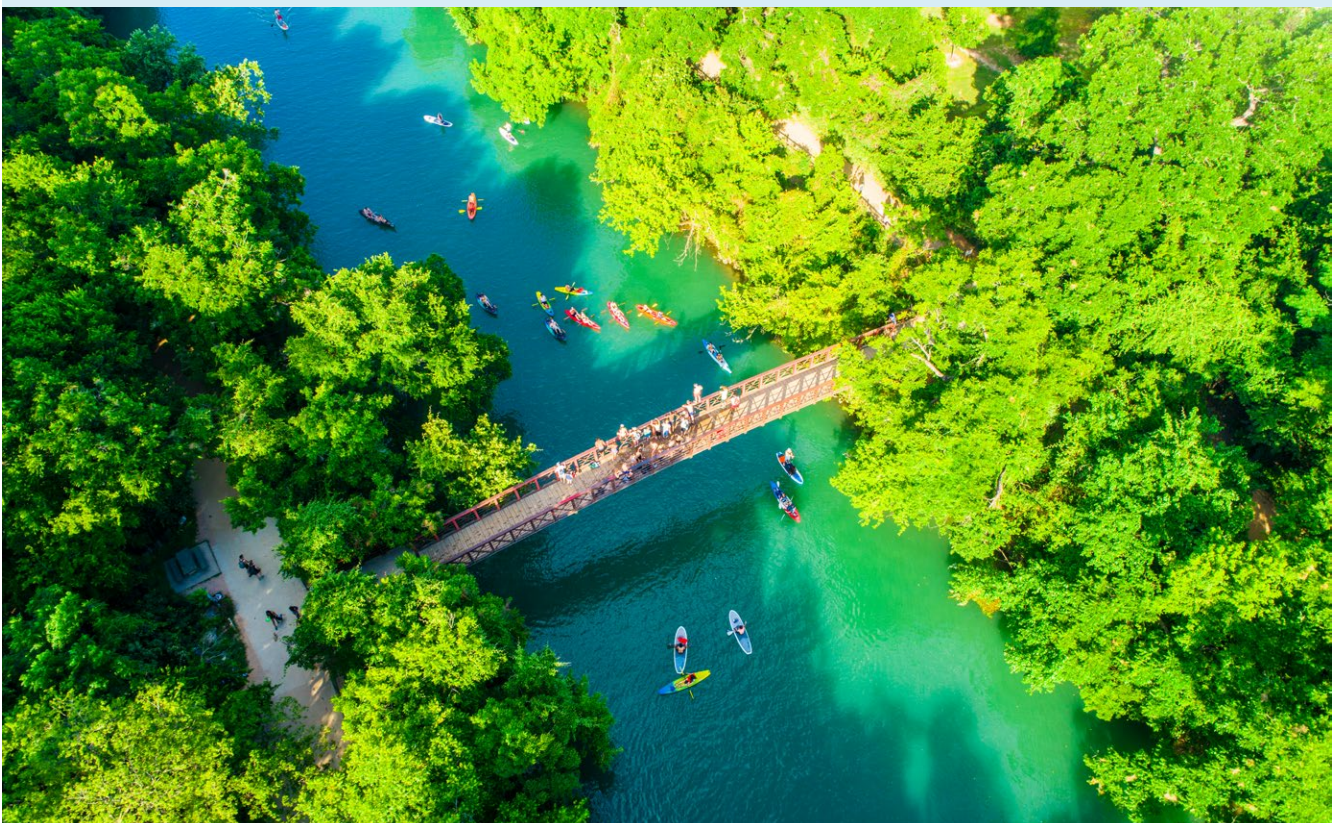
The joint-venture agreement for Damaraland Camp signed in 1996 between the Torra Conservancy and Wilderness Safaris established that from year 10 to 15 of the partnership, Wilderness Safaris gifted the conservancy 20% equity in Damaraland Camp per annum, until they owned 100%. The conservancy then chose to sell a portion back to Wilderness Safaris to form a joint-venture equity partnership. Wilderness Safaris was offered and purchased 60% of the Camp back from the Torra Conservancy. They are now operating as equity partners with the joint venture leasing the land from the conservancy for a fee based on a percentage of revenue. Both Wilderness Safaris and the conservancy invested capital for an upgrade of the camp. The reinvestment of "community capital" into the project is one of the first instances in Namibia that did not involve donor funding or loans. In 2010, Wilderness Safaris assisted the conservancy to raise a bank loan of $62,000 based on the collateral of their shareholding in Damaraland Camp. This money was used to build Damaraland Adventurer Camp, the first instance of a community raising their own funds for building purposes.

Guidance for Varied Tourism Products

Guidance developed for different types of NBT products include:

Community-Based NBT Operations

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

Adventure Tourism

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

Geotourism

Volcano and geothermal tourism (2015) provides a global review and assessment of the sustainable use of active and dormant volcanic and geothermal environments for geotourism. There are over 1,300 active volcanoes worldwide, some of which are developed as tourist destinations, such as Mount Fuji in Japan, Teide in Spain, and Yellowstone in the United States. A National Geotourism Strategy (2021) has been devised that establishes seven strategic goals for geotourism in Australia.

Marine and Water-Based Tourism

A practical guide to good practice: Managing environmental impacts in the marine recreation sector (2003) is a handbook covering practical elements of marine tourism, such as anchoring, boat operation and maintenance, waste disposal, snorkeling and diving, seafood consumption and souvenirs, recreation fishing, and marine wildlife viewing. Guide to good practices for sustainable tourism in marine-coastal ecosystems (2011) presents detailed information about the marine coastal ecosystem and the environmental resources most used by tourism activity in the above-mentioned ecosystem. It analyzes the potential problems of tourism activity and recommends best management practices to improve company management. It addresses lodging construction, management of energy, water, waste and chemicals, transportation, biodiversity conservation, and suppliers. The book Marine tourism (1998) examines both successful and unsuccessful tourism in coastal and marine environments with a series of case studies. It includes an overview of the history, development, and growth of marine tourism and describes the characteristics of marine tourists and the vendors of these tourist activities, as well as management techniques to reduce negative impacts and maximize benefits. Water-based tourism, sport, leisure, and recreation experiences (2007) describes a diverse range of water-based activities, such as sailing, motorized water sports, fishing, diving and snorkeling, rafting and kayaking, and the sustainability of these ventures.

Desert Tourism

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

Mountain Tourism

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

Box 10: Case study on assessing tourism potential: Assessment of nature-based tourism in South Kelantan, Malaysia (2011)
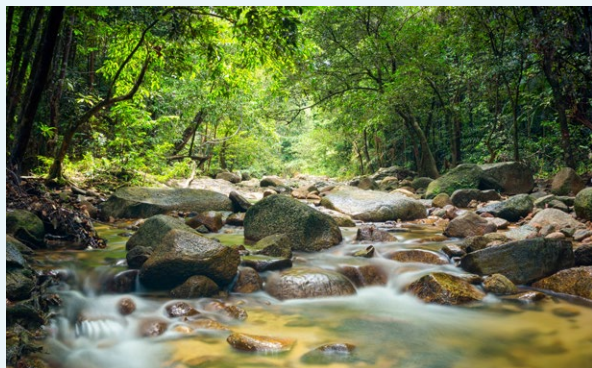
Nature-based tourism components and features vary considerably from one destination to another. In Malaysia, the location, quality, and quantity of natural resources and their infrastructure had not been well documented. An assessment was made of the potential of natural tourism destinations in South Kelantan, by selecting 15 destinations, such as waterfalls and caves, as case studies. Based on geographical information systems (GIS) application, 23 indicators for tourism destination assessment were investigated using observation and checklist techniques. The destinations were further classified based on physical features, infrastructure, and accessibility. The assessment found that GIS application is effective in providing higher quality of information for natural tourism destinations and can be an essential tool for decision making.

Regional and National Guidance

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

- **Australia:** The Queensland ecotourism development toolkit (2016) helps developers navigate the planning and regulatory process, in Queensland, Australia, streamline assessment processes, and ensure that impacts on sensitive environments are mitigated. The toolkit is complemented by Best practice ecotourism development guidelines (2020) for the private sector on the development of ecotourism facilities and experiences in Queensland's national parks. The guidelines include best practice criteria, guidance on conducting site suitability assessments, requirements for certification from an accredited certification scheme, and case studies of ecotourism operation in Australia, Costa Rica, and Namibia.

- **Ireland:** The Teagasc rural tourism booklet (2016) is a guideline for farmers in Ireland, providing information on a range of commercial accommodation activity and attraction options. It gives guidance for business planning; strengths, weaknesses, opportunities, threats (SWOT) analyses; and marketing, with case studies. The Ecotourism handbook for Ireland (undated) also provides information on the ecotourism market, business planning and funding, certification, and marketing.

- **Indonesia:** Sustainable tourism around marine protected areas. A practical handbook for implementation in Indonesia (2020) is a tool to empower decision makers at all levels with practical actions to create immediate and lasting change to safeguard Indonesia's remaining pristine marine habitats. It uses the existing rich body of knowledge to provide a practical guide for the application of sustainable tourism to benefit the existing and emerging marine protected areas (MPAs) in the country.

- **Latin America:** Toolkit for sustainable tourism in Latin America (2005) describes processes that can help tourism entrepreneurs improve their sustainability by developing new products and services, or improving existing ones. Through three modules, it provides a background for the identification of sustainability issues faced by enterprises and destinations and recommends actions to overcome them. It also offers marketing recommendations to position those products in the market.

- **Southern Africa:** The Southern African Development Community (SADC) Guideline on cross-border tourism products in Transfrontier Conservation Areas (TFCAs) (2018) provides guidance for the development of cross-border tourism products. It includes practical evidence-based guidance on a step-by-step process to develop cross-border tourism products with associated templates, in addition to case studies of good practice.

- **United States:** Making nature your business (2002) is a step-by-step guide designed for farmers and ranchers in Texas, United States, to help them start NBT enterprises. Nature tourism: A guidebook for evaluating ecotourism opportunities (2009) helps landowners who are considering establishing a tourism or recreation enterprise. Topics include options for tourism and recreation businesses, product development, financial plans, marketing plans, legal and regulatory issues, and safety procedures. Planning and managing agritourism and nature tourism enterprises: A handbook (2006) is a how-to manual for farmers, ranchers, and the professionals who work with them, and can also be used as a train-the-trainer tool. Green marketing trends (2009) provides an overview of green market trends using the language, research findings, and market segmentation of U.S.-based markets to help explain wildlife-friendly products and the role of certification in branding. As a complementary tool, New and evolving web-based marketing (2009) helps enterprises to find market outlets for their wildlife-friendly products. Nature-based tourism marketing (undated) provides a step-by-step guide for businesses to develop their product and service mix, people market identification, price, partnerships, packaging, and promotion.

Box 11: Examples of good practices in nature-based tourism operations

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

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

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

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

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

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

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

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

4.8 Impacts of Nature-Based Tourism

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

Environmental Impacts

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

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

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

Nature-Based Tourism and Biodiversity

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

- UNWTO's Tourism and biodiversity: Achieving common goals towards sustainability (2010) illustrates the high value of biodiversity for tourism, outlines current policies, guidelines, and global initiatives in which the interrelationship between tourism and biodiversity is addressed, as well as identifies risks and challenges for the tourism sector from the global loss of biodiversity and ecosystem services. The report includes 10 recommendations for actions on biodiversity and tourism for governments (at national and destination level), the tourism private sector, international organizations, and NGOs.

- Towards nature positive travel & tourism: Traveling in harmony with nature (2022) is targeted towards the travel and tourism industry. It explains the importance

of nature (related to emerging zoonotic diseases and climate change), and how the tourism industry can identify its impacts and then contribute towards its protection and restoration. The report outlines a four-phase roadmap towards nature-positive travel and is accompanied by a toolbox of nature-positive tourism resources and case studies.

- Wildlife-based ecotourism as sustainable conservation strategy (2016) is a research report that includes an analysis of 208 wildlife-based ecotourism enterprises. The study reviews ecological, socio-political, and economic management contexts of the enterprises, and describes extensive and varied impacts on wildlife. These include indirect impacts related to the reduction of threats and direct impacts resulting from the tourism activities themselves.

- The paper Net effects of ecotourism on threatened species survival (2016) explores the effects of tourism on threatened species, which may rely on NBT for conservation funding. It uses population viability analyses to calculate the net effects of ecotourism on expected time to extinction in the presence of other anthropogenic threats such as poaching, primary industries, and habitat loss.

- The relationship between amount of visitor use and environmental impacts (2019) is a paper that outlines the theory behind establishing visitor capacity in PAs. This is complemented by Impacts to wildlife: Managing visitors and resources to protect wildlife (2019), which provides an overview of literature on the impacts of recreation on wildlife and factors that influence wildlife responses (e.g., type of activity, visitor behavior, frequency and magnitude of impacts, timing, and location).

Resources that can help to enhance the positive impacts of NBT on nature include the following:
- The guidelines on biodiversity and tourism development (2004) provide a tool to implement the Convention on Biological Diversity, an international treaty to promote the conservation of biodiversity, through tourism, focusing on policy and governance. Managing tourism and biodiversity (2005) is a user's manual on the above guidelines.

- Biodiversity: My hotel in action (2008) is a guide to the sustainable use of biological resources in hotel accommodation. It aims to support positive impacts of biodiversity through hotel restaurants, guest rooms and public spaces, souvenir shops, hotel gardens, and in the broader destination area. The guide includes information from TRAFFIC, an NGO working to ensure that trade in wild plants and animals is not a threat to conservation, on sustainable use of specific biological resources, such as fish and seafood, wood, and aromatic plants.

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

Animal Welfare

There has been increasing interest in animal welfare issues in tourism, and particularly in relation to the treatment of wildlife interactions. Concerns relate mainly to situations where wildlife are in captivity, petted, or fed, or where visitors can interact directly with them, such as swimming with dolphins or riding elephants. There are concerns that social media, and the desire of travelers for photos with animals, is fueling interactions with captive animals that live in poor conditions.[67] Furthermore, research suggests that travelers are not good at establishing whether animals are being well treated or not.[68] The book Tourism and animal welfare (2018) explores the diversity of tourism experiences with animals (including shark and elephant tourism, sport hunting, zoos, and aquariums), and ethics, animal rights, and human obligations to animals. The Global welfare guidelines for animals in tourism (undated) have six associated manuals, including on animals in captive environments (e.g., dolphins and elephants), wildlife viewing, and working animals. The guidelines strive to encourage good practices in animal protection and welfare from travel businesses and suppliers of animal experiences. These are freely available to Association of British Travel Agents (ABTA) members and are available for purchase by non-members and partners. TripAdvisor

has an online portal on Improving animal welfare in tourism, which provides articles on animal rights, tourism, conservation, and sustainability. For Airbnb hosts, there are animal welfare guidelines for Airbnb Experiences (2019). To guide the tourism sector on purchasing decisions that support wildlife, the U.S. Wildlife Trafficking Alliance has published Protecting wildlife by buying informed: A corporate toolkit (2017). The guide helps companies to play a role by closing off supply chains, educating the public, and raising awareness of the need to shut down the markets for illegal wildlife products. The book Wild animals and leisure (2018) is a collection of papers that provides an in-depth analysis of the rights and welfare of humans and wild animals and seeks to improve the conditions under which wild animals interact with and are engaged with by humans.

Guidance for Specific Habitats and Types of Animal

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

- **Primates:** Best practice guidelines for great ape tourism (2010) provides information for existing and potential great ape tourism sites that wish to enhance the conservation of great apes. It includes lessons learned

from great ape tourism programs and their impacts, and guidance for the planning, development, and implementation and monitoring of visits. There is also species-specific information for gorillas, chimpanzees, and orangutans.

- **Birds:** Guidelines of best practice for bird friendly hotels in Egypt (undated) are an attempt to ensure the overall benefit of the Egyptian tourism industry, local communities of the flyway, and migratory birds, including a reduction in the threats posed to birds as they migrate through Egypt. It provides guidance on bird-friendly administration (e.g., laws, marketing, staff development), management and design, and services (e.g., tours and activities). From Australia, there are also Best practice guidelines for commercial wild bird feeding practices on private land (undated). These guidelines include information about the legal framework, types of feed, risk management, and visitor interpretation.

- **Marine tours:** A practical guide to good practice for marine-based tours (2008) is designed to help marine tour operators improve their environmental and social performance, as a way to both contribute to marine conservation and the economic development of coastal communities, and increase their attractiveness to increasingly discerning consumers. A series of tools and guides to support shark and ray tourism can be found

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

- **Coral reefs:** A guide to coral reef restoration for the tourism sector (2022) provides an overview of the tourism sector's engagement with coral reef conservation efforts in the Caribbean region, including results of public opinion research. It presents guiding principles and best practices for the tourism sector to plan and implement coral reef protection and restoration efforts effectively, and a checklist of best practices.

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

Box 12: Visitor engagement in species identification and research

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

Economic and Financial Impacts

Nature-based tourism can generate a range of economic and financial impacts. At the national level, PA tourism revenue can contribute to foreign exchange earnings and the balance of payments, and these can be used to justify expenditures on conservation or provide revenue directly to PA authorities for conservation. The financial benefits generated from tourism services can also incentivize local people to care for nature and encourage the private sector to conserve biodiversity. These benefits may include ownership and equity in businesses, benefit sharing from tourism revenues, money earned from jobs or the sale of products and services to tourists or operators, or corporate social responsibility initiatives.

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

- Biodiversity, nature-based tourism, and jobs (2012) provides a literature review on the magnitude and range of economic benefits for conservation and local community incomes from NBT.

- The economic impact of global wildlife tourism (2019), by the WTTC, is an effort to quantify the economic value of wildlife tourism. It estimated that its direct economic contribution to world GDP in 2018 was $120.1 billion, or five times the value of the illegal wildlife trade (see Box 13).

- Towards measuring the economic value of wildlife watching tourism in Africa (2015) looks at the wildlife-watching market segment in Africa. Based on a survey with government institutions and tour operators, the briefing paper considers a range of economic benefits, including employment and contributions to nature conservation.

- Walk on the wild side (2015) is a research article that estimates the global magnitude of visits to PAs. The analysis found that, in 2015, visits generated approximately $600 billion a year in direct in-country expenditure and $250 billion a year in consumer surplus. Notably, these values dwarf current (and

typically inadequate) PA conservation expenditures. Benefits from ecotourism to local communities have been found to include reductions in hunting and increases in wildlife sightings, for example in Lao PDR.

- The book Economics for the wilds: Wildlife, diversity and development (1992) provides a theoretical and practical basis for understanding the value of wild resources as well as the strategies for conserving them. The book explores specific uses of wildlife and their habitats (both sustainable and unsustainable) and topics including community-based development, tourism, poaching, and the impact of conservation on wildlife use.

- Nature tourism, conservation, and development in KwaZulu-Natal, South Africa (2010) provides an evaluation and policy advice relating to NBT in this destination. The contributors explore three key issues: (1) the creation of a true nature tourism economy that supports biodiversity conservation; (2) the role of the private sector in contributing to equitable development, job creation, and conservation finance; and (3) alternative pricing and other market mechanisms that can help make nature tourism more viable and growth-oriented.

- Assessing and valuing the recreational ecosystem services of Germany's national parks using travel cost models (2017) uses results from over 24,000 interviews. The research found that the lower-limit consumer surplus of recreation in German national parks totals €385.3 – 621.8 million (including only visitors whose trip decisions were influenced by the parks' protected status), while an upper-limit value reached €1.690 – 2.751 billion (including all visitors). Thus, national parks generate enormous non-monetary values for German society.

- From a different perspective, the report on Assessing the extent and impact of illicit financial flows (IFFs) in the wildlife and tourism economic sectors in southern Africa (2017) describes illicit movements of money or products that are illegally acquired from one country to another. The money typically originates from three sources in the private sector: commercial tax evasion, trade mis-invoicing, and abusive transfer pricing. The

analysis calculated that IFFs in the wildlife tourism sector in southern Africa were over $22 billion from 2006 to 2015, deriving mainly from tax evasion and trade mis-invoicing.

Box 13: Key findings from Economic impact of global wildlife tourism (2019)

- Wildlife tourism directly contributed $120.1 billion in GDP to the global economy in 2018, or 4.4% of the estimated direct global travel and tourism GDP of $2,751 billion. This represents over five times the value of the illegal wildlife trade.

- Once additional multiplier effects across the global economy are allowed for, the total economic contribution of wildlife tourism comes to $343.6 billion.

- Over one-third of all direct tourism GDP across Africa in 2018 attributed to wildlife (36.3%).

- 21.8 million jobs globally are supported by wildlife tourism.

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

Conservation Finance

Revenue raised from tourism, such as entrance fees and other fees paid for the use of natural and PAs, can directly contribute to their management and conservation. However, in some areas, funds generated from tourism go to central government treasuries, and conservation budgets do not necessarily reflect the level of this income. For example, Estimating tourism's conservation area financing in Mozambique (2016) demonstrated that 93 PAs in the country generated $24.4 million in 2013 from tourism-related activities, but only a small portion accrued to conservation area management.

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

- National park entrance fees: A global benchmarking focused on affordability (2019) reviews data from 62 countries and establishes that PAs in low-income countries are on average 30 times less affordable to citizens than in high-income countries. This has equity implications, and may supress visitation rates, thereby reducing the degree to which citizens attach value to, and are willing to support, national parks.

- The Contribution of tourism revenue to financing protected area management in Southern Africa (2017) is a paper that assesses the extent to which tourism contributes towards biodiversity financing for PA management in the region. Using country reports to the CBD, it highlights that, although tourism is a significant revenue source for PA authorities in southern Africa, how it is retained and reinvested back into conservation management remains ambiguous.

- Private conservation funding from wildlife tourism enterprises in sub-Saharan Africa: Conservation marketing beliefs and practices (2018) describes how some commercial tourism companies provide substantial funding for private reserves, communal conservancies, and public PAs, and for anti-poaching, breeding, and translocation programs. It suggests that if tourists who wish to contribute towards conservation were identified during marketing and booking, then conservation tourism enterprises could notify conservation trusts to seek donations.

- Building a wildlife economy (2019) is a working paper on the development of nature-based tourism in Africa's state PAs. In part, the paper provides a synthesis of research on economic impacts of tourism on the continent, and includes a series of case studies from Kenya, Rwanda, South Africa, Ethiopia, and Costa Rica.

- The Economic analysis of rhino conservation in a land-use context within the SADC region (2005) reviewed the added value that rhinos add to wildlife operations on state and private land in the Southern Africa Development Community (SADC) through wildlife viewing and trophy hunting, and their impacts on community-based tourism and rural livelihoods.

- Tourism revenue as a conservation tool for threatened birds in protected areas (2013) is a paper that quantifies the contribution of tourism revenue for bird species on the IUCN Red List, using a simple accounting method. The paper highlights that critically endangered bird species rely on tourism more heavily than endangered species, and many PAs could enhance their management budgets by promoting birdwatching tourism specifically.

- Mapping the global value and distribution of coral reef tourism (2017) estimates that this ecosystem service has a global value of $36 billion per year, from on-reef and associated off-reef activities.

- Finance tools for coral reef conservation: A guide (2018) highlights that public and private capital, both philanthropic and return-seeking, must be leveraged to develop diversified and sustainable self-generated revenue flows that can drive conservation impact. Tourism fees, including entrance fees, permits, and concessions, are among the tools considered.

Box 14: Studies on tourist's willingness to pay for nature-based tourism[71]

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

- [Contingent valuation of ecotourism in Annapurna conservation area, Nepal: Implications for sustainable park finance and local development](#) (2008) found that on average visitors were willing to pay $69, rather than the actual entrance fee of $27.

- [Pricing policy for tourism in protected areas: Lessons from Komodo National Park, Indonesia](#) (2001) found that although only 6.9% of park fees were recovered, tourists were willing to pay more than 10 times the current entrance fee.

- [Tourists willingness to pay to visit Tanzania's National Parks: A contingent valuation study](#) (2015) found that non-residents would be willing to pay substantially higher fees in the Serengeti National Park and that this would not seriously reduce the level of visitation. It was predicted that phasing-in a $60 increase in the Serengeti conservation fee over several years could raise an additional $14.8 million by 2020 (equivalent to increasing the park's revenue by 57%).

- [User fees as sustainable financing mechanisms for marine PAs: An application to the Bonaire National Marine Park](#) (2010) found the average WTP for annual access ranged from $61 to $134, although the actual fee at that time was only $10.

- [Willingness to pay entrance fees to natural attractions: An Icelandic case study](#) (2008) explores the options for entrance fees where they were not already in place. The study found that over 92% of the 252 respondents were willing to pay an entrance fee.

- [Tourists' willingness to pay for wildlife viewing and conservation in Namibia](#) (1999) uses a contingent valuation approach to explore WTP. The study found that each wildlife viewing tourist contributed an estimated 907 Namibian dollars to national income in the tourism sector at economic prices in 1995. The WTP analysis found that higher, daily park admission fees could result in the capture of some 18.2 million Namibian dollars new revenue per annum.

Local Financial and Economic Impacts

Local people can benefit from economic linkages with NBT. This may include through employment, by selling products and services that tourism companies and tourists need, or by owning tourism businesses. [The State of the Wildlife Economy in Africa](#) (2021) synthesizes information that illuminates the value of wildlife resource to national economies. The report provides comprehensive information on ecotourism, hunting, and fishing, as do specific country reports for Uganda, Kenya, South Africa, Ghana, Rwanda, Tanzania, and Nigeria. These reports are also accompanied by a [Wildlife economy resource database](#).

Examples of destinations and PA authorities that share information on their economic impacts include:
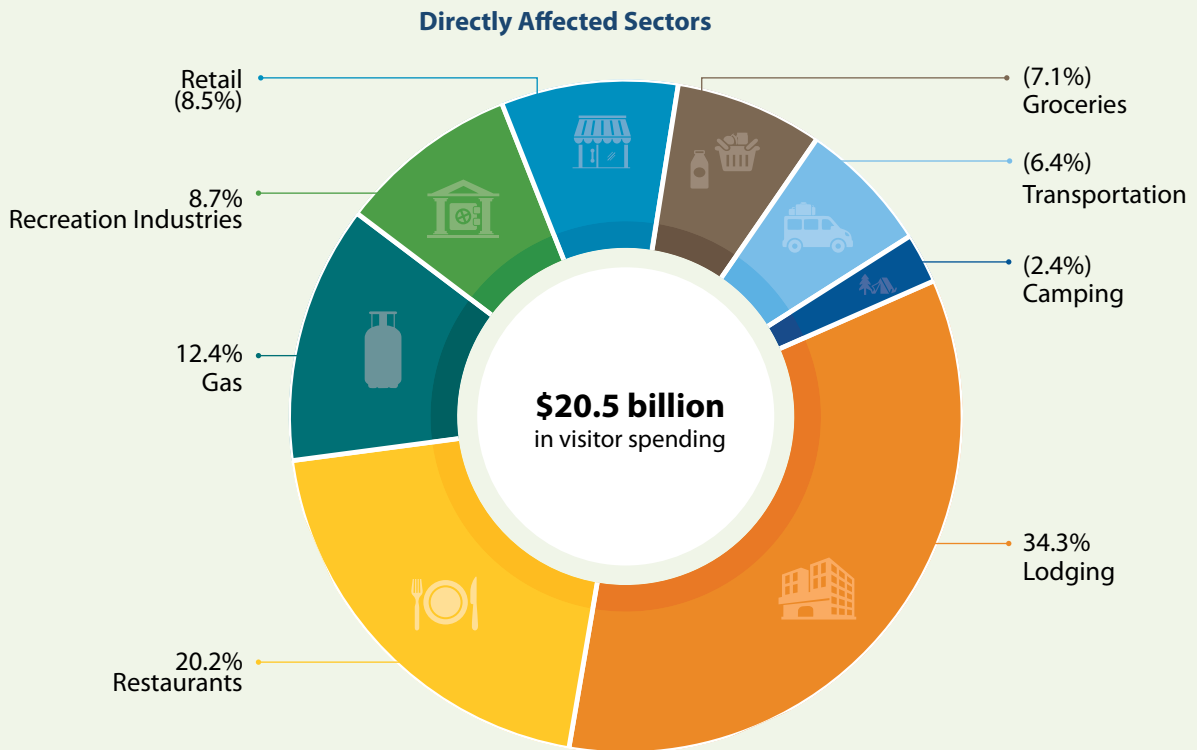
- The [Metsähallitus Parks & Wildlife Finland](#), which publishes data on NBT's [economic impacts](#).

- Scottish Natural Heritage published [Assessing the economic impacts of nature based tourism in Scotland](#) (2010), based on a review of existing studies. The report found that the total visitor spending attributable to nature-based tourism per year (rounded and after displacement is deducted) is £1.4 billion with 39,000 associated full-time jobs in 2010.
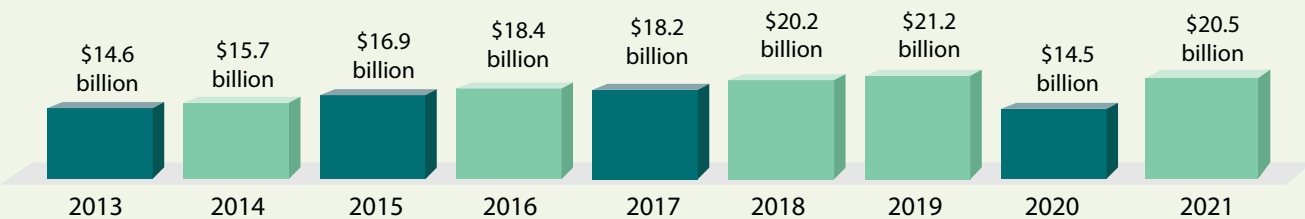
Box 15: Visitor spending effects from national parks in the United States in 2021[72]

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

In 2021, 297 million park visitors spent an estimated $20.5 billion in local gateway regions while visiting National Park Service lands across the United States. These expenditures supported a total of 323,000 jobs, $14.6 billion in labor income, $24.3 billion in value added, and $42.5 billion in economic output in the national economy.

Directly Affected Sectors

Retail (8.5%)
(7.1%) Groceries
8.7% Recreation Industries
(6.4%) Transportation
(2.4%) Camping
12.4% Gas
$20.5 billion in visitor spending
34.3% Lodging
20.2% Restaurants

Contribution to the National Economy

$14.6 billion 2013
$15.7 billion 2014
$16.9 billion 2015
$18.4 billion 2016
$18.2 billion 2017
$20.2 billion 2018
$21.2 billion 2019
$14.5 billion 2020
$20.5 billion 2021

- Tourism British Columbia shared information on the Economic value of the commercial nature-based tourism industry in British Columbia (2004).

- Socio-economic effects of concession-based tourism in New Zealand's national parks (2011) used a tourism inventory and interviews to measure impacts from three national parks: Tongariro National Park (TNP), Abel Tasman National Park (ATNP), and Fiordland National Park (FNP). For every New Zealand dollar of turnover generated by the concessions, the study found that a further 40 cents, 60 cents, and 30 cents circulated in the economy in TNP, ATNP, and FNP, respectively.

- The U.S. National Park Service uses the Visitor Spending Effects model to calculate Visitor spending and economic effects (see Box 15).

Impacts in Developing Countries

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

- **Global:** Living on the edge: Benefit-sharing from protected area tourism (2021) is a book that presents a review of revenue-sharing approaches in Africa, created through institutional arrangements used by PAs and tourism enterprises. Case studies are included from Brazil, Israel, South Africa, and Zanzibar. The papers highlight the complexity of benefit sharing, the importance of identifying all relevant stakeholders, the challenges of ensuring equity and sustainability, and the critical importance of good governance. The World Bank's Banking on protected areas: promoting sustainable protected area tourism to benefit local economies (2021) uses a general equilibrium model for local economy-wide impact evaluation (LEWIE) to describe direct and indirect impacts of tourism by integrating models of actors (businesses and households) within local economies around PAs in Zambia, Nepal, Brazil, and Fiji. The report quantifies the impacts of PA tourism on local economies to show that PAs promote conservation and development. Further elaboration is provided in three published country case study reports for Brazil, Nepal, and Zambia:

– Assessing the economic impact of protected areas on tourism economies in Brazil (2021) focuses on Abrolhos Marine National Park and the Whale Coast, and establishes that investment in the PAs pays off and is good for both biodiversity conservation and development of the local economy.

– Assessing the economic impact of tourism in protected areas on local economies in Nepal (2021) sets out to strengthen the economic case for the government of Nepal to promote sustainable and inclusive tourism in its PAs by estimating the direct and indirect benefits to local economies from protected area tourism.

– Assessing the economic impact of tourism in protected areas on local economies in Zambia (2021) demonstrates that through the economic benefits it generates, PA tourism is one of the few avenues through which governments can help support livelihoods and stimulate economic

development, while cultivating local community support for conservation in these rural areas.

• **Africa:** Revenue sharing from tourism in terrestrial African protected areas (2019) is a paper that reviews the challenges of revenue sharing as well as four key components of successful revenue-sharing systems, namely (1) clear identification of economic benefits; (2) ensuring that benefits are appropriate to the scale of threats to biodiversity; (3) involvement of communities in decision making on the structure and process of the distribution system; and (4) sufficient regulatory and institutional support. The role of private sector ecotourism in local socio-economic development in southern Africa (2016) describes the results of 1,785 interviews with local community members living around Wilderness Safaris operations in six countries, and the local economic impacts that have resulted. Applying inclusive business approaches to nature-based tourism in Namibia and South Africa (2016) is a paper that quantifies the impacts of

Damaraland Camp in Namibia and Phinda Private Game Reserve in South Africa, through an inclusive business approach, focusing on the benefits to low-income populations. Community involvement and tourism revenue sharing as contributing factors to the UN Sustainable Development Goals in Jozani–Chwaka Bay National Park and Biosphere Reserve, Zanzibar (2018) demonstrates the complexity of revenue-sharing arrangements necessary for success and explains how to harness sustainable tourism so that it provides benefits beyond the generation of revenues. Mountain gorilla ecotourism: Supporting macroeconomic growth and providing local livelihoods (2015) focuses on the Africa Great Lakes region (Rwanda, Uganda, and the Democratic Republic of Congo) and reviews ecotourism-related livelihoods and revenue sharing. Focusing on one park where the gorillas live, Community-based tourism's contribution towards conservation in Rwanda's Volcanoes National Park (2022) is a case study describing the development of community cooperatives operating cultural activities for park visitors. In doing so, the initiative supports over 300 vulnerable women by providing opportunity to sell woven baskets to tourists. Living outside the fence (2013) describes a supply-chain analysis undertaken in the South African Sabi Sand Game Reserve to establish the range of commercial opportunities available to local entrepreneurs neighboring the PAs. Making success work for the poor: Package tourism in Northern Tanzania (2009) presents the results of a value chain analysis on safari circuits including climbing Mount Kilimanjaro and the safari circuit from Arusha to the Serengeti National Park. In particular, the paper explores the proportion of tourism expenditure that reaches the poor, and options to boost this value (see Figure 7).

- **Latin America:** The nexus between governance and the economic impact of whale-watching (2018) reviews the case of the coastal lagoons in the El Vizcaíno Biosphere Reserve, Baja California, Mexico.

Using an input-output model it was estimated that approximately 18,000 whale watchers produce an annual regional economic impact of $0.7 million and generate 334 seasonal and 180 year-round jobs.

- **Asia:** Promoting the business of conservation tourism in Southeast Asia (2022) describes conservation tourism opportunities in Southeast Asia, with lessons learned from 12 tourism enterprises in Africa, Latin America, and Asia. The paper recommends businesses be designed and executed with a focus upon nine core tenets: (i) define the conservation storyline; (ii) plan for conservation gains; (iii) define and deliver SMART conservation goals; (iv) invest in financial viability; (v) design for minimal footprint; (vi) build community partnerships; (vii) maximize supply chain linkages; (viii) educate for engagement with conservation; and (ix) optimize conservation branding, marketing, and sales channels. The paper references and lists key sustainability tools and standards to help businesses of all scales design and manage conservation tourism. Nature-based marine tourism in the Coral Triangle (2015) provide baseline data and analysis of tourism and nature-based tourism in six countries: Timor-Leste, Solomon Islands, Papua New Guinea, Philippines, Indonesia, and Malaysia. The value of wildlife tourism around Ranthambhore Tiger Reserve in Rajasthan, India, for wildlife conservation and local communities (2018) established that tourism and associated services in and around Sawai Madhopur generated per annum a total of $33.4 million, while revenue from small business enterprises in villages with tourism infrastructure was four times higher than non-tourism villages. Wildlife conservation ecotourism in Name Et-Phou Louey National Park, Lao PDR (2021) describes how ecotours in the park have been designed to create direct links between conservation and tourism. Collectively, local employment and financial incentives, provide incentives for wildlife protection.
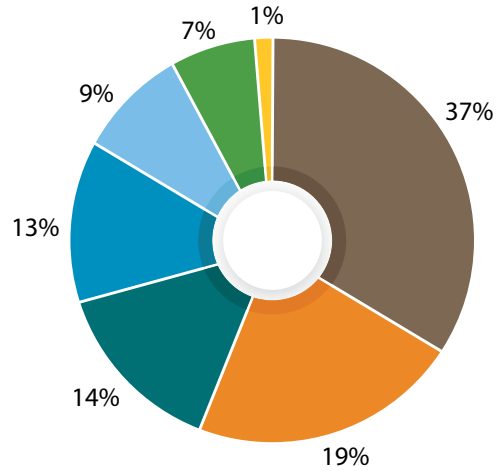
Figure 7: Cost components of safari and mountain climbing packages in Tanzania[73]

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

A typical safari holiday ($1,826 in-country spend)
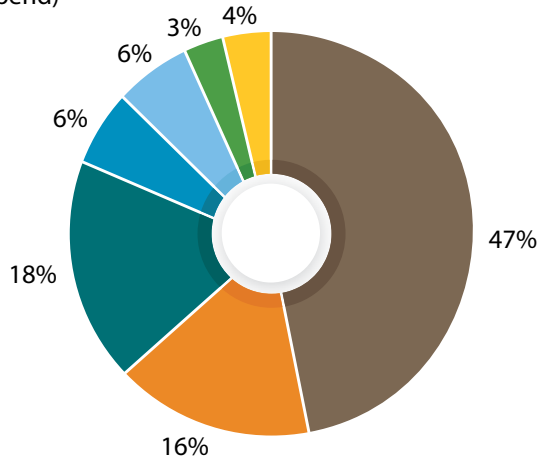
Mountain-climbing legend:
- Park fees
- Tour operator margins
- Wages & tips
- Accommodation
- Food & beverages
- Transport
- Cultural goods & services

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

Economic Impact Assessment Tools for Nature-Based Tourism

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

- Visitors count! Guidance for protected areas on calculating visitor numbers and their economic impact (2021) was developed by members of the IUCN World Commission on Protected Areas (WCPA) Tourism and Protected Areas (TAPA) Specialist Group, with UNESCO and the European Union This tool provides guidance and examples of visitor counting, surveys, economic analysis, and reporting approaches. Application of the approach is described in the book chapter Economic effects assessment approaches: US National Parks approach (2021), and a massive open online course is forthcoming from the EU.

- The Tourism economic model in protected areas (TEMPA) is an assessment tool that aims to guide project managers and others to develop economic analyses through the collection, analysis, and reporting of tourism spending data at local and national levels. The tool is built on the foundations of the U.S. National Park Service's Money Generation Model and is currently being reviewed by the GEF's Scientific and Technical Advisory Panel. A case study applying the approach is described in Economic impacts of tourism in protected areas of Brazil (2017) and also in Economic effects assessment approaches: Tourism economic model for protected areas (TEMPA) for developing countries (2021).

Evaluating a special nature-based tourism event (2002) evaluates the economic impact of an NBT event, "Great Salt Lake Bird Festival," and provides the questionnaire template for use by others. Box 16 provides examples of the value of birding tourism in different countries and options to maximize value.

Box 16: The value of birding tourism in different countries and maximizing tourism potential[74]

- In 1999, the Costa Rican Tourism Institute estimated that 41% of its $1 billion tourism revenues was from tourists who came primarily for the purpose of birdwatching.

- In 1997, South Africa received between 11,400 and 21,200 birdwatchers per year who contributed $12 to $26 million to the South African economy.

- A study of villages in Poland that have established stork nesting colonies indicated that tourists spent an average of $60 per visit (excluding travel costs) and $120 per visit (including travel costs) as a result of viewing the storks.

- A study by the Royal Society for the Protection of Birds (RSPB) in the U.K. estimated that each tourist spends £4.92 on a day trip and £55.96 on a visit to view birds.

The figure below shows a range of options to maximize value from birding tourism:
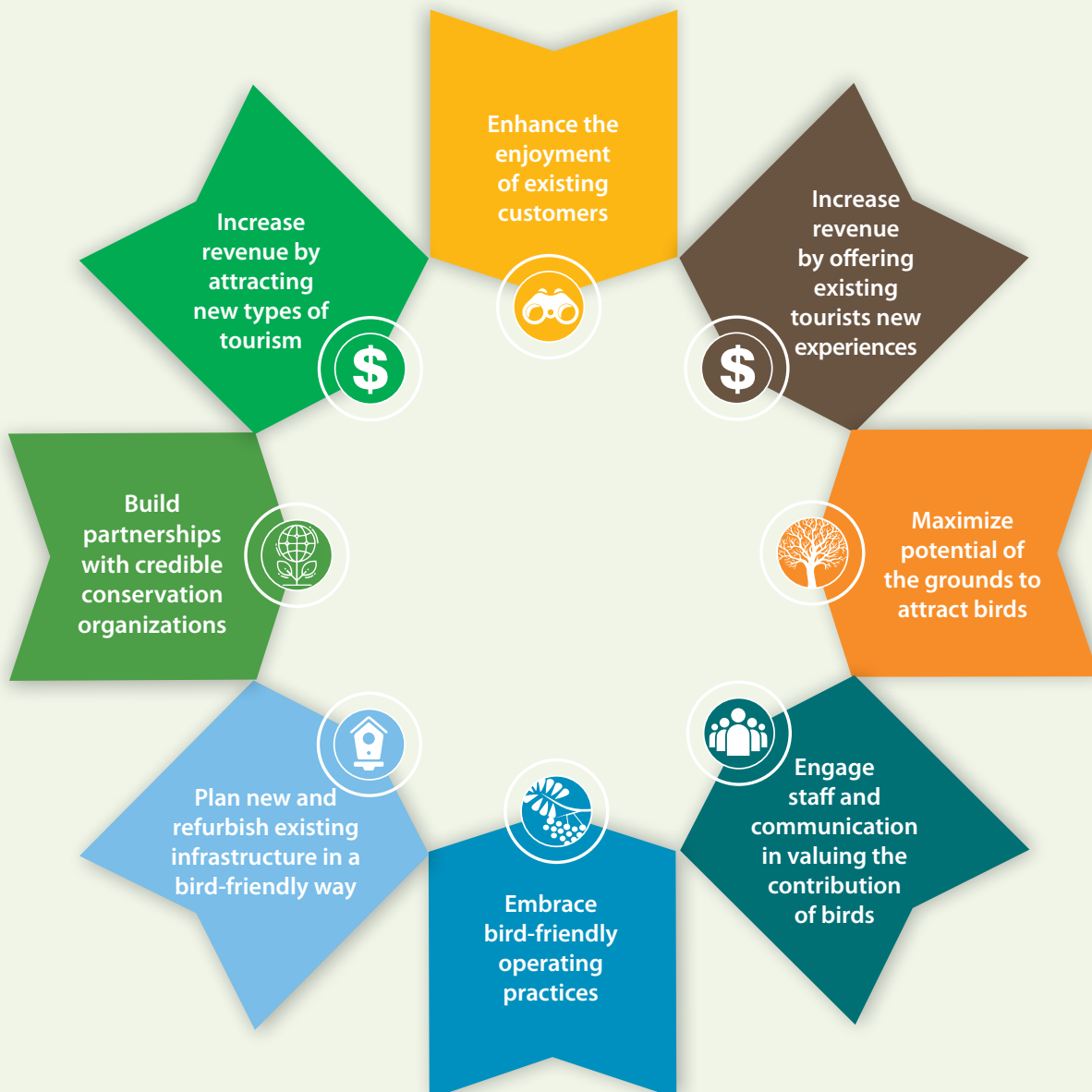
Social and Cultural Impacts

Social and cultural impacts of tourism can include changes to the living standards and in the value and pride that people have for natural assets. Tourism can encourage the conservation of culture, arts, and crafts, and promote aesthetics, spirituality, health, and other values of well-being. Environmental education for visitors and local people can be used to foster better understanding of the cultural heritage value of natural resources.[75] Background papers on social and cultural impacts of tourism include the following:

- The IUCN's Best Practice Guidelines on Tourism and visitor management in protected areas (2018) provides guidance on generating wider economic benefits for communities from tourism, and reviews NBT's social and cultural impacts.

- The relationship between amount of visitor use and social impacts (2019) is a paper that discusses the role of social conditions on visitor experience, crowding, and social norms.

- Indigenous ecotourism (2006) is a book that examines the key principles from a diverse range of case studies of community involvement and ownership drawn from different regions of the world.

- Private sector tourism in conservation areas in Africa (2019) includes descriptions of the social and cultural impacts of 32 NBT enterprises.

- Chapters within Responsible Tourism: Critical issues for conservation and development (2008) address local livelihoods and community-based NBT in southern Africa. These include the "Impacts of wildlife tourism on rural livelihoods in southern Africa"[76] and "Local

impacts of community-based tourism in southern Africa."[77]

- Tourism, health, wellbeing and protected areas (2018) is a book that shares a series of case studies discussing best practices for park and PA tourism development and their contributions to the health and well-being of visitors and local communities.

- Mental health benefits of nature-based recreation: a systematic review (2019) of 51 articles observed positive associations between NBT and mental health, including improvements in affect, cognition, restoration, and well-being, and decreases in anxiety and depression symptoms.

Tools for Local Community Impact Assessments

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

- Guidance for natural and cultural resource managers and community leaders (undated) aims to assess the impact of developing NBT on communities and identifies how communities can be involved in the planning process, before assessing the current tourism situation and potential.

- The Operational guidelines for community-based tourism in South Africa (2016) provide step-by-step guidance for the development of community-based tourism and the modification of private sector structures to establish partnerships with community entities. The guidelines include a series of NBT case studies and useful guidance on troubleshooting potential challenges.

- A book chapter on Planning for optimal local involvement in tourism and partnership development in the in the Handbook for sustainable tourism practitioners: The essential toolbox (2021) contains guidance on conceptualizing, planning, and delivering optional local involvement in tourism and partnership development. In the same volume, the chapter on Social and cultural impact assessment of tourism presents a shift in handling the complexities of embracing an authentic understanding of both the cultural and social dimensions of sustainable tourism.

- The Rural tourism toolkit (undated) is designed to help local leadership in Colorado, United States, to take an objective look at their communities and determine future directions. It provides information on the benefits of rural tourism, tools for community assessment and action planning, and best practices and case studies.

- The Implementation plan for socioeconomic monitoring program in the National Park System (2019) outlines a method for evaluating the socioeconomic impacts of U.S. parks on visitors and the public. It includes guidance on survey methods and provides a standardized questionnaire.

- A practical guide to good practice for marine-based tours (2008) is designed to help marine tour operators improve their environmental and social performance to both contribute to marine conservation and the economic development of coastal communities, and to increase their attractiveness to increasingly discerning consumers.

Box 17: Case studies of community-based ecotourism

- Reserva Bosque La Tigra: A replicable model for sustainable and community based ecotourism (2022) explains how the model contributes to the conservation of biodiversity by restoring the forest and improving ecological connectivity in Costa Rica. Consequently, healthy ecosystems allow the creation and design of ecotourism products and environmental education activities that are the basis of Bosque La Tigra's business model.

- Maggie breaks into Tanzania's male-dominated world of wildlife tourism (2021) shares the story of Maggie Duncan Simbeye, who became the first Tanzanian woman to own and operate her own tour company in the country.

- Empowering artisanal fishermen in manta ray ecotourism (2015) is a case study from Peru. To promote protection of mantas, local fishermen have been empowered through workshops, financial and technical support, and promotion of ecotourism services. The efforts have improved awareness and appreciation for manta conservation, while promoting alternative incomes for local communities.

- Balancing environment conservation and economic gain through community based tourism (2018) describes the Sugba lagoon tourism project. This helped communities realize that environment conservation and income generation are directly related. The income earned from tourism is helping to augment the income of the families, while addressing the issue of declining fish stocks that threatened food security and livelihoods.

- Una tourism cluster – raising awareness of the importance of preserving natural resources, by linking them to people's livelihood (2019) describes the establishment and support to Una Tourism Cluster in Bosnia and Herzegovina. Clusters worked with 27 members to establish an eco-market; provide grants program to fund new tourism facilities; branding and standardization; and strengthening the capacity of TC Una members. 300 families directly benefit as cluster members or employees of hotels/restaurants, while more than 1,000 people indirectly benefit.

4.9 Risk Management and Climate Change

Risk management involves the forecasting and analysis of potential financial and non-financial risks and identifying procedures to mitigate or eliminate their impact. Risks can arise at the local, national, or international levels and be either internal or external to an NBT initiative.[78] Nature-based tourism, in addition to mountain, island, and coastal tourism, is especially vulnerable to shifting climatic conditions, which are likely to change the suitability of destinations to certain tourist activities.[79]

Nature-based tourism in peripheral areas: Development or disaster? (2005) examines problems of NBT development in peripheral areas, including sub-polar areas, alpine areas and forests, mountains, islands, and coastal environments. The book considers the opportunities that nature-based tourism provides as the basis for peripheral region development. Similarly, Ecotourism's promise and peril: A biological evaluation (2017) considers the impacts that visitation can have on wildlife, including behavioral, physiological, ecological, and evolutionary impacts. The book also synthesizes the current state of knowledge regarding best practices for reducing human impacts on wildlife. Tourism in changing natural environments (2019)

explores how the impacts of climate change, natural and man-made disasters, economic instability, and other macro-environmental factors can have profound implications for local and global economies, fragile ecosystems, and human cultures and livelihoods. From Africa, Wildlife-based tourism and climate: Potential opportunities and challenges for Botswana (undated) highlights the decline of wildlife due to human activities in southern Africa. It describes how fragmentation of wildlife habitats, combined with increased climate variability due to climate change, poses a risk to the sustainability of a wildlife-based tourism product in Botswana. The publication calls for the need to consider adaptation measures in this sector, and to seek alternative tourism attractions and products. A report on

Climate change and its impacts on tourism (1999) reviews the impacts of climate change for a series of international holiday destinations visited by United Kingdom tourists. It examines the extent to which climate change may affect the environment al systems of the Maldives, European Alps, Eastern Mediterranean, Southern Spain, Scotland, European Lakes, South and East Africa, Australia, Florida, and Brazil. Climate action through regeneration: Unlocking the power of communities and nature through tourism (2022) is a white paper that outlines practical examples, available support, and clear action steps so that travel businesses can take action today to begin utilizing the power of nature-based solutions to draw down emissions and help destinations adapt to climate change.

Figure 8: Tourism related-threats in protected areas[80]

	Tourist Behavior	Tourism Infrastructure and Policies
ATTRACTIONS IMPORTANT for high quality visitor experience	• Quiet natural experience: Noise pollution (e.g., from motor vehicles) • Wilderness experience: Trailside littering • Plant communities/habitat: Soil erosion from trampling • Coral reefs: Inappropriate diving and snorkeling • Wildlife viewing: Inappropriate wildlife viewing practices (e.g., visitors are too close, too many, too loud)	• Freshwater systems: Excessive wastewater and water pollution • Clean beaches: Solid waste disposal and sewage • Coral reefs: Anchoring practices of boats • Viewscapes: Air pollution (e.g., from motorized vehicles) • Wilderness experience: Inappropriately sited buildings, roads, and other infrastructure • Stargazing: Inappropriate lighting
CONSERVATION OBJECTIVE	• Bird habitat: Excessive fuel wood consumption • Vegetation: Trampling in sensitive ecosystems • Coral reefs: Inappropriate diving and snorkeling • Bird nesting: Inappropriate wildlife viewing practices (e.g., visitors are too close, too many, too loud) • Target species: Inappropriate feeding of wildlife, creating problem individuals • Natural systems: Introducing invasive alien species through horses, hiking shoes, boats	• Freshwater biodiversity: Overuse of freshwater resources • Coral reefs: Excessive wastewater and water pollution • Migratory birds: Destruction of important habitat (e.g., mangroves) for tourism infrastructure • Sensitive areas: Inappropriately sited buildings, roads, and other infrastructure • Sea turtles and migratory birds: Inappropriate lighting • Native fish: Fish stocking practices

4.10 Monitoring and Evaluation

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

Box 18: Case Study: Assessment of natural resources for nature-based tourism: the case of the Central Coast Region of Western Australia (2001)

This journal paper provides a case study and the development and application of an evaluation framework to NBT activities at a destination level. The framework evaluates operations based on attractions, access, supporting infrastructure, and level of environmental degradation. Finally, it highlights some of the difficulties associated with establishing objective resource evaluation techniques for nature-based tourism.

Monitoring Tools for Nature-Based Tourism

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

- Indicators of sustainable development for tourism destinations: A guidebook (2004) provides detailed technical guidance on the value of indicators in measuring tourism's impacts. The guidebook includes indicators that can be used in NBT, including tourism as a contributor to nature conservation.

- Ecotourism tracking tool in monitoring and evaluation of ecotourism sites or projects in the Philippines (2017) is a tool for operational tourism enterprises. It aims to standardize sets of criteria and parameters in M&E of ecotourism sites and projects to ensure environmental friendliness. The tool includes ratings checklists and questionnaire tools to help with the evaluation of policies, operational management, socio-cultural and biological features, ecotourism products and services, economic benefits, financing/enterprise building, and facilities.

- A question of balance: Green is the new black (2009) is a self-audit workbook developed by the Tourism Industry of Nova Scotia to provide tourism operators with helpful environmental information, best practices, and a method for conducting self-audits. While not specific to NBT, it addresses environmental management issues and tools for energy and water conservation, waste management, and enhancing socioeconomic benefits.

- A toolkit for monitoring and managing community-based tourism (2007) is designed to provide readers with the know-how to set up and run a monitoring program for a community-based tourism project. It gives step-by-step guidelines, supported by a wide range of case studies, to enable readers to conduct their own monitoring project.

- Importance-performance analysis (IPA) to inform visitor management at marine wildlife tourism destinations (2020) explains how to investigate and enhance visitor satisfaction in the short-term and for longer-term sustainability of the industry through visitor-informed tourism management. Its application is illustrated for Nature-based tourism development in coastal wetlands of Sri Lanka (2021) in the Ramsar listed Maduganga Mangrove Estuary.

- Chapters in the Handbook for sustainable tourism practitioners: The essential toolbox (2021) provide step-by-step guidance on monitoring approaches, including biodiversity and stressors rapid assessment and Designing and delivering wildlife viewing protocols that enhance sustainability.

- Research and monitoring provide valuable information that can be used to make evidence-based decisions to improve tourism facilities and visitor management. For example, The Effects of Recreational Camping on the Environmental Values of National Parks in Sri Lanka (2021) found that significant levels of environmental degradation were evident at campsites due to biophysical impacts of human use and recreation, and the level of impact was unrelated to level or frequency of use. Similarly, Understanding the impact of recreational disturbance caused by motor vehicles on waterbirds: a case study from the Bundala Wetland, Sri Lanka (2022) found that resting and foraging birds responded to recreation vehicles up to 100 meters from them, and therefore recommended a minimum setback buffer of 100 meters between wetland birds and recreational vehicles.

Box 19: Citizen science for monitoring of NBT[81]

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

Monitoring Tools for Protected Areas

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

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

- Visitor counts! Guidance for protected areas on assessing visitation and its economic impact (2021) aims to establish standardized guidelines for measuring the economic impacts of tourism in PAs. It contains guidance on undertaking visitor counting, expenditure surveys, economic analyses, and reporting the findings for the public and policy makers.[82]

- Developed in South African PAs, the Sustainable nature-based tourism assessment toolkit (2003) provides a mechanism for tangibly and transparently measuring management, environmental, social, and economic characteristics of NBT in a reliable and comparable way.

- The Global database protected areas visitors (GD-PAVIS) (see Figure 9) aims to be a new tool to improve the reporting on sustainable tourism in protected and conserved areas. Information compiled in the database will help report on several global indicators (e.g., tourism use, tourism value, and tourism-related economic impacts of PAs), generate knowledge on tourism and PAs, support decision making of governments in relation to sustainable tourism strategies in PAs, and strengthen capacity of park managers to develop appropriate systems to store and manage information on sustainable tourism.

Figure 9: Global Database Protected Areas Visitors (GD-PAVIS)[83]
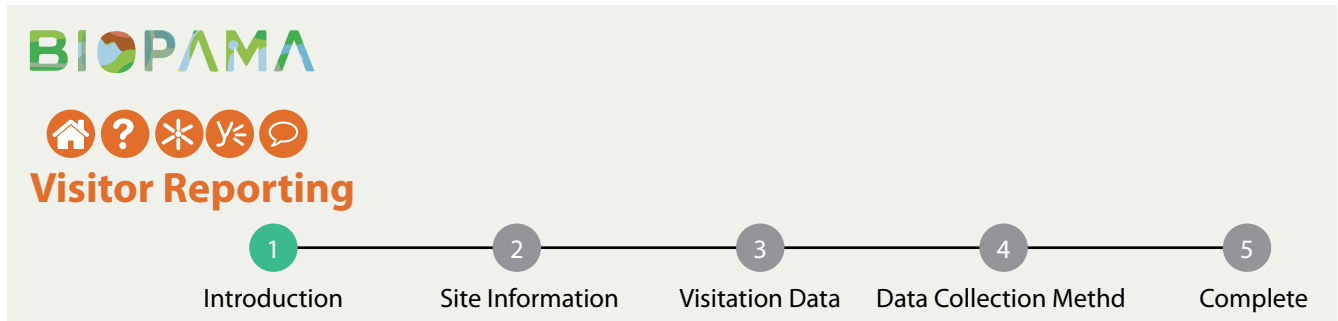
Certification and Standards

Certification aims to foster responsible environmental, social, and cultural behavior and provide a good quality product to consumers. Certification provides a mechanism through which enterprises can be recognized as having met voluntary standards of performance that meet or exceed baseline standards or legislation, following independent third-party verification.[84]

A simple user's guide to certification for sustainable tourism and ecotourism (2010) is designed for those who wish to understand how certifying sustainable tourism and ecotourism works or how to begin the process. Quality assurance and certification in ecotourism (2007)

is a book that considers the topic of quality control and accreditation in ecotourism, with a broad range of examples and case studies. The book describes the mechanisms that can be implemented to ensure quality in all aspects of the industry, namely, PAs, businesses, products, and tour guides. Similarly, Ecotourism and certification: Setting standards in practice (2002) explores the concepts underlying certification and highlights case studies of certification schemes around the world. Tourism in protected areas: Developing meaningful standards (2016) discusses partnerships between conservation and tourism and how these partnerships could unfold through the work of the IUCN Green List and the Global Sustainable Tourism Council.

Box 20: Case Study: Assessment of nature-based tourism business and tourist demand in Vlora Bay and Karaburun-Sazan National Marine Park, Albania (2016)

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

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

- **GSTC standards for hotels and tour operators:** Such as the European Ecotourism Labeling Standard, Ecotourism Australia's ecotourism standards, the Ecotourism Ireland Certification Program, Ecotourism Kenya's Eco-rating Certification Scheme, Global Ecosphere Retreats from The Long Run, the Korean Ecotourism Standard for Accommodations and Tours, the Japan Ecolodge Association, and TOFTigers Initiative's Pug Mark Eco Certification. The Asian Ecotourism Standard for Accommodations is currently under review for recognition. Travelife for Tour Operators also audits elephant camps to ensure that they treat elephants well.

- **GSTC standards for destinations:** Such as the Green Destinations Standard (including ecotourism and PA destinations), Korean Ecotourism Standard for Destinations, and the Mountain IDEAL Destinations Standard.

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

Box 21: Use of certification to ensure best practice NBT in protected areas in Australia[85]

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

5

COVID-19 Pandemic

In March 2020, the World Health Organization officially declared the novel coronavirus (COVID-19) outbreak a global pandemic.[86] The pandemic led to an abrupt halt in all tourism globally, caused by a combination of international travel restrictions, domestic lockdowns, and closures of protected areas that aimed to slow the spread of the virus. The pandemic drove a systemic shock with widespread implications for the survival of wildlife tourism, conservation financing, and poverty.[87]

The NBT sector was hit hard by travel restrictions, with severe and systemic repercussions for conservation and local livelihoods. Travel restrictions led to declines in revenues normally used for conservation finance, for salaries of tourism employees, and also for entrepreneurs and small businesses that provide products and services within the tourism value chain.[88] A plethora of research articles and opinion pieces emerged during this period. To catalogue this growth, a compendium of over 1,500 online resources was compiled into COVID-19 and sustainable tourism: Information resources and links (2020), with NBT materials on resilience and recovery, market research and intelligence, impacts on tourism and destinations, and virtual tours. An overview of the impacts and implications of the pandemic was compiled in The future of nature-based tourism: Impacts of COVID-19 and paths to sustainability (2021). This analysis offers examples of pathways towards sustainable recovery, including using virtual tours and new tourism products for domestic visitors. Further synthesis was provided during the online symposium on Crisis response & recovery: Nature-based tourism, biodiversity, and livelihoods (2021). This event brought together global experts to address challenges relating to NBT, biodiversity, and livelihoods, and provide examples of solution-oriented outcomes. The event recordings and a suite of resource links are available online.

5.1 Policy papers

International agencies have compiled policy analyses to support strategic responses to the COVID-19 pandemic and its impacts on NBT. They include the following noteworthy materials:

- Editorial essay: COVID-19 and protected and conserved areas (2020) provides a snapshot of how protected and conserved areas around the world are being impacted by COVID-19, including in relation to tourism. The paper proposed a call for action towards a more sustainable pathway, including re-building stronger and more effectively.

- COVID-19 and conservation: Crisis response strategies that benefit people and nature (2021) is a briefing paper that suggests strategies to alleviate the pandemic's adverse effects on conservation in the Global South. Proposed policy responses included giving local people a greater say in the use of their territories by tourists while reducing the dependence of conservation funding on tourism markets, and reassessing interactions of visitors with wildlife to reduce the risk of zoonotic disease emergence and transmission.

- Resolution 130 on Strengthening sustainable tourism's role in biodiversity conservation and community resilience (2021) is a motion that was adopted at the 2020 World Conservation Congress. The motion calls on the IUCN and its members to commit dedicated attention to nature-based tourism, including ensuring that NBT incorporated conservation and biological monitoring and diversified sustainable livelihoods, and established more sustainable financing campaigns to support key biodiversity assets during tourism industry recessions.

5.2 Impacts of the pandemic on nature-based tourism

During the first two years of the pandemic, a series of studies were undertaken to understand the magnitude and character of impacts on NBT, and associated implications for the environment, economies, and society. Resources that provide syntheses of these studies include:

- Tourism in protected areas amid the COVID-19 pandemic (2021), which aims to share experiences and examples from around the world on the impacts of the COVID-19 pandemic on protected area tourism; and considers how to build resilience within protected area tourism as a regenerative conservation

tool. The paper draws on resources including The collapse of tourism and its impacts on wildlife tourism destinations (2020).

- The future of nature-based tourism: Impacts of COVID-19 and paths to sustainability (2021) describes both positive and negative impacts observed globally on protected areas and conservation (including wildlife crime and land use change), tourism businesses, and local livelihoods, with numerous examples and further links. Travel demand for NBT and adventure tourism experiences rapidly grew once travel restrictions were lifted – including among domestic visitors.

For regional analyses, COVID-19 and protected area tourism: A spotlight on impacts and options in Africa (2021) and Latin America (2021) are based on a global survey of tourism operators. The regional reports describe the impact of COVID-19 on wildlife tourism in protected areas, considering implications for protected areas, the tourism sector, and local communities. Country case studies have also included the following:

- **Antarctica:** Is COVID-19 helping or hindering effective management of Antarctic tourism? (2022) presents a summary of Antarctic tourism activity during the COVID-19 pandemic and a SWOT analysis of the future challenges and opportunities COVID-19 poses for those operating in such a remote wilderness area.

- **Crete:** Sustainable tourism development – The mountaineering village initiative (2021) is the story of Milia Mountain Retreat that reflects changes in tourism demand worldwide accelerated by the COVID-19 pandemic. Located in Western Crete, it has seen a significant increase in domestic tourists and a strong growth of demand from travelers seeking authentic experiences in the Mediterranean.

- **Indonesia:** The post COVID-19 tourism dilemma for geoparks in Indonesia (2021) provides a brief account and rapid assessment, utilizing qualitative data, of the

impact of COVID-19 on domestic and international tourism activity in geoparks in Indonesia. Also, Reimagining resilience: COVID-19 and marine tourism in Indonesia (2021) applied a Sustainable Livelihoods Framework (SLF) to examine the social structures, agency, and livelihood capital of the surrounding socio-ecological systems in Wakatobi National Park.

- **Namibia:** COVID-19, conservation, and tourism in Namibia's conservancies: Socioeconomic and land-use impacts is a chapter within Conservation, land conflicts, and sustainable tourism in Southern Africa (2022). It describes the socioeconomic impact of the drop in tourism caused by the pandemic, particularly for tourism employees, craft producers, and those benefiting from game meat distribution from trophy hunting.

Several analyses have focused particular attention on the financial and economic impacts caused by the removal of NBT from national and protected area economies. The Banking on protected areas: promoting sustainable protected area tourism to benefit local economies (2021) uses a general equilibrium model for local economy-wide impact evaluation (LEWIE) to describe direct and indirect impacts of tourism by integrating models of actors (businesses and households) within local economies around protected areas in Zambia, Nepal, Brazil, and Fiji. Complementary country reports are also available on Assessing the economic impact of tourism in protected areas on local economies in Zambia (2021) and Nepal (2021). Data is presented on the monthly loss of income from no tourism (as was the case during the height of the pandemic) demonstrating that poor households suffered the greatest losses (see Figure 10). The analyses recommend promoting sustainable tourism in protected areas within COVID-19 economic recovery plans and providing investment that supports jobs and support economic development, while also protecting biodiversity.

Figure 10: Modeled monthly income loss from no tourism[89]
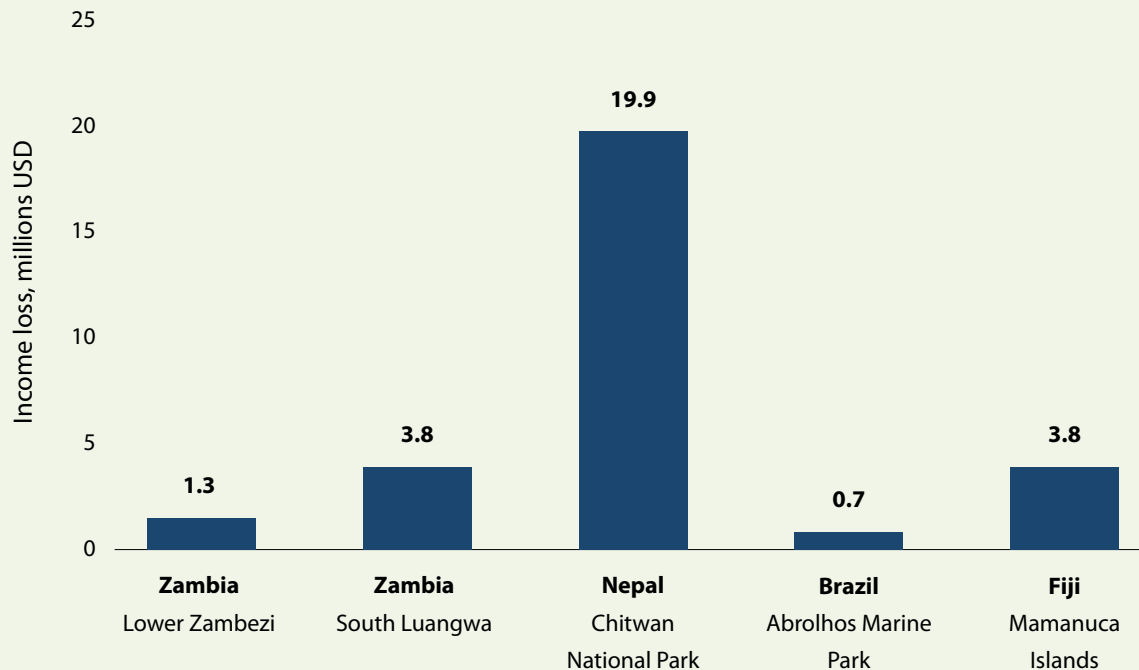
Error bars represent 95% confidence intervals
Source: World Bank data

<u>Note</u>: The data used in the LEWIE analysis was collected in 2019, prior to the pandemic. The modeling of a "no tourism" scenario (to mimic the COVID-19 pandemic) uses that data.

With ongoing data collection, the <u>African Nature-Based Tourism Collaborative Platform</u> gathers information on how communities and small and medium-sized enterprises (SMEs) are involved in nature-based tourism, their financial and staffing situation prior to COVID-19, and how the pandemic has affected these and their resulting needs. Data is available for 11 southern African countries and country case study reports have been produced for Botswana, Kenya, Malawi, Mozambique, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe. The platform aims to help connect funders to the communities and small and medium enterprises most in need of funding support.

5.3 Nature-Based Tourism Recovery and Resllience

Prior to the pandemic, sustainable tourism guidance emphasized the need for diversification of products and source markets to reduce the impact of shocks (e.g., from natural disasters, political turbulence, financial recessions etc.). In the wake of COVID-19, practitioners established further guidance to support the adaptation of NBT destinations and operators, to help them adapt, survive, and improve their resilience. For example:

- Tourism and visitation to protected areas amid COVID-19: Guidance for protected area authorities and managers (2021) provides pragmatic suggestions for protected area managers and authorities on operating tourism safely amid the COVID-19 crisis. Guidance is accompanied by supplementary links to sources and further information.

- The future of nature-based tourism: Impacts of COVID-19 and paths to sustainability (2021) describes forms of innovation and resilience-building by NBT operations, including using the use of virtual tours and establishing tourism products for domestic visitors. Case studies shared include agritourism operations that shifted focus towards agricultural sales to boost incomes and artisans who began making fabric masks to reduce transmission of the virus.

- Tourism destination management in a post-pandemic context: Global issues and destination management solutions (2021) is a book that describes issues and challenges faced by tourism destinations, exposing emerging trends and proposing novel management solutions in order to develop coping capacities and build resilience against the effects of potential future pandemics.

- Ten principles for sustainable destinations: charting a new path forward for travel and tourism (2022) describes how the uncertainties of the pandemic allowed destinations time to do the inclusive conceptual work, allocate resources, and adjust business models before travelers return in full. The 10 principles are set out to guide decision makers in their pursuit to "build back better," including in NBT settings.

- Tacking the issues of overcrowding post-pandemic, the book Overtourism: Lessons for a better future (2021) incorporates case study chapters on protected areas and World Heritage Sites in Brazil, Canada, China, Ecuador, Laos, Nepal, Peru, Tanzania, and the United States. It aims to help destination re-think how to replace unmanaged crowds with sustainable travel that enriches destinations and local communities.

- Blue tourism in islands and small tourism-dependent coastal states: Tools and recovery strategies (2022) is a synthesis of literature on the impact of COVID-19 on Small Island Developing States (SIDS) by region. The note includes a practical summary of COVID-19 recovery pathways that will help SIDS develop more competitive and sustainable tourism sectors. Illustrated with real-world examples, the guidance note incorporates best practices and lessons learned on reopening to tourism over three phases: short-, medium-, and longer-term sustainability, before presenting some strategic pathways for "Building Bank Bluer," and introducing the Blue Tourism Resource Portal — a database and e-library of information about blue tourism.

- Mitigating zoonotic disease transmission with a One Health approach to gorilla conservation and gorilla tourism (2022) is a case study that explains how the Conservation Through Public Health program helps to reduce dependence of local people on natural resources to meet basic needs of food and fuelwood. This reduces threats to mountain gorillas and other wildlife and their habitats by addressing poverty and hunger, which drive poaching and illegal activity.

- COVID-19 health and safety guidelines (2021) were produced for the adventure travel industry, in addition to specific nature-based experiences including trekking, cycling, rafting, camping, cultural tours, small lodges, small vessels cruising, skiing and snowboarding, and wildlife experiences, in addition to an overarching guideline for the industry.

- Virtual protected area experiences in Africa: Status and potential for post-COVID-19 resilience (2022) reviews virtual tours and experiences as a proxy for travel while physical travel is challenged. The paper considers the current status of virtual tours for African PAs, and their potential as a mechanism to sustain interest and promotional presence online and generate revenue for conservation and livelihoods while travel restrictions remain in place.

- Mountain tourism – towards a more sustainable path (2021) highlights the important role that tourism can play in valuing the natural and spiritual heritage of mountains and the cultural diversity and traditional practices of mountain peoples. Consumer appetites for destinations that are outdoors and less crowded have increased in the wake of the pandemic, and these changes usher in new opportunities for mountain destinations to rebuild a greener and more sustainable form of tourism and rethink their products and services.

- Opportunities for transforming coastal and marine tourism: Towards sustainability, regeneration and resilience (2022) considers the socioeconomic argument for shifting to a more sustainable tourism model as part of recovery efforts from the global pandemic. The report provides a holistic assessment of the current state of coastal and marine tourism and draws on 32 case studies and examples from 23 countries to identify a set of priorities designed to help catalyze systemic change in destination-wide management through strategic investment and intervention by governments to support sustainable recovery from the global pandemic.

- Slightly differently, Barcoding Galapagos: Recording and mitigating COVID-19 impacts using key workers in eco-tourism (2021) describes how naturalist guides (women and men equally) without income during the pandemic were trained to catalog the biodiversity of the Galapagos using DNA sequencing technology. By providing infrastructure and scientific training (cash for training), the process built local capacity and resilience, with positive implications for wildlife and ecosystem conservation.

An example of new styles of destination planning in light of the COVID-19 pandemic comes from Australia in the Glen Innes Highlands destination management plan (2021), which describes the destination, its strengths and challenges, and presents a development and brand framework, strategies and actions, and a monitoring framework for NBT. The plan responds to the increased demand for visitation to natural areas by people who want to challenge themselves; be outdoors and active; reconnect as families; and interact socially with locals and other travelers.

New financial vehicles have also emerged to support NBT destinations, enterprises, and the livelihoods they support. These include:

- The Africa Conservation and Communities Tourism (ACCT) Fund is a COVID-19 relief facility providing high-impact loans to conservation tourism operators in Sub-Saharan Africa. The fund seeks to ensure these companies will survive the shorter-term impacts of the COVID pandemic and subsequently provide support in rapidly restoring and growing their economic contributions to communities and conservation. The fund aims to use a blended capital structure to help safeguard tourism companies with the highest potential to support critical conservation landscapes and the communities that depend on them, while delivering quantified, scientifically sound impact outcomes and targeting to deliver a financial return to impact investors.

- Conservation International's African Conservancies Fund was established in 2020 to fund conservancies across Africa and achieve the triple impact on climate, biodiversity conservation, and social upliftment for communities.

6
Training Materials

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

The IUCN has established a free Massive Online Open Course (MOOC) on Valorisation of protected area resources, which contains three modules dedicated to the IUCN Best Practice Guidelines on Tourism and visitation in protected areas: Guidelines for sustainability (2018).

Training toolkit. Sustainable tourism in protected areas: Resources for trainers and facilitators (2021) provides supporting materials and resources for trainers with different levels of experience in training, facilitation, or capacity building, as well as a collection of resources that both experienced and inexperienced trainers can use. The toolkit can be used to support face-to-face, online, or "blended" learning, and complements an online training platform.

The European Union provides free online training for members of the European Ecotourism network. The courses supporting NBT include ecotourism training for businesses and ecotourism training for evaluators in English and other languages.

A course manual for Interpretation techniques and ecotourism management training has been developed under the Mediterranean Experience of Ecotourism (MEET) Project. This includes guidance on the development of interpretation for NBT.

Colorado State University's website includes a number of training materials and management tools, including adaptation of the Recreation Opportunity Spectrum for use in Latin America.

The U.S. Agency for International Development (USAID) has established a series of online training resources on sustainable tourism. These include courses on tourism and conservation, project development, destination management, tourism investment and finance, enterprise development, scientific, academic, volunteer, and educational travel, with case studies from the Dominican Republic, Ecuador, Ethiopia, Mali, Montenegro, and Uganda. The course on Tourism and conservation – sustainable models and strategies provides an online workbook that focuses particularly on sustainable marine tourism. It gives guidance on business planning, operations and management, staff training, and sales and marketing (see Figure 11). All of the other courses can be applied to a variety of forms of tourism, including NBT.

Lastly, the Travel Foundation has produced a case study on Whale shark guide training in Mexico (2008) that was conducted to help boat trip operators conserve whale sharks.

Relevant webinars on elements of NBT include the following:

The Society of Outdoor Recreation Professionals offers webinars to members and non-members on topics including establishing trail systems, partnerships with federal agencies, visitor use monitoring and management, and understanding economic impact studies.

The IUCN's World Commission on Protected Areas (WCPA)'s Tourism and Protected Areas Specialist Group (TAPAS Group) hosts webinars on NBT topics with partners. These are available on topics including international perspectives on visitor use management; the Visitor Use Management Framework, tourism concessions and partnerships, certification tools and standards for protected areas management, and more than just signs on designing visitor heritage experiences.

The Global Wildlife Program has hosted a webinar series since 2016 that covers NBT-related issues. Relevant webinar topics include sharing benefits from protected area tourism with local communities (2022), collaborative management partnerships for protected areas (2021), and estimating the economic impact of protected area tourism on local economies (2021).

Figure 11: Contents of the course "Tourism and conservation – sustainable models and strategies"

01

Improve Tourism Operations and Guidelines

1.1 Promote sustainable tourism guidelines with visitors

1.2 Promote sustainable tourism guidelines with travel industry

1.3 Promote sustainable tourism guidelines within protected areas

02

Increase Conservation Awareness and Constituencies

2.1 Increase awareness and conservation support of visitors

2.2 Increase awareness and conservation support of local residents

2.3 Link benefits of sustainable tourism to the community as a whole

03

Increase Income Diversification

3.1 Target resource extractors with sustainable tourism employment

3.2 Develop sustainable tourism products that directly mitigate conservation threats

04

Increase Monitoring and Research

4.1 Increase the role of local residents in monitoring & research

4.2 Increase the role of visitors in monitoring & research

05

Increase Tourism-Generated Conservation Financing

5.1 Utilize sustainable tourism profits to support conservation activities

5.2 Develop travel philanthropy programs

5.3 Develop conservation-themed brands and merchandise

5.4 Promote mandatory or voluntary protected area entrance/user fees

06

Increase Conservation Partnerships

6.1 Develop partnerships between protected areas, NGOs, and universities

6.2 Develop partnerships between protected areas and communities

7

Networks and Institutions

There are a diversity of public sector and nonprofit organizations that provide information and technical support on NBT.[90] Provided below is an overview of notable institutions and networks that support knowledge development, capacity building and training, and awareness raising in the sector.

Adventure Travel Trade Association (ATTA)

The largest global network of adventure travel leaders, including around 30,000 individual guides, tour operators, lodges, travel advisors, tourism boards, destination marketing and management organizations, outdoor educators, gear companies, and travel media who share a belief and commitment to sustainable tourism. ATTA also published a series of COVID-19 health and safety guidelines for nature-based activities.

American Trails

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

Asian Ecotourism Network

This association aims to provide networking opportunities to organizations in Asia. They also host an ecotourism standard.

Association of Ecotourism in Romania

This association is a partnership for nature conservation and tourism development among tourism associations, NGOs, nature conservation projects, and travel agencies in Romania. It has activities for promotion and marketing, public awareness, ecotourism certification, strategies, and

product development. It shares examples of interpretation materials and visitor centers for PAs.

Center for Responsible Travel (CREST)

CREST is a global non-profit organization dedicated to increasing the positive global impact of responsible tourism. CREST provides evidence-based research and analysis to governments, policymakers, tourism businesses, non-profit organizations, and international agencies to solve the most pressing problems confronting tourism, the world's largest service industry. Their website hosts resources on climate change, biodiversity and cultural heritage, overtourism, the wealth gap, and responsible travel.

Center for Protected Area Management (CPAM)

CPAM at Colorado State University in the United States contributes to the conservation, planning, and management of the world's PAs and the landscapes and seascapes that connect them through capacity building, applied research, and technical collaboration with the organizations that help manage them and the communities whose well-being depends on them. CPAM's website includes a number of training materials and management tools, including adaptation of the Recreation Opportunity Spectrum for use in Latin America.

Chico Mendes Institute for Biodiversity Conservation (ICMBio)

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

Children and Nature Network

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

Conservation International (CI)

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

Conservation Travel

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

Conservation Finance Alliance (CFA)

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

Department of Conservation, New Zealand

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

DestiMED

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

Ecoclub

Ecoclub is a forum for people who operate ecolodges and ecotourism businesses, are ecotourism practitioners, or who have a general interest in ecotourism. The forum provides useful resources and discussions, as well as announcements from ecolodges. Audit reports of Ecoclub Ecolodge™ members, who complete a questionnaire, provide evidence to support their claims, and pass a remote audit.

Ecotourism Australia

Ecotourism Australia is a nonprofit organization focused on encouraging environmentally sustainable and culturally responsible tourism. They design and deliver certification programs for tourism products and destinations and organize conferences and master classes. Their Ecotourism resource hub includes business tools, destination and ecotourism plans, and guidance on PA management, indigenous tourism, and visitor accessibility. They have a linkage with the booking platform Bookdifferent. The organization has a Geotourism Forum for its members to advise how geotourism can best be promoted and inspire environmentally sustainable and culturally responsible tourism.

European Ecotourism Network (EEN)

This is a network of relevant stakeholders aiming to ensure that ecotourism services in Europe contribute to conservation and sustainability. EEN supports the development and implementation of the European Ecotourism Labelling Standard (EETLS), an initiative that ensures baseline standards of quality in ecotourism. The EETLS has been officially recognized by the GSTC. DestiNet

Figure 12: DestiNet's Tourism 2030 Green Travel Maps App [91]

to Tourism 2030 also acts as a knowledge networking portal for sustainable and responsible tourism, with subscription options. Topics include natural heritage and biodiversity, destination management, value chain management and fair trade, cultural heritage, climate change, knowledge/networking/training/education, certification, and marketing. The site includes a searchable database of tourism stakeholders promoting sustainable tourism, as well as a Global Certification Quickfinder that helps tourism businesses, destinations, and tour operators to find those certificates that are available to them in their country. This is linked to a Green Travel Map, with an associated app, showing where certifications are based across the world. In Europe, the initiative aims to have all tourism in protected areas certified by 2030, as a goal under SDGs 12, 13, 14, and 15.

Forum Advocating Cultural and Eco-Tourism (FACET)

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

Geological Society of Australia

This society is a membership organization, that provides information on geotourism, including best practices on geotrails in Australia and a Geoheritage toolkit.

Global Ecotourism Network (GEN)

GEN is a global group of ecotourism pioneers and practitioners. Through their website and social media, they share the latest information and initiatives related to ecotourism.

Global Sustainable Tourism Alliance (GSTA)

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

Global Sustainable Tourism Council (GSTC)

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

Griffith Institute for Tourism

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

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

The TAPAS Group is a volunteer network that aims to provide a platform for PA practitioners to share expertise and knowledge, enhance sustainability awareness, facilitate collaboration and dialogue, and foster innovative solutions to support sustainable tourism in PA systems. Globally, the TAPAS Group has over 700 volunteer members, and the group coordinates the development of knowledge tools (including best practice guidelines and tourism concession guidelines), webinars, and events, and shares best practices through its website, resources page, social media, and online resources directory. More broadly, IUCN also hosts the Panorama platform, which shares case study solutions to address ecological, environmental, climate, and social challenges, including several on NBT.

Interagency Visitor Use Management Council

The council includes representatives of six United States government agencies and aims to provide guidance on visitor use management policies and to develop legally defensible and effective interagency implementation tools for visitor use management. The council produces a number of visitor management frameworks and guidebooks, including Visitor use management framework (2016), the Visitor capacity guidebook (2019), and other technical resources. The council has conducted webinars with the IUCN WCPA TAPAS Group to provide an overview of the visitor use management framework and its application.

Journal of Ecotourism

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

Linking Tourism & Conservation (LT&C)

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

The Long Run

A membership organization of NBT businesses committed to driving sustainability, which offers the Global Ecosphere Retreats standards, recognized by the GSTC. Their approach revolves around the 4Cs of conservation, community, culture, and commerce.

Luke Natural Resources Institute Finland

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

MEET Network

A network of conservation and tourism organizations collaborating on a vision of the Mediterranean as a leading ecotourism destination, that benefits nature conservation and local communities. MEET has produced a series of tools including the MEET Ecotourism Standard (2019-2021), an Ecotourism Footprint Assessment methodology (2018), an Ecotourism Footprint calculator, and a journal paper on Ecological Footprint and tourism: Development and sustainability monitoring of ecotourism packages in Mediterranean Protected Areas (2022).

Metsähallitus Parks & Wildlife Finland

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

Namibian Association of CBNRM Support Organizations (NACSO)

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

The Nature Conservancy (TNC)

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

The National Association for Interpretation (NAI)

The NAI is a nonprofit professional organization dedicated to advancing the profession of heritage interpretation, currently serving about 7,000 members in the United States, Canada, and over 30 other countries. Individual members include people working at parks, museums, nature centers, zoos, botanical gardens, aquariums, historical and cultural sites, commercial tour companies, and theme parks.

National Geographic

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

National Park Service, United States

Within the U.S. Department of the Interior, the National Park Service is responsible for managing national parks. In addition to providing information for visitors, the service also gives information for educators and produces a series of natural resource publications and visitor spending effects reports.

One Planet Sustainable Tourism Program

The objective of the One Planet Sustainable Tourism Program (STP) is to enhance the sustainable development impacts of the tourism sector by 2030, by developing, promoting, and scaling up sustainable consumption and production practices that boost the efficient use of natural resources while producing less waste and addressing the challenges of climate change and biodiversity. The STP program shares resources through the One Planet Clearinghouse online platform including those on NBT.

This provides a visible snapshot of the tools and solutions that can support countries in their shift to sustainable consumption and production.

Pacific Asia Tourism Association (PATA)

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

Planeta.com

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

Planeterra

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

PUP Global Heritage Consortium

PUP supports communities in the protection and management of natural and cultural heritage through an action learning network and evolving integral approaches and tools. Their work is applied in four main areas: public use planning, heritage interpretation, research and self-reflection, and toolmaking.

Rainforest Alliance

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

Relief International

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

Responsible Tourism Institute

This association and international NGO support tourism actors. They organize events, offer training, and undertake research and project development (including on NBT). They use their Biosphere certification program to measure sustainability of the SDGs.

Society of Outdoor Recreation Professionals

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

Tourism Action Coalition for a Sustainable Ocean (TACSO)

The Coalition is born as a response to the High Level Panel for a Sustainable Ocean Economy Transformations, and brings together businesses, financial sector, NGOs, and IGOs, leading the way towards a sustainable tourism ocean economy. TACSO hosts the Blue Tourism Resource Portal, including numerous NBT materials.

TOFTigers

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

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

The Travel Foundation

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

Wildlife Conservation Unit (WildCru)

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

Wildlife Conservation Society

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

Wildlife Friendly Enterprise Network (WFEN)

WFEN helps to conserve threatened wildlife and contribute to the economic vitality of rural communities. They have established a series of standards that form the basis for certification programs focused on NBT, including Certified Gorilla Friendly™ Tourism and Certified Sea Turtle Friendly™ Tourism. Travelers can also make a Gorilla Friendly Pledge to play a role in the protection of their health and behavior. They also produce resources on green marketing trends and conservation marketing.

Wildlife Tourism Australia

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

World Animal Protection

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

World Cetacean Alliance

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

World Wildlife Fund (WWF)

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

8
Conclusion

This review demonstrates that there are hundreds of informational resources and institutions that can support governments, practitioners, the private sector, and communities to develop sustainable NBT and to bolster the recovery and resilience of NBT following the COVID-19 pandemic.

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

8.1 Gaps in resources and priorities

An extensive list of outstanding gaps in resources was identified during the compilation of this report and from the consultation process (see Table 9). Using the two metrics: (a) strategic and game-changing, and (b) directly corresponding to the needs of practitioners, the top four priorities for intervention were identified as follows:

Overtourism and undertourism

Many PA managers are grappling with the task of offering tourism to their constituencies, while ensuring that the conservation objectives are prioritized. While some are trying to establish tourism in new or emerging destinations, others need to adapt to rapid growth in visitation, and the environmental and social pressures that this induces. There are numerous resources on NBT, what it is and how it should be developed, accompanied by destination-wide best practices (see section 4.1). However, there is a need to go one step back and guide PA managers on how to assess whether NBT is a viable option in terms of demand analysis. In addition, while a series of

visitor management planning approaches are available (see section 4.6), there is a lack of agreement among practitioners over the most appropriate approaches to use (e.g., limits of acceptable change vs. carrying capacity). There is an urgent need from many natural destination managers to identify and be able to apply practical tools and approaches that provide solutions to overtourism (sometimes driven by social media) (see section 4.2) and also as a result of the surge in interest in NBT following the COVID-19 pandemic (see section 5). In this regard, the measurement of the impacts of NBT (section 4.8) and the monitoring of the same (section 4.10) are essential to assess the risks of overtourism and to inform research-based decisions on further growth or adaptation of NBT in PAs. Specifically, these tools need to be designed so they can be applied reliably and quickly, and in line with best practices. There is an opportunity for the World Bank to support the application and training in the use of applied and practical tools, such as the Visitor Use Management Framework (see section 4.6). Ideally, this would be undertaken in conjunction with destination managers (e.g., PA authorities, destination marketing organizations), technical experts, major online travel agencies, and social media platforms. Such activities would be integrated into the World Bank's design and supervision of projects incorporating NBT globally (see section 3.1).

Climate change and NBT

Few technical resources and guidance materials on climate change mitigation and adaptation for the tourism sector are specific to NBT. Many of these tools and resources for this topic relate to making all tourism more sustainable, particularly in terms of reducing greenhouse gas emissions. For NBT destinations, the issues are particularly important given the implications for global climate change for habitats, wildlife, and tourist behavior. While Climate action through regeneration: Unlocking the power of communities and nature through tourism (2022) is a step in this direction, there is an urgent need for practical tools that allow natural destination managers, NBT operators, and travelers to understand, avoid, and mitigate climate

change impacts. In particular, advice is needed on how NBT practitioners can integrate mitigation and adaptation approaches into the project design and implementation process (e.g., integrated carbon offsetting tools, climate-proofing NBT investment approaches, green-building practices, and low-carbon travel strategies) and retrofitting existing facilities and infrastructure.

Hunting

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

Cross-cutting issues of gender and digital technology

While these have been addressed for tourism in general, they require further research within NBT. The global tourism workforce has a high proportion of female employees, demonstrating its ability to generate revenue for women in poor communities; however, gender inequality persists and has been exacerbated by COVID-19 in some destinations.[92] Digital and technological innovations offer opportunities for tourism enterprises to expand market access, such as through online booking platforms and virtual safaris. Their application and efficacy in rural, natural areas needs to be further studied, particularly in light of the COVID-19 pandemic and the use of virtual safaris for people whose movement is often restricted (e.g., elderly people, school children).

Table 9: List of key gaps in resources cutting across the priority areas of intervention

Category	Gap
Best practices and toolkits	• Consolidation of industry-wide, globally endorsed wildlife viewing guidelines to reduce confusion over the large number available • Translation of existing resources and toolkits into other languages, including Arabic, Chinese, French, Portuguese, and Spanish • Specific tools on NBT and gender • Global standards for sustainable hunting
Enabling policy and planning environment	• Guidelines on how to assess whether NBT is a viable option for PAs (demand assessments) • Tools to help destination managers balance conservation management approaches with technologies and social media that are driving changes in visitation with increasing speed and complexity • Examples of policies, laws, and regulations that can be used by PAs to benefit financially and sustainably from tourism, with associated case studies. These can be particularly useful if there are legal limitations for public entities regarding receiving funds • Guidance linking NBT to broader issues of environmental security, peace building, and creating resilience to climate change • Models for effective inter-organizational collaboration among/between park/PA agencies and national/state/local tourism offices and destination organizations. These would include guidance on institutional framework and coordination to reduce fragmentation of efforts and conflicting approaches, including contestation of authority

Category	Gap
Concessioning and institutional frameworks	• Step-by-step toolkits on tourism concessions, with template agreements between community and private sector available online (i.e., operating agreements, management agreements, shareholding agreements) • Minimum policy and NBT product design requirements for non-state land to capture revenues from NBT, including for private and community-owned land • Situational analysis and database development of tourism concessions in PAs, and assessment of their relative contribution to protected area budgets and local job creation
Destination management`	• Support for PA managers that lack resources to produce up-to-date tourism management plans, or the financial and human resources to implement them
Infrastructure and facilities	• Tools that help to identify and address the "maintenance gap" where there is a lack of investment, to support authorities unable to keep up with depreciating assets and the associated risks to sites and visitors • Guidance on climate-resilient and low-emission NBT infrastructure design and build
Visitor management	• Awareness-raising materials for tourists, tour operators, and tourism promoters (e.g., online booking platforms) to have a better understanding of which forms of NBT truly support conservation • Case study evidence that experiences gained from NBT can change attitudes and behaviors (e.g., single-use plastic, forest clearing, climate change, etc.) • Tools that help destinations and enterprises reach NBT markets without compromising them thorough overtourism and negative impacts • Tools that can be used to reduce conflict between tourists and local residents • Training tools and application for practical visitor management approaches such as the Visitor Use Management Framework
Nature-based tourism enterprise development	• Examples of funding sources and incentives for rural communities, small businesses, and emerging entrepreneurs to meaningfully engage in NBT (e.g., access to finance, incentives) • Concise guidance briefs linked to focused resources for the private sector on establishing and operating sustainable NBT • Tools for financial institutions on concessional finance that support conservation and livelihood development
Impacts of nature-based tourism	• Information on the environmental management of NBT (e.g., energy and water use, waste management), as opposed to tourism in general • Economic valuation tools for determining financial cost to NBT due to environmental degradation (e.g., marine plastic pollution, climate change, illegal hunting) • Establishing how much adequate conservation in the presence of tourism would cost
Risk management	• Tools that identify NBT's vulnerabilities of natural hazard risks (i.e., flood, drought, etc.) • A unified risk management system to improve the legal security of NBT, including negotiation with insurance companies, public administration, and financing systems • Simple tools for calculating carbon dioxide emissions of NBT activities to communicate it to tourists and visitors to reduce and offset their impacts
Monitoring and evaluation	• Implementation of tourism impact monitoring and mitigation plans to avoid overtourism • Open-source monitoring tools for public programs and PAs that can be used to track impacts and that incorporate the GSTC criteria and which can be applied by practitioners and through citizen science initiatives • Resources to cover the costs of monitoring and evaluation • Datasets or analyses that link environmental conditions to tourism outcomes

Category	Gap
COVID-19 Pandemic	• Guidance on establishing and operating virtual safaris and other virtual NBT experiences for use when travel restrictions are in place and to help people with restricted travel options to participate (e.g., children, the elderly) • Tools to support diversification of NBT products, promotion, and source markets towards local and regional visitors to improve resilience to future shocks
Training & awareness-raising materials	• Information for the public on the differences between illegal poaching of wildlife and legal hunting • Training for PA agencies and tourism promotion agencies on NBT planning, particularly on cloud-based spatial planning, prioritization, and management tools • Training on sustainable tourism for NBT guides and operators, including on maximizing the positive environmental and socioeconomic benefits • E-learning tools for training and professional developing for tourism, and practical applications for use in remote rural areas (e.g., linked to systems like Lobster Ink)
Networks and institutions	• Networks in North African and Arab countries on NBT.

8.2 Providing a Home for Resources

This analysis highlights the challenge in the dissemination and awareness raising of materials that are already in the public domain. The report's parallel interactive resource database aims to make it easier for practitioners to use a search function and be able to filter out only those resources that are applicable to their project or site. The database will be updated as a home for NBT resources and tools. The database is complementary to TACSO's searchable e-library, the Blue Tourism Resource Portal.

9

Endnotes

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