

Linking biodiversity conservation and tourism

A comparison between the strategies of IUCN NL,
Wetlands International and Wildlife Alliance



Wageningen University
Department of Environmental Sciences
Socio Spatial Analysis



Thesis Title:

Linking biodiversity conservation and
tourism: a comparison between the strategies
of IUCN NL, Wetlands International and
Wildlife Alliance

Thesis Code:

SAL 90433

Period:

22 – 02 – 2010 / 23-08-2010

Name Student:

Stefanie Boomsma

Registration Number:

860107097070

Examiners:

René van der Duim
Karin Peters

Linking biodiversity conservation and tourism

A comparison between the strategies of IUCN NL,
Wetlands International and Wildlife Alliance



Foreword

'Imagination is more important than knowledge' (Einstein)

This quote inspired me when I was writing this thesis. It is difficult to explain why. Possibly because I am a dreamer and tend to let my imagination flow easily. However, knowledge remains important: you keep learning everyday and especially writing this thesis I have gained so much of it. I have learned amongst other things about biodiversity conservation, poverty alleviation, all in relation to sustainable tourism. Although I sometimes disliked writing this thesis, the experience is something I will never forget and the knowledge will always be there.

Anyway, by imagining my future after the finishing of this thesis was probably what kept me going during moments where I was not so motivated: actually working in the world of sustainable tourism. I have found two interesting jobs, one at IUCN NL and another one at the GreenDreamCompany. Both working with biodiversity issues and using tourism as a tool to conserve beautiful areas. Besides this, by working closely with the communities, they both have realized beautiful things. It is my green dream come true working with those two companies.

It has been a long, tiring but inspirational and interesting adventure. For this I would like to thank the following persons:

- René van der Duim for his interest in my thesis, his motivation and his comments which has resulted in this end product. You have introduced me to the world of sustainable tourism, biodiversity conservation and poverty alleviation;
- Judith Voermans for her support when writing this thesis and especially for her believe in me. You have taught me so much;
- My boyfriend, Ernst Jan Visser for supporting me when I was feeling lost in all my papers. Motivating me when I was feeling down, cheered me up when needed and took me to nice places for distraction. This has helped me to find my way writing this thesis;
- My parents for their interest and motivation;
- Marjorie van Strien, for the nice conservations and her hospitality and support;
- Sophea Sok, for her company in Cambodia and her support;
- Kirsten Jansen for the many phone calls with instructions or just chatting about how we pity ourselves writing our thesis in the summer heat;
- Mette Sijtsma for the nice chats during coffee breaks;
- Kees, Esther and Fien for their constant support;
- Sam and Moby, for running off with my USB and bringing it back eventually. But also for their nice company;
- And all the persons who I have not mentioned, thank you!

I wish you a pleasant reading.

Table of contents

Summary	8
1 Tourism as a tool to protect nature	10
2 The story so far...	15
2.1 Sustainable development	15
2.2 Sustainable tourism	25
3 Tourism in theory and practice	32
3.1 Poverty alleviation and conservation	33
3.2 Community and their livelihoods in relation to conservation	35
3.3 Sustainable development and conservation	38
3.4 Timeframe, funding and scale	43
3.5 Conceptual framework	45
4 Strategies	47
4.1 IUCN NL: Tourism and Biodiversity Fund	47
4.2 Wetlands International: Bio-Rights	49
4.3 Wildlife Alliance	51
5 Analysis strategies	53
5.1 Stakeholders	54
5.1.1 Applicants, performers and beneficiaries	54
5.1.2 Stakeholders	56
5.1.3 Local community involvement	59
5.1.4 Tenure rights	61
5.2 Poverty alleviation and community livelihood	64
5.3 Funding	72
5.4 Duration of a project	76
5.5 Scale and site criteria	78
5.6 Monitoring and evaluation	82
6 Conclusion	88
6.1 Overview of the main conclusions	88
6.2 Recommendations	93
Bibliography	95

Appendices	100
Appendix 1 Example interview	101
Appendix 2 Johannesburg Plan of Implementation and Tourism	104
Appendix 3 The 12 principles and the three pillars of sustainability UNEP	105
Appendix 4 Examples of project themes TBF	106
Appendix 5 Three steps Bio-rights scheme	107
Appendix 6 Project format TBF	108
Appendix 7 Information TBF – EGP	113
Appendix 8 Framework Poverty Trap Bio-Rights	118
Appendix 9 Criteria for funding TBF	119
Appendix 10 Pre-proposal screening tourism and biodiversity	120
Appendix 11 Preconditions for successful implementation Bio-rights	123
Appendix 12 Technical Progress Report TBF	126
Appendix 13 Technical Final Report TBF	128

Overview of tables, figures and graphs

Boxes

Box 1: Objectives for conservation	16
Box 2: Convention on Biological Diversity	18
Box 3: Limits to Growth, the 30-year update	23
Box 4: Guidelines sustainability	28
Box 5: Millennium Ecosystem Assessment	30
Box 6: Values Wetlands International	49
Box 7: Description Chi Phat	52

Figures

Figure 1: Millennium Development Goals	21
Figure 2: Complex issues of partnerships and funding	44
Figure 3: Bio-rights approach	50

Graphs

Graph 1: Ecological Footprint versus Carrying Capacity	16
--	----

Tables

Table 1: Overview stakeholders	54
Table 2: Overview applicants, performers and beneficiaries	55
Table 3: Overview stakeholder analysis, main stakeholders, contract and enabling environment	56
Table 4: Overview local community involvement	59
Table 5: Overview tenure rights	61
Table 6: Overview poverty alleviation and community livelihood	64
Table 7: Overview funding	72
Table 8: Overview duration of a project	76
Table 9: Overview scale and site criteria	78
Table 10: Overview monitoring and evaluation	82

Acronyms

Acronym

CBC	Community based conservation
CBD	Convention on Biological Diversity
CBET	Community based ecotourism
CBNRM	Community based natural resource management
CITES	Convention on International Trade of Endangered Species
EGP	Ecosystem Grants Programme
FOEI	Friends of the Earth International
ICD	Integrated conservation and development
ICDP	Integrated conservation and development project
IDUT	Initiative Group for Sustainable Outbound Tourism
IUCN	International Union for the Conservation of Nature (new)/ International Union for Conservation of Nature and Natural Resources (old)
IUCN NL	International Union for the Conservation of Nature National committee of the Netherlands
MDG	Millennium Development Goal
MEA	Millennium Ecosystem Assessment
M&E	Monitoring and evaluation
NGO	Nongovernmental organization
OECD	Organization of Economic Cooperation and Development
TBF	Tourism and biodiversity fund
TBP	Tourism and biodiversity program
TDI	Tourism Development International
UN	United Nations
UNEP	United Nations Environmental Program
WA	Wildlife Alliance
WCED	World Commission for Economic Development
WCS	World Conservation Strategy
WI	Wetlands International
WTTC	World Travel and Tourism Council
WWF	World Wide Fund

Summary

Throughout the years people became more and more concerned about the fast growing world population and the related degradation of natural resources. It was acknowledged that people are dependent upon ecosystems and their services and that those ecosystems are dependent on humans' sustainable use. Sustainable management of biodiversity and ecosystems together with the equitable benefit sharing of these resources, is required.

Tourism has been perceived rather negatively during the years (e.g. nature degradation, disrespect for local communities). However, the notion of sustainable tourism came up focusing on the economic, social and environmental aspect. This caused a shift by organizations, e.g. non-governmental organizations working on biodiversity conservation wanting to use tourism as a tool to alleviate poverty and conserve biodiversity.

The following aspects came forward as important for strategies to consider when aiming for biodiversity conservation and have been confirmed by several theories: stakeholders; poverty alleviation & community livelihood; funding; duration of a project; scale and site; monitoring & evaluation. Three strategies have been tested on how and if at all they have included these aspects, namely Tourism and Biodiversity Fund (TBF), Bio-rights and CBET by Wildlife Alliance (WA). All aiming for the protection of biodiversity by using tourism as an alternative activity to deter local communities from pursuing harmful activities. The major similarity between the strategies concerns their point of view regarding the relation between poverty alleviation and nature conservation: they see poverty and a fast growing population as causes of the current pressure on natural resources. The main differences are presented below:

- TBF has no control regarding the stakeholder analysis and has difficulties with enabling the environment. Bio-rights and WA both perform a thorough stakeholder analysis so everybody who needs to be included will be informed and involved when possible;
- The government plays an important role within Bio-rights projects, but not in TBF or WA projects. Bio-rights neglects the power of the private sector which plays a very important role within TBF and WA projects;
- Bio-rights' projects start with focusing on a global problem; TBF and WA focuses on local issues and indirectly affect global problems;
- Community involvement is high within Bio-rights and TBF. WA is still in charge of most of the activities within Chi Phat;
- Tenure rights are only included within Bio-rights, not within WA and TBF projects;
- TBF, Bio-rights and WA have the same point of view regarding the relation between poverty alleviation and nature conservation;
- Awareness raising has been underestimated by Bio-rights, but stimulated by TBF and WA;
- TBF is dependent on the government. WA and Bio-rights on society;

- TBF is not cooperating with other donors within their projects. WA, on the other hand, is fully aware of their donor's intentions and cooperates where possible. Bio-rights, realizing a billion dollar fund, works on its own;
- The money from TBF and WA is a donation. Bio-rights lends the money. TBF disburses several installments, Bio-rights transfers the money all at once;
- WA and TBF projects are small scale. Bio-rights can be applied to small as well as bigger projects;
- TBF projects are short; WA and Bio-rights are involved for a longer period;
- TBF works on small scale projects but sees potential in the realization of sustainable destinations. A concept already applied by Bio-rights;
- Bio-rights and WA are present in the area. TBF works from their office in the Netherlands;
- Long-term sustainability is better guaranteed by Bio-rights with their revolving fund.

The overall goal of this research is to give recommendations for a new TBF strategy by looking at the lessons learned from the previous mentioned strategies that use tourism as a tool for biodiversity conservation. The recommendations are:

- More presence on site and cooperation with stakeholders;
- Sustainable development instead of only focusing on sustainable tourism;
- Support larger scale projects, besides small scale projects;
- Stimulate local community entrepreneurship (also on the longer term);
- Increase process efficiency;
- Decrease donor dependency.

These recommendations will strengthen TBF's strategy by having an advantage for future TBF projects.

1

Tourism as a tool to protect nature

Nature can be stunning and overwhelming but is threatened by global developments. Climate change, industrialization, logging and more issues can be seen as a cause of biodiversity degradation. Some may blame tourism. However, provided that it is performed sustainably, tourism can support nature as well. Entrance fees of National Parks can be used to support nature conservation in that area. Tourism can generate income for local communities and because of this can stimulate them to use natural resources sustainably. These are just examples of how tourism can have a positive impact on nature and the communities living in those pristine, but vulnerable areas.

During a field visit¹ last January, I have visited three community based ecotourism (CBET) projects in Cambodia. Projects with the aim to set up a sustainable tourism business whilst cooperating with the community that lives in that area. The first project was Chambok, in the East of Cambodia, set up by a local NGO named MLUP. The area is a National Park and is protected; communities living in this National Park may only use the natural resources in a sustainable way. However, this is difficult. Their living conditions are poor and the way income is generated is by pursuing activities harmful to the area. Examples are illegal logging and hunting wild (endangered) species. If no alternative is offered communities have no other choice. MLUP is supporting this community by establishing a tourism business; community members are taking courses to become a guide, cook or an owner of a home stay. Nowadays, tourists are offered ox-rides, nature walks to a beautiful waterfall, or they can rent bikes to explore the area. In this way alternative income can enhance community livelihoods while protecting their environment. During this visit I have seen the successes. However, the project exists for ten years already and is still not self sustainable.

A second project in the South of Cambodia had just recently started. Around three years ago they launched a tourism project. Their aims are the same as with MLUP. The NGO named Save Cambodia's Wildlife is working extensively with the local community and this requires a huge amount of time. But it is important to include them since they are the ones who live there and need to run the business as soon as they are able to as tourists are coming. A trekking along a rapid, a toilet and a small tourism centre have been realized and the community is educated on tourism related activities, e.g. guiding, cooking. Still a lot of work is needed however. The project was far from realizing an ecotourism project and needed more than eight years to be ready², according to the project manager.

¹ From August 2009 until February 2010 I had the chance to gain work experience within IUCN NL. My responsibility was to organize a training workshop together with IUCN International, for local nature conservation NGOs who want to use tourism to protect their habitats. This training took place in Cambodia in the beginning of January, where after I have visited some of the projects IUCN NL was coordinating.

² This information was shared by the project manager: 5 years for a management plan, three extra years to make it self sustainable.

I was surprised because in the books it seems that CBET projects were the outcome for all the problems poor local communities were facing and the harmful activities which forms a threat towards ecosystems and their natural resources. I was rather disappointed because it seems that much money³, and quite a lot of time and effort to build a CBET project is needed. If they are finally realized, still the question remains: will it ever be self sustainable?

My last project visit took place in Chi Phat, in the Cardamom Mountains near the border of Thailand. I was pleasantly surprised by the progress of the tourism project. The project started three years ago and was becoming a great success. Everything was well taken care off; home stays, activities, a community centre. Because tourists visit the place, the project is already receiving income. Though it is still working on a plan to further include and prepare the local community by raising awareness, showing results of their progress and by providing capacity building trainings; their project seemed to be quite professional and on track. In comparison to the other projects a major difference.

It amazed me how these projects vary. Apparently the strategies among these three projects differed enormously. Exactly this is the reason why I have started this research: to study different strategies and to discover what makes them strong or sometimes weak.

Problem Statement

Even though the theory about CBET in books sounds hopeful, in practice it appeared difficult for some projects to realize their goals. The outcome differs extremely per project. When visiting these CBET projects and talking to different stakeholders it made me wonder about the different strategies applied and although no blueprint exists of an approach using tourism as a tool to come to biodiversity conservation, there must be lessons learned from those experiences. Therefore I started this research together with IUCN NL and WUR to compare three different strategies with the purpose of giving recommendations for a new strategy for IUCN NLs' Tourism and Biodiversity Fund. No more than three strategies are used for this research so, in this timeframe, they all can be studied in depth thoroughly. The strategies came forward during discussions with IUCN NL and WUR. They are all set up by a NGO focusing on nature conservation and they all use tourism as a tool to achieve this. Besides this, the strategies are comparable due to their structure. Therefore the strategies presented below are evident to use for this study:

- Tourism and Biodiversity Fund (IUCN NL) is wrapping up and a new strategy is needed for the next year. Therefore this strategy will be studied to see the lessons learned;
- Bio-rights has been recommended by René van der Duim (Special Professorship Tourism and Sustainable Development, Wageningen University). Due to his

³ The first project received more than a million dollar³ of donor agencies. It surprised me since a million dollar is quite a lot of money, especially in developing countries and the project is still not self-sustainable. However, it was a rumor I have heard from one of the project leaders during a different site visit. This remains questionable since NGOs tend to gossip a lot about other projects, however, the rumor must have a source...

curiosity and after a quick peek I was convinced that this would be an interesting strategy to use in my research;

- Wildlife Alliance is the third project I had visited, and during my conversations with Judith Voermans (Project officer Tourism and Biodiversity Programme) we were both interested in the way how they have realized their CBET project so quickly.

The overall goal of this research is presented in the research objective:

To give recommendations for the new strategy of IUCN NL' Tourism and Biodiversity Fund (TBF) by looking at the lessons learned from three strategies that use tourism as a tool for biodiversity conservation.

After reviewing history and the discussion between biodiversity conservation and sustainable tourism certain aspects came forward. These are important for strategies that want to use tourism as a tool to reach biodiversity conservation. These aspects have been studied thoroughly when looking at the related theories. Several scientists have given their opinion and found relations amongst the different aspects. The outcome is a framework which will be used to compare three different strategies to see if and how those aspects are incorporated. The following research question needs to be answered:

What are the main differences and similarities between Tourism and Biodiversity Fund, Bio-rights and Wildlife Alliance in terms of using tourism as a tool for biodiversity conservation?

Character of thesis

As can be read in this research more and more NGOs focusing on biodiversity conservation acknowledge that tourism can serve as a means to achieve their goal. However, strategies are still in their early stages of development and by comparing three different strategies of international NGOs an overview of lessons learned can be established. Every strategy will have its own impact on the environment and the local communities living in those areas. By looking at their weaknesses, conclusions can be drawn to prevent this from happening within a new formulated TBF strategy. By looking at their strengths, recommendations can be formulated for the TBF so IUCN NL can create a stronger strategy with even better results. However, it must be said that the outcome of this research cannot be generalized. There are many strategies using tourism as a tool and therefore more research is needed in order to be representative. Results of this study can be used to further investigate strategies that use tourism as a tool for biodiversity conservation. Nevertheless the perfect blue print of a strategy does not exist, since many independent factors play a major role in those projects. Even though, lessons learned from other strategies can prevent mistakes and increase chances for success.

Data collection

This research consists out of two parts. The first part is a literature study. The second part includes a research regarding three strategies using tourism as a tool to conserve biodiversity.

Literature study

Books, reports, websites and journals are sources consulted to study the history and relations between tourism and biodiversity⁴. Therefore this data is secondary, however some information is obtained from personal experience⁵ and this will be mentioned when needed.

Strategies

The second part was a study regarding the three strategies⁶. By using several aspects which came forward in the literature review as indicators, it became clear how they use tourism in their projects as a tool for biodiversity conservation.

Information obtained from the TBF comes from the booklet 'Destination Conservation' by Olsder and Donk (dated, (2006)), documents provided by IUCN NL and an interview with Judith Voermans, Project officer Tourism and Biodiversity Programme (IUCN NL). She has been working for IUCN NL for three years and has constantly been involved with the Tourism and Biodiversity Program.

Information required for Bio-Rights has been obtained from their report 'Bio-Rights in Theory and in Practice', by van Eijk and Kumar (2009). An interview with Marcel Silvius, Head of Programme and Strategy Wetlands and Livelihoods (Wetlands International) has been conducted to verify the answers obtained from the report.

WA just started to establish CBET sites. One of them being Chi Phat which is becoming a success. Currently they are replicating this project in another area. This strategy is called Community Based Ecotourism. All information is based on their project in Chi Phat and generalized as if this is WA's strategy. The information to study the strategy of Wildlife Alliance is presented on their webpage and in documents (e.g. brochures, press releases) which can be downloaded from their website. It is believed that this information is up to date and represents their contemporary strategy. Information regarding some of the aspects was missing and therefore a study of Sophea Sok (student International Executive master in Development studies) has been consulted. She has performed research in the area and is familiar with the strategy. An interview was planned with Oran Shapira, Project Coordinator of Chi Phat who I have met during my field visit. Unfortunately due to external factors⁷ the actual interview was cancelled at the last minute.

Interviews

The interviews were semi-structured⁸. The questions were based on the information required to verify the inclusion of the aspects mentioned in the conceptual framework of their strategies. It was chosen not to perform structured interviews as more

⁴ All literature is presented in the bibliography presented at the end of this thesis.

⁵ As mentioned before, the researcher has visited three CBET projects in Cambodia, whereby two have been initiated by IUCN NL and one by Wildlife Alliance whereby IUCN NL has supported the project with a small-scale fund.

⁶ The information consulted is mostly information gathered from the source e.g. reports provided by the organizations, interviews etc. to prevent rustling. WA is an exception.

⁷ In this time of the year (April – August) Oran Shapira had many obligations regarding involved stakeholders and donors (e.g. evaluation reports).

⁸ An example of the interview questions is presented in appendix 1 Example interview.

information could come forward and be useful for the research. The interviews were used to verify the answers obtained by the organizations' reports about their strategies. During the interviews it became clear that more questions were needed to come to the required information. However, it must be said that information obtained from these interviews are sensitive for interpretation. Although the interviewees were very clear in their answers, there remains the possibility that the researcher has misinterpreted their answers. Therefore it is recommended for readers not to base their information only on what has been told in the interviews. Important is to read the associated information as well, e.g. booklet *Bio-Rights in Theory and in Practice*, by van Eijk and Kumar (2009). Besides this, the interviews are presented in Dutch. However, during the research some of the quotes by the interviewees have been used and translated into English. When needed quotation marks refer to citations, otherwise plain text is shown.

Shortcomings

It must be said that this research has some shortcomings:

- The interview of WA was not conducted. Therefore information regarding a few aspects was missing. Besides other information resources personal experience has been used as additional information. However this is subsidiary on interpretation;
- The interviews are dependent on interpretation as well. The researcher has tried to use the information as intended by the interviewees in her research.
- Information regarding WA has been scarce, therefore this strategy is underrepresented.

The researcher has done whatever was in her power to make this research as reliable as possible. However, it is recommended for further researchers not to base their information entirely on this study, but also to read the documents used regarding the three strategies TBF, Bio-rights and WA. This document cannot be seen as a representation of their work. For further research it is recommended to go into the field and see how these strategies work in practice.

Outline report

A comprehensive literature review, in chapter 2, shows how the discussion about sustainable tourism and biodiversity conservation arose. Chapter 3 reviews the associated theories and the outcome is a conceptual framework. This framework consists out of vital elements for a successful project aiming for biodiversity conservation while using tourism as a tool to achieve it. After a short description of the organizations and their strategies in chapter 4, the framework will be used to compare these strategies and to reveal their similarities and contrasts, in chapter 5. In the last remaining chapter, chapter 6, the conclusions drawn from the research are presented, followed by a short discussion and recommendations for IUCN NL's new Tourism and Biodiversity Program. At last, appendices with e.g. illustrations, additional information, formats and figures are presented to give more in depth, detailed information about the research.

2

The story so far...

In the last 30 or 40 years the discussion about the relation between society and the environment lightened up; scientist discovered a connection between the exploitation of natural resources (e.g. forests) and a change in climate (e.g. rising of temperature). This debate is still going on and will go on, since there are always two sides within every story. In this case it is even more complex because it involves the entire world population and it affects planet Earth, the place where we depend upon. Sustainability is becoming more and more widely understood as a concept to achieve a balance between humans and the environment.

This discussion about sustainability has not been left out in the debate of tourism, whereby concepts as sustainable tourism are arising. After reviewing the history about sustainability, the link with tourism will be made to show how it has affected one of the biggest and booming businesses of these times. The decision has been made to firstly review the history relating to the environment and especially biodiversity conservation in order to see from their (environmentalists, nature conservationists) point of view how tourism can help them in achieving their goal (preserving planet Earth).

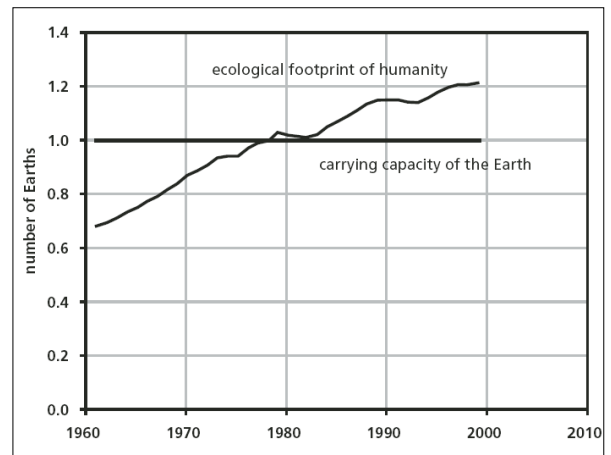
2.1 Sustainable development

... We do not inherit the Earth from our forefathers, but borrow it from our children... (Murphy 1995; in (Swarbrooke, 1999, p. 4))

Environmentalism

The concept of sustainability dates back a long time in history when, over 2400 years ago, Plato wrote about the over farming in Attica (Middleton and Hawkins, 1998; in (Miller & Twining-Ward, 2005) recognizing that you cannot continue your business without taking into account the limits of the resources you are using. Swarbrooke refers to the way how traditional agricultural systems were organized: 'based on the principle of sustainability' (1999, p. 9). It was already acknowledged by some back then that environmental resources are not inexhaustible. However, the concept of sustainability is rather new; it started to be 'used explicitly' in the sixties and seventies (Swarbrooke, 1999, p. 3). In this time *environmentalism* arose, an environmental movement concerned about the relationship between humans and the environment; they feared the rapid growth of the global population (Adams, 2009). This fear is also expressed by Garret Hardin in his paper in the journal Science in 1968 *The Tragedy of the Commons*: 'a finite world can support only a finite population; therefore population growth must eventually equal zero' (p.1243 in (Adams, 2009, p. 51)). When looking at graph 1 the relation is shown between the carrying capacity of the Earth and the ecological footprint of humanity. The environmentalists were of immense importance in the discussion about the role of environment and conservation and the linkage with development, but were also vice versa influenced by those debates (Adams, 2009). One of the results was a publication by the Club of Rome *Limits to Growth* by Danella and Dennis Meadows

(1972) about 'the impact of economic growth on the future of the world' (Swarbrooke, 1999, p. 4). In the old days the world and his population were living in harmony, but this was soon going to change because of the growing world population. The book sketches different (analyzed) scenario's of what will happen to the Earth when looking at the world development (from 1900 – 2100) (Meadows, Randers, & Meadows, 2004). According to Adams this publication is 'one of the most commonly quoted (although perhaps less commonly read) treatises of 1970s Environmentalism' (2009, p. 51) and since its publication the problems related to the environment (e.e extinction of species, global climate change) have been at the center of attention (Meadows, Randers, & Meadows, 2004).



Graph 1: Ecological Footprint versus Carrying Capacity

This graph shows the number of Earths required to provide the resources used by humanity and to absorb their emissions for each year since 1960. This human demand is compared with the available supply: our one planet Earth. Human demand exceeds nature's supply from the 1980s onward, over-shooting it by some 20 percent in 1999. Source: M. Wackernagel et al. in (Meadows, Randers, & Meadows, 2004))

It was the International Union for Conservation of Nature and Natural Resources (IUCN) that made an important step in the debate about the environment by establishing the *World Conservation Strategy* (WCS) in 1980. View box 1 for the objectives for conservation set by WCS. According to Gössling, Hall and Weaver the WCS is:

a strategy for the conservation of the earth's biological resources in the face of international environmental problems such as deforestation, desertification, ecosystem degradation and destruction, species extinction and loss of genetic diversity, loss of cropland, pollution, and soil erosion. (2009, p. 9)

As mentioned by Adams the message on sustainable development in this strategy had an intense influence on the way conservation tactics were established, but also on development considerations (in

Objectives for conservation:

1. Maintenance of essential ecological processes and life-support systems;
2. Preservation of genetic diversity;
3. Sustainable utilization of species and ecosystems.

Box 1: Objectives for conservation

Source (IUCN, UNEP and WWF, 1980)

(Sutherland, 1998). No longer the environment was considered an isolated concept, as the relation between environment and development was emphasized by the World Commission for Economic Development (WCED): 'development cannot subsists upon a deteriorating environmental resource base: the environment cannot be protected when growth does not account for the costs of environmental destructions' (1987; in (Miller & Twining-Ward, 2005, p. 7). Related to this development the WCS 'established the basic triptych of mainstream sustainable development thinking in the 1990s, of economic, social and

environmental sustainability' (Adams, 2009, p. 74). In order to be sustainable those three aspects need to be taken into account.

With the arrival of the environmentalists, the publication of *Limits to Growth* and the development of the WCS there was a growing concern about the influence of human society on the state of the environment. The world population was expanding and it was acknowledged that the environment had to 'take the blame' because of this development. Although this was acknowledged by some, the message did not come through entirely; it needed to reach out to the public. The publication of the *Our Common Future*, also known as the *Brundtland Report* brought a change (Croall, 1997). Since then sustainable development was becoming a new phenomenon. According to McCool and Moisey this publication was unlike any other since:

it represented a combination of both [environmental protection and economic progress], while attending to quality-of-life needs. The Commission argued that the only effective method to protecting the environment, addressing economic progress, alleviating poverty and preserving human rights was through a developmental paradigm that 'provided for the needs of the present while ensuring that options for the future were preserved. (2001, p. 1)

Since *Our Common Future* discussed the future of civil society and possible options to ensure long term sustainable development, new life was brought into the discussion about sustainable development (McCool & Moisey, 2001). After being a contested issue, the term *sustainable development* was widely acknowledged and worldwide news at the United Nations Conference at Rio de Janeiro, also known as the Rio or Earth Summit, which took place in 1992 (Adams in (Sutherland, 1998). The linkage between conservation and development was accepted and they were no longer seen as separate entities (Croall, 1997).

The concept of sustainable development

Although there are many definitions of sustainable development presented; the most commonly used is the one stated by the Brundtland Commission in *Our Common Future*: 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (WCED, 1987 p. 43 in (Gössling, Hall, & Weaver, 2009, p. 2)). According to Burr *sustainable development* is regularly intertwined with the term *sustainable use*:

referring to the notion that careful and sensitive economic development is possible without degrading or depleting natural resources needed by present and future generations. Sustainable use has become a central organizing principle for global environmental policy. (In (McCool & Watson, 1994, p. 8)

Although the concept *sustainable use* has potential, there was still a growing concern about the decline of the state of biodiversity. Therefore the *Convention on Biological Diversity* (CBD) has been set up during the Earth Summit with the aim to conserve biodiversity (Caalders, Duim, Boon, & Quesada Rivel, 1999). Not only biodiversity was highlighted in this Convention, also the sustainable management of biodiversity and

ecosystems, together with the equitable (economic) benefit sharing of these resources (Adams, 2009).

As emphasized in the CBD the environment is vital for civilization to survive:

Our personal health, and the health of our economy and human society, depends on the continuous supply of various ecological services that would be extremely costly or impossible to replace. (2000, p. 4)

The way human society is currently exploiting the world is disastrous according to several scientists; Wilson (1992, p.268 in (Adams, 2009, p. 16) says ‘we are in the midst of one of the great extinction spasms of geological history’ whereby the Secretariat of the CBD partly acknowledges this statement by comparing it with the time when the dinosaurs were exterminated: ‘we are creating the greatest extinction crisis since the natural disaster that wiped out the dinosaurs 65 million years ago (2000, p. 6). But since the goals of the CBD are covering a broad but complete range of significant aspects regarding the future of human society, it has a definite position in worldwide regulation and therefore it is acknowledged that this convention is of vital importance for every one of us; ‘it is an integral part of the development process’ (Secretariat of the Convention on Biological Diversity, 2000, p. 8). See box 2 for more information The requirements set by the Secretariat of the CBD came directly forward out of the philosophy of the sustainable use of ecosystems presented in the WCS and its follow up *Caring for the Earth* (Adams, 2009). The concept of sustainable use was acknowledged; economic development is possible while keeping the environment preserved.

It links traditional conservation efforts to the economic goal of using biological resources sustainably. It sets principles for the fair and equitable sharing of the benefits arising from the use of genetic resources, notably those destined for commercial use. It also covers the rapidly expanding field of biotechnology development and transfer, benefit-sharing and biosafety. Importantly, the Convention is legally binding: countries that join it are obliged to implement its provisions. [...] ‘The Convention acknowledges that substantial investments are required to conserve biological diversity. It argues, however, that conservation will bring us significant environmental, economic and social benefits in return.

Box 2: Convention on Biological Diversity

Source (Secretariat of the Convention on Biological Diversity, 2000, p. 8)

Community involvement

Community participation is one of the means to achieve the goals set by the CBD. This is not only recognized by the Secretariat of the CBD, but also acknowledged by other authors e.g. Adams (2009) who noticed a change in the inclusion of local communities in the widely conservation philosophy and as Sutherland mentions

The importance of taking the needs, ideas and aspirations of local people seriously in conservation planning was for too long unrecognized by conservationists, but is now part of the language of conservation planning. (1998, p. 304)

Community conservation was the new way of conserving the environment while taking into account the opinions of local communities; the people who live and depend upon

these vulnerable areas. Strategies exerting CBDs philosophy are Community-Based Conservation (CBC), community-based natural resource management (CBNRM) and Integrated Conservation and Development Project (ICDP); all aiming to enhance biodiversity conservation while stimulating sustainable development. The latter projects have a distinct link between human development and biological conservation. Stipulated are good living conditions and harmony with local communities. Community participation is one of the means to achieve the goals set by the CBD. This is not only recognized by the Secretariat of the CBD, but also acknowledged by many authors e.g. Adams (2009) who noticed a change regarding the inclusion of local communities in the widely conservation philosophy and as Sutherland mentions

The importance of taking the needs, ideas and aspirations of local people seriously in conservation planning was for too long unrecognized by conservationists, but is now part of the language of conservation planning. (1998, p. 304)

Community conservation was a new way of conserving the environment while taking into account the opinions of local communities; the people who live and depend upon these vulnerable areas. One of the strategies exerting CBDs philosophy is called CBC which consists out of different approaches, according to Barrow and Murphree:

In policy and practice three major types of community conservation approach can be identified:

- *Protected area outreach, which seeks to enhance the biological integrity of national parks and reserves by working to educate and benefit local communities and enhance the role of protected areas in local plans.*
- *Collaborative management, which seeks to create agreements between local communities or groups of resource users and conservation authorities for negotiated access to natural resources which are usually under some form of statutory authority.*
- *Community-based conservation, which has the sustainable management of natural resources through the devolution of control over these resources to the community as its chief objective.*

(Barrow & Murphree, 2001, p. 31)

CBNRM and ICDP are other approaches, all aiming to enhance biodiversity conservation while stimulating development. The latter projects have a distinct link between human development and biological conservation, as explained by Alpert:

... projects generally combine three features. First, ICPs link the conservation of relatively intact natural habitats with the development of better living conditions in local human communities. Second, most ICDPs are concerned with an individual site and tailor their design to its specific problems and prospects. [...] Third, ICDPs are adapted to conditions in the Third World. (1996, p. 846)

Environment and development

The focus of the Rio conference was not only on environmental, but also on social issues like poverty alleviation which resembles the approach of the CBD which links conservation initiatives with local communities. The purpose of the Rio Summit, whereby 178 governments including 120 heads of state were present, was to highlight the current issues in environmental degradation and to emphasize the possible actions to stop this deprivation with the intention to reinforce national and international strengths to encourage environmentally sustainable development all over the world (Mowforth & Munt, 2007). This stems from an earlier conference in 1972, the Stockholm Conference whereby it was obvious that environment and development should be integrated (Adams, 2009). A result of the Stockholm Conference was the foundation of the United Nations Environmental Program (UNEP) (Adams, 2009) which showed the importance of a separate department supporting the struggle of sustainable development. One of the outcomes of this conference was the Stockholm Conference Declaration whereby Principle 8 states

*Economic and social development is essential for ensuring a favorable living and working environment for man and for creating conditions on earth that are necessary for the improvement of the quality of life.
(United Nations, 1972)*

As stated before better living conditions are required for local communities in order for them to be concerned with biodiversity conservation; so focus need to be, besides on environmental aspects, also on the economic and social development of these communities.

The quote 'the pollution of poverty' had much to bring about during the conference, because it showed people the other side of their development success namely pollution and poverty; however the conference gave people hope by explaining a way out called 'sustainable development' (2004). Though, the debate on the relation between the environment and development was meager (Adams, 2009). Later, during the Rio Conference the link was acknowledged and *Agenda 21* was developed 'a vast and sprawling compendium of developmental and environmental ideas' (Adams, 2004, p. 177). It focuses on social and economic dimensions, conservation and management of resources for development, strengthening the role of major groups and means of implementation. According to Wahab and Pigram *Agenda 21* is:

*[...]a blueprint for securing the sustainable future of the planet into the twenty-first century and [...] the first document of its kind to achieve widespread international agreement and commitment to work harmoniously towards the conservation of the earth's natural resources.
(1997, p. 284)*

Agenda 21 sets out what is needed to reach sustainability since it acknowledges the need to involve local communities which is referred to as a bottom-up approach; a change in nation development plans as they are stipulated by top-down approaches (Holden, 2000).

Environment and poverty

Unfortunately the Rio Summit did not manage to reach its goal and the results were disappointing (Mowforth & Munt, 2007); some of the problems stated in Agenda 21 were even getting worse (Miller & Twining-Ward, 2005). Although there was a 'new' message organizations continued their businesses as usual (Adams, 2009). Mowfurth and Munth point out that the declarations were too unclear to satisfy the participating countries, that 'most of the treaties were non-binding' (2007, p. 19) and as mentioned by Adams (2009) as well, the main reason why the conference was not a success was a consequence of the financial support. It was not enough in order to reach the targets mentioned in Agenda 21. This was also concluded during the follow-up meeting, otherwise known as Earth Summit +5 or Earth Summit II which called for 'improved international cooperation and stronger political will' (Miller & Twining-Ward, 2005, p. 7). This resulted in the Millennium Development Goals (MDGs) signed by all the UN Member States in 2000. The goals, presented in figure 1, are 'a blueprint agreed to by all the world's countries and all the world's leading development institutions' (United Nations, 2008). This blueprint exists out of standards ranging from poverty eradication to environmental sustainability. These standards are consulted to see if people's living conditions have progressed over the years (Adams, 2004). In 2015 these standards need to be achieved. Clearly there is a line in the past whereby the link between environment and development has been made; it is acknowledged that focusing on only one aspect of sustainability will not do the job, all three (economic, social and environmental) need to be taken into account when developing a strategy. Only then the chances for success will increase, at least the strategy will be more effective. Finally the message of the basic triptych came through.



Figure 1: Millennium Development Goals

Source (United Nations, 2008)

There also appears to be a strong relation between poverty alleviation and biodiversity conservation: people are depended upon ecosystems and their services and then again those ecosystems are depended on humans' sustainable use. As Adams explains this link 'the poor often endure degraded environments, and in some instances contribute to their further degradation' (2009, p. 19). This link was the core of the Millennium Ecosystem Assessment (MEA)⁹ (2005) which noted 'that progress achieved in addressing the goals of poverty and hunger eradication, improved health, and environmental protection was unlikely to be sustained if the ecosystem services on which humanity relies continue to be degraded' (in (Adams, 2009, p. 19).

People are depended upon ecosystem services, these resources provide them their basic needs. In order for people to live in a sustainable way it must be possible for them to do so. If they depend on their income by performing unsustainable activities (and in

⁹ 'The Millennium Ecosystem Assessment (MEA) was called for by the United Nations Secretary-General Kofi Annan in 2000. Initiated in 2001, the objective of the MA was to assess the consequences of ecosystem change for human well-being and the scientific basis for action needed to enhance the conservation and sustainable use of those systems and their contribution to human well-being.' (Millennium Ecosystem Assessment, 2005)

this way degrading the environment) it is important to offer them an alternative; otherwise people will continue their daily activities. In developing countries this is mostly difficult to achieve, they do not have much and for some their life is a daily struggle to survive. Therefore they have to pursue jobs they maybe do not even agree upon, but there is no choice. Referring back to the notion of 'pollution of poverty' according to the Glossary of Environment Statistics it refers to

environmental problems that result from the lack of development rather than from the development process itself. These problems include poor water quality, inadequate housing and sanitation, malnutrition and disease. (United Nations, New York, 1997)

The MDGs offer the solution by not only trying to eradicate poverty but also focus on other aspects as health and their natural environment; it needs to be in balance in order for people to live in harmony with planet Earth. If you do not have the options, then it will be very difficult to pursue sustainable livelihoods. This is due to the fact that there is no balance: too many people on the planet, too less resources, no equity. An example is given by Shah on Global Issues: 'almost two in three people lacking access to clean water survive on less than \$2 a day, with one in three living on less than \$1 a day' (2010). Vital to achieve the MDGs, people need the resources to survive so they can make the decision to live in harmony with planet Earth. Therefore developing countries need the help from developed countries as they cannot help themselves. As mentioned by Pacific Asia Tourism:

Goal 8 ([of the MDGs] explicitly recognizes that eradicating poverty worldwide can be achieved only through a global partnership for development. For poor countries to achieve the first seven goals, it is absolutely critical that wealthier countries deliver on their end of the bargain--more and more effective aid, more sustainable debt relief and fairer trade rules--well in advance of 2015. (Pacific Asia Tourism Pty Ltd, Unknown)

As acknowledged by Mowfurth and Munt development and economic progress are interdependent; the ones who make the money, mostly First World Countries, are the ones who teak the lead and have a say in the way development proceeds (2007).

Developed countries vs. developing countries

A new conference was organized in Johannesburg in 2002. This conference had a lot at stake because of the disappointing results of the previous conferences and had to come up with a plan to make a change. Therefore the *Johannesburg Plan of Implementation* was brought to life. All the latter agreements were taken into account with issues ranging from poverty eradication to protecting biodiversity to sustainable development (Adams, 2004). According to the UN:

The full implementation of Agenda 21, the Programme for Further Implementation of Agenda 21 and the Commitments to the Rio principles, were strongly reaffirmed at the World Summit on Sustainable Development (WSSD) held in Johannesburg, South Africa from 26 August to 4 September 2002. (2009)

Although, there are different views on the outcome of this conference; scientists (e.g. (Miller & Twining-Ward, 2005); (Adams, 2009) argue that there is a shift regarding sustainable development which has been an essential facet in the last 40 years (Adams, 2004). Unfortunately the recent decision by the Dutch Government on the co-financing scheme of the subsidies intended for development work was rather disappointing; biodiversity (conservation) lost its priority and development work has gone back in time. Especially since it is the year of biodiversity whereby the importance of biodiversity is highlighted, it makes it even harder to understand. It is a perfect example of the old model whereby poverty needs to be alleviated by spending money only on one aspect, forgetting the importance of 'the basic triptych of mainstream sustainable development thinking in the 1990s, of economic, social and environmental sustainability' (Adams, 2009, p. 74). However, it needs to be acknowledged that all three aspects should to be taken into account to achieve sustainable development. Please view box 3 where Meadows, et al in the follow up of *Limits to Growth*, (*Limits to Growth, the 30-year update*) explain the necessity of sustainable development.

In 1972, however, the world's population and economy were still comfortably within the planet's carrying capacity. The team found that there was still room to grow safely while we could examine longer-term options. In 1992, this was no longer true. On the 20th anniversary of the publication of *Limits to Growth*, the team updated *Limits* in a book called *Beyond the Limits*. Already in the 1990s there was compelling evidence that humanity was moving deeper into unsustainable territory. *Beyond the Limits* argued that in many areas we had "overshot" our limits, or expanded our demands on the planet's resources and sinks beyond what could be sustained over time. The main challenge identified in *Beyond the Limits* was how to move the world back into sustainable territory.

Box 3: *Limits to Growth, the 30-year update*

Source (Meadows, Randers, & Meadows, 2004, p. 4)

The signs are everywhere around us

The signs are everywhere around us [...] These are symptoms of a world in overshoot, where we are drawing on the world's resources faster than they can be restored, and we are releasing wastes and pollutants faster than the Earth can absorb them or render them harmless. They are leading us toward global environmental and economic collapse - but there may still be time to address these problems and soften their impact. (Meadows, Randers, & Meadows, 2004, p. 3)

Although many conferences have been organized and there has been a lot of publicity around these global issues, unfortunately not much action has been taken. Those days attention on this matter has been paid by people like Al Gore with his tour around the world called *An Inconvenient Truth* and movies like *The Age of Stupid*: all relating to the concept of *Limits to Growth*. Both examples show the relevance of biodiversity within the discussion of development. The concepts 'environment' and 'development' need to be brought together when focusing on the three aspects of sustainability in order to give future generations a chance to live on this planet and that they can enjoy it as much as we can. While more and more people become aware of the fact that we depend upon the environment and that we need to be concerned about the condition of the Earth, climate change and rising of the sea level show us the real scenario. Even though recognition brings us one step further we need to work on this global problem as a team, involving everybody from global to local; developmental issues, like poverty alleviation and equity are vital for the sustainable use of natural resources. The MDGs represent a clear example of this, but then it is important that developed countries are willing to help developing countries and vice versa this is appreciated and accepted.

The debate about development and sustainability is still continuing and rather interesting and every sector has their own stake in the debate about sustainable development. However, the focus of this research is sustainable tourism and how it can contribute to biodiversity conservation or even recovery of the state of current biodiversity. Therefore the focus will be on tourism from this part on to see how this sector has included itself within this debate.

2.2 Sustainable tourism

As Zierer notes in 1952 'a notable characteristic of the tourism industry is that it does not, or should not, lead to the destruction of natural resources' (in Cohen, 1978, p. 218 in (Miller & Twining-Ward, 2005, p. 28). Since then tourism is a worldwide growing business and has not been left out in the discussion regarding sustainable development. However the intention of tourism is good (e.g. pleasure for the tourists, economic incentives for the destinations), in 1970 during the rise of *environmentalism* the discussion came to pass about the sustainability of the, in that time developed, mass tourism. Especially since tourism appeared to be a growing business; it developed internationally and the negative effect it had on the environment became more and more well known (Holden, 2000).

Changing environments

A special group of experts, set up by the Organization of Economic Cooperation and Development (OECD) studied tourism and the impact on the environment and vice versa: 'negative effects on the environment from tourism such as the loss of natural landscape, pollution, and the destruction of flora and fauna were already being noted. These concerns were also expressed in academic circles...' (Holden, 2000, p. 66). Tourists themselves noticed the changes as well; places highly visited by tourists started to lose its attractiveness by, for example not focusing on their unique selling points (e.g. nature, quiet remoteness, and beautiful surroundings) but started to build big hotels so they would have more capacity to cope with the increasing demand of tourists. This again would eventually lead to the decrease of tourists flows. Jost Krippendorf wrote the book *The Holiday Makers* which woke people up by showing the damage done to the Swiss Alps, caused by tourism developments: 'mass tourism was gradually destroying everything that it touched – the environment, the economy, the host country and its people, even the tourists themselves – and that a better way had to and could be found' (Croall, 1997, p. 21).

Not only the environment was affected by tourism, sometimes even local people were exploited as tourists attractions, which Mowforth and Munt termed 'zooification' of tribal peoples (2007, p. 246). The Maasai in Kenya and the Aboriginal people in Australia are examples of groups where 'zooification' took place. People and their cultures are presented as 'untouched' or even 'primitive' referring to authenticity which is a selling point for tour operators (Mowforth & Munt, 2007). NGOs (non-governmental organizations) became aware of these issues and started to form pressure groups, like Tourism Concern and the Ecotourism Society, which were promoting tourism that was environmentally friendly while taking into account the local communities living in those areas (Holden, 2000). The focus was mainly on developing countries, since tourism was seen as a panacea for poverty alleviation, but also had down side e.g. environmental degradation and even affected the culture (e.g. traditions) of local people. However, according to McCool and Moisey 'tourism is no longer the benign economic development tool that the boosterism of the past purported it to be' (2001, p. 2). It was claimed that mass tourism was harming the environment and did not take into account the opinions of the local population. Explanations of tourism potential to have a negative impact on social and environmental level were given by Miller and Twining-

Ward (2005) referring to *Tragedy of the Commons* ('vulnerability to over exploitation' (p. 30)), *carrying capacity* and *Limits to Growth* ('many authors have suggested adapting the biological concept of carrying capacity to tourism suggesting there should be imposed limits to growth' (p. 30)). Although the Brundtland Report did not refer to tourism directly, it brought the development of tourism in a different light, as mentioned by Croall

[...] since its publication, as concern has grown about the effect of our continuing misuse of the earth's resources, and about the part played by tourism in this process, the links between development and tourism have increasingly been made. (1997, p. 21)

The meaning of sustainability

The debate if tourism could be sustainable began, whereby some responded that sustainability is reliant on interpretation; sustainability can have different meanings to one another (McCool & Watson, 1994). As mentioned by Fennell the concept of sustainability is not applicable to a particular type of tourism, 'but rather any form of tourism, including mass tourism depending on how it is planned, developed and managed' (Fennel, 2008, p. 13). The idea that 'even' mass tourism has the potential of being sustainable was encouraged by the Brundtland Report (WCED 1987 in (Gössling, Hall, & Weaver, 2009). Whereupon Wahab and Pigram acknowledge that tourism could be sustainable but go back to the core stating 'sustainability is [...] a relative term and not an absolute fact' (1997, p. 279). This is also recognized by Miller and Twining-Ward by stating that sustainability does not depend on the type of tourism, because everything can be made more sustainable, of the essence are sustainability indicators which illustrate if tourism is performed sustainably or not (2005). That brings up the question: what is sustainable tourism exactly? Tourism research in that time began to focus on 'the more socially and ecologically benign alternative to mass tourism development [...], tourism policies should [...] rather emphasize the demand for an unspoiled environment and consideration of the needs of local people' (Fennel, 2008, p. 4). As the concept of sustainable development became more popularized after the publication of the Brundtland Report, the relation between different aspects was apparent. According to Holden, referring to the Brundtland Report, there is a clear link between poverty and degradation of the environment: 'poverty alleviation through sustainable development, is critical for the long-term environmental well-being of the planet' a premise which plays a key role in the Report (2000, pp. 165-166). Elliot (1994) acknowledges this link by explaining

In the developing world, conditions such as rising poverty and mounting debt form the context in which individuals struggle to meet their basic needs for survival and nations wrestle to provide for their population. The outcome is often the destruction of the very resources with which such needs will have to be met in the future. (In (Holden, 2000, pp. 165-166)

This seems to be in relation with the shift that occurred in the sustainable development debate when the economic and social aspect came into place. As Godfrey supports this approach by saying 'sustainable tourism is... not an end in itself, nor a unique or isolated

procedure, but rather an inter-dependent function of a wider and permanent socio-economic development process' ((1998, p.214 in (Miller & Twining-Ward, 2005, p. 38). Although Burr agrees with this approach he emphasized that 'it must be carried out in such a way as to be compatible with the principles of sustainable development' (in (McCool & Watson, 1994, p. 11). For this it is important to make an agreement on the meaning of the concept and that it is supported by one and all (McCool & Moisey, 2001). One of the first initiatives linking sustainable tourism with sustainable development occurred in Vancouver in 1990, during the Globe '90 Conference (Fennel, 2008) where organizations 'discussed the challenge of applying the wider principles of sustainable development to the tourism sector' (Tourism Canada, 1990; in (Miller & Twining-Ward, 2005, p. 33). A result was a set of five goals of sustainable tourism:

1. *To develop greater awareness and understanding of the significant contributions that tourism can make to the environment and economy;*
 2. *To promote equity and development;*
 3. *To improve the quality of life of the host community;*
 4. *To provide a high quality of experience for the visitor;*
 5. *To maintain the quality of the environment on which the foregoing objectives depend.*
- ((Fennell, 1999: 14) in (Holden, 2000, p. 175))*

These goals needed to be aimed for in order for tourism to be sustainable, but it does not answer the question what sustainable tourism exactly is. However, in the literature still exists a broad discussion if sustainable tourism is a result of sustainable development, if it still builds on the foundation of sustainable development or if both concepts continue their own way. When looking at the definition of sustainable tourism used during the Globe '90 Conference a clear resemblance with the definition of sustainable development given by WCED can be seen: 'meeting the needs of present tourist and host region while protecting and enhancing opportunity for the future' (Fennel, 2008, p. 9) This resemblance is acknowledged by Hunter (1997) who sees sustainable tourism as a part of the concept of sustainable development: when tourism will be sustainable it contributes to general sustainable development. However, this definition is rather broad and it can be said that it is hard to define sustainable tourism. Yet, when it is intended to measure if tourism is sustainable beforehand a definition is required together with indicators in order to measure if tourism is sustainable not only for the short term, but also over the longer term. Nevertheless, three aspects need to be taken into account: the economic aspect (e.g. development), social aspect (e.g. respecting local communities) and environmental aspect (e.g. sustainable use of ecosystem services). When excluding one of them, sustainability will be out of the question. However, to quote Holden, this is a continues process

Perhaps the most useful way of thinking about sustainability is not necessarily to think of it as an end point, but to think of it more as a guiding philosophy with incorporates certain principles concerning our interaction with the environment. (2000, pp. 174-175)

A follow up of the WCS, *Caring for the Earth*, shows the ideology of living in a sustainable way which was 'to prove influential in the developing arguments about the impact of tourism' (Croall, 1997, p. 22). These guidelines, presented in box 4, resemble the five goals of sustainable tourism mentioned earlier which shows the similarity of sustainable tourism and sustainable development. Important aspects are the quality of life, the environment and the sustainability of those issues. Although many guidelines have been set up, still much has to be done in the field of tourism to become recognized as a sustainable development.

Caring for the Earth

The report, which was prepared by the World Conservation Union, the World Wide Fund for Nature and the United Nations Environment Programme for consideration by the Earth Summit in Rio in 1992, suggest that we need to:

- Respect and care for the community of life;
- Improve the quality of human life;
- Conserve the Earth's vitality and diversity;
- Minimize the depletion of non-renewable resources;
- Keep within the Earth's carrying capacity;
- Change personal attitudes and practices to adopt the ethic sustainable living;
- Enable community to care for their own environments;
- Provide a national framework for integrating development and conservation.

Box 4: Guidelines sustainability

Source (Croall, 1997, p. 22)

Tourism finally recognized as a tool

Although the Conference in Rio de Janeiro was an important facet in the debate sustainable development, the travel and tourism industry received minor attention (Mowforth & Munt, 2007). When looking at the constantly rising numbers of tourists travelling around the world and the position in the world economy, Wahab and Pigram wonder why the travel and tourism industry has not been renowned for his contribution to sustainable development (Wahab & Pigram, 1997). The positive impact tourism can have was overruled by its negative impact. However, the relation between development and conservation was widely acknowledged, according to Craoll

by now the negative impact of tourism, including its growing threat to the aims and practice of many conservation bodies, was becoming better and more widely understood in developed and developing countries alike. The high-profile debate about sustainable living soon encompassed the tourism issue, and the notion of sustainable tourism came on to the agenda. (1997, p. 21)

Stancliffe (1995) explains that tourism is mentioned in Agenda 21 as a tool for sustainable development for communities, especially for the ones who live in an area with for example a high degree of biodiversity which can be easily negatively affected. However, Agenda 21 also influences tourism in a way 'because its many impacts may be altered by the legal framework, policies and management practices under which it operates' (in (Mowforth & Munt, 2007, p. 105). Besides this, a special Agenda is designed in 1995 as a response by the tourism industry (World Travel and Tourism Council and the World Tourism Organization) and the Earth Council, called *Agenda 21 for the travel and tourism industry: towards environmentally sustainable development* (Honey, 1999) and (Mowforth & Munt, 2007)). According to Mowfurth and Munt (2007) it is clearly written from a First World perspective, although its main objective is working towards environmental sustainability it neglects the opinion of the local people; they do not have the choice whether they would like to receive the tourists, they only

receive information instead of participating in the discussions which in the end can result in a conflict between the host destination inhabitants and the ones who are able to travel. This major failing of the report was acknowledged when the United Nations' General Assembly declared the year 2002 as the International Year of Ecotourism (IYE) in 1998, whereby one of the prerequisites was to involve all stakeholders, from global to local 'establish national and/or local committees for the celebration of IYE, involving all the stakeholders relevant to this activity' (World Tourism Organization: Report of the Economic and Social Council , 1998, p. 3).

More and more organizations (e.g. nature conservation) acknowledged that tourism can have a stake in their process. For example the World Wide Fund for Nature developed *Guidelines for community-based Ecotourism Development*. In 2003 the World Travel and Tourism Council (WTTC) published the *Blueprint for New Tourism*:

New Tourism looks beyond short-term considerations. It focuses on benefits not only for people who travel, but also for people in the communities they visit, and for their respective natural, social and cultural environments. (WTTC, 2003, p.5) in (Gössling & Hall, 2006, p. 16)

But also the CBD, mainly developed for the preservation of biodiversity, has established international guidelines on the sustainable development of biodiversity and tourism which were presented at the World Ecotourism Summit in 2002 (World Tourism Organization: Report of the Economic and Social Council , 1998) and adopted in 2004 (Secretariat of the Convention on Biological Diversity, 2007). Even though the concept of sustainable tourism came into sight in the mission and vision of different tourism interest groups after the conference in Rio (e.g. students, organizations) (Gössling, Hall, & Weaver, 2009), it took five years, during Earth Summit II in New York, before tourism was finally acknowledged as an economic sector. According to Osborn and Bigg (1998; in (Holden, 2000)) because the tourism business was expanding rapidly internationally and had a major impact on the economy people finally came to realize the major importance of this sector and, related to this, its impact on the environment; conservation and protection needed to be put into place. This relates to the concept of *sustainable use* which also applies to the notion of sustainable tourism that becomes visible in the *Guidelines on biodiversity and tourism development* written by the Secretariat of the Convention on Biological Diversity. It was clear that tourism was acknowledged as a sector which had an enormous impact on issues like poverty alleviation and nature conservation and could be used to achieve the MDGs:

- *Stimulate development and employment creation through cross-sectoral spin offs;*
 - *Generate local income through localized niche markets such as eco-tourism, cultural tourism, agricultural tourism;*
 - *Support nature conservation and environmental protection.*
- (UNEP, 2007)

Also the previous mentioned MEA shows in their Conditions and Trends Assessment that tourism has many possibilities to contribute to sustainable development (see box 5). As mentioned before more and more NGOs started to use tourism as one of their means to fight against poverty and the degradation of nature. More and more conferences were organized to spread the word 'the positive side of tourism': to show how tourism can contribute to sustainable development.

Sustainable tourism should:

- contribute to the conservation of biodiversity and cultural diversity;
- contribute to the well being of local communities and indigenous people;
- include an interpretation/learning experience;
- involve responsible action on the part of tourists and tourism industries;
- be appropriate in scale;
- require the lowest possible consumption of non-renewable resources;
- respect physical and social carrying capacities;
- involve minimal repatriation of earned revenue;
- be locally owned and operated (through local participation, ownership and business opportunities, particularly for rural people).

Before the UN World Summit, which took place in Johannesburg, South Africa in 2002 Friends of the Earth International (FOEI) declared that not much has happened after the last conference in

Box 5: Millennium Ecosystem Assessment

Source Millennium Ecosystem Assessment, Conditions and Trends Assessment (Chap. 17) in (Secretariat of the Convention on Biological Diversity, 2007, p. 12)

Rio. Although, commitments were made implementation had failed and that even though governments have promised to take action, they did not (in (Mowforth & Munt, 2007). According to FOEI the reasons for these failures are 'neoliberal economic globalization and the excessive influence of corporations on policy' (in (Mowforth & Munt, 2007, p. 19). During the conference issues like poverty and the environment were the most discussed topics, it was clear that action needed to be taken before it was too late:

Commitments were made to increase access to clean water and proper sanitation, to increase access to energy services, to improve health conditions and agriculture and to better protect the world's biodiversity and ecosystems. (United Nations, Unknown)

The *Johannesburg Plan of Implementation*, which includes a commitment on biodiversity conservation includes a special chapter on sustainable tourism development¹⁰. This part of the plan shows the action that needs to be taken when using tourism as a tool to preserve the environment.

Tourism from global to local

To sum up, after acknowledging the connection between the environment and the society many things have altered through time; there was a need for change and the concept of sustainable development had a huge impact on strategies aimed to preserve nature. It became clear that development could even have a positive impact on nature conservation, unless it focused on other aspects, besides the environmental, namely on the economical and social aspect. Although developing countries and especially local communities living there were left out of the discussion and suffered because of the

¹⁰ See appendix 2 *Johannesburg Plan of Implementation and Tourism*

major developments in developed countries, the need to include them in order to protect the environment was unambiguous, and help of developed countries is needed

It was clear from the CBD that the ability of developing countries to take national actions to achieve global biodiversity benefits would depend on financial and technical assistance from developed nations. As such bilateral and multilateral support for capacity building and for investing in projects and programmes was essential for enabling developing countries to meet the Convention's objectives. (Zahabu, Malimbwi, & Ngaga, Unknown, p. 12)

To make this work, people living in poverty need to be supported by finding them a new, sustainable, way of living. One of the alternatives is tourism. Beforehand tourism was seen as a good development because of its economic revenues, but it was soon discovered that tourism had a down side as well: environmental degradation. When the debate about sustainable development acknowledged tourism as a sector with potential, sustainable tourism found his way and a new philosophy was there: tourism as a tool to alleviate poverty and conserve biodiversity. This new strategy was acknowledged by nature conservation NGOs who are constantly looking for ways to preserve vital areas on planet Earth (rainforests, coastal areas, etc.). The need to include everybody from global to local was accepted and committed by major actors during the UN World Summit in Johannesburg. The outcome was a plan whereby one paragraph is fully dedicated to sustainable tourism. This is the story so far...

3

Tourism in theory and practice

Previous sections explained the relation between human development and biodiversity conservation by reviewing history, but also by including the occurring debates. Important is to focus on sustainable development which contains environmental, economical and social aspects. Development in developing countries is possible; however participation from global to local is necessary. Essential is to involve communities and in order to keep the environment preserved poverty alleviation is vital. Tourism is recognized as a tool to support sustainable development, to alleviate poverty and conserve the environment. Although, this is acknowledged by some NGOs which have included tourism within their strategies, different approaches exists. Even though there is commitment, action still needs to be taken.

This section gives a review of theories related to sustainable tourism and how it can be used as a tool to preserve biodiversity while alleviating poverty. It is not the researchers' intention to say whether a strategy is right or wrong, for this study the researcher is looking for lessons learned: how do these strategies use or can they use tourism as a tool to achieve their main aim which is nature conservation. In order to compare these different strategies a certain framework is needed. The issues poverty alleviation, community and their livelihoods, sustainable development, duration, funding, scale, stakeholders and sustainable tourism in relation to conservation came forward as important aspects to be considered when aiming for biodiversity conservation. There is one more which has not come forward in the previous literature review: the market. According to one of the theories this aspect must be taken into account as well (Salafsky, et al., 2001). The aspects are presented in a particular order. By giving practical examples the theory will become more vivid. Text boxes at the end of every paragraph present the aspects which will be used in the framework.

What has been acknowledged by Adams (2009), CBD (2000) and stated by Wahab and Pigram 'sound environmental management in tourism does not merely cost, it pays' (Wahab & Pigram, 1997, p. 19).

3.1 Poverty alleviation and conservation

When the MDGs were developed it became clear that poverty and the environment are in one way or another related which had an impact on the debate about biodiversity conservation. As stated by Adams et al.

the UN MDGs are premised on such integration [national poverty reduction strategies and national sustainable development strategies], with the area of land protected to maintain biological diversity being an indicator of performance against MDG Goal 7 ('to ensure environmental sustainability'). (2004, p. 1146)

The discussion about poverty alleviation and biodiversity conservation started whereby different views arose: first poverty alleviation or biodiversity conservation or both? Can one succeed without addressing the other? As will become clear in the following paragraph there exists a linkage between livelihood and conservation. Adams et al. (2004) acknowledge the linkage between livelihood and poverty but question the chances for success when aiming for both biodiversity conservation and poverty alleviation. According to Sanderson and Redford

human-oriented, small-scale conservation could be as important to poverty alleviation as micro-lending is to development finance [...] But such complementarity can only be achieved if we respect the strengths and weaknesses of both conservation and poverty alleviation efforts and the trade-offs inherent in integrating them. (2003, p. 390)

Adams et al. developed a typology which 'presents four different ways of looking at the connections and disconnections between poverty reduction and conservation, reflecting positions in the current debate' (2004, p. 1147). The first type of linkage is '*poverty and conservation are separate policy realms*' (Adams, et al., 2004). Although poverty and conservation can affect each other indirectly the focus of a strategy will be on conservation or poverty. It will not take into account any linkage between the two concepts. The relationship between a community and an area has been overlooked; the protected area approach is one of the strategies which resembles this typology which will come forward in the following paragraph. However, when looking at tourism, according to Gössling (1999) 'there may also be local opportunities for win-win strategies that combine biodiversity and poverty reduction (such as protected-area tourism arrangements) (in (Adams, et al., 2004, p. 1147).

The second linkage states '*poverty is a critical constraint on conservation*' whereby poverty plays an important role and is recognized by conservation strategies (Adams, et al., 2004). Those strategies need to address poverty elimination in order to be a success (Adams, et al., 2004) 'conservation must provide effective contributions to poverty reduction, including both net benefits to the poor and the avoidance of significant local costs to any social group (Adams, et al., 2004, p. 1147). Examples of tourism are income generating projects, such as wildlife tourism (Adams, et al., 2004).

'*Conservation should not compromise poverty reduction*' is the third typology by Adams et al. (2004) and differs from the first in that it takes poverty into account. However, not

like the second typology since it is in a way not constraining conservation. It needs to ensure that by any kind of strategy that has been developed, poverty is not affected in a negative way and that it should not demoralize local communities (Adams, et al., 2004). Ecotourism is mentioned by Gössling (1999) as a way in which positive financial profits can be gained by local communities while also taking into account biodiversity conservation (in (Adams, et al., 2004). According to Adams et al. this position differs from the empirical claim in position two that poor people, if ignored, will undermine conservation (2004, pp. 1147-1148).

The last typology '*poverty reduction depends on living resource conservation*' according to Adams (2009)

rests on the empirical claim that financially poor and socially and politically marginalized people depend on living species in biodiverse ecosystems for livelihoods and ecosystem services, and that their livelihoods can be improved through appropriate conservation activities.
(In (Adams, et al., 2004, p. 1148)

The notion of sustainable use comes forward in this position since natural resources need to be handled with care and not being exploited. In this way conservation can be a tool for achieving poverty alleviation provided that sustainable use is the base of conservation strategies (Adams, et al., 2004). This leaves out the protected area strategy since Adams et al. states that 'protected areas were unlikely to achieve poverty reduction goals' (2004, p. 1148). Important is that the benefits, which are a result of project developments, exceed local inhabitants' previously earned income if they were involved with unsustainable activities.

Although it seems that poverty elimination and biodiversity conservation are two distinct objectives and not easily combined within a strategy, according to Adams et al. there is a 'considerable overlap in practice' (2004, p. 1148). Maybe tourism can be used as a tool, however according to Sanderson and Redford there is one condition when aiming for both objectives, that is 'a dedication to creating the kinds of partnerships between conservationists and developmentalists that eluded the Rio process and virtually vanished in Johannesburg' (Sanderson & Redford, 2003, p. 390).

Poverty alleviation is an important aspect that needs to be highlighted within a strategy for nature conservation. Therefore this aspect will be one of the criteria used to study the strategies. The strategies' point of view regarding poverty alleviation and conservation will be reviewed. It will be assessed how poverty plays a role in the strategies and if and how they have integrated awareness raising. Besides this, the investments made by the strategies in order to fight against poverty will be discussed.

3.2 Community and their livelihoods in relation to conservation

As mentioned in the previous chapter, local communities were mostly left out in the discussion about biodiversity conservation. Apparently local communities were no 'added value' in an area and perceived as an obstacle. According to Brown 'the conservation-orientated literature traditionally viewed local community welfare and development as directly conflicting with the objectives and practice of biodiversity conservation' (2002, p. 6). There was no interest shown in communities living in vulnerable areas and sometimes they were even evicted from their property. People were convinced that 'fortress conservation' or the 'fences and fines' approach was the right way to preserve an area (Salafsky & Wollenberg, 2000). This corresponds to Salafsky and Wollenberg's first approach¹¹ related to linking livelihood and conservation '*no linkage between livelihoods and conservation: protected areas*' (2000). Examples of evictions are mentioned throughout the literature: indigenous people who have lived for centuries in a particular area but needed to leave this place because it was considered by the government as a highly vulnerable area (e.g. rich biodiversity, endangered species) which needed to be protected. The establishment of a protected area seemed the solution and everybody living in that area needed to be replaced in a different area in order to preserve the chosen site. It was assumed that local livelihood and conservation clashed (Salafsky & Wollenberg, 2000). Although in many places conservation had a negative impact on local communities which sometimes even ended in hostility against them and their environment (Hulme & Murphree, 1999), this approach is still considered as an option to conserve an area (Salafsky & Wollenberg, 2000). It resembles the first type of linkage is 'poverty and conservation are separate policy realms', by Adams et al. because the relationship between a community and an area has been overlooked. However, to conserve an area this strategy can be seen as an option, but to alleviate poverty it will not succeed (Adams, et al., 2004). In response to these flaws (e.g. exclusion of local people, violence) new approaches like ICDPs came into place with the aim 'to increase benefits from alternative livelihood activities as a way to reduce the threat to conservation from local people' (Berkes, 2007, p. 15189). Salafsky and Wollenberg (2000, p. 1424) noted a change by conservationists who started to include communities living around protected areas in order to give economic development a better chance to succeed. An example is the concept of biosphere reserves and refers to the second approach namely '*indirectly linking livelihoods and conservation: economic substitution*' (Salafsky & Wollenberg, 2000). One of the driving forces was the implementation of a buffer zone around a core zone so the latter receives high protection in order to protect the ecosystem. To guarantee preservation access into this zone is prohibited, and to offer economic substitution local people can enter the buffer zone for their sustenance (Salafsky & Wollenberg, 2000). One of the failures of this concept is that it is not directly linked with a change in behavior of communities; they are not aware of utility of biodiversity conservation and therefore sometimes still entering the core zone because of economically attractive activities (Salafsky & Wollenberg, 2000). In the eighties and nineties, as these failures have been

¹¹ These three approaches are not an exhaustive list of conservation strategies that can be employed. Others include biological management, *ex situ* protection, environmental education, and policy reform (Salafsky & Wollenberg, 2000).

recognized, a major shift occurred in the philosophy of many conservationists which has been named 'new conservation' as explained by Hulme and Murphree

a greater interest in local level and community based natural resource management, the treatment of conservation as simply one of many forms of natural resource use and a belief in the contribution that markets can make to the achievement of conservation goals. [...] (1999, pp. 277-278)

This shift was recognized by Berkes (2007) who notes that by the establishment of this link (biodiversity and livelihood) local communities become motivated to protect their habitat which comes forward in the third and last approach by Salafsky and Wollenberg (2000) called '*directly linking livelihoods and conservation: linked incentives for conservation*' where aspects like economic well being and the need for conservation are included. What was missing in the second approach was the incentive for local people to help protect the area. Therefore, the need to make local communities dependent on biodiversity and vice versa is emphasized in this approach (Salafsky & Wollenberg, 2000, p. 1425). According to Alpert (1996) by engaging communities with conservation projects, conflicts between different interests can be solved. Chances for success increase when those communities are involved with activities dependent upon the use of ecological services (e.g. tourism) and when their perception of linkages are taken into account since they are considered to be crucial, besides the generation of financial profits, noncash benefits and the ability of stakeholders to intervene when there are threats towards the project (Salafsky & Wollenberg, 2000). According to Brown this last approach views the relation between biodiversity and livelihoods in a different way by stating that

through increasing people's access to biodiversity resources so that they take on greater value and make a larger contribution to livelihoods and well being will there really be an incentive to conserve. This then turns conventional conservation thinking on its head; it invites local people to manage resources. (2002, p. 8)

An example of an approach whereby the focus is on those two aspects, namely biodiversity conservation and human development, is mentioned before and is termed ICDP. Alpert (1996) explains that the main aim is ensuring the viability of both concepts by fostering each other whereby 'they can achieve medium-term solutions to local conflicts between biological conservation and natural resource use in economically poor, remote areas of exceptional ecological importance (Alpert, 1996, p. 845). To link the two concepts, Alpert explains the four methods used which corresponds to what has been said by other authors (by (Brown, 2002), (Hulme & Murphree, 1999), (Salafsky & Wollenberg, 2000)): by spreading awareness and eradicate discouragements communities will gain interest in conservation. This corresponds with 'new conservation' when including local people, by showing them the benefits and what they can gain from conservation; hereby behavioral changes are in place and incentives for conservation are created. Sites where tourism has potential, local skills are exploited and enterprises are endorsed, e.g. local guides, handicrafts, etc. When cash cannot replace 'losses' for local communities alternative, sustainable use of natural resources is

promoted. The last methods are 'quid pro quo benefits (e.g. schools or clinics) in exchange for resource use foregone (Alpert, 1996, p. 846). Despite the intentions ICDPs have failed to deliver successful projects which will be explained in the next paragraph.

This shift has been acknowledged by Hulme and Humphree in their first argument related to the *new conservation* philosophy that 'conservation should move from being a state-centric activity to being more based in society and particularly in society at the local level' (1999, p. 278); local communities have a refined knowledge of environmental developments and the state should not part society and nature any longer. This also relates to tourism: a project cannot just start in an area, evict people or use them as objects (referring to the earlier mentioned concept of zooification). Local communities (mostly) have lived for a long time in those areas and know it at the back of their hand. In an ideal situation local communities are becoming or are interested in the idea of tourism and tourism results in (economic) benefits. In this way local inhabitants can be deterred from pursuing unsustainable livelihoods and get involved with nature in a different way. Awareness raising is therefore an important issue because it can be hard for people to adjust their gaze towards nature: the economic value lies in preserving and conserving nature instead of chopped trees, the skin or bones of wild animals. But the success of a project relies on more variables than the economic benefits or awareness raising which will be discussed in the next paragraph. The main point is that if organizations want to set up a tourism project, local people must see the benefits of tourism in order for them to change their livelihoods and this can only be achieved when involving affected people at an early stage (this will come forward in the discussion about participation in the following paragraph). Besides this, local livelihoods can use their skills or traditions, e.g. hunters becoming a guide because they know the area better than anyone else, women selling handicrafts or performing traditional dances.

The second argument 'the conceptualization of conservation itself' set up by Hulme and Humphree (1999, p. 279) relates to the shift when sustainable development and conservation were seen as interlinked concepts and the notion of sustainable use came into place; biodiversity could be seen 'as a renewable natural resource that can be utilized as long as that does not compromise sustainability' (1999, p. 279). As mentioned in the Brundtland Report (WCED, 1987) 'it is both futile and an insult to the poor to tell them that they must remain in poverty to protect the environment' (in (Hulme & Murphree, 1999, p. 279). The paragraph sustainable development and conservation contains more information related to this concept.

The forces of the market are stipulated as a means to conserve nature in the third and last argument of Hulme and Humphree (1999) because those unique areas with their distinctive species have an enormous economic value. The subparagraph sustainability will go more in depth about this topic.

Community livelihood is one of the aspects which will be used in the framework. It is of major importance that a community will not suffer from the new developments and that their future will only look brighter. This will be done by looking if and how the strategies have included local communities, created chances for development and used local skills e.g. to establish enterprises. Besides this sustainable use is mentioned as vital element and will be taken into account as well.

3.3 Sustainable development and conservation

According to Brown (2002) when referring to 'new conservation' there are four key issues which are interlinked and should be emphasized. Those issues need to be explained in detail in order to achieve objectives set for development and conservation: defining communities, involving communities as partners or participants, ideas about empowerment, and assumptions about sustainability.

Communities

When looking at the first issue 'defining communities' Brown (2002) explains that it is mostly not clear what is meant with 'community' causing different interpretations of the word, a point well acknowledged by many other authors (e.g. (Barrow & Murphree, 2001). What Brown (2002) emphasizes, due to the difficulty of defining the community, that it should receive high priority; a community is not a small group of people living near a protected area. Besides this other stakeholders influence this community and/ or the environmental resources in the area; there exists a network of different stakeholders who are all involved within this area and the decisions which are (going to be) made. A stakeholder analysis is therefore relevant (Brown, 2002). When implementing a tourism project in a certain area, it is important to perform a stakeholder analysis to see who is involved and/ or who will be affected. The outcome of this analysis is vital to make this project work since everybody has their own interest and it is not possible to take care of all wishes and requirements, but ignoring these wishes the project has a high chance to fail.

Participation and stakeholders

The second issue participation relates to the problem of defining communities and other stakeholders. According to Brown 'the misconceptions about communities [...] compound difficulties in enabling effective participation of appropriate stakeholders in IDC [Integrated Conservation Development] interventions (2002, p. 11). When integrating conservation and development the involvement, attendance of and relation between several stakeholders are critical success factors (Berkes, 2007, p. 15190). A stakeholder analysis plays an important role. According to Berkes (2007) this network needs to cooperate with the local community in a way that a project requires when aiming for sustainable development and biodiversity conservation. This incorporates the following:

raising funds, institution building, business networking and marketing, innovation and knowledge transfer, technical training, research, legal support, infrastructure, and community health and social services. These findings support the hypothesis that integrated responses tend to involve networks and partnerships of various kinds. (Brown et al. 2005 in (Berkes, 2007, p. 15190)

This is consisted with the philosophy of the CBD whereby community involvement is one of the requirements to achieve biodiversity conservation. The chances for successful participation and consensus increase when there is strong political leadership. Though it is an ongoing process that always needs to be monitored (Secretariat of the Convention on Biological Diversity, 2007). Possible stakeholders, besides communities, are the

public and private sector, NGOs and tourists. However, more stakeholders can be involved (Secretariat of the Convention on Biological Diversity, 2007). Berkes emphasizes that the concept of partnership is not only determined by participation, collaboration is an important facet and he sees 'top-down processes as a major reason for the failure of many ICDPs' (2007, p. 15190). Again interaction between the involved stakeholders is required. This is acknowledged by Brown (2002) who terms this deliberation: 'processes for communication and for raising and collectively considering issues in which the various parties engage in discussions, exchange observations and views, reflect on information, assess outcomes, and attempt to persuade each other (in (Berkes, 2007, p. 15190). Deliberation is necessary in multilevel approaches regarding conservation and development; input of all stakeholders is required to come to a good strategy (Berkes, 2007). According to Secretariat of the Convention on Biological Diversity 'information exchange and collaboration regarding sustainable tourism implementation through networking and partnerships between all stakeholders affected by, or involved in tourism, including the private sector, should be encouraged' (2002, p. 11). This brings up the question how organizations should work together, especially since they all have their own view on and interests in projects or already have established their own projects. How is a project affected by other projects or interests of the involved parties; if the government already set up a plan for nature conservation in a country, how does this affect the project established by a NGO who works there? Therefore it is important to perform a stakeholder analysis and to see their interest, to have a look at their ideas and their already developed plans in order to see if partnerships are possible. When working together or in line with their ideas more can be established, work will be more efficient and the chances for success will increase.

The aspect stakeholders will be used in the framework; local community involvement is a sub aspect emphasized within this aspect. Since the project will be implemented in 'their' environment they are key stakeholders in the project. Acknowledgement of their diversity is at place. However, during a project many other people may be affected or be of great help to support the developments. Therefore a stakeholder analysis is of great importance. Besides this, enabling environment will be a sub-aspect as well: the way an organization incorporates the environment when starting a project.

Empowerment

As mentioned before, economic benefits are an incentive for conservation, however, as pointed out by Stronza and Pêgas (2008) not only economic benefits, also social benefits work as an incentive for conservation. As they did a study to test two theories by evaluating two cases from Brazil and Peru they proved that economic and social benefits (including participation) increase chances for nature conservation.

According to them the involvement of local people

in decision-making and management [...] has potential to strengthen local institutions for conservation. Participation becomes a potential causal mechanism for linking ecotourism with conservation. Sharing ecotourism management with local communities can be critical for forging real linkages between ecotourism and conservation.[...] Case study literature suggests that when local communities engage in ecotourism as managers, their capacity for collective action increases. (Stronza & Pêgas, 2008, pp. 269-270)

Referring back to a quote by Brown 'this then turns conventional conservation thinking on its head; it invites local people to manage resources' (2002, p. 8), not only economic benefits are important for projects to result in conservation. The involvement or, even better, deliberation with local communities makes the project sustainable over a longer period (Stronza & Pêgas, 2008). This resembles the third issue by Brown (2002) empowerment. As stated by Chambers, empowerment is a 'process by which people, especially poor people, are enabled to take more control over their own lives and secure a better livelihood with ownership of productive assets as one key element' (1993; in (Brown, 2002, p. 11). It is important not to underestimate this issue since it is, besides being a way to conservation and development, a mean for local people to make and realize those decisions and also influence policy makers (Brown, 2002). Capacity building is required to give local communities the strength to empower themselves. Mowfurth and Munt acknowledge the importance of participation in relation to interaction and development, however it cannot just be assumed that it leads 'to a change in the underlying structures of power' (2007, p. 215). This is recognized by Brown (2002); empowerment is not achieved by simply giving them those 'powers', besides political and economic factors, also the socio-political context needs to be fully taken into account and understood.

Empowerment is important for communities; it enhances their confidence and motivation. Besides political and economic factors and the socio-political context, capacity building is needed to empower local communities by enhancing their skills and knowledge. However, it will not be treated as a single aspect but covered by the aspect community livelihood.

Sustainability

The last issue, stated by Brown (2002) is sustainability: a concept what repeatedly has been cited as an important facet when aiming for development together with conservation. As mentioned before and again by Brown the ecological, economic and social facets of sustainability are vital, but

not assured and relatively poorly understood. I argue that the over-simplification of these important aspects of ICD [integrated conservation and development] approaches has led, in many instances, to a failure of projects to engage effectively with the appropriate people, and to address the processes that lead to poor management of natural resources, including biodiversity. (2002, p. 11)

Therefore it is important when implementing a project to define, emphasize, explain and ensure sustainability. When looking at tourism the CBD (2002) has a clear opinion on what it entails and repeats what has been said before: important issues are participation of relevant stakeholders, strong political leadership, regular monitoring of impacts, but also tourists need to be taken into account. Since they are the target group, their opinion and their experience should be valued; high satisfaction is what a tourist destination wants needs. Besides this it is important to give something extra by showing them how local communities live or why biodiversity is so important by raising awareness concerning sustainability (Secretariat of the Convention on Biological Diversity, 2002). Above and beyond, they are the ones who pay to visit the area. The financial benefits can be used for conservation purposes. As Hulme and Murphree (1999) have explained another way on how tourism can support biodiversity conservation previously, by using the forces of the market. People in those areas are not always aware of their treasures which could be defined as their unique selling points. Places like the rainforests in Costa Rica, or species like the tigers in India are so attractive that people are willing to pay a (higher) price to see them. In this way tourism creates revenues for developing countries which can stimulate them to take care of these fragile areas. Important is the sustainable use of these treasures. An option to regulate this is to establish enterprises which can make sure everything is organized in a sufficient way and no harm is done towards nature. Local communities can be stimulated to set these up, like guesthouses and safari tours. However, according to Salafsky et al. if enterprises are used in a way to encourage local people to conserve areas in order to make them successful the following requirements need to be taken into account

- *Linkage between a viable enterprise and biodiversity (enterprise must be financially viable and depend on the in situ biological resources of the region; enterprise will fail if this biodiversity is significantly degraded);*
- *Generation of short- and long-term benefits (enterprise must generate benefits, financial, social, and/ or environmental, for a community of stakeholders);*
- *Stakeholder involvement (enterprise must involve members of the local community who are stakeholders in the enterprises and the biodiversity of the area and have the capacity to take action to counter threats to biodiversity.*
(2001, p. 1586)

In the most successful cases tourism creates jobs and local communities can be employed in enterprises which promote sustainable activities, like sustainable tourism. Their livelihood enhances and they are motivated to be involved with biodiversity conservation and sustainable development. Used products are local and services are provided by local inhabitants. However, to make linkages with the market is an underestimated topic, since many projects do not realize this necessity¹². Though, according to Brown (2002), local community involvement was recognized by several approaches there are many diverse strategies developed. When linking a project to the

¹² Based on own experience during work-related field visits for IUCN NL (training Cambodia).

market, different strategies exist and the question is not which strategy works and which not. When starting a project many variables are at stake. Although governments or NGOs have an idea of approaching, it differs per situation which Berkes (2007) clearly explains by stating that within a project more than one objective is present which pulls in different directions. Therefore, when aiming for conservation together with sustainable development thorough research is at place, as explained by Brown in the previous subparagraph.

Of major importance is the sustainability of the tourism activities. Different types of tourism can be qualified as sustainable tourism. Then again the principles of sustainable development also account for sustainable tourism referring to the environmental, economic and social aspects of development. UNEP gives a clear overview of sustainable tourism resembling their 12 principles and three pillars of sustainability¹³:

- *Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity;*
 - *Respect the socio-cultural authenticity of host communities, conserving their built and living cultural heritage and traditional values, and contributing to inter-cultural understanding and tolerance;*
 - *Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.*
- (UNEP, 2007)

Sustainability is a key concept but can easily turn into a buzz-word. Therefore it is important to specify it; in this study it is used for two concepts. Namely long term sustainable development and sustainable tourism, both concepts will be used in the framework (sub aspects which can be found in the paragraph *Monitoring and evaluation*). The market plays a role when establishing tourism projects. Therefore the way tourism enterprises are set up must be in line, in one way or another, with what tour operators want, for example. However, important is to make communities aware of the need for conservation and why their environment is attractive for tourists. Besides this, generated income can support local community livelihoods and biodiversity conservation. These aspects will be taken into account in chapter 5.

¹³ See appendix 3 *The 12 principles and the three pillars of sustainability by UNEP*.

3.4 Timeframe, funding and scale

Capacity building is one of the activities required to help local people to empower themselves, besides 'long-term public education and awareness raising campaigns' (Secretariat of the Convention on Biological Diversity, 2002, p. 11). All is required for a project to work efficiently and effectively (Secretariat of the Convention on Biological Diversity, 2002). Important concern is the timeframe of a project since capacity building is not something that is realized within a day. Due to the fact that most projects are dependent on funding their timeframe is not set for a long period, because their financial security is timid. When referring back to participation, partnership can ensure financial sustainability over a longer time provided that a project consists out of more partners who all have a chance to gain funding from other parties due to their wide network. Alpert explains that projects in his research relied on external, foreign donors (NGOs, donor agencies, tour operators or governmental organizations) 'in no case did local conservation directly pay for local community benefits (1996, p. 852).

Funding is a difficult issue because money can only be spend once so projects have to spend it wisely. Therefore a plan is needed in order to see which activities are going to be used to reach the goal set for the project. When it comes to sustainable tourism the CBD proposes the following capacity building activities:

strengthening human resources and institutional capacities, transferring know-how, developing appropriate facilities, and training on biodiversity, sustainable tourism, impact assessment and impact-management. Tourism and environmental professionals need a wide range of skills, and local communities need decision-making abilities, skills and knowledge in advance of future tourist in-flows. (Secretariat of the Convention on Biological Diversity, 2002, p. 11)

Further on, the amount of money is depended on the timeframe of a project. Whether it endures four years or only one year. Besides that, it differs per project if money is going to be spend all at once or distributed over the amount of time. As mentioned before in the CBD, to guarantee an everlasting shift, long term activities are required, so money is needed (2002). The question where the money comes from, remains. If the project is a success, funding may be no longer needed and communities can use their gained benefits for more capacity-building trainings. This is replied by Berkes who states

For effective community-based conservation, the project needs to do something more: find strategies to strengthen existing commons institutions; build linkages horizontally and vertically; engage in capacity building, trust building, and mutual learning; and invest sufficient time and resources to achieve these objectives. (2007, p. 15192)

A nice representation of the complex issues involving partnerships and funding presented in Berkes' article about community-based tourism is shown in figure 2. However, this affects the scale of a project as well: when referring to the previously mentioned ICDPs, Berkes (2007) remarks the outcome of this strategy, it is rather difficult to focus on both concepts and there is mostly one concept that dominates the other. As the MEA dealt with this concern referring to the multiple objectives, Brown et al. (2005) mentions that the objectives tackle 'more than one ecosystem service and human well-being simultaneously [...] moving from single-objective management, the maximum sustainable yield, to multiple

objectives, including biological, economic, and social objectives' (in (Berkes, 2007, p. 15189). This raises questions about the scale of a project: is it better to invest in small scale (micro) projects or is it more beneficial to invest (money and/ or energy) in the development of a sustainable destination? This question is linked with the previous issue about participation. When many stakeholders are involved more time, energy and money can be present. However, also more opinions, objectives and multiple interests exist. Consensus is difficult to achieve, except when a project is already developed and an organization wants to participate, because then the latter needs to cooperate with the already set goals. However, this remains questionable. Besides this, are there any requirements for a site? Do chances for a site increase when it meets certain requirements? An example are tenure rights, according to Barrow and Murphree 'tenure, and its sub-sets of component elements, is thus a key variable in determining the performance of community conservation initiatives' (2001, p. 31).

When looking back at the aspect of poverty, some authors have their own opinion about the scale of a project. Anderson and Redford: 'conservation organizations could actually help poverty alleviation through conservation by working with small-scale, low-output producers on the ecological frontier'. Redford and Padoch (1991) mention that 'effective, long-term field conservation in small communities in fragile ecosystems can and does sustain biodiversity, as well as supporting vanishing folk ways, languages and communities (in (Sanderson & Redford, 2003, p. 390). And this discussion will continue for a long time since there exists no blueprint for the perfect project; it is site-dependent.

Funding, timeframe and scale will be used as indicators within the framework to better understand the project and the decisions made.

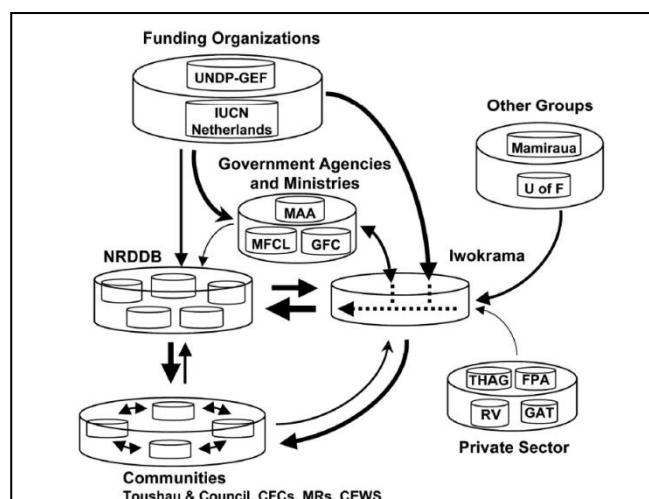


Figure 2: Complex issues of partnerships and funding

'Key institutional linkages facilitating the activities of the Arapaima conservation project, Guyana. Arrows show information and financial flows; thicker Lines indicate stronger interactions. The figure was prepared by Damian Fernandes (Natural Resources Institute, University of Manitoba, Winnipeg, MB, Canada).' Source (Berkes, 2007, p. 15192)

3.5 Conceptual framework

As has been said before and emphasized by Salafsky and Wollenberg (2000) different strategies are incorporated by conservation projects. Hulme and Murphree recognize this and noticed that project developers have their main focus on

the role of communities in conservation, the merging of conservation and development goals implied by 'sustainable development', and the acceptance of the role of markets in shaping human behavior and patterns of natural resource use. (1999, p. 280)

Further on they mention that 'new conservation' does not serve as a blueprint neither for conservation as sustainable development which can be difficult when starting a project and sets high pressures on donor agencies who need to reach their aims (eradicate poverty, conserve the environment and promote economic growth) within a set time frame (Hulme & Murphree, 1999) and a budget, but this pressure also affects the community. Berkes (2007) states that when aid agencies want to reach their goals, livelihood improvement and biodiversity conservation should be seen as complementary objectives and that both aims should be integrated whereby deliberation is a crucial factor when looking at the complexities:

Conservation solutions can be framed as long-term sustainability issues that take into account considerations of both global commons and local commons and biological conservation objectives as well as local livelihood needs. (Berkes, 2007, p. 15193)

However, when setting up a project and developing certain strategies outcomes are unpredictable since there are many variables which can go in different directions. Important is to monitor and evaluate implemented projects and make notes of lessons learned in order to use them during other projects. Though, major constraints as the current financial crisis are not foreseen and can have a negative impact on project objectives. Although the outcome of a project is uncertain, according to Brown failures of adequate knowledge about the following issues can be seen as a source: 'the complexity of communities, the difficulties in bringing about effective participation, oversimplifying assumptions about empowerment, and to not fully considering the sustainability implications of ICD interventions' (2002, p. 14). A stakeholder analysis is important come to an overview of who is involved and affected by the project, besides this cooperation between organizations can be established. Organizations can learn from each other and help each other with funding. However, referring to deliberation, it can be very difficult to come to that. Besides that, awareness raising and capacity building within communities can be a long-term process and sustainability is a continues process. In addition, the scale of a project has a huge impact on the timeframe, budget and activities.

Basically there are six topics which need to be highlighted when using tourism as a tool to conserve biodiversity: poverty alleviation & community livelihood, stakeholders, funding, duration of a project, scale, monitoring & evaluation. This conceptual framework is used in chapter 5 assessing the strategies. Every aspect includes several sub aspects. The relation is shortly explained below.

Poverty alleviation & Community livelihood

In order to address biodiversity conservation the sustainable use of natural resources must be guaranteed. In order to achieve this, poverty need to be tackled. By making people aware of the necessity and offering, besides financial benefits, many social benefits local communities will not only understand why they need to protect the area and be involved with sustainable development they will also have the chance to do so. Therefore awareness raising is important to be included in a strategy. Besides this, strategies' point of view regarding biodiversity and its' possible relation with poverty alleviation will be viewed. Together with this it will be assessed how organizations have tackled this issue. Community livelihood is related to poverty alleviation in a sense that investments made by the strategies can have a possible broader effect, namely enhancing community livelihoods.

Stakeholders

Important for a project is to detect the involved and affected stakeholders. Who applies for funding, who is the performer of the project activities and who will eventually benefit from the project. The inclusion of the local community places a vital role in the set up of projects since they are the ones who live there and need to alter their livelihood. Besides this, other organizations or even the government can have different plans with a certain region; therefore they need to be consulted as well. A stakeholder analysis has been indicated as important to indicate the main stakeholders. Besides the aspect *enabling environment* tenure rights are included as well. Even though this aspect has been mentioned before, it has a influence on a project. A contract is necessary due to the many involved parties.

Funding

This aspect relates to the donor of a project, eligibility of projects and the donor's donor. It will be assessed how much money is spent on average on a project and how the payment will be done. Besides this, accountability and investments are aspects of interest.

Duration of a project

As mentioned previously, long term commitment is needed. How do the strategies deal with this aspect and what is their allocated time for a project development?

Scale and Site

Not every site will be appropriate for a project and some projects will be small scale while others aiming for a sustainable destination. Besides this, there are specific site criteria for a project set by the different strategies.

Monitoring and evaluation

Monitoring and evaluation is important for a continues assurance of sustainable development. It is questioned how long term sustainability can be guaranteed. One of the requirements is that tourism is performed in a sustainable way, but how do these strategies realize this? Is constant monitoring and evaluation necessary and what are the indicators set by the projects to see if a project ends successfully.

All these aspects and associated questions will be taken into account when studying the strategy of TBF, WA and Bio-rights.

4

Strategies

In this chapter an overview is presented of the organizations IUCN NL, Wetlands International and Wildlife Alliance. Their aim is to protect biodiversity on planet Earth and they have established a strategy which uses tourism as a tool to achieve this. A short explanation regarding the strategies will be given as well.

4.1 IUCN NL: Tourism and Biodiversity Fund

"IUCN, The World Conservation Union, aims at protecting the integrity and diversity of nature all over the world and encouraging the conservation of natural resources and the ecological and social sustainability of its every use." (IUCN NL, 2009)

IUCN NL, part of The World Conservation Union (IUCN), is a platform for scientists, social organizations, businesses and the government who make every effort to find a way to overcome problems related to the loss of biodiversity. Together with her associates, IUCN NL 'applies this knowledge to come to a constructive Dutch contribution to solving global issues in the fields of nature and the environment' (2009).

Since its foundation in 1948 IUCN has been striving for the conservation of nature in a just world. The organization defines protected areas and is known for its Red List of endangered species. IUCN affects policy-making, supports local organizations for the protection of nature, executes projects and develops international nature conservation and environmental law, such as the Convention on International Trade of Endangered Species (CITES) and the Convention on Biological Diversity (CBD). (IUCN NL, Unknown) IUCN NL operates from their office in the Netherlands.

Tourism and Biodiversity Fund

In 2002 IUCN NL started the 'Tourism and Biodiversity Program' (TBP) (Olders & Donk, 2006); better known as the Tourism and Biodiversity Fund (TBF). TBF is aiming to use sustainable tourism as a tool for biodiversity conservation and poverty alleviation. This in order to prevent tourism to destroy the natural and cultural assets they depend upon and maximize the benefits (IUCN, Unknown).

IUCN NL's Tourism & Biodiversity Fund is part of the IUCN NL Ecosystem Grants Programme (EGP). The general objectives of the EGP program are: 'to promote sustainable use of land and ecosystem resources, to protect ecosystems and biodiversity and to create an enabling environment at local, national and international levels' (IUCN NL, Unknown). TBF will contribute to these objectives by financing sustainable tourism projects. These projects¹⁴ support the conservation of ecosystems and biodiversity and can be linked to the Dutch (or European) tourism market.

¹⁴ Appendix 4 *Examples of project themes* TBF shows themes where the projects should focus upon.

According to IUCN NL (2009)

"...tourism can also contribute to the conservation of biodiversity and ecosystems. Tourism generates income that can be used for the protection of nature and serve as an alternative source of income for local communities. Tourism can replace traditional economic activities that damage and destroy nature and can therefore be a more sustainable form of land use. Tourism also creates environmental awareness among local communities as well as tourists." (IUCN NL, 2009)

IUCN NL recognizes the importance and has set up the Tourism & Biodiversity Programme (TBP) which "supports small-scale tourism initiatives in the South both financially and technically" (IUCN NL, 2009) from their office in the Netherlands. To link these projects with Dutch outbound tour operators and to aim for a more sustainable Dutch tourism sector (IUCN NL, 2009), IUCN NL has joined the IDUT Platform. This platform the 'Initiative Group for Sustainable Outbound Tourism' (Dutch translation IDUT means 'Initiatief Duurzaam Uitgaand Toerisme') has been set up in the year 2000. A platform for research institutions, social organizations, tour operators, NGOs, governmental ministries to exchange information (IDUT, 2009). The main objective is "to promote the contribution of Dutch outbound tourism to sustainable development" (IDUT, 2009).

As mentioned before IUCN NL supports small scale projects of local NGOs who would like to set up an ecotourism business. Since money is inadequate they ask for funding from different organizations. Once every four year NGOs can send a request for funding to IUCN NL which is followed by a strict selection whereby circa 25 NGOs will be selected to send a more in-depth proposal. Out of these proposals approximately 20 organizations will be chosen who are eligible for funding. The projects that are currently running started in 2007 and will end in 2010.

4.2 Wetlands International: Bio-Rights¹⁵

‘Wetlands International works globally, regionally and nationally to achieve the conservation and wise use of wetlands, as a contribution to sustainable development.’ (Wetlands International, 2005, p. 5)

Wetlands International (WI) is an international, non-profit organization with 16 offices throughout the world and their head office located in the Netherlands. An extensive network and many volunteers support Wetlands International. Their programs are founded on several levels (global to local) and implemented together with other stakeholders (partnerships):

‘in this way, we are able to develop lasting local partnerships and act as a catalyst for conservation and natural resource management. We aim to combine our competencies with those of others through building capacity, partnerships and cross regional collaboration, and, through multi-sectoral field programs, demonstrate innovative solutions to wetland management problems.’ (Wetlands International, 2005, p. 5).

WIs’ programs are based on scientific and technical advice from their partners, not only through their Specialist Group but they also work closely with other international organizations (including WWF and IUCN). On top of that they have formal partnership agreements with for example the Convention on Biological Diversity.

WI’s mission is ‘to sustain and restore wetlands, their resources and biodiversity for future generations’ (2007). By being a science based organization providing tools and information they ‘assist the development and implementation by government of relevant policies, conventions and treaties that are required to achieve wetland conservation (Wetlands International, 2005, p. 5). For their values see box 6.

Our values

In carrying out our work through all our offices and with partners, we maintain the following core values:

- our work is globally relevant;
- our work is based on sound science and incorporates traditional knowledge;
- we work through partnerships and with a wide range of sectors;
- we respect traditional values;
- we work in a transparent and accountable way.

Box 6: Values Wetlands International

Source (Wetlands International, 2005)

Bio-Rights

Although Wetlands International has created Bio-rights, according to Silvius this program must be seen as a universal program. This means that every organization is able to use this approach as part of their strategy and that this approach must not be seen as a strategy particular for WI.

¹⁵ The information on Wetlands International is based on Wetlands International Strategic Intent 2005–2014 (Wetlands International, 2005).

Bio-Rights is ‘a financing mechanism for reconciling poverty alleviation and environmental conservation’ (Eijk & Kumar, 2009, p. 5). As stated by Eijk and Kumar ‘in the light of major efforts in relation [...] the Millennium Development Goals, Bio-rights has the potential to translate global objectives into concrete action’ (2009, p. 5). Bio-Rights offers micro-credits to give local communities a chance to alter their way of living in order to make it more sustainable and they can live in harmony with their environment. Besides this the sustainable use of these natural resources (ecosystem services) is secured. Micro-credits being an advantage for the community are not only addressing a ‘local problem’. Global issues, e.g. climate change, are also challenged since many problems occur in vulnerable, but globally important areas. As mentioned by Eijk and Kumar ‘the fact that ecosystem services form the basis of human wellbeing is well expounded’ (2009, p. 45). Therefore Bio-Rights is set up as a payment scheme, whereby ‘an investing party pays the local community (as the resource owner) for the provision of environmental services’ (Eijk & Kumar, 2009, p. 21). This scheme exits out of three steps¹⁶: provision of micro-credits for sustainable development, implementation of environmental conservation and restoration activities, and conversion of micro-credits. See figure 3 for a schematization of the Bio-rights approach.

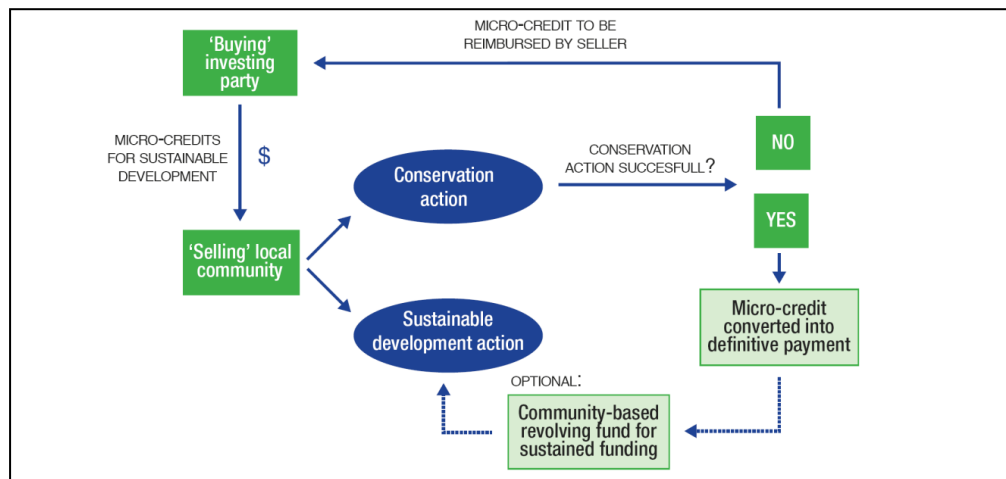


Figure 3: Bio-rights approach

Source (Eijk & Kumar, 2009, p. 23)

According to Eijk and Kumar local communities have rights regarding a variety of ecosystem services in the area they live and ‘by developing a *‘rights trading mechanism’*, global stakeholders can buy these rights, ensuring sustained provision of certain ecosystem services without constraining the development needs of local communities; hence the name Bio-rights’ (2009, p. 21). As explained before, it is mostly difficult for local communities to sustainably manage the natural resource they use. However, it is not said that they are not willing to. ‘Tradable *‘Bio-rights’* schemes can help communities to accomplish their sustainable development objectives, at the same time ensuring successful conservation outcomes’ (Eijk & Kumar, 2009, p. 21).

¹⁶ See Appendix 5 Three steps Bio-rights scheme

4.3 Wildlife Alliance

Wildlife Alliance

Wildlife Alliance (WA), previously known as Global Survival Network, started his work in 1994 together with 'local governments, communities and other like-minded non-governmental organizations' (Wildlife Alliance, 2009a). Their work is spread out over Southeast Asia, Russia, South America, and the Western Pacific. With their programs WA aims 'to conserve the environment and stop the illegal wildlife trade by directly protecting wildlife in the field, reducing consumer demand for wildlife, and providing alternative livelihoods for local communities' (Wildlife Alliance, 2009a):

We believe that the protection of the world's wildlife and wild places is both feasible and essential to ensuring that human communities and wild fauna and flora survive into the coming millennia. In developing strategies to conserve wildlife and habitats, we look at the entire picture. (Wildlife Alliance, 2009b)

The intention of WA is to protect an entire area, not just one species of one piece of land. They look at the 'entire picture' in the social and environmental context. It is their aim to let communities and wildlife live in harmony. By offering alternatives to their current jobs they deter local communities from pursuing harmful activities. Education plays an important role: 'conservation education of local children is an essential component to fostering positive conservation attitudes now and in the future' (Wildlife Alliance, 2009b). Their focus is on the following issues:

- *Protecting the Wild:*
Protected parks and natural areas require protection from wildlife poachers and illegal plant harvesting;
- *Stopping the Illegal Trade:*
Wildlife trafficking is a multi-billion dollar black market trade, and is dramatically reducing the world's wildlife year after year;
- *Raising Awareness, Reducing Demand:*
Communities in rural areas surrounding protected areas lack sufficient education or understanding of the importance of wildlife and habitat conservation;
- *Livelihoods:*
Rural communities surrounding protected areas need to generate income for themselves and their families, but there are few legal alternatives to poaching and illegal plant harvesting.
(Wildlife Alliance, 2009b)

Community-based Ecotourism

In 2008 WA has launched Chi Phat Community-Based Ecotourism in the Southern Cardamoms Mountains, Cambodia. The guerilla warfare and bombing has severely affected the Cardamoms Protected Forest (Wildlife Alliance, 2009). According to Sok (2010) community members were dependent on the natural resources in the area. However, they have made use of the environment in an unsustainable way and caused deterioration of the area by illegal logging and hunting. They needed these jobs to

generate income to make a living. They had no choice. The government intervened by forbidding them to pursue their jobs. A feasibility study, performed by Tourism Development International (TDI), indicated that ecotourism offered the greatest potential for providing alternative livelihoods. WA has indicated this region of 'exceptional natural and cultural significance' (Wildlife Alliance, 2009) and started to support tourism development by helping out financially and technically. Box 7 gives an impression of the area in the social and environmental context. WA is supporting Chi Phat community, totaling circa 2500 people, by 'providing economic development, while protecting the environment and wildlife' (Wildlife Alliance, 2009). They have helped community members to engage in tourism activities and educated and trained the local community in making them aware of the need to protect the area, to understand the use of tourism and to manage tourism activities (Sok, 2010). According to WA 'one of the most inspiring components of the CBET project is the growth in the willingness and capacity of the people to manage their own resources' (Wildlife Alliance, 2009).

Economic development stalled for decades due to conflict and economic isolation. Covering 6% of Cambodia, the Cardamoms are home to most of the country's large mammals and half of its birds, reptiles and amphibians, including globally endangered and threatened species like Asian Elephants, Indochinese tigers, Malayan sun bears, Pileated gibbons, Siamese crocodiles, and Irrawaddy and Humpback dolphins. The Cardamoms includes a vast ecosystem with sixteen vegetation types, from dense evergreen rainforest to lowland swamps to coastal mangroves.

Box 7: Description Chi Phat

Source (Wildlife Alliance, 2009)

Nowadays Chi Phat has been cited in the Lonely Planet and familiar because of its economically and ecologically sustainable tourism opportunities:

'an excellent base for a variety of outdoor activities. Visitors can swim in the river, cycle (or take a moto) to several sets of rapids, hike in the forest (perhaps with a former poacher as a guide; US\$6 to US\$10 per day) and play volleyball with the locals. Monkeys, hornbills and other rainforest creatures can often be seen along the banks of Stung Proat, an unlogged tributary of the Preak Piphot River accessible by boat.' (Lonely Planet, 2010)

Currently Wildlife Alliance is developing a second Community Based Ecotourism site in Trapeung Rung. This site is also located in the Cardamom Mountains near Chi Phat.

WA just started to establish CBET sites and not much information has been found about their strategy. However, based on personal experience, and on what has been written by several authors, e.g. (Lonely Planet, 2010) (Mollman, 2010) Chi Phat is becoming a success. Therefore this strategy has been included in this research. Although there is no actual strategy launched, all information is based on their project in Chi Phat and generalized as if this is WA's strategy.

5

Analysis strategies

In the previous chapters it has been described how the discussion about the relation between tourism and biodiversity has evolved throughout history. After a review of the related theories several aspects came forward. These aspects are important when assessing strategies using tourism as a tool to conserve biodiversity. The Tourism and Biodiversity Fund (TBF) by IUCN NL, Bio-rights and CBET by Wildlife Alliance (WA) all aim for the protection of biodiversity. Therefore they use tourism as an alternative source of income to deter local communities from pursuing harmful activities. However, strategies differ significantly on some aspects; on some points they are similar. This chapter describes the assessment of three strategies using the following aspects:

- Stakeholders: who are the main stakeholders, how is everybody included in the project, etc.;
- Poverty alleviation and community livelihood: do the strategies see a relation between poverty alleviation and nature conservation and what type of activities do they implement which also enhance community livelihoods?
- Funding; where does the money comes from and is the fund a donation or a loan?
- Duration of a project: how long are the strategies involved with a project?
- Scale and site; how many communities are involved and are there any criteria set for projects related to the area?
- Monitoring and evaluation: how is this aspect included in the different strategies and do they have any influence on long term sustainability?

Every paragraph has the same structure. First, the main similarities and differences are presented, followed by a table. This table gives a clear overview of the main findings of the study. After which an explanation of these findings will be given. In some cases a discussion is presented afterwards which highlights aspects in relation to some of the theories in chapter 3. Other aspects require additional information. In some cases no discussion is needed.

5.1 Stakeholders

The three strategies have certain similarities, but also differences regarding the aspect of stakeholders. To give a clear overview the main findings are presented in the table below. Because the notion of stakeholders is very broad, this paragraph has been divided into several subparagraphs. Each subparagraph will give a short explanation of the findings presented in the table.

Stakeholders	TBF	Bio-rights	WA
Applicants	Various types of management bodies, except the government	A local community, or community-based organization	WA is the initiator of the project
Performers	The applicant, sometimes in cooperation with other organizations.	Local community together with relevant stakeholders	WA together with communities and other stakeholders (e.g. private sector, NGOs)
Beneficiaries	Local communities	All stakeholders who are interested in sustainable use of natural resources	Local communities
Stakeholder analysis	Yes, performed by applicant	Yes, performed by initiators (can be everybody)	Yes, performed by WA
Main stakeholders	NGO, local community, private sector, local government, authority National Park	NGO, local community, (private sector), local government, finance sector, government	NGO, local community, private sector, local government
Contract	Only with donor	Contract with involved stakeholders	Code of conduct with involved stakeholders
Enabling environment	Not incorporated	Incorporated	Incorporated
Local community involvement - As performer - Decision-making - Empowerment of disadvantaged groups	High involvement	High involvement	Involvement
	Partly	Yes	No
	Very important	Important	Important
Tenure rights	Not incorporated, not experienced	Incorporated, experienced	Unknown

Table 1: Overview stakeholders

5.1.1 Applicants, performers and beneficiaries

It differs per strategy who can, and cannot apply for funding. For TBF only the government cannot apply, other types of management are invited to send a proposal. Only communities can send a request for micro-credits regarding the Bio-rights approach. WA initiates their own projects and is therefore, in theory, the applicant. The strategies are similar in their selection of performers. The ones who apply for the

strategy are also the performers of the project and mostly collaborating with other stakeholders. The beneficiaries within all strategies are local communities. Only Bio-rights broadens their scope by stating that everybody who is interested in the sustainable use of natural resources can benefit from their projects.

Stakeholders	TBF	Bio-rights	WA
Applicants	Various types of management bodies, except the government	A local community, or community-based organization	WA is the initiator of the project
Performers	The applicant, sometimes in cooperation with other organizations.	Local community together with relevant stakeholders	WA together with communities and other stakeholders (e.g. private sector, NGOs)
Beneficiaries	Local communities	All stakeholders who are interested in sustainable use of natural resources	Local communities

Table 2: Overview applicants, performers and beneficiaries

Applicants

Governments cannot apply for the Tourism and Biodiversity Fund, because this is not in line with IUCN NL's strategy. Provided that management bodies, ranging from families and community organizations, to NGOs and commercial enterprises have a proven commitment to ecosystem conservation and the sustainable use of natural resources, they can request funding at the TBF (Olders & Donk, 2006). The Bio-rights approach applies the same requirements regarding the type of commitment. However, micro-credits can only be disbursed on community level. NGOs, for example, are not eligible for this (Silvius, 2010). This is because local people need to take the lead; they are the ones who need to alter their livelihoods and preserve the natural resources surrounding them (Silvius, 2010). This differs partly from WA, since WA initiated the project and also has a permanent base in the village (Mollman, 2010). Although, the call could initially come from the local communities, it was WA who started to investigate the area and seek for alternative opportunities.

Performers

Within all three strategies the applicant is also the performer. However, in most cases the applicants work together with other organizations who have a stake in the project as well, or whom can support the applicant in performing the activities within a project. Proposals¹⁷ developed and submitted in a partnership between private sector and a CBO or NGO are encouraged by TBF and Bio-rights. Hereby involvement of the private sector is more important for TBF than for Bio-rights (Silvius, 2010). WA agrees that cooperation is important and by working together with other relevant stakeholders WA aims to make their projects successful. The involvement of the private sector is also very important for WA because they are dependent on them. The tour operators are the

¹⁷ Although Bio-rights does not work with 'a call for proposals' the term proposal will be used because either way a proposal need to be written to state the problem and actions to come to a solution.

ones who bring the tourists, and by establishing packages tour operators make Chi Phat an ecotourism gateway (Mollman, 2010).

Beneficiaries

All strategies recognize the need to protect the area and acknowledge that local communities living in those areas, whom mostly have low development opportunities, need to be supported to accomplish this. The Bio-rights approach goes one step further by stating: ‘all parties who are interested in the sustainable use of ecosystem services are beneficiaries’ (Silvius, 2010). This could be everybody on the planet. By making the ones who can afford it pay for the project everybody can benefit because of the healthy condition of the ecosystems in the world (e.g. the production of oxygen by trees are vital for people to survive)¹⁸.

5.1.2 Stakeholders

All three strategies require a stakeholder analysis and their main stakeholders are: NGOs, local communities, and local governments. But there are also differences, starting with the extensiveness of the stakeholder analyses; Bio-rights and WA are both involved in a wide-ranging study. TBF applicants need to mention the main stakeholders in their proposal. Whether this is accurate or not remains unsure because it cannot be verified by the TBF officer. A second dissimilarity is the involvement of other main stakeholders: the private sector which is more emphasized in WA and TBF projects than in Bio-rights projects. The government is only by the Bio-rights approach typified as a main stakeholder. The authority of a National Park is mostly a stakeholder in TBF projects. Another difference is the establishment of a contract, or code of conduct. Such would be signed by all stakeholders and be required by Bio-rights and WA projects, not within TBF projects. The last difference is the aspect *enabling environment* which is well incorporated within Bio-rights and WA projects.

Stakeholders	TBF	Bio-rights	WA
Stakeholder analysis	Yes, performed by applicant	Yes, performed by initiators (can be everybody)	Yes, performed by WA
Main stakeholders	NGO, local community, private sector, local government, authority National Park	NGO, local community, (private sector), local government, finance sector, government	NGO, local community, private sector, local government (authority National Park)
Contract	Only with donor	Contract with involved stakeholders	Code of conduct with involved stakeholders
Enabling environment	Not incorporated	Incorporated	Incorporated

Table 3: Overview stakeholder analysis, main stakeholders, contract and enabling environment

Stakeholder analysis and main stakeholders

The only similarity concerns the stakeholder analysis. Although it is performed by project members within all strategies, only within the projects of Bio-rights and WA this

¹⁸ More in paragraph *Funding*

aspect is emphasized by a thorough study. Since they are present at the site it is 'easier' to check if everybody who needs to be involved actually is involved. TBF is not present at the site, but does require a stakeholder analysis performed by the applicant¹⁹. This stimulates the applicant by letting them think about potential stakeholders. However, TBF cannot actually 'check' whether the analysis is correct and includes all the parties who need to be involved. TBF sees it as the responsibility of the applicants, and based on trust leaves it up to them. Besides checking if important stakeholders are involved (e.g. private sector, national park authorities when needed) nothing much can be done.

The approaches differ regarding the involvement of the private sector, the government and the authority of a National Park. TBF stimulates the involvement of the private sector and projects where they are involved are more eligible to receive funding (Voermans, 2010). This is similar with WA's strategy (Sok, 2010). One of their projects even established a group called 'Friends of Chi Phat'²⁰ including eight tour operators; 75% of them has sent out tours to Chi Phat and started sending regular tours to Chi Phat more and more. The number of joining tour operators is still increasing (Sok, 2010). However, Bio-rights projects differ in a sense by giving the responsibility of tour operations in the hands of a local NGO, when possible. In the beginning when a project is still small many activities can be performed by the NGO instead of the private sector who does not have to be included from the start (Silvius, 2010). According to Silvius linkages can be established at a later stage (2010). An example is the performance of marketing activities, like publishing brochures. At a later stage a tour operator can take over this responsibility.

TBF even tries to connect Dutch tour operators with these local organizations, because such is in line with IUCN NL's strategy. However, in practice this appeared to be difficult. Which has been mentioned by Bio-rights as well; small-scale projects do not meet the requirements set by these tour operators. Therefore local tour operators are very important for TBF and WA, as well as for Bio-rights when referring to larger projects.

The inclusion of the government within a Bio-rights project is emphasized. This is because the government can have a major impact on a project. An example of this can be found in one of the TBF projects which has been delayed. It needed to be relocated to different area. The government had other ideas with the area where the project was supposed to take place. However, the government is not included as a stakeholder within TBF projects (Voermans, 2010). Bio-rights would like to prevent similar problems by including the government in their projects and let them sign a contract as well ((Eijk & Kumar, 2009) and (Silvius, 2010)). Although this gives no guarantee. The stability of a political situation in a country sometimes remains questionable, as well as their liability. However, chances for a more stable project increase. Within projects of TBF and WA the local government is involved when possible ((Olders & Donk, 2006) and (Sok, 2010)).

¹⁹ In appendix 6 *Project format TBF* point 3C gives a detailed overview of the questions posed by TBF relating to stakeholder involvement.

²⁰ The key concept in "Friends of Chi Phat" is a sort of understanding between the community and tour operators. It encourages the individual to contact one of the Friends of Chi Phat to organize tour to Chi Phat for them; this will help strengthen the relationship between the community and tour operators (Sok, 2010)

TBF projects often take place in, or adjacent to a National Park. Therefore the authorities of these parks are main stakeholders in many of the TBF projects. Their role is of great importance because of their authority; they have a say on things happening on 'their property'. Besides this, they can be of great help since they are familiar with the area and (mostly) familiar with the local communities. Therefore cooperation can increase chances for success. These authorities can be a stakeholder in projects of WA and Bio-rights, but are not mentioned as one of their main stakeholders.

Contract

The contract, or code of conduct relates to another dissimilarity. When many parties are involved within a project Bio-rights and WA both recognize the need to set up an agreement which needs to be signed by all stakeholders involved. If anything goes wrong or somebody does not perform his or her duty and circumvents responsibilities, a clause makes sure action will be taken towards this person. Concerning WA, 'communities have thumb printed an agreement to participate in the eco-tourism project, and to desist from illegal wildlife and timber trading' (Symbiosis Expedition Planning, 2009). Within Bio-rights the signing of the contract is a real happening and all stakeholders are present to start the project in an official way (Eijk & Kumar, 2009). However, TBF only sets up a contract between the project and IUCN NL. This contract includes obligations for both parties (TBF and applicant) and their responsibilities regarding the fund and the indicated timeframe.

Besides this, projects within all three strategies organize regular meetings to listen what everybody has to say, and to show the stakeholders the progress of the project. An example is community consultations. Although the TBF officer is not actively involved with these meetings and leaves it up to the applicant, those actions are stimulated (Voermans, 2010).

Enabling environment

The last remaining difference in this subparagraph is related to the aspect *enabling environment*. Enabling environment refers to the way an organization incorporates the environment when starting a project. Not only the natural, but also social environment. For example, how a project is related to other projects initiated by the government or private sector, and how these affect each other or if cooperation is possible. TBF is not experienced with this aspect. Bio-rights and WA both perform thorough investigations to see how the environment can strengthen or potentially weaken their projects. As mentioned before in the literature review, within a certain area, destination or region more than one project can be initiated and more stakeholders are involved or affected. Important is to be aware of these projects and stakeholders as they may influence a project. TBF is facing difficulties implementing this part in their strategy because their projects are mostly small scale and only focused on one community. The TBF officer screens the projects on their aims and activities:

'does it have tourism potential, will the incomes generated be enough to overcome the current threats the project is facing, does it includes biodiversity conservation issues? These are the most important focus points when looking at a potential project... the bigger picture is missing' (Voermans, 2010).

Bio-rights has included it as an important aspect: ‘establishing active linkages with, e.g. local government bodies, interest groups and the corporate sector ensuring mainstreaming of Bio-Rights with local policies and the priorities of other stakeholders’ (Eijk & Kumar, 2009). Because they work on several levels with different stakeholders current projects or even previous or future projects are mostly²¹ mentioned. In this way everybody is aware of what is going on and therefore better alignment is guaranteed. Important is to create trust among stakeholders; ‘you have to be familiar with the region in one way or another and need to know what is going on and trust each other to be able to share your intentions’ (Silvius, 2010). This basis of trust will not be build up within a day; in general a minimum of half a year is needed to realize this (Silvius, 2010). This relates partly to the strategy of WA. For example, Chi Phat is one of WA’s first projects regarding CBET. They were already familiar with the project site and inhabitants due to a previous initiated project. By establishing a network and approaching relevant persons to see if the project could actually take off, Chi Phat is now an ecotourism gateway and recognized as Community Based Organization by the Ministry of Interior (Mollman, 2010).

5.1.3 Local community involvement

All strategies recognize the need to involve the local community; however TBF and Bio-rights place more emphasis on this aspect than WA. Local communities have decision making rights within the Bio-rights approach, to a lesser extent within projects of TBF, and none in WA projects. Empowerment of disadvantaged groups is very important within TBF and less significant, but still important indicated by Bio-rights and WA. Skills gained from previous jobs are used for new activities within Bio-rights and WA and to a lesser extent by TBF.

Local community involvement	TBF	Bio-rights	WA
As performer	High involvement	High involvement	Involvement
Decision-making	Partly	Yes	No
Empowerment of disadvantaged groups	Very important	Important	Important
Using skills for new activities	To a lesser extent	Yes	Yes

Table 4: Overview local community involvement

As performer

In the proposal TBF applicants need to submit, information is requested on how the project considers the participation of local stakeholders in relevant stages of the project cycle²². ‘It gives the advantage for a project when it takes this into account regarding their chances for funding’ (Voermans, 2010). However, in practice not many projects emphasize these issues; they mention it shortly and TBF needs to trust the applicant. ‘Through the process it will become clear if the project takes these aspects seriously’ (Voermans, 2010). ‘Most projects involve local communities through local employment and/or ownership’ (Voermans, 2010). The Bio-rights strategy differs since the local

²¹ Not every organization is transparent and reveals their stake or intentions within a project.

²² Appendix 6 *Project format TBF* shows the project format applicants need to use when submitting a proposal. Point 3d presents local participation.

community is the applicant; they must be willing to cooperate with the other stakeholders and agree to change their way of living. This aspect is supported because of self interest: 'our [referring to developed countries] interest is preserving nature, the interest of local communities in developing countries is to make a living with better future prospects e.g. development perspectives, and when combining these interests a win-win situation is created' (Silvius, 2010). Local communities need to be supported so they are able to change their mostly unsustainable way of living by providing them alternatives. The win for global society is the preservation of natural resources. The initiative is with the community and therefore involvement is better guaranteed. If the community neglects the agreement made they do not only lose the money, they also lose their credibility. Important is the compensation of lost opportunity costs²³ so people do not need to turn back to their previous jobs.

WA initiates its own projects; therefore they are in charge and take responsibility of the project. The members of the local community are their 'students'; along the way they learn more and more about the tourism business in their area and how to organize it:

They have participated since the project started in early 2007 in tourism awareness raising workshop and other capacity building training workshop with community. The purposes in their participation were to observe and see what the NGO (Wildlife Alliance) was trying to do with the local community in order to make sure that the NGO has the goal to develop and improve the Chi Phat community.' (Sok, 2010, p. 43)

Decision making

In some TBF projects local communities have a lot of power when decisions need to be made, others have not. It is dependent upon the project and the situation. Within the Bio-rights strategy it is a different situation. Communities need to agree with the project proposal. If they are not able to be of the same mind regarding the set conditions they have the right to cancel the project. Negotiations will take place and mostly communities acknowledge the positive outcome projects can have on their livelihoods and agree with the project. However, they need to initiate the project and make the decision whether the project takes off or not.

Although local communities are highly involved WA is still in charge of making decisions, initiating activities, and leading the community in their performance. The community lacks skills and capacity on several aspects: there is a language barrier, skills and understanding of tourism business are considerable limited and low computer literacy is common. WA is training them for their future role: to operate the tourism business in Chi Phat and commit to ensure the sustainability of the project. (Sok, 2010). However, according to Sok: 'than Wildlife Alliance has to empower community to take those roles' (2010, p. 48).

²³ Income local communities receive from illegal practices, but because they need to deter from this source of income, compensation is necessary. These costs are referred to as lost opportunity costs.

Empowerment of disadvantaged groups

In the TBF proposal applicants are asked, besides the participation of local stakeholders, how they involve or stimulate the involvement of women or indigenous people. The applicant should indicate whether attention should be, and actually is being paid to their specific rights and position²⁴. 'It as an advantage for a project considering their chances for funding, when it takes these points into account' (Voermans, 2010). The Bio-rights approach is supportive of the idea to pay extra attention to disadvantages groups, women for example. Gender studies are sometimes part of a project to support women to participate in projects. Although gender issues are not mentioned within the WA documents used for this research, from personal experience²⁵ it can be concluded that gender issues are well taken into account. WA is stimulating women to work in the community centre for example.

'Old' skills for new activities

Local community members have gained skills through their previous jobs e.g. by being a hunter or logger you need to be able to orientate well in the area. Bio-rights and WA make use of these skills within their new sustainable development activities. For example, when trails need to be created or community members want to become a guide; they know the area like the back of their hand.

The hiking and biking trails were created by former hunters and loggers from the village, who now serve as trail guides. So far they've finished two mountain-biking trails, including some night-camping sites. More trails are in the works. [...] "People have been dependent on the forest for livelihoods and domestic needs for quite some time now – and still are, this will not completely change in one day or one year. It's a process. (Mollman, 2010)

Although it is the ideal picture: turning hunters into guides, etc. TBF does not exert influence on this particular point. It is all up to the local NGO implementing this project. However, most of the time 'old' skills are being used for activities which have a positive effect on the environment and the local community.

5.1.4 Tenure rights

TBF has no experience on this subject. Within Bio-rights tenure rights play an important role in the approach. For WA it remains unclear.

Stakeholders	TBF	Bio-rights	WA
Tenure rights	Not incorporated, not experienced	Incorporated, experienced	Unknown

Table 5: Overview tenure rights

²⁴ Appendix 7 *Information TBF - EGP* shows the ecosystem grants program (EGP) and an explanation of TBF. When looking at the general criteria, point 2 presents the social aspects of the approach. Appendix 6 *Project format TBF* point B3 also refers to empowerment.

²⁵ The researcher has visited the area herself, talked to the community, WA project leaders and saw it in practice as well.

If a community is not the 'owner' of the land it lives on, third parties can throw a spanner into the work. Therefore it is important to include landowners in meetings as well (Olders and Donk, 2006). However, TBF has not been actively involved in gaining tenure rights. When in a proposal it seems that land ownership can become an issue additional information is asked for, but no further action will be taken. On the other hand, some of their projects take place in National Parks, whereby the NP authority is a main stakeholder. This ensures better prospects for the project outcomes since all parties aim for the same goal: biodiversity conservation. Bio-rights is more active on this topic. If a community is the legal owner of the area where the project takes place 'they are in the legal position to engage in a Bio-rights deal and can be held liable for the intervention's final outcome' (Eijk & Kumar, 2009, p. 34). However, this is not common; most communities live on land belonging to somebody else. This brings high risks because all the activities performed by the stakeholders can be a waste of time when the legal owner decides he or she has different purposes with the land. Whether it is tried to get ownership of the land by the communities, or that the owner of the land signs a contract, the main objective is to ensure that activities for sustainable development of that area will not be overruled because of the intentions of other parties. If Bio-rights does not succeed in establishing legal ownership for the communities they will incorporate the land owner as a third party within the contract: 'This reduces risk of conflicting objectives, while parties can be formally held liable in the case of violation of contractual agreements' (Eijk & Kumar, 2009, p. 34). No information about tenure rights in the strategy of WA has been found.

Discussion stakeholders

Local community involvement is emphasized within the Bio-rights approach: they are the applicants, they have the right to make decisions, they are the ones who are responsible for the project, etc. In one way this can be a weakness since local communities mostly lack important skills. Skills required to deal with the responsibilities they have been given. TBF works indirectly with a community, mostly a NGO is the applicant and they will work with the community. WA is also in charge of the project and works together with the community. It is clear that the role of a community is bigger and entails more responsibilities within Bio-rights projects. However, when educating people on 'missing' skills chances for a successful project increase. As became clear by the study of Stronza and Pêgas (2008) social benefits (e.g. participation, decision making) enhances cooperation and creates a feeling of ownership. This empowers local communities. Besides this, commitment is ensured because it is a loan. On top of that, as their lost opportunity costs are compensated people can become more motivated to be involved with the project and turn their old habits into sustainable activities. Taking this into account a vicious circle arises: by giving local communities responsibilities it enhances cooperation and feelings of ownership. Because of that they feel empowered. According to Brown (2002) this supports local people to make and realize those decisions and influence policy makers which enhances the first points in the circle: cooperation and feelings of ownership. On top of that, it is mentioned in the CBD that community involvement is one of the requirements to achieve biodiversity conservation (Secretariat of the Convention on Biological Diversity, 2007).

The presence of the donor in the area has a major influence on several aspects, for example the stakeholder analysis. Bio-rights and WA can be more involved in the process and exert more pressure on this aspect. By involving all concerned people from global to local problems are (more) easily detected and a feeling of solidarity can come forward when people understand each other's difficulties. This resembles Brown's and Berkes' (2002) (2007) statement about the essence of stakeholders and their involvement. According to Berkes (2007): when integrating conservation and development the involvement, attendance of and relation between several stakeholders are critical success factors.

The private sector is an important stakeholder. Both WA and TBF have established successful tourism projects and emphasize the need to involve, for example, tour operators or agencies. Although Bio-rights would like to involve them at a later stage, it is recommended to look at experienced approaches like TBF and WA and involve the private sector from the start. Most NGOs the strategies work with are focused on nature conservation and lack knowledge about issues like marketing. Therefore outsourcing of certain activities to organizations that are specialized in these activities can have a positive impact on the project²⁶.

²⁶ A training has been organized for local NGOs all focused on nature conservation but who wanted to implement tourism or already established a tourism business. All appeared to have difficulties with the marketing aspect (researchers' personal experience).

5.2 Poverty alleviation and community livelihood

The only similarity among the three strategies within this aspect is their point of view regarding poverty and biodiversity. The rapid growth of population and low incomes are seen as causes forming a threat to the environment by all three strategies. The projects differ on the following points. Firstly, the strategies of TBF and WA both use tourism as a tool to generate income and have implemented successful tourism projects. The Bio-rights approach has only been used for other types of business, not for tourism. Secondly, the Bio-rights strategy aims for overall sustainable development, not only sustainable tourism. This is a point less taken into account by the other two strategies. A third difference is raising awareness. This is highly emphasized by TBF and WA, to a lesser extent by Bio-rights. The strategies of WA and TBF are focused upon the following activities: capacity building, empowerment and raising awareness. Besides this, hardware investments are made as well. Bio-rights differs in a sense that it focuses less on raising awareness, but more on generation of income by the sustainable use of natural resources. This relates to the last dissimilarity; the Bio-rights strategy has more of a chance to enhance communities' livelihoods, because of its broader scope. In some Bio-rights projects a revolving fund has been set up which can have a long lasting positive effect on the project.

The table below presents a short overview of the main differences and similarities. Each point will be explained in depth afterwards.

Poverty alleviation and community livelihood	TBF	Bio-rights	WA
Point of view	Fast growing population and low incomes causes pressure on the environment	Fast growing population and low incomes causes pressure on the environment	Fast growing population and low incomes causes pressure on the environment
Role poverty alleviation and tourism	Tourism as a tool to alleviate poverty	Sustainable development overall, not experienced with tourism	Tourism as a tool to alleviate poverty
Awareness raising need for preserving nature	Yes	To a lesser extent	Yes
Activities and investments	<ul style="list-style-type: none"> - Capacity building - Empowerment of the community - Awareness raising - Hardware 	<ul style="list-style-type: none"> - Capacity building - Empowerment of the community - Hardware - (Awareness raising) - Sustainable use of natural resources 	<ul style="list-style-type: none"> - Capacity building - Empowerment of the community - Awareness raising - Hardware
Community livelihood	Implemented activities will enhance livelihood. A community fund support people who are not directly benefiting from tourism.	Implemented activities will enhance livelihood. A revolving fund will support community on the longer term.	Implemented activities will enhance livelihood

Table 6: Overview poverty alleviation and community livelihood

Point of view

All three strategies share the same point of view regarding the cause of poverty and the relation with nature conservation. In the old days local communities could use the natural resources and no harm was done to the environment because of the existing balance. Nowadays the populations of those communities are growing with high numbers. Natural resources fail at the pressure of the increased population and are deteriorating. As mentioned by Olsder and Donk there is no harm done by communities who live in harmony with their environment and 'use natural resources in a sustainable, renewable manner' (2006, p. 13). However, by a fast growing population and low incomes more and more pressure has been put on these natural resources because of land use alteration or just simply because of overexploitation (Olders & Donk, 2006). In this way poverty can be a severe risk for biodiversity conservation, as explained by Olsder and Donk 'more often than not, conserving nature means dealing with poverty alleviation' (Olders & Donk, 2006, p. 13).

This is acknowledged by Silvius who states that there exists a vicious circle of destruction:

There is cohesion between degradation of natural resources and local poor populations. When poverty increases and the amount of natural resources decreases, pressure on these natural resources will increase. It is a vicious circle of demolition. Poverty can be a factor in the degradation of nature, when the amount of natural resources decreases there will be less left for the increased population which also leads to poverty. In the end, natural resources is their capital, especially in rural areas, with many other populations also depended on these resources, even though in some cases it is only water. (2010)

Another problem, acknowledged by all three strategies is well described in a brochure about CBET in Cambodia: 'with little incentive to conserve, local communities surrounding biodiversity-rich areas are driven by sheer economics to indulge in destructive activities. Why work planning rice a whole day for one dollar when a single felled tree can fetch thousands? (SE Globe, 2009). Voermans gives the answer: 'You have to offer them an alternative by making nature more valuable so sustainable use is possible' (2010).

Role of poverty alleviation

TBF and WA both use tourism as a tool to deter local communities from pursuing unsustainable practices and to generate alternative income. In this way they are fighting against one of the causes of biodiversity degradation: low income. No tourism projects have been implemented using the Bio-rights approach. This strategy has been used to launch other types of businesses, e.g. sustainable fisheries.

All strategies acknowledge that tourism is not realized within a day and long-term commitment is required to generate income. However, in the meantime other activities must be pursued to make a living. Although this is taken into account by the TBF strategy, more money is needed and should be spent on making other activities sustainable, as stated by the TBF officer herself (Voermans, 2010). The Bio-rights

approach differs. Besides developing a tourism business, all other activities pursued by the local community will be altered into sustainable activities. 'It is better to teach a man how to fish than to give him a fish' and when they learn how to do this in a sustainable way long term sustainability is better guaranteed (Silvius, 2010). In this way, making activities like fishery or agriculture sustainable, profits can be made. This is amongst other things due to efficiency and effectiveness. The profits mentioned are not only related to financial benefits but also benefits in a sense of nutrition.

Before WA started their first project in Chi Phat communities were involved with illegal activities to make a living. Due to stronger regulations of the government it was harder for people to make a living in that area. However, it is difficult not pursuing your job if no alternative is offered. 'Wildlife Alliance believes that if they want locals to stop logging and hunting they must be given an alternative income, and ecotourism can provide that alternative income as well as being a tool for long term conservation to reduce pressure on the forest' (Cambodia Travel Information, 2008).

Therefore WA conducted a study with the outcome that tourism is the best alternative livelihood for the Chi Phat commune (Sok, 2010). Sok has been visiting the area and talked to the project staff of WA:

Now people have changed their business, they are be able to participate in tourism to make money to support their living directly and indirectly by making use of the natural resources while keeping them protected as the main attractions for tourism activities [...] now they understand tourism, its significant as well as its impacts and now they are interested and willing to participate in tourism business more and more comparing to the past. (Sok, 2010, pp. 31-32)

Although the exact role of poverty alleviation in the strategy of WA remains unclear, their project in Chi Phat shows that they use tourism to help people to get out of poverty and be involved with activities which have a positive impact on nature²⁷.

Awareness raising

The strategies differ regarding the issue of raising awareness. Although the importance of this aspect is acknowledged within the Bio-rights strategy, the main focus of Bio-rights is to enable local communities to generate income by sustainable use of natural resources. Both strategies, WA and TBF, have a different opinion and invest time and money, besides other activities, in raising awareness. As local people do not always recognize the importance of preserving the environment, WA and TBF try to let local communities understand the need to conserve the area. 'The only way to achieve this is to make a radical change in the attitude and behavior of local communities towards their natural environment' (Olders & Donk, 2006, p. 21). 'It is a difficult and long process but can have a long lasting effect' (Voermans, 2010). A forest can be valued in different ways. For instance because of their production of oxygen or appearance: people find the

²⁷ This information is based on personal experience. The project leader told me they have conducted a survey in the villages. The outcome was promising: the amount of people involved in harmful activities decreased. Based on this information it is assumed that WA is also investing in this aspect.

trees beautiful. Local community members who are loggers and earn their money by cutting trees do not always recognize this. They 'value' the forest in a way that trees need to be cut so they fetch money. If these loggers see that tourists are coming all the way to see those trees and are prepared to pay money to enter that specific area, they can value the area in a different way. Those tourists are willing to pay a price and generate income for local communities who 'just' have to preserve the environment, no cutting of trees involved and still money can be generated. In this way nature conservation is supported and damaging activities are reduced. Also constant cash-flows will be generated because of the tourists visiting the area. But when tourism benefits are too low in comparison to previous ways of land use awareness of the importance of biodiversity conservation will become more and more important. WA²⁸ and TBF strive for awareness and a change in attitude and behavior towards nature, not only because of the tourism aspect, but also because of the importance of biodiversity conservation itself (Voermans, 2010). In this way people can become more motivated and sometimes they are more willing to be involved with these projects because they understand the urge, even when profits remain low (Voermans, 2010).

The Bio-rights strategy is focused on generating income and if there is no income Silvius is convinced that awareness raising will not do the job (2010). Although, Eijk and Kumar state that 'one particularly important means for accomplishing sustainability is awareness-raising among communities, emphasizing the importance of sound environmental management for livelihood sustenance' (2009, p. 33). Silvius mentions that the gravity within their approach is on the financial aspect: generating income. Cash-flows can be generated when people are starting to pay for viewing wildlife or entering a park, for example. When this is successful awareness raising will come. The Bio-rights approach has a different mindset. People in, for example, the western world understand the need to preserve trees. Especially in some countries where the balance between trees, oxygen and the amount of people is questionable. Therefore they would like to preserve the trees left on the planet. Since they cannot help their own country, but do have the money to invest in the preservation of forests, they decide to donate their money into the Bio-rights fund (Silvius, 2010). This fund helps communities living in biodiversity rich areas that cannot support themselves. According to Silvius (2010) they are not interested in preserving those trees, they need income to survive. Therefore income generating activities are established to support local communities to be involved with nature conservation. This also refers to the previously mentioned *self interest*. That is the whole idea behind the Bio-rights approach. Chapter 4 explains the *rights of biodiversity* of Bio-rights explicitly.

²⁸ Paragraph *Duration of a project* shows a major achievement of WA whereby 80% of the villagers accepted ecotourism as a means for livelihoods development within their community

Activities and investments

Activities set up by the strategies are mostly focused on establishing a tourism business. Projects of TBF include in general:

- *Capacity building (trainings to instruct local communities from a – z relating to tourism aspects e.g. guiding , English, customer care, hospitality and the conservation of nature) together with the sustainable use of their surrounding natural resources;*
- *Empowerment of the community, with a special focus on the ones who need it the most (indigenous communities and women);*
- *Awareness raising activities, focused on making communities aware of nature conservation and the need for it to preserve their environment;*
- *Hardware, e.g. a community centre, boats.*
(Voermans, 2010).

WA's activities are similar. Trainings, for instance, cover a range of services: eco-awareness, eco-guiding, hospitality, mountain biking, (Chi Phat Commune, Unknown), sanitation, hospitality, English, first-aid and waste management (Mollman, 2010). A community centre, home stays and mountain bikes are examples of hardware.

The Bio-rights approach focuses on getting people out of the poverty trap²⁹ by offering sustainable development opportunities which can eventually lead to financial benefits and long term sustainability (Silvius, 2010). Therefore most of the activities are similar to those of TBF: capacity building (training), empowerment and hardware. However, on top of that, activities are implemented to make the way of living of the community more sustainable. These activities are mostly trainings to teach people how to make sustainable use of natural resources. On the long term, the local community will value nature in a different way. First of all, because it offers the possibility to be eligible for micro-credits. Later also because they can establish a sustainable business like tourism which is dependent on nature (Silvius, 2010).

Community livelihood

Trainings and capacity building improve skills of local people; TBF explains that this will be useful on the longer term as well (Voermans, 2010)). Giving local communities the skills to run their own project(s) and/or business(es) will enhance their feeling of commitment that the project or business is their own. 'Providing communities with knowledge about their natural environment will enable them to make informed decisions about development processes' (Olders & Donk, 2006, p. 16). Although some people do not receive extra income by pursuing sustainable activities the circumstances have changed in a positive way. An example is given by Voermans (2010): a person who was carrying rocks all day had now become a guide. He loves his new job because of the activities he needs to perform. He even appreciates life more. Another outcome of

²⁹ Poverty trap: 'to fulfill short-term needs, they overexploit environmental resources, and this over-exploitation constrains long-term development opportunities and drives further degradation' (Eijk & Kumar, 2009, p. 17). See Appendix 8 *Framework poverty trap Bio-rights*.

those projects is that people have learned to speak English and in this way were able to create an interesting network.

It is difficult to include everyone in the project and to share the benefits. Therefore several schemes have been set up: eco-bursary fund, rotation schedules and tourism associations are examples of initiatives for the equal share of benefits (Olders & Donk, 2006). Sometimes community funds are realized whereby profits are used to support the whole community by establishing a school, clinic, providing English courses, etc.

WA benefits are in line with what has been mentioned by TBF and stimulates people to get involved with the tourism business. Other examples of benefits are better infrastructure, improved site conditions, environmental awareness (e.g. waste management), and enhanced hygiene conditions. As Sok (2010, p. 37) explains that 'the living standards of local people are better than before; they could earn from their traditional jobs like agriculture but now they have an additional income from tourism revenues'. However, given that it requires time and effort before any income is generated from the tourism business, people in the meantime need to make a living. The Bio-rights approach reaches a hand when teaching them how to perform their usual jobs in a more sustainable way³⁰. Referring to the previous example of fishing; the performance is poor. Areas are exploited so overfishing takes place. At the end of the day fishing gain remains low, diseases enter ponds and prospects are poor. Besides this profits remain low as well. By teaching local community members how to fish in a sustainable way more profits can be made and long term sustainability can be guaranteed. This will not only benefit the fishermen, but it can have a positive impact on the whole community e.g. better food supply and able to sell their stocks. As explained by Eijk and Kumar 'Bio-rights helps local communities to escape the poverty trap' (2009, p. 28). By providing financial resources (micro-credits) and supporting local communities with the technical support needed to enable sustainable development, these developments can have a positive effect on environmental conditions which contributes to enhanced livelihood security.

Another aspect within the Bio-rights approach is a possibility to set up a revolving fund³¹. This fund enables other communities (members) to be involved with sustainable development activities, e.g. setting up their own businesses. They can lend money from this fund, but need to pay it back with a certain interest. This fund enables many others with possibilities for sustainable development which can provide better prospects for the future and improves community livelihoods³². In order to establish this or any other project communities need to be organized. When various stakeholders are involved it is important to be able to raise your voice in order to be heard. 'This increases equality among stakeholder groups and contributes to critical processes such as acquiring land tenure and resource rights' (Eijk & Kumar, 2009, p. 28). All these development and skills

³⁰ Provided that those businesses if performed sustainable are in favor of their natural environment.

³¹ The money for the project is a loan and have to be repaid at the end without interest, however, sometimes these loans 'are converted into definitive payments and subsequently into community-based revolving funds for sustainable development, once the conservation measures prove successful and sustainable' (p.6).

³² More about revolving funds in the paragraph *Monitoring and Evaluation*

gained throughout the process will enhance community livelihoods and strengthen the community members.

Discussion poverty alleviation and community livelihood

The three strategies refer to the same causes negatively affecting biodiversity: poverty and fast growing populations. The strategies try to address poverty to reach their aim: biodiversity conservation. However, they acknowledge that communities living in those areas are dependent on natural resources and that a solution need to be found to let them live in harmony with their environment. In this way they suit the fourth typology of Adams: *'poverty reduction depends on living resource conservation'* which

rests on the empirical claim that financially poor and socially and politically marginalized people depend on living species in biodiverse ecosystems for livelihoods and ecosystem services, and that their livelihoods can be improved through appropriate conservation activities.
(Adams (2009) In (Adams, et al., 2004, p. 1148)

Important is to let communities continue to make use of these natural resources but then in a sustainable way and that the benefits, which are a result of project developments, exceed local inhabitants' previously earned income (income generated by being involved with unsustainable activities). Referring to the second argument 'the conceptualization of conservation itself' set up by Hulme and Humphree (1999, p. 279) biodiversity could be seen 'as a renewable natural resource that can be utilized as long as that does not compromise sustainability' (1999, p. 279). All three strategies acknowledge this. Fortress conservation is no longer the ultimate option to preserve the area and communities need to be included in conservation strategies: 'it is both futile and an insult to the poor to tell them that they must remain in poverty to protect the environment (Brundtland Report, WCED, 1987 in (Hulme & Murphree, 1999, p. 279). According to Hulme and Murphree (1999) 'new conservation' is the new philosophy whereby one of the arguments is (better) involvement of local communities. Again all three strategies emphasize local community involvement. This relates to the third approach by Salafsky and Wollenberg *'directly linking livelihoods and conservation: linked incentives for conservation'* (2000). TBF and WA both have set raising awareness as a high priority: local communities must understand the need to conserve the area and in this way success is better guaranteed. As indicated by Silvius (2010), raising awareness receives lower priority within Bio-rights and therefore this strategy tends to fit the second approach of by Salafsky and Wollenberg *'indirectly linking livelihoods and conservation: economic substitution'* (2000) a better. Silvius (2010) has stated that economic substitution is more important for a project then raising awareness. However, this is contradicted by Eijk and Kumar who have said that as well as raising awareness as economic substitution is important (2009).

As Hulme and Murphree (1999) have explained how tourism can support biodiversity conservation earlier (by using the forces of the market) all three strategies aim to do so. As explained before, people in those areas are not always aware of their treasures which could be defined as the environments' unique selling points. When making communities aware of the benefits of tourism and support them to establish tourism enterprises people can become (more) motivated to protect their environment. All

three strategies also take into account the requirements set by Salafsky et al. to increase chances for a successful enterprise: the enterprises are dependent on their environment (tourist visit the area because of its nature), goal is to generate income and to support the community and as mentioned in the previous paragraph local community members are involved (they are the ones who need to manage the tourism activities) (2001, p. 1586).

A major difference between TBF and WA is that most TBF projects are still in the progress of becoming a successful tourism business (Voermans, 2010). However, in 2008 when the WA project was officially running one year, the first guests arrived early in 2008, and by year's end there had been about 200. This number is still growing and with prices of \$250 a person for a three-day trip generated income increases as well (Mollman, 2010).

5.3 Funding

There are 5 differences among the three strategies regarding their funding mechanism. The first difference relates to their way of obtaining funds. The money for the TBF comes from the government. The money for WA and Bio-rights can come from everybody; ranging from foundations to individual donors. The second difference relates to the donors of their projects. The projects of TBF and WA are supported by multiple stakeholders. Bio-rights projects are funded by their own fund. A major dissimilarity is the payment. WA and TBF support their projects by giving a donation. The Bio-rights' applicants, local communities, need to pay back their money at the end of the project: it is a loan. A similarity between Bio-rights and TBF is that they establish a contract with requirements the applicant need to meet. For WA this remains unclear. The last point of difference relates to the investments. Whereby TBF and WA projects are supported in their activities to establish a tourism business, Bio-rights projects focuses besides that also on overall sustainable development.

To give a clear overview the main findings are presented in a table. Each subparagraph will give a short explanation of the findings presented in the table.

Funding	TBF	Bio-rights	WA
Donor fund	The government	Everybody	Everybody
Donor project	Multiple stakeholders	One fund	Multiple stakeholders
Eligible for funding	Criteria	Criteria	Unknown
Payment	Donation, several installments	Loan/ revolving fund, one installment	Donation, unknown
Accountability	Contract with applicant	Contract with community	Unknown
Size	< €25.000	> €1	Unknown
Investments	Dependent on the project, but always focused on tourism	Focused on making overall sustainable development possible	Dependent on the project, but always focused on tourism

Table 7: Overview funding

Donor fund

TBF is dependent on money provided by the government for development work. Every four years a proposal needs to be submitted and the government needs to approve it before money can be divided among several development organizations³³. If IUCN NL receives the money a part is reserved for the TBF.

The Bio-rights strategy differs. The overall goal is to establish a 'billion dollar' fund whereby the money comes 'from those who benefit from the sustainable management of environmental resources' (Eijk & Kumar, 2009, p. 20). This can be people who or organizations that care about the environment and want to support local communities by giving them a chance to perform sustainable development. According to Eijk and Kumar Bio-rights aims to become a 'large-scale global payment mechanisms to channel

³³ Update: this year IUCN NL unfortunately did not get an approval from the government for their proposal and need to find other resources to pursue their work.

international finance for conservation to local communities in return for the provision of ecosystem services' (Eijk & Kumar, 2009, p. 37). Therefore this strategy is dependent on society for funding (Silvius, 2010).

Foundations, corporations, government agencies, other institutional supporters and individual donors support Wildlife Alliance by making a contribution.

Donor project

TBF does not finance an entire project, it supports only a segment. 'A tourism project can be a new initiative or part of an already existing business that needs finance for expansion or additional activities' (Voermans, 2010). There is no consultation with other donors of the same project, even though the applicant needs to mention other donor agencies with whom they work with and which activities they finance in their proposal³⁴. Again it is based on trust and reliance on the applicant is needed (Voermans, 2010). All donations for the Bio-rights approach come together in one fund and projects will be financed in their totality. Advantages of a single fund:

- *enable effective dissemination of funding to project areas where the conservation and development outcomes are likely to be optimal;*
- *reduced overhead costs;*
- *improved transfer of knowledge among individual initiatives;*
- *an alignment of actions on the ground;*
- *might provide sustained funding to specific areas in need of constant support.*

(Eijk & Kumar, 2009, p. 36)

WA works together with other organizations to get funding, e.g. Live and Learn. They are aware of each others' donations and intentions.

Eligible for funding

If a project would like to receive funding from TBF it needs to meet certain criteria³⁵. It all comes down to the following: the project needs to concern tourism which needs to serve as an alternative for other less sustainable forms of land use. The project has the aim to make a contribution to nature conservation and local communities need to be involved and benefit from future profits. Tourism potential is a requirement and the project organization has the capacity to perform their proposed activities. Preferably, the organization has already undertaken preparation activities for tourism development. To see whether the potential project manages tourism in a sustainable manner it will be assessed how the tourism has been set up (what are the elements and are they not harmful to the natural resources), the amount of tourists coming and how the activities take place, etc. (IUCN NL, 2006) Besides this, it is important to see if the applicant and the application seem reliable, by reviewing the state of the proposal and the already developed activities for example. 'Although TBF is dependent on the projects submitted, on some aspects influence can be exerted' (Voermans, 2010).

³⁴ Appendix 6 *Project format TBF* shows the TBF project format which the applicant needs to submit. References need to be made to other donors.

³⁵ View appendix 9 *Criteria for funding TBF* for the complete list.

The Bio-rights approach has not set specific criteria, but preconditions for a successful implementation of a Bio-rights project³⁶:

- *Land tenure*³⁷;
- *Community support and social heterogeneity*;
- *External factors which can form a potential threat need to be taken into account*;
- *Enabling political environment*;
- *Equality among stakeholders*;
- *Contracting - conditionality and sustainability*;
- *Complementarity*;
- *Flexibility*.

(Eijk & Kumar, 2009)

For WA no criteria could be found. It is assumed, based on their study that tourism potential is an important criteria, besides that the tourism activities also need to serve as an alternative for other less sustainable forms of land use.

Payment, accountability and size

With a maximum of €25.000 per project, around 26 projects have been financed between 2006 and 2010 by TBF. The payment is done in three or four terms to the applicant; it is a donation. However, restrictions are applicable. The applicant needs to meet the requirements set in the contract³⁸. Besides this, in the final proposal activities are presented which need to be finished within a certain timeframe. If a project does not meet the criteria or has spent less money than they have budgeted the next installment will be delayed until the criteria are met or extra money is needed to perform the rest of the activities. 'If a project needs more money than budgeted because of extra activities this is possible if it is within the timeframe of the project'³⁹, (Voermans, 2010). If a project does not report well on its progress, cannot explain where they have spent the money on, or in any way failed to meet the requirements set in the contract they face the risk to be placed on the black list⁴⁰.

The Bio-rights approach acknowledges the risk when lending money to local communities and it would be wise to, just like TBF, have more installments (Eijk & Kumar, 2009). However, generally the total amount, with a manner of speaking a minimum of €1⁴¹, is disbursed at once. It is a loan which needs to be paid back at the end without interest. However, this payment can be converted into a definitive payment provided that the project has met the set requirements presented in a contract. (Silvius,

³⁶ View appendix 11 *Preconditions for successful implementation Bio-rights* for the preconditions for Bio-rights

³⁷ Explained in paragraph *Stakeholders: Tenure Rights*.

³⁸ More information about the contract can be found in *Monitoring and evaluation*

³⁹ More information in the paragraph *Duration of a project*

⁴⁰ This concerns a list with organizations that have lost their creditability. Organizations receive a couple of warnings and of course external factors are taken into account. However, if a donor is confident that the organization is unreliable they are required to make a record. Other donor agencies are able to consult this list so they will not face the same risks as previous donor agencies.

⁴¹ This is only figurative speaking, since the projects do not have a minimum or maximum. It depends on the amount of money available and the needs of the project.

2010) These conditions are agreed upon on by all parties before the start of the project. If conditions are not met or to a certain extent, part of the loan needs to be paid back dependent on the amount of conditions met⁴². The advantage of a loan is that people are stimulated to pursue the activities they agreed upon and are determined to reach the aims set. Otherwise they have to pay the money back. Secondly, long-term sustainability is better guaranteed according to Silviu (2010). The Bio-rights micro-credits are only disbursed on community group level. According to Eijk and Kumar this enhances ‘cooperation among community members and creates a feeling of project ownership within the group’ (2009, p. 22). Sometimes projects concern the establishment of a revolving fund. Communities will be trained to be able to manage this fund.

Besides the information that the money for WA can come from many different sources not much is known about their way of payments, accountability and size. It can only be assumed that WA is accountable for funding.

Investments

The costs of TBF and WA⁴³ projects are based on activities to realize a tourism business (Voermans, 2010), (Mollman, 2010) and (Chi Phat Commune, Unknown). The associated activities include skills-training, education, awareness raising, capacity building and other means to make the tourism business work as an alternative income business (Voermans, 2010) (Mollman, 2010) (Chi Phat Commune, Unknown). These have been mentioned before in the paragraph *poverty alleviation and community livelihood*. Within TBF projects are free⁴⁴ to submit a proposal as long as it does not exceed the timeframe⁴⁵ set by TBF and the maximum amount of €25.000.

The costs of Bio-rights are based on lost opportunity costs, the income a person loses because he or she needs to quit his/ her job in order to perform sustainable activities. Further on, implementation costs, overhead expenditures and additional funding that will help communities to make a fundamental improvement in their local economy are part of the ‘package’ (Eijk & Kumar, 2009, p. 33). The activities, as mentioned by Bio-Rights...

‘vary within every project, but all are focused upon protecting natural resources and supporting communities to let them escape the poverty trap. Mostly business are created so local communities receive economic benefits and can stop their illegal, harmful activities’ (Silviu, 2010).

⁴² More information about the contract can be found in *Monitoring and evaluation*

⁴³ Although it remains unclear how WA deals with the aspect of funding and costs, it is assumed that the costs are based on the activities proposed as in line with the strategy of TBF.

⁴⁴ Please see appendix 9 *Criteria for funding TBF* for the criteria projects are obliged to when applying for TBF

⁴⁵ See paragraph *Duration of a project*

5.4 Duration of a project

This aspect refers to the allocated time for a project to develop. The duration among the strategies differs. Projects of TBF are performed within a maximum timeframe of three years. WA will finish their activities in Chi-Phat after being involved for the last 6/7 years. Bio-rights projects vary between 3 and 10 years, with some exceeding ten years.

Duration of the project	TBF	Bio-rights	WA
Years	< 3 years	3 – 10+ years	6/7 years

Table 8: Overview duration of a project

TBF projects need to be finished within three years because of TBF's obligations towards their own donor. Some projects of TBF only take nine months, enough to set up and finish small activities like mountain biking. If more time is required, it will be studied per case if this is possible. Other projects require more time and use the full three years to establish their initiatives. It has been acknowledged that this time period is too short for projects to successfully set up a tourism business (Voermans, 2010). Therefore applicants are asked whether they have contacted other donor agencies to sponsor their project, as well as during this timeframe, but also after the project ends so long term financing is guaranteed⁴⁶. Nevertheless, TBF does not see it as their responsibility, because they only finance a part of a project, not a total project.

Bio-right projects vary between three or four years, but can also take more than ten years. According to Silvius

'the problem with short projects is the sustainability. Some projects need long term commitment to become self sustainable. However, the majority of donor agencies do not prefer to support projects that long. This can become a problem when communities want to set up a business. It varies, but sometimes a minimum of half a year is needed to build up a relation with a community...' (2010)

Besides this, 'if the provision of certain ecosystem services does not sufficiently benefit the communities themselves, a permanent incentive mechanism is needed to ensure the provision of sustained services' (Eijk & Kumar, 2009, p. 35)

WA's strategy is different, first of all they started working with the commune in 2003 (Wildlife Alliance, 2009). After a feasibility study conducted in 2005 – 2006, with the outcome that ecotourism in the Cardamom region offered the greatest potential for providing alternative livelihoods (Wildlife Alliance, 2009), they have established a permanent base in the village in January 2007 (Mollman, 2010). WA is planning to support the community until 2012. The results are promising because of

'the growth in the willingness and capacity of the people to manage their own resources. When Wildlife Alliance first began working with the Commune [...] villagers acknowledged concern for the destruction of the local environment yet felt a sense of helplessness due to poverty. By

⁴⁶ Appendix 13 *Technical Final Report TBF* shows the technical final report format, view point 3.

comparison, when surveyed in 2008 with the concept of ecotourism, 80% of villagers enthusiastically accepted ecotourism as a means for livelihoods development within their community'. (Wildlife Alliance, 2009)

Discussion duration of a project

This discussion also includes funding since, for example, TBF is dependent of the government for funding and the timeframe allocated by the government influences the duration of IUCN NL's projects. As indicated by Voermans (2010) extra time is needed to support projects to make them (more) successful. This is explained by Berkes

'For effective community-based conservation, the project needs to do something more: find strategies to strengthen existing commons institutions; build linkages horizontally and vertically; engage in capacity building, trust building, and mutual learning; and invest sufficient time and resources to achieve these objectives. (2007, p. 15192)

The last sentence refers to the allocated time and the resources which can also include the fund available for a project. This does not only affect TBF, but also Bio-rights and WA. Both strategies are dependent from different sources donating money. This will not be a constant flow so money needs to be saved in order to support a long term project. However, when more money is needed to help the project then initially was budgeted a problem will arise. Mostly this will not occur since budgets are indicated for a longer period and extra money will be available. However, this is something that needs to be thought of. Especially since projects are unpredictable. Not only because of internal factors, but also external factors can influence the project significantly and cause delays or extra expenditures.

5.5 Scale and site criteria

All three strategies work in biodiversity-rich areas in developing countries. However the projects differ regarding their scale and conditions. TBF projects are small scale, mostly focused on one community. Bio-rights projects vary enormously from one community to several. WA current projects include four communities. Although it is considered as an option by TBF, only the Bio-rights approach has been used for the development of a sustainable destination. The opinion of WA is unknown. The strategies have set different conditions regarding their site criteria. TBF and WA are more focused on the tourism potential and if tourism can serve as an alternative activity. It is important that this activity generates enough income to refrain local communities from unsustainable practices. However, Bio-rights is not familiar with tourism yet and the conditions for the site are related to conservation, poverty rates, potential of generating income and the current level of threat to the natural resources.

The table below presents a short overview of the main differences and similarities. Each point will be explained in depth afterwards.

Scale and site	TBF	Bio-rights	WA
Selection location	Southern countries and Biodiversity-rich areas: call for proposals	Developing world and Biodiversity-rich areas: own selection and call for proposals	Cambodia and Biodiversity-rich areas: own selection
Amount of communities involved and directly benefiting	One – four	Dependent on the project, can vary to an entire population	Four
Site criteria ⁴⁷	<ul style="list-style-type: none"> - Degree of biodiversity - Tourism potential - Contribution to nature conservation - Whether tourism has a fair chance to offer a sustainable livelihood for local communities - Reliability of applicant 	<ul style="list-style-type: none"> - The conservation value - Poverty rates - The potential of an area to generate significant income - The current level of threat to the natural resources 	<ul style="list-style-type: none"> - Degree of biodiversity - Tourism potential - Contribution to nature conservation - Whether tourism has a fair chance to offer a sustainable livelihood for local communities
Sustainable destination	No, but is considered as an option	Yes	Unknown, assumed not

Table 9: Overview scale and site criteria

Selection location

The approaches differ regarding the selection of the project area. Although all projects take place in developing countries WA has chosen the area themselves. By a thorough study they have found the Cardamom Mountains an appropriate area. This is how the Bio-rights approach is used as well: they select the area. However, if the billion dollar

⁴⁷ For WA these criteria were unknown, however based on personal experience and reading the documents e.g. (Cambodia Travel Information, 2008) this list is most likely in line with the conditions used by WA.

fund exists a call for proposals can be a means to support other projects. This is the case for TBF. Every four years people are invited to submit a proposal. TBF selects a number⁴⁸ of projects based on the criteria set for the TBF⁴⁹.

All three strategies work in developing countries, based on their believe that their support is needed the most in those areas. TBF works only in southern countries, because that is in line with the strategy of IUCN NL (IUCN NL, Unknown). Bio-rights projects are focused on all countries in the developing world (Eijk & Kumar, 2009). WA has only just started with two projects in the Cardamom Mountains, Cambodia. Wildlife Alliance is supporting the Chi Phat commune to develop tourism mainly because there is a huge amount of natural resources which need to be protected. Those resources are also very attractive for tourists and increase the potential for ecotourism development (Sok, 2010). However, since the strategies are set up by nature conservation organizations, all projects need to be related to biodiversity. Therefore the preference within all three strategies is a project in a biodiversity rich area.

Amount of local communities

Most projects of TBF include one community. In some projects three or four communities in an area are directly receiving benefits from a TBF project. Yet, the benefits can exceed the local community if a project successfully raises sufficient income. However, this varies per project. A strength of TBF is that the projects take place at a local scale. In this way it offers prospects for small organizations and stimulates them to get funding (Voermans, 2010). But this has been stated as a strength of Bio-rights as well (Silvius, 2010). Besides this, Bio-rights is also an option for an entire population (more than one community) within an area which enlarges the scale of the project. Detailed mapping of stakeholders and resource linkages is used to determine the overall scale of the program. When a project entails a major area it will be divided upon small-scale initiatives (e.g. per community) who all received their own micro-credits (Silvius, 2010).

Within the current project of WA, Chi Phat, there are 4 communities participating directly in the tourism activities by providing tourism services to tourists. These communities all benefit from tourism (Wildlife Alliance, 2009 in (Sok, 2010, p. 33).

Site criteria

When referring to the aspect site Olsder and Donk mention

‘tourism hotspots and biodiversity hotspots often overlap [...] In some areas the human influence must be minimized or excluded completely, because the areas are extremely fragile or important. In other areas, however, it is possible to achieve conservation alongside activities like tourism or the sustainable use of resources.’ (2006, p. 43).

Therefore a project will be screened to see whether there is a possibility to support this with the TBF. Important criterion is the tourism potential⁵⁰: ‘proximity to existing

⁴⁸ This number is dependent on the amount of funding available. Last four years 26 projects have been approved.

⁴⁹ This is explained in the subparagraph *Site Criteria*.

tourism itineraries, linkages with tourism market and private sector, etc. (IUCN NL, 2006). The degree of biodiversity is significant as well⁵¹ (Voermans, 2010).

The Bio-rights approach differs because in a certain area a problem is detected and Bio-rights is used as a strategy to solve these problems. When selecting a site, specific conditions are required. Main focus is on the conservation value, the poverty rates and the changes for a project to generate income:

- *The conservation value of a proposed project area;*
- *An area with high poverty rates, where the socio-economic spin-off of the approach is likely to be the highest;*
- *The potential of an area to generate significant income through land cultivation (or conversion);*
- *The current level of threat (or anticipated future threats) to the natural resources that are to be protected;*
- *The final prioritization of a project area depends on the combination of the above considerations;*
- *The specific needs of the investor, combined with environmental, social and economic site conditions determine the location in which the anticipated cost-benefit ratio will be optimal.*

(Eijk & Kumar, 2009, p. 27)

Bio-rights has no experience with tourism yet and therefore no criteria regarding tourism have been included in the above presented conditions.

WA selects the project area. As explained before, the two current projects are situated in a threatened rich biodiversity area with high poverty rates. Communities in those areas are 'forced' to be involved with unsustainable practices in order to make a living. Besides this, WA has conducted a study to see whether the area has tourism potential. Therefore it is assumed that threatened biodiversity, poverty rates, tourism potential and whether tourism has a fair chance to offer a sustainable livelihood for local communities are the main site criteria posed by WA.

Sustainable destination

With regards to the strategies' preference of a small scale initiative or a project which aims to make a destination more sustainable, TBF sees it as a great possibility to invest time and money in larger projects, besides the small-scale projects. Although, support for the latter remains a good initiative and should continue, the effects remain small. When investing in bigger projects a real difference can be made when aiming for biodiversity conservation. 'Important is to keep in mind the goal without putting the heavy weight on the ones who need support the most' (Voermans, 2010). However, the current situation does not allow TBF to be involved with such large projects.

Silvius (Silvius, 2010) agrees with what has been said by the TBF officer and prefers a larger destination. However, when a small scale project succeeds, it is just as valuable

⁵⁰ See appendix 6 *Project format TBF* point 4: Marketability of the project and appendix 10 *Pre-proposal screening tourism and biodiversity* point 2: Tourism potential.

⁵¹ See appendix 6 *Project format TBF* point 2B: Causes and threats.

and successful as a successful larger project. Both organizations see the value of a larger scale initiative, however, both face the difficulty of finding funding to make it possible. Unfortunately, the opinion of WA is unknown.

Discussion scale and site criteria

It is not the intention of this research to conclude whether it is better to have small scale or bigger projects. However, important to keep in mind when aiming for a sustainable destination, or even a part of a destination, is that there will be multiple objectives by the involved stakeholders. How bigger the area, mostly more stakeholders are involved; who all have their own intentions, issues and ideas with that destination:

‘more than one ecosystem service and human well-being simultaneously [...] moving from single-objective management, the maximum sustainable yield, to multiple objectives, including biological, economic, and social objectives’. (Brown et al. (2005) in (Berkes, 2007, p. 15189)

Therefore a stakeholder analysis is important and to enable the environment to participate within the initiated project would be most pleasant. It is important to involve everybody from the start and to engage them with the project. Difficulties arise because a win-win situation for everybody is mostly out of the question and compromises need to be made. However, if a project initiator succeeds chances for a successful project increase⁵². Besides that, site criteria can have a stake in the project as well since poverty rates can differ significantly within a destination. In addition, there are many other aspects which need to be thought off: illiteracy, tourism potential, to name a few.

⁵² This also influences the timeframe and budget allocated for a project. However, when more stakeholders are involved there is a chance that there are more donors interested to finance this project. This varies per project.

5.6 Monitoring and evaluation

Tourism is seen by all three strategies as an activity which can generate income for local community members. Sustainability, therefore, receives high priority and they all have established an agreement with the project including indicators for success. The strategies differ regarding their monitoring and evaluation (M&E) activities. First of all, Bio-rights and WA are both themselves present in the area to see the progress and sustainability of the activities performed. TBF works from their office in the Netherlands and besides a possible field visit no direct M&E takes place. Only indirectly via progress reports and a final report the TBF is kept updated on the progress of the project. Secondly, it varies per strategy and per project how often M&E is needed. Lastly, the strategies differ regarding their influence on the long term sustainability. TBF has no influence, the Bio-rights approach has come up with the innovative idea of revolving funds to keep the project going after the donor pulls out. For WA it is too early to assess this aspect since they just launched their first project two years ago.

Monitoring and evaluation	TBF	Bio-rights	WA
Sustainable tourism	Poverty issue; value of nature can generate income but no control on sustainability	Tourism as alternative activity and income can support nature conservation, present in the area to keep control	Tourism can provide an alternate livelihood and reduce pressure on natural resources, present in the area to keep control
Performer	Applicant, TBF officer (mostly from the office in NL, sometimes by visiting the project)	Stakeholders in the area	WA, located in the area
Timeframe	Dependent on the type and duration of the project.	Dependent on the type and duration of the project.	Unknown
Indicators for success	Contract includes log frame with activities and indicators and a progress and final report	Baseline data in contract and set indicators	Agreement
Long term sustainability	No influence	High influence by establishing revolving funds and government involvement	Unable to assess (WA just launched their first project in 2008)

Table 10: Overview monitoring and evaluation

Sustainable tourism⁵³

Within the TBF program, tourism is suggested as an alternative for unsustainable practices. In an area where tourism has already been set up, it will be studied to see if it is performed in a sustainable way. If not, TBF will do what is in their power to make it sustainable and in harmony with the environment (Voermans, 2010)⁵⁴. When a project considers launching a new tourism initiative sustainability must be guaranteed. Not only economical, but also social and ecological sustainability need to be assured⁵⁵. Since the projects differ significantly no list is made with sustainability rules. Per project is seen if tourism is performed in a sustainable way and how this can be improved. Important is that a project suffices the criteria set for funding. If this is the case the selected projects are the ones who have set sustainability as their first priority. A nice example is a project that has supported poachers in altering their way of living. They can start a new life by being involved with guiding tourist through parks they know like the back of their hands. According to Olsder and Donk 'an added bonus is that the guided excursions hamper the poachers in the area who can no longer engage in their illicit activities undisturbed. The guides discover and remove traps and sometimes even catch the poachers red-handed' (Olders & Donk, 2006, p. 20). However, since the office is situated in the Netherlands everything is based on what the information shared by the project leaders.

Although the Bio-Rights approach aims for sustainable development of all activities initiated by the project, information about tourism is scarce within their report *Bio-rights in theory and practice*. It is mentioned that tourism is one of the possible solutions for alternative activities and that the income can contribute to biodiversity conservation: 'these micro-credits can be used for the development of all kinds of ecologically, socially and economically sustainable activities as alternatives to harmful practices that pose a threat to the environment' (Eijk & Kumar, 2009, p. 21). However, it remains unclear how sustainable tourism is guaranteed. On the other hand, Bio-rights project leaders are situated in or near the project site and can keep control of the project's sustainability.

WA puts sustainability as one of their priorities as well but it remains unsure how they have tackled this issue. Yet, they are situated on the project site and therefore acquainted with progress results of their projects.

⁵³ Important to mention is that projects of all strategies are mostly facilitated by organizations who have set sustainability as their highest priority, namely nature conservation organizations.

⁵⁴ Appendix 7 *Information TBF – EGP* show the format for pre-proposal where applicants need to mention if their organization has experience in tourism projects and if they do they have to elaborate what kind of experience (see additional information in the format). Besides this it is asked what the tourism potential is. Appendix 10 *Pre-proposal screening tourism and biodiversity* shows the screening criteria for pre-proposals. Point 2 refers required information to see whether the tourism potential suffices. The TBF officer has the knowledge about sustainability issues.

⁵⁵ You will never know how the process goes and although the intention is to guarantee sustainability throughout the process, external factors can throw a spanner into the works.

Performer and timeframe M&E

The monitoring⁵⁶ of a project within the TBF is performed by the project initiator and focused on ecological, social and economic aspects. Again trust is an important issue. When it is possible projects will be visited by IUCN NL employees to see the progress and verify what has been written down in the progress or final reports⁵⁷. However, only 1/3 of the projects will be visited. The final evaluation should be done by an external organization, but this is quite costly. Sometimes students visit a project and gather baseline data or evaluate a project to see their progress or the end result. Unfortunately regional IUCN offices cannot help out with these M&E issues by, for example, visiting the area. Ideal would be that they visit a project to see whether everything goes as stated. However those offices do not always have tourism as a theme, or enough time to visit the projects. Besides this, IUCN NL needs to pay for their visits and this does not fit the budget. On top of that, time schedule is a problem within the TBF approach: all projects enter the same time, need to be screened and selected, evaluated and although more time is required to go more in-depth in a project, time is scarce and needs to be divided over the many projects. Therefore projects do not always get the attention they need (Voermans, 2010). Within the bigger projects of IUCN NL M&E is an important aspect, but since the projects of TBF are small-scale there is less emphasis. It depends on the type of project how often M&E takes place. Some projects which last for 9 months only have to send one progress report followed by a final report at the end. Other projects with a longer timeframe, for example three years need to submit three progress reports. When the project officer is uncertain about a projects' progress, more reports are required. In this way when problems occur, the TBF officer is on time to detect them and can support the project with the help they need.

Bio-rights projects are evaluated through joint monitoring by involved stakeholders. To give an example, the local community will check whether they have received the money and Bio-Rights will check if their activities are performed well. 'Involving the community in the monitoring process ensures project transparency and enhances environmental awareness among participants' (Eijk & Kumar, 2009, p. 36). It also depends on the timeframe of the project how often M&E takes place.

WA is located in the area where the project takes place. They have built a community centre with an office where WA employees work. Therefore they can by their own observation see the progress of their project every day. The project leader informed the researcher⁵⁸ about a survey which included questions about the jobs communities were involved with, the outcome was promising: many people have quit their hunting or logging jobs and started to focus on tourism related jobs. Also the 'current linkage' between private sector and CBET, NGO plays significant roles in consulting with community to operate CBET such as [...] monitoring and evaluating the project in order to improve the project moving forward better (Sok, 2010, p. 48). No information could be found on the exact M&E protocol included in the strategy of WA.

⁵⁶ See appendices 12 *Technical Progress Report TBF* and 13 *Technical Final Report TBF*.

⁵⁷ A progress report need to be submitted regularly to show the progress of a certain project. The format can be found in appendix 12 *Technical Progress Report TBF*. A final report only need to be submitted at the end of the project; the format can be found in appendix 13 *Technical Final Report TBF*.

⁵⁸ During a field visit the researcher has spoken to the project leader.

Indicators for success

Beforehand a contract is set up between IUCN NL and the project where they both agree upon the amount of funding and timeframe. TBF is not involved with any type of contract between the different stakeholders; this contract is an agreement between TBF and the project only. TBF projects need to establish a logframe where they need to mention the objectives for their project, indicators and indicator data. On the basis of this data a progress report needs to be submitted (see timeframe M&E, previous subparagraph) where the project mentions its progress on results during the project. The TBF officer can judge on behalf of this information if the project is succeeding in its objectives, if they are on schedule, etc. Because baseline data is not always available it makes it difficult to evaluate the progress. This is the opposite with Bio-rights. A contract is set up which needs to be agreed upon, and signed by the stakeholders involved. This agreement includes certain indicators related to the project developments which need to be fulfilled at the end of the term. Therefore baseline data must be available so through joint monitoring stakeholders can evaluate and monitor each other's actions. Baseline data is not only focused on natural aspects but also on economical aspects to show that nature conservation and poverty alleviation have a relation (Silvius, 2010). Measurable indicators for success are, e.g. seedling survival rates, degradation rates or a decrease in hunting pressure (Eijk & Kumar, 2009). In addition, a majeure clause is included in the contract and 'protects local communities against unexpected events such as natural disasters or civil unrest and places project risks in the hand of investing parties (the providers of financial resources)' (Eijk & Kumar, 2009, p. 23).

An agreement has been set up between WA and the communities as to ensure the latter participates with the project and desists from illegal wildlife and timber trading. Besides this, by regular surveys community involvement can be evaluated for example. However, it remains unclear how M&E is included in their strategy.

Long term sustainability

Sustainable development is a point of issue. All three strategies struggle because they are dependent on the progress of the project and external factors can throw a spanner into the works.

In the reports⁵⁹ the TBF applicant needs to mention how the results of the project will be maintained after the project ending and show the potential to become financially sustainable in the long term (income generating activities) or if there is any follow-up of the project, including fundraising. TBF covers not an entire project, only a part of it. As mentioned by the TBF officer:

'Unfortunately this is the only thing we can do. It is difficult, because it is not your own project; you only finance one part. Although you have done everything what is in your power to make it a success, you remain dependent on the elements of the project; if they fail your part will take the blame as well. Sometimes people who have been trained to become a guide leave the project because it was still in an early stage of

⁵⁹ See appendices 12 *Technical Progress Report TBF* and 13 *Technical Final Report TBF*.

development and tourist were not coming yet. He started to work for a different organization. Although this is a pity, you have supported a person in a developing country, maybe not in your own project, but in a different project. Nevertheless, one person has taken the benefit from it and can support other people when sharing his knowledge or can help others when starting up their own businesses. (Voermans, 2010)

Bio-rights has admitted that this aspect is very difficult to deal with: 'although you try to do whatever you can, a project comes to an end and needs to be facilitated by others. However, that is the main goal of your project' (Silvius, 2010). But Bio-rights has developed an interesting idea: revolving funds. This can be the intention of a project from the start. But can also be implemented at the end of a project which has met the requirements. Their loan is converted into a definitive payment and a revolving fund can be established. This revolving fund can support other initiatives within the community or even neighboring communities so they can have a chance to be involved with sustainable development which gives them better prospects in the future:

In some cases, a revolving fund is being developed as a means for the disbursement of the micro-credits: communities can borrow from this fund, but need to repay their loan at a given stage and with a small interest rate. Upon termination of the contractual period, this revolving fund is converted into a community-based savings scheme. The advantage in this approach is that cash remains in the community beyond the project lifetime, enabling community members to sustain and expand their sustainable development activities (Eijk & Kumar, 2009, p. 23).

According to Silvius 'communities receive capacity building trainings to manage this fund themselves' (2010). Another aspect in favor of Bio-rights is the involvement of the government. When they sign the agreement and thus be of the same mind with the stakeholders about the project, more chances for the project to succeed are there, dependent on the reliability of the government of course⁶⁰. On top of that, Bio-rights supports communities who were not able to get a loan. By providing them those credits and making them pay back the credits, they are going to be evaluated more positively on their credibility if they request for a loan.

Although WA is not clear in their documents about the long-term sustainability, Sok has studied this aspect and according to her:

Therefore, it is questionable that if WA pulls out, will community be able to manage CBET and run the business well with tour operators and deal with other partners if any? In theory, this project is considered as one of the best which have involvement from relevant stakeholders to support and participate in the development. Furthermore, each key actor has shown their interest and commitment to growth the project move forward. The NGOs have put strong effort to make the project sustainable; they have cooperated, worked, and supported each other.

⁶⁰ In some countries governments are not always in favor of those projects and can have different intentions or even not taking the contract seriously.

WA has been trying to get involvement of relevant stakeholders and connect community to those stakeholders. (2010, p. 48)

Based on this information, in theory, long term sustainability is guaranteed.

Discussion M&E

A main difference between the three approaches is that WA is located in the area where the project takes place. Bio-rights is highly involved and situated near or in the project as well. TBF, on the other hand, works with a local NGO they are not familiar with. There is a possibility that the project will be visited once by IUCN NL, but that is all. There will be regular monitoring and evaluation by the handing in of progress reports. But everything is based on trust. As mentioned by Silvius (2010), this is a very important aspect and confirmed by Voermans (2010) who explains that during the selection of a project you need to have a good feeling of that particular project, the project leaders and the manner they communicate. In this way you are able to judge whether a project is qualified to receive funding. Still, the presence of the donor in the area is a point of discussion. A strength, but also a possible weakness is that TBF puts all the responsibility in the hands of an unknown NGO⁶¹. A strength in a sense that they offer the possibilities for small scale NGOs a chance to apply for funding. A weakness since they are not familiar with their organization. As explained by Silvius (2010) the strength of Bio-rights is that they are already familiar with the area and stakeholders and therefore chances for success increase. Besides this, because they are present in the area they can keep an eye on the progress. WA is also present in the area and familiar with the community they work with. In a way this can have a positive effect on the project.

⁶¹ There exists a black list of NGOs or other organizations who received funding but did not meet the requirements during the process. Some could not explain where the money was spent on. Therefore those NGOs are put on a black list and are not creditworthy. Every NGO (donor) can consult this list.

6

Conclusion

This research focused on the comparison of three strategies using tourism as a tool to conserve biodiversity, namely Tourism and Biodiversity Fund, Bio-rights and CBET. This comparison is used in order to create an overview of lessons learned. By looking at their weaknesses and strengths, recommendations are formulated for TBF's new strategy to enhance its impact. The overall goal of this research is presented in the research objective:

To give recommendations for the new strategy of IUCN NL' Tourism and Biodiversity Fund by looking at the lessons learned from three strategies that use tourism as a tool for biodiversity conservation.

By answering the research question the research objective will be achieved:

What are the main differences and similarities between Tourism and Biodiversity Fund, Bio-rights and Wildlife Alliance in terms of using tourism as a tool for biodiversity conservation?

This research started with a thorough literature study. Firstly the history of biodiversity and tourism has been described which has resulted in a list with several aspects. These are important for strategies to include when using tourism as a tool to conserve biodiversity. Secondly, theories have been consulted to review these aspects which has resulted in six topics needed to be highlighted when using tourism as a tool to conserve biodiversity: poverty alleviation & community livelihood, stakeholders, funding, duration of a project, scale, monitoring & evaluation. Three strategies have been tested on how and if at all they have included these aspects. In the previous chapter the similarities and differences between the strategies have been revealed. To give an overview of the main points a conclusion will be presented in this chapter, ending with recommendations for TBF.

6.1 Overview of the main conclusions

This section gives an overview of the main differences and similarities regarding the aspects stakeholders, poverty alleviation and community livelihood, funding, duration of a project, scale and site and monitoring and evaluation. First a short summary is presented of the marked issue, followed by an explanation.

Stakeholders

- ➔ TBF has no control regarding the stakeholder analysis and has difficulties with enabling the environment. Bio-rights and WA both perform a thorough stakeholder analysis so everybody who needs to be included will be informed and involved when possible.

Although cooperation among stakeholders is highly valued within all three strategies, there is no control on the performed stakeholder analysis by TBF. It remains unsure if everybody who needs to be included is actually involved. There is no contract set up between the different stakeholders, which makes it easier for people to back out of the project. Besides this, the projects are small scale and do not broaden their scope by looking at other initiatives, projects or ideas by other stakeholders. This differs significantly with the approach of Bio-rights and WA. Cooperation with other stakeholders is vital. By performing a thorough stakeholder analysis everybody who needs to be included will be informed and involved when possible. Also WA has investigated the area thoroughly and established a code of conduct. For example, they both look at initiatives and projects set up by other nature conservation organizations or the government. If they are in relation to their own initiative and if cooperation is possible this could benefit both parties. A contract will be established by WA and Bio-rights which is signed by all stakeholders. This contract ensures that everybody is aware of what the project entails, that the stakeholders who are included remain involved and are accountable for whatever is their responsibility. TBF only sets up a contract between IUCN NL and the project partner.

- ➔ The government plays an important role within Bio-rights projects, but not in TBF or WA projects. Bio-rights neglects the power of the private sector which plays a very important role within TBF and WA projects.

The government plays a big role in the Bio-rights strategy to enhance stability within a project. Within TBF and WA projects the government has not been included.

Bio-rights underestimates the power of the private sector. When looking at approaches like TBF and WA they both highly value the role of the private sector since they can support projects in attracting tourists to their sites.

- ➔ Bio-rights' projects start with focusing on a global problem; TBF and WA focuses on local issues and indirectly affect global problems.

The strategies implement their projects to support local communities. Bio-rights differs since it also aims to let everybody in the world benefit from their projects. Bio-rights focuses on a global problem and then tries to solve this by implementing projects on a smaller scale. It is their philosophy to support local communities living in vulnerable, rich biodiversity areas and let them make sustainable use of natural resources. In this way not only the local communities, but also others can enjoy biodiversity; e.g. preserving trees will enhance oxygen generation. TBF and WA are more focused on helping the community and the environment which in the end the whole world can take advantage of. They work the other way around. The latter strategies' projects can indirectly benefit the world, but their main focus is on local issues.

- ➔ Community involvement is high within Bio-rights and TBF. WA is still in charge of most of the activities within Chi Phat.

Within Bio-rights and TBF local community involvement is high. TBF even emphasizes the need to empower disadvantaged groups. WA differs regarding this point since they

are still in charge of most of the activities. Therefore the Chi Phat commune's capability to take over the tourism business remains low.

- ➔ Tenure rights are only included within Bio-rights, not within WA and TBF projects.

Tenure rights are only included in the Bio-rights approach. However, if a community does not have legal control of the land it lives on and it is involved in a project, the land owner can put a halt to this project. Bio-rights tries to prevent this from happening by getting ownership of the land or by involving the land owner. By letting this person sign a document stating that he or she agrees with the project intentions and will not in any way negatively intervene the projects process, the stability of a project is better ensured.

Poverty alleviation and community livelihood

- ➔ TBF, Bio-rights and WA have the same point of view regarding the relation between poverty alleviation and nature conservation.

All three strategies see poverty and a fast growing population as causes of the current pressure on natural resources. They try to implement tourism to generate alternative income for those communities to stop the ever increasing pressure on the environment. Tourism is seen as an alternative activity to deter local communities from pursuing harmful activities and to protect the area from further degradation. Besides focusing on tourism, Bio-rights however also supports overall sustainable development within the community. Hopefully when the project becomes successful, pressure will reduce.

- ➔ Awareness raising has been underestimated by Bio-rights, but stimulated by TBF and WA.

Raising awareness is an essential tool. According to TBF, people need to become aware of the value of nature. In this way community members will understand the need to preserve biodiversity and will become more motivated to support these initiatives. WA agrees. However, Bio-rights is rather weak regarding this sub aspect in comparison to TBF and WA. It underestimates its effect by not recognizing how raising awareness can support projects in establishing their goals. Their main concern is the generation of income, followed by raising awareness. TBF and WA work on both issue (generation of income, raising awareness) right from the beginning of a project.

Funding

- ➔ TBF is dependent on the government. WA and Bio-rights on society.

Both WA and Bio-rights receive money from whoever would like to support these strategies. In this way there are many 'investors' involved but these strategies cannot rely on these 'investors' and therefore have no stable income. TBF is dependent on the government for funding. The whole organization will be affected if the government decides not to provide funding for IUCN NL.

- ➔ TBF is not cooperating with other donors within their projects. WA, on the other hand, is fully aware of their donor's intentions and cooperates where possible. Bio-rights, realizing a billion dollar fund, works on its own.

Regarding their projects, TBF and WA both have to deal with multiple donors. Although, TBF is mostly aware of other donors and sometimes even of their activities they are not explicitly looking for collaboration which can create surplus value. WA, on the other hand, works together with their 'partner' donors and they all are transparent in their activities. Bio-rights differs; if a fund is realized all the money will come from this fund, and no business needs to be done with other donors⁶².

- ➔ The money from TBF and WA is a donation. Bio-rights lends the money. TBF disburses several installments, Bio-rights transfers the money all at once.

All strategies establish a contract with requirements a project needs to meet. For Bio-rights this is important: if communities reach their aims the loan will be converted into a definitive payment. Funding from WA and TBF is a donation. Though, the payments differ. TBF does not transfer all the money at once, but disburses several installments. When a project has been selected for Bio-rights, the money will be transferred all at once. This can be risky if a project does not perform as it's supposed to do and money can be lost⁶³.

- ➔ WA and TBF projects are small scale. Bio-rights can be applied to small as well as bigger projects.

The projects within TBF are small scale. Only a part of the project is financed. Chances for success are high when a strategy is only focused on one particular part. However, this can also be a weakness. Since projects consist out of several elements, and if other elements do not succeed it can influence the part TBF financed as well. WA remains small scale as well⁶⁴.

Duration of a project

- ➔ TBF projects are short; WA and Bio-rights are involved for a longer period.

Tourism projects using these strategies are not realized within a year. They need long term commitment of a donor and project leader to realize their goals. As mentioned by Voermans (2010) more time is needed than TBF can offer. IUCN NL's dependency on the government influences the duration because they only give funding for 4 years and within this timeframe all projects need to be finished. TBF needs to pull out of the project and the future remains unsure. Some make it, others do not. WA and Bio-rights are involved longer and chances for a successful tourism project increase.

Scale and site

- ➔ TBF works on small scale projects but sees potential in the realization of sustainable destinations. A concept already applied by Bio-rights.

⁶² This remains an option, and when they do cooperate transparency is important

⁶³ Not much information has been found on WA regarding the aspect of funding.

⁶⁴ No further information is known on this aspect.

Bio-rights can be applied to small scale as well as bigger projects, even when wanting to make an entire destination more sustainable. The goal is to let more people and a bigger area benefit from this aspect. TBF has indicated this as an interesting possibility within their strategy, provided that this is in line with their donor. No information regarding the possible scale of WA projects could be found. All strategies aim to support local communities in rich biodiversity areas in developing countries. The criteria set up for their projects are mainly the same (potential for generating income and degree of biodiversity). However, Bio-rights also looks at the poverty rates and the current threat to natural resources in the area.

Monitoring and evaluation

- ➔ Bio-rights and WA are present in the area. TBF works from their office in the Netherlands.

Bio-rights and WA are both present in the area and are strongly involved. This way they can keep track of the project and intervene when necessary. TBF, however, is located in the Netherlands and needs to trust the project leaders when they send their M&E reports. Besides an irregular visit to their projects, IUCN NL is dependent on the liability of their project partners.

- ➔ Long-term sustainability is better guaranteed by Bio-rights with their revolving fund.

However, long term sustainability remains an issue within TBF⁶⁵. Bio-rights has found a solution: revolving funds. In this way a fund remains locally from which community members can borrow money. They need to pay this loan back with a certain interest. Another person can lend this money again and build up his own business. A revolving fund increases chances for a project to succeed and continue after the donor pulls out.

To conclude

Although it may seem that Bio-rights has scored more points regarding the above mentioned aspects, it must be said that they are less experienced. TBF already exists for 16 years and has gained a lot of experience. Some of their weaker points may be solved in the Bio-rights strategy but time will learn. There are not many Bio-rights projects and no projects focused on tourism, therefore it is important to see whether these solutions work out well in practice. It is not the intention of the researcher to call a winner, but to show the lessons learned. On one hand TBF is very experienced and has gained much from this. On the other hand Bio-rights is new and fresh and has found solutions for the difficulties TBF was facing (e.g. long term sustainability). That leaves WA; a totally different strategy situated in the middle of the project (literally). They work in the field and are constantly cooperating with the local communities. They are right on top of the project. In one way this is very positive because local communities can be assisted at all times and WA can easily keep track of the process. It can also have a downside: local communities in Chi Phat are still too much dependent on WA, as mentioned earlier by Sok (2010). Because of their lack of skills the communities are not ready yet to be responsible for the project. It will take a long time before Chi Phat can take over the management role of WA.

⁶⁵ No information regarding WA has been found.

6.2 Recommendations

Although TBF has 'scored' high on some aspects, on others improvement is needed. Below a list of recommendations is presented. These recommendations are extracted from the previous mentioned lessons learned; a result of this research by looking at three strategies all using tourism as a tool to support biodiversity conservation. Overall, it is recommended for IUCN NL when working on a new strategy to make a solid design and publicise this. Establishing a clear strategy will not only help IUCN NL setting up a new TBF but will also support applicants when establishing a tourism project. Besides this, TBF has gained so much experience throughout the past years it would be of great value putting all this on paper. The report written by Eijk and Kumar could be taken as an example (2009). The main recommendations are:

More presence on site and cooperation with stakeholders

- More presence on site since TBF has not much control on a project. This can be accomplished by:
 - better cooperation with local IUCN offices (located in the country the project takes place);
 - establishing a network within countries with local partners and better cooperation;
 - more frequent field visits by IUCN NL employees.
- More cooperation with governments to enhance chances for a project and to empower projects as well.
- More stability by setting up a contract between all involved stakeholders.
 - This can also be achieved by stimulating applicants to establish a contract.
- Cooperation with other donors within the same project to prevent 'double' financing' but also to create a better foundation for a project and to make it more effective and efficient.
- Establish an M&E network to keep track of the project and to be more aware of their progress.
 - Work with students or regional IUCN offices more often. They can assist IUCN NL with field work, field visits, m&e activities, like gathering baseline data, etc.

Sustainable development instead of only focusing on sustainable tourism

- Pay more attention towards sustainable development
 - Stay focused on tourism but broaden TBF's scope;
 - Support local communities also in sustainable development. For example, help them making their business more sustainable (e.g. agriculture, fishery). This can be achieved by setting up a budget not only focused on tourism activities, but also on this aspect.

Support larger scale projects, besides small scale projects

- Support and develop larger initiatives which enables TBF to have more influence and can even improve chances for success
 - Currently TBF is working with UNWTO. This kind of cooperation should occur more often.
 - Do not only finance parts of a project, but also support an entire project whether with or without other donors. Preferably in cooperation with other organizations
 - Be involved with a bigger project, e.g. a sustainable destination.

Stimulate local community entrepreneurship (also on the longer term)

- Change the donation into a loan. This can be an incentive for a local community, e.g. better cooperation, increasing feelings of ownership;
- Create a revolving fund. This helps local communities to continue the project when funding stops and enhances long term sustainability;

Increase process efficiency

- Create a better process regarding time management. Currently there is too little time to evaluate projects and to give them the care they need, which all comes down to the applicant.

Decrease donor dependency

- Be less dependent on one donor. IUCN NL depends on the government for funding and this fund affects their strategy as well (e.g. time management: within 4 years project proposals need to be screened and selected, projects need to be established, regular M&E be in place and all projects need to be finished in the same time period as well, which causes high peaks in time pressure). Besides this, when the government stops its' funding IUCN NL will have to find other resources to pursue their work. It would be recommended to have a back up.

Hopefully these recommendations will be taken into account by IUCN NL. It will strengthen its' strategy by having an advantage for future TBF projects.

Bibliography

Adams, W. (2004). *Against Extinction; The story of conservation*. London, UK: Earthscan.

Adams, W. (2009). *Green Development; Environment and sustainability in a developing world*. New York, USA: Routledge.

Adams, W., Aveling, R., Brockington, D., Dickson, B., Elliot, J., Hutton, J., et al. (2004). Biodiversity Conservation and the eradication of Poverty. *Science* , 306, 1146-1148.

Alpert, P. (1996). Integrated Conservation and Development Projects. *BioScience* , 46 (11), 845-855.

Barrow, E., & Murphree, M. (2001). Community Conservation; from concept to practice. In D. Hulme, & M. Murphree, *African Wildlife and Livelihoods: The Promise and Performance of Community Conservation* (pp. 24-37). James Currey.

Berkes, F. (2007). Community-based conservation in a globalized world. *Proceedings of the National Academy of Sciences* , 104 (39), 15188-15193.

Brown, K. (2002). Innovations for conservation and development. *The Geographical Journal* , 168 (1), 6-17.

Caalders, J., Duim, V. v., Boon, G., & Quesada Rivel, H. (1999). *Tourism and Biodiversity; Impacts and perspectives on interventions in the Netherlands and Costa Rica*. Arnhem, Wageningen, The Netherlands.

Cambodia Travel Information. (2008, September 3). *Chi Pat Eco-tourism, Cardamoms: Cambodia*. (T. C. Weekend, Editor) Retrieved July 30, 2010, from Wildlife Alliance: <http://wildlifealliance.org/news-events/in-the-news/chi-pat-eco-tourism.html>

Chi Phat Commune. (Unknown). *Training & preparation for eco-tourism*. Retrieved July 27, 2010, from Community-based Eco-tourism in the Southern Cardamom Mountains, Cambodia: <http://www.ecoadventurecambodia.com/index.php?page=Training>

Croall, J. (1997). *Preserve or Destroy; Tourism and the environment*. London, UK: Calouste Gulbenkian Foundation.

Eijk, P. v., & Kumar, R. (2009). *Bio-rights in theory and practice. A financing mechanism for linking poverty alleviation and environmental conservation*. Wageningen, The Netherlands: Wetlands International.

Fennel, D. (2008). *Ecotourism*. Cornwall, UK: TJ International Ltd.

Gössling, S., & Hall, C. (2006). *Tourism and Global Environmental Change; ecological, social, economic and political interrelationships*. Canada; USA: Routledge.

Gössling, S., Hall, C., & Weaver, D. (2009). *Sustainable Tourism Futures; Perspectives on systems, restructuring and innovations*. New York; Oxon, USA; UK: Routledge.

Holden, A. (2000). *Environment and Tourism*. London, UK: Routledge.

- Honey, M. (1999). *Ecotourism and Sustainable Development: Who owns paradise?* Washington DC, USA: Island Press.
- Hulme, D., & Murphree, M. (1999). Policy Arena: Communities, Wildlife and the 'new conservation' in Africa. *Journal of International Development* , 11, 277-285.
- Hunter, C. (1997). Sustainable Tourism as an adaptive paradigm. *Annals of Tourism Research*, 24 (4), 850-867.
- IUCN NL. (2006). Criteria TBF. The Netherlands.
- IUCN NL. (2006). Criteria Tourism and Biodiversity Fund.
- IUCN NL. (Unknown). *IUCN National Committee of the Netherlands: About us*. Retrieved 06 09, 2010, from IUCN National Committee of the Netherlands: http://www.iucn.nl/about_us/iucn_national_committee_of_the_netherlands/
- IUCN NL. (Unknown). *IUCN National Committee of the Netherlands: Fondsen: Tourism and Biodiversity Fund*. Retrieved 06 09, 2010, from IUCN National Committee of the Netherlands: http://www.iucn.nl/fondsen/tourism_and_biodiversity_fund_1/
- IUCN NL. (Unknown). *Missie en strategie* . Retrieved July 30, 2010, from IUCN NL National Committee of the Netherlands: http://www.iucn.nl/over_iucn_nl/missie_en_strategie_1/
- IUCN. (Unknown). *Tourism*. Retrieved May 30, 2010, from IUCN National Committee of the Netherlands: http://www.iucn.nl/our_themes/tourism/
- IUCN, UNEP and WWF. (1980). *World Conservation Strategy: living resource conservation for sustainable development*. Unknown.
- Lonely Planet. (2010). *Introducing Chi Phat*. Retrieved August 11, 2010, from Lonely Planet: <http://www.lonelyplanet.com/cambodia/south-coast/chi-phat>
- McCool, F., & Moisey, R. (2001). *Tourism, Recreation and Sustainability; Linking culture and the environment*. Wallingford; New York, UK; USA: Cabi Publishing.
- McCool, S., & Watson, A. (1994). *Linking Tourism, the Environment, and Sustainability; Topical volume of compiled papers from a special session of the annual meeting of the National Recreation and Park Association*. Minneapolis, USA.
- Meadows, D., Randers, J., & Meadows, D. (2004). *A synopsis: Limits to Growth. The 30-year update*. White River Junction, VT: Chelsea Green Publishing Company.
- Miller, G., & Twining-Ward, L. (2005). *Monitoring for a sustainable tourism transition: the challenge of developing and*. Oxfordshire; Cambridge, UK; USA: CABI publishing.
- Mollman, S. (2010, January). *A Fresh Start: Asian Villages Carve Out A New Life*. Retrieved July 29, 2010, from Wildlife Alliance: <http://wildlifealliance.org/news-events/in-the-news/a-fresh-start-asian.html>

- Mowforth, M., & Munt, I. (2007). *Tourism and Sustainability; Development and new tourism in the third world*. New York, USA: Routledge.
- Olders, K., & Donk, v. d. (2006). *Destination Conservation: Protecting Nature by Developing Tourism*. Amsterdam: IUCN National Committee of the Netherlands.
- Pacific Asia Tourism Pty Ltd. (Unknown). *MDGs and Tourism*. Retrieved March 13, 2010, from Pacific Asia Tourism : http://www.pacificasiatourism.org/mdgs_tourism.html
- Salafsky, N., & Wollenberg, E. (2000). Linking livelihoods and conservation: a conceptual framework and scale for assessing the integration of human needs and biology. *World Development* , 28 (8), 1421-1438.
- Salafsky, N., Cauley, H., Balachander, B., Parks, C., Margoluis, C., Bhatt, S., et al. (2001). A systematic test of an enterprise strategy for community-based biodiversity conservation. *Conservation Biology* , 15 (6), 1585-1595.
- Sanderson, E., & Redford, K. (2003). Contested Relationships Between Biodiversity Conservation and Poverty alleviation. *Oryx* , 37 (4), 389-390.
- SE Globe. (2009, January). *The Eco Option*. Retrieved July 29, 2010, from Wildlife Alliance: <http://wildlifealliance.org/assets/images/in-the-news-images/GLOBE-DEC-08.pdf>
- Secretariat of the Convention on Biological Diversity. (2002). *Biological Diversity and Tourism: Development of Guidelines for Sustainable Tourism in Vulnerable Ecosystems*. Montreal: Secretariat of the Convention on Biological Diversity.
- Secretariat of the Convention on Biological Diversity. (2007). *Managing Tourism and Biodiversity: User's Manual on the Cbd Guidelines on Biodiversity and Tourism Development*. Montreal, Quebec Canada : Secretariat of the Convention on Biological Diversity.
- Secretariat of the Convention on Biological Diversity. (2000). *Sustaining life on Earth*. Montreal, Quebec Canada: Secretariat of the Convention on Biological Diversity.
- Shah, A. (2010, March 28). *Poverty Facts and Stats*. Retrieved 04 13, 2010, from Global Issues: Social, Political, Economical and Environmental Issues that Affect Us All: <http://www.globalissues.org/article/26/poverty-facts-and-stats>
- Silvius, M. (2010, June 5). Bio-rights, Wetlands International. (S. Boomsma, Interviewer) Ede, The Netherlands.
- Sok, S. (2010). *Engaging private sector with community based ecotourism development*. Geneva.
- Stronza, A., & Pêgas, F. (2008). Ecotourism and Conservation: two cases from Brazil and Peru. *Human Dimensions of Wildlife* , 13, 263-279.
- Sutherland, W. (1998). *Conservation Science and Action*. Cornwall, Great Britain: MPG Books Ltd.

- Swarbrooke, J. (1999). *Sustainable Tourism Management*. Wallingford; New York, UK; USA: CABI Publishing.
- Symbiosis Expedition Planning. (2009, February 24). *Turning Poachers into Gamekeepers – Cardomoms, Cambodia*. Retrieved July 29, 2010, from Symbiosis: <http://www.symbiosis-travel.com/blog/2009/02/24/turning-poachers-into-gamekeepers-cardomoms-cambodia/>
- UNEP. (2007). 4th IIPT African Conference on Peace Through Tourism. *Tourism in Support of UN Millennium Development Goals* .
- UNEP. (2007). 4th IIPT African Conference on Peace Through Tourism. *Tourism in Support of UN Millennium Development Goals* .
- United Nations. (2009). *Core Publications: Agenda 21*. Retrieved April 13, 2010, from UN Department of Economic and Social Affairs: Divisions for Sustainable Development: <http://www.un.org/esa/dsd/agenda21/index.shtml>
- United Nations. (1972). *Declaration of the United Nations Conference on the Human Environment*. Retrieved 04 13, 2010, from United Nations Environment Programme: Environment for development: <http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=97&ArticleID=1503>
- United Nations. (2008). *United Nations Millennium Development Goals*. Retrieved March 24, 2010, from United Nations Millennium Development Goals - background: <http://www.un.org/millenniumgoals/>
- United Nations. (Unknown). *WSSD, Johannesburg Plan of Implementation: Chapter IV, Paragraph 43 - Sustainable Tourism Development* . Retrieved 04 15, 2010, from The Sustainable Tourism Gateway: <http://www.gdrc.org/uem/eco-tour/wssd-jpi.html>
- United Nations, New York. (1997). *Glossary of Environment Statistics*. Retrieved April 19, 2010, from Studies in Methods, Series F, No. 67: <http://stats.oecd.org/glossary/detail.asp?ID=2077>
- Voermans, J. (2010, June 29). Tourism and Biodiversity Fund, IUCN NL. (S. Boomsma, Interviewer) Amsterdam, The Netherlands.
- Wahab, S., & Pigram, J. (1997). *Tourism, Development and Growth; The challenge of sustainability*. New York, USA: Routledge.
- Wetlands International. (2007). *Mission and Strategy of Wetlands International*. Retrieved 05 25, 2010, from Wetlands International: Wetlands for water and life: <http://www.wetlands.org/Aboutus/AboutUs/MissionStrategy/tabid/58/Default.aspx>
- Wetlands International. (2005). *Wetlands International Strategic Intent 2005 -2014*.
- Wildlife Alliance. (2009a). *About us*. Retrieved August 11, 2010, from Wildlife Alliance: <http://wildlifealliance.org/about-us/>

Wildlife Alliance. (2009). *Community Based Ecotourism (CBET)*. Retrieved July 27, 2010, from Wildlife Alliance: <http://wildlifealliance.org/our-projects/cambodia-conservation/community-based-ecotourism/>

Wildlife Alliance. (2009b). *Why we're effective*. Retrieved August 11, 2010, from Wildlife Alliance: <http://wildlifealliance.org/about-us/why-were-effective.html>

World Tourism Organization: Report of the Economic and Social Council . (1998). *Assessment of the results achieved in realizing aims and objectives of the International Year of Ecotourism*. World Tourism Organization.

WSSD. (Unknown). *Sustainable Tourism*. Retrieved August 5, 2010, from The Sustainable Tourism Gateway: <http://www.gdrc.org/uem/eco-tour/wssd-jpi.html>

Zahabu, E., Malimbwi, R., & Ngaga, Y. (Unknown). Payments for Environmental Services as Incentive Opportunities for Catchment Forest Reserves Management in Tanzania.

Appendices

Appendix 1 Example interview _____	101
Appendix 2 Johannesburg Plan of Implementation and Tourism _____	104
Appendix 3 The 12 principles and the three pillars of sustainability UNEP _____	105
Appendix 4 Examples of project themes TBF _____	106
Appendix 5 Three steps Bio-rights scheme _____	107
Appendix 6 Project format TBF _____	108
Appendix 7 Information TBF – EGP _____	113
Appendix 8 Framework Poverty Trap Bio-Rights _____	118
Appendix 9 Criteria for funding TBF _____	119
Appendix 10 Pre-proposal screening tourism and biodiversity _____	120
Appendix 11 Preconditions for successful implementation Bio-rights _____	123
Appendix 12 Technical Progress Report TBF _____	126
Appendix 13 Technical Final Report TBF _____	128

Appendix 1 Example interview

Stakeholders

- 1 Who applies for projects of (name strategy)?
- 2 Who cannot apply for this?
- 3 Who is responsible for the project plan, development?
- 4 Who are the performers of the project?
- 5 Who are the beneficiaries?
- 6 Who are the main stakeholders? Is a stakeholder analysis part of the project? Who is responsible for this and who decides the responsibilities of the involved stakeholders? How is everyone involved, will they be kept updated about the process and how are opinions of each stakeholder taken into account?
- 7 How is the local community involved in the project? In what way? How do you stimulate their active involvement? Do they have the right to make their own decisions? Do you make use of the specific knowledge local communities possesses in your project (design), for example they know they area on their fingertips (they know it very well)?
- 8 Does this strategy also focus on gender issues, like women empowerment?
- 9 Are other stakeholders involved as well? How are they involved?
- 10 Does the strategy also look at other projects in the area? Are they taken into account and do they affect the project? How is the project related to projects initiated by for example the government, other nature conservation NGOs or the private sector? How are these projects taken into account when (name strategy) is initiating their own project?
- 11 How does (name strategy) deals with tenure rights within a project?

Poverty alleviation

- 12 What is (name strategy) position when talking about poverty alleviation in relation to nature conservation?
- 13 What is the role of poverty alleviation within the program?
- 14 What type of activities related to poverty alleviation are implemented?
- 15 Are local communities stimulated to set up a community-based (saving) fund?

Community livelihood

- 16 How is the livelihood of the community incorporated in the strategy? As well on short term as on the longer term? What type of activities have been developed for this?
- 17 In what way is the local community supported by not being involved with illegal/ harmful practices that have a negative effect on nature? Are there economic incentives? Are there other incentives as well? Are local communities made dependent on natural resources and, together with this, their protection? Does (name strategy) tries to change the behavior of local communities?

Sustainable tourism

- 18 How does (name strategy) see tourism as a tool to aim for nature conservation?
- 19 When do you use tourism as a means and in what way do you implement tourism?
- 20 How is sustainability of tourism activities guaranteed?
- 21 How do you make use of the existing environment?
- 22 What is the role of the local community within tourism activities? How will tourism become part of their live?
- 23 How does the strategy takes the needs of the market and the private sector into account?
- 24 How and when does (name strategy) involves the private sector (tour operators, etc.) in the project?
- 25 What is the role of biodiversity within tourism activities designed by (name strategy)?
- 26 What happens to the revenues? Who decides this? How does the local community benefit from this?

Funding

- 27 What is the average budget of tourism projects of (name strategy)?
- 28 Where does the money comes from? Is there a donor or are there multiple donors?
- 29 Where are the costs of a project based upon?
- 30 Does (name strategy) manages the budget? How do you distribute the costs within the project? And to whom?
- 31 What is the deal when looking at the finances is it a donation or a loan?

- 32 What are the main of activities set up by (name strategy)? What is the goal of these activities? What is (name strategy)aiming for?
- 33 If a project needs extra money, is there a possibility for extra funding within a project?
- 34 Do you cooperate (more often) with other NGOs? In what way?

Timeframe/ Duration

- 35 What is the average duration of a project?
- 36 Where upon is this founded?
- 37 Can project extend the set duration?

Scale and Site

- 38 What is the average scale of a project when looking at a region, or communities or other stakeholders?
- 39 Where upon is this founded?
- 40 Does (name strategy) also applies certain criteria when looking at a potential project site?
- 41 Does (name strategy) has an opinion about the following: a project working on the sustainability of a region has more chance to succeed than a small-scale project only aiming to for example reach a community in a certain area?

Monitoring and evaluation

- 42 How does (name strategy) monitors and evaluates their projects? Is baseline data gathered? Will there be certain criteria set which need to be met when a project finished?
- 43 If an external party is involved to perform the monitoring and evaluation how does this works? What is your experience in practice?

Long-term Sustainability

- 44 How is the sustainability on the longer term guaranteed? As well as natural, economical and social sustainability? Are there any examples of previous projects?

Appendix 2 Johannesburg Plan of Implementation and Tourism

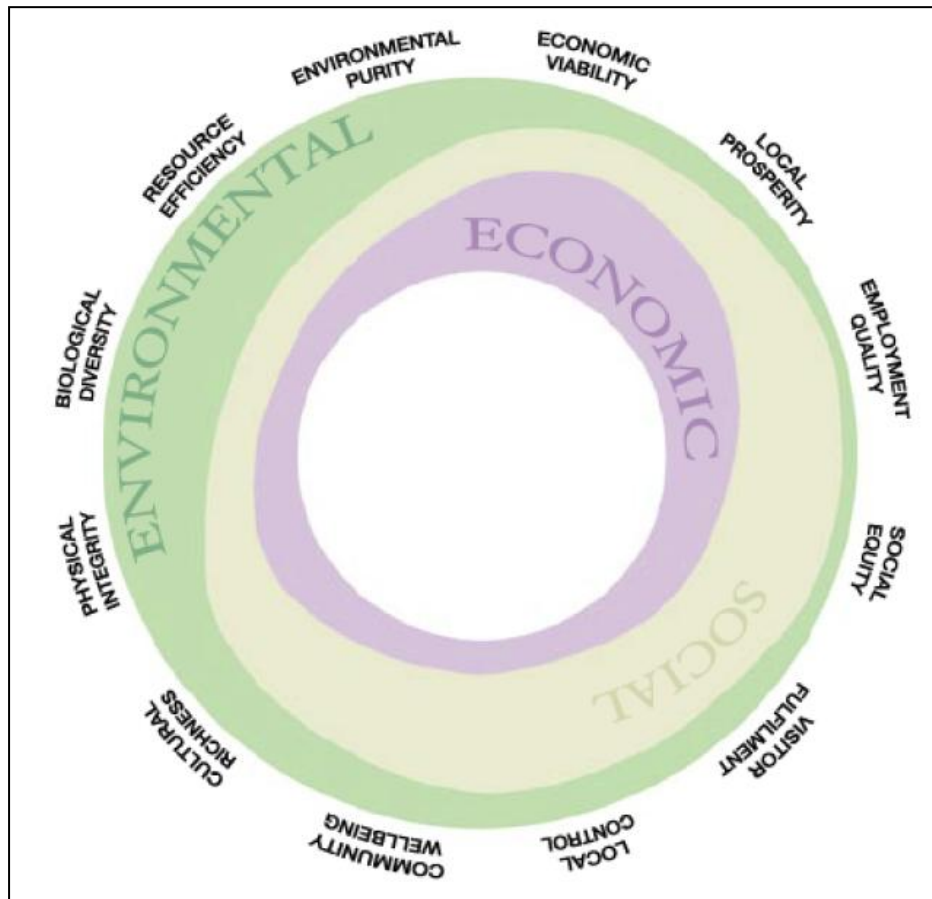
Promote sustainable tourism development, including non-consumptive and eco-tourism, taking into account the spirit of the International Year of Eco-tourism 2002, the United Nations Year for Cultural Heritage in 2002, the World Eco-tourism Summit 2002 and its Quebec Declaration, and the Global Code of Ethics for Tourism as adopted by the World Tourism Organization in order to increase the benefits from tourism resources for the population in host communities while maintaining the cultural and environmental integrity of the host communities and enhancing the protection of ecologically sensitive areas and natural heritages. Promote sustainable tourism development and capacity-building in order to contribute to the strengthening of rural and local communities. This would include actions at all levels to:

- Enhance international cooperation, foreign direct investment and partnerships with both private and public sectors, at all levels;
- Develop programmes, including education and training programmes, that encourage people to participate in eco-tourism, enable indigenous and local communities to develop and benefit from eco-tourism, and enhance stakeholder cooperation in tourism development and heritage preservation, in order to improve the protection of the environment, natural resources and cultural heritage;
- Provide technical assistance to developing countries and countries with economies in transition to support sustainable tourism business development and investment and tourism awareness programmes, to improve domestic tourism, and to stimulate entrepreneurial development;
- Assist host communities in managing visits to their tourism attractions for their maximum benefit, while ensuring the least negative impacts on and risks for their traditions, culture and environment, with the support of the World Tourism Organization and other relevant organizations;
- Promote the diversification of economic activities, including through the facilitation of access to markets and commercial information, and participation of emerging local enterprises, especially small and medium-sized enterprises.

Johannesburg Plan of Implementation and Tourism

Source: WSSD, chapter IV, paragraph 43: sustainable tourism development. (WSSD, Unknown)

Appendix 3 The 12 principles and the three pillars of sustainability UNEP



The 12 principles and the three pillars of sustainability UNEP

Source (4th IIPT African Conference on Peace Through Tourism, 2007)

Appendix 4 Examples of project themes TBF

- Tourism as an alternative for other less sustainable forms of land use;
- Tourism management in a protected area;
- Market analysis, marketing and promotion of a nature tourism product/destination;
- Defining and managing tourism's ecological carrying capacity (and limits of acceptable change);
- Linking ecotourism initiatives with mainstream tourism;
- More sustainable use of natural resources (water, energy) by (mass) tourism;
- Lobbying/advocacy for sustainable tourism policies and regulations (IUCN NL, Unknown)

Appendix 5 Three steps Bio-rights scheme

- The first step is the 'provision of micro-credits for sustainable development' (Eijk & Kumar, 2009, p. 21). When the involved stakeholders agree on the established initiative and the project plan the local communities receive the micro-credits which is the first step. These micro-credits can be used for different purposes provided that they are sustainable (ecologically, socially and economically) and in line with the set criteria in the contract (followed by the project plan a contract is set up to make it legally binding). Ecotourism is one of the examples.
- The second step is the implementation of the established project plan: 'implementation of environmental conservation and restoration activities' (Eijk & Kumar, 2009, p. 22). The idea of Bio-Rights is that the money (credits) received are being use to convert their harmful practices into sustainable activities and thereby contributing to biodiversity conservation. Examples are mentioned by Eijk and Kumar: 'biodiversity and habitat conservation and ecosystem restoration, as well as the provision of specific services such as clean water and carbon sequestration' (2009, p. 22). Besides refraining from their harmful activities towards nature, preservation can also be an option to protect the environment against external impacts or restoration of degraded environments.
- The last step, 'conversion of micro-credits' (Eijk & Kumar, 2009, p. 22), takes place upon the termination of the contract when the community has achieved what has been stated in the contract. If the community has met the requirements set in the contract the micro-credits will be converted into definite payments. If they are not met, or partly then the community will not receive the entire amount and need to repay, depending on the results, part or the entire amount. Bio-Rights 'effectively channel global funding for conservation and development to people on the ground' with benefits ranging from social to economic to environmental which 'are in line with the win-win objectives of the global community' (Eijk & Kumar, 2009, p. 36). An important criteria for the success of this market-based payment scheme is that 'Bio-rights fund might provide sustained funding to specific areas in need of constant support' (Eijk & Kumar, 2009, p. 36).

Appendix 6 Project format TBF

1. BASIC PROJECT DATA

- Name of NGO (full name and acronym)
- Date of submission
- Project title
- Total budget and amount requested from EGP (also indicate other donors and own contribution)
- Project duration (planned start and end date)
- Project scope
- Country
- Location (province, department, state)
- Geographical coordinates of the project area
- Ecosystem type
- Number of communities/households that will benefit of the project
- Comment IUCN: ambitious and specification needed
- Answer
- PROJECT MAP
 - a map or detailed handmade sketch situating the project area in the wider region
 - a detailed map of the project area

2. THE PROJECT

A. Goals & Objectives

- Formulate the goal (the long term desired result) to which the project will contribute
- What are the objectives of the project
- What are the activities planned (please be specific)
- What are the results expected (please be specific)

B. Causes and Threats

- What are the conservation threats in the project area
- What are the causes of these threats
- Which threats and causes does the project intend to address

3. DESCRIPTION OF REGION AND PROJECT AREA

A. Ecological characteristics

- Briefly describe ecosystem type(s) and the state of this ecosystem (e.g. undisturbed, mix of nature and productive landscape, degraded)
- Major species of flora and fauna and their status
- Presence and status of rare or endangered species
- Protected status and management regimes. (Indicate whether the project area is part of a protected area or its buffer zone, or otherwise has some special status, such as a forest reserve, indigenous territory, sacred grove, traditional hunting ground, etc.)

B. Socio-economic characteristics

- Briefly describe the main economic activities of the community living in (or around) the project area
- Average household size and % of people living below the poverty line

- What are the gender issues in the project area? Think about the differences between men and women in access to education, income opportunities, participation in decision making and access to credit amongst others
- C. Stakeholders Involved**
- Who are the stakeholders that are involved in the project (government, NGO's, private organisations, CBO's, the community etc) and specify their role
 - Which stakeholders could be opponents in the project and why
 - Which stakeholders can be allies in the project and how are you planning to work with them
- D. Local participation**
- How are local communities and specific disadvantaged groups (if any) involved in the different stages of the project (identification, planning, development, implementation and monitoring)
 - What are the direct benefits of the project and quantify the number of households
 - What are the indirect benefits of the project and quantify the number of households
 - What negative social-cultural impacts can the project have, and how do you intend to manage such impacts
 - How does the project take into account the differences between men and women (described before in section 3B)
- E. Policy Framework**
- Briefly discuss the policies, action plans or strategies that are relevant to the project, both in terms of the problems, its causes and its solutions (Your proposed project will not operate in isolation; the policies of others will inevitably affect your outcome. This may refer to international, national or local policies of government, the private sector or other NGOs)
- 4. MARKETABILITY OF THE PROJECT`**
- Describe the existing tourism development in project area: name of nearby tourist centre (=place/city that is currently visited by tourists), distance from project to this nearby tourist centre in hours by car, main tourist attraction, tourism infrastructure like hotels, restaurants, etc. available
 - Describe the existing tourism market in project area: number of international tourists in area, number of national tourists in area, number of local and number of international tour operators selling or advertising project area
 - Describe the tourism attraction and/or tourism activity for which the tourists will come to visit the project. Is this attraction unique in the area? In the province? At national level? At regional (neighbouring countries) level?
 - Describe the tourism product/service that the project is planning to offer to visitors and the price that will be charged for the different services:
 - Describe type of tourist (market segments) the project wants to attract: e.g. students, schoolchildren, international backpackers, age of 20-30, senior travellers, organised travels, bird watchers, researchers or any other specification (can also be a combination of several)
 - Describe in detail how you plan to attract these tourists. The promotional materials (website, posters, flyers, etc), but even more important how are you going to distribute your information and any other creative marketing activity planned.
 - How many tourists do you expect to receive the first year once the project is operational? Please specify whether these are international or national tourists?
 - What is the expected average length of stay of a tourist at the project once it is operational? (half day, full day or specify number of days)
- 5. COMPETITOR ANALYSIS**
- Are there any other similar tourism sites (CBT and non CBT) in your project area? If yes, name the sites

- In what way do you differ from these tourism sites? In other words why would tourist decide to come and visit your site instead of visiting your competitors site

6. PROJECT LOGFRAME (Objectives, Results, Activities, Indicators)

Attach a logframe with objectives, results, activities, and an indicator table with indicators and means of verification and define the assumptions affecting your project (FORMAT attached)

- Logframe

The logic design of a project can be reflected in the following questions:

1. What is the overall goal of the project?
2. What are the specific objectives?
3. What results are expected?
4. What activities will be carried out?

You are asked to present this information in a so-called logframe (logical framework).

- The logframe is accompanied by an 'indicator table' that defines
 1. How will the objectives and results of the project be measured: indicators
 2. By which means can these measurements be verified: means of verification

And the assumptions can be defined as the external conditions on which project achievements depend and which are outside the control of the project, example:

- that a land reform law that is positive for conservation does not change during the project period, e.g. as a result of elections that lead to a change in government
- that the international tourism market does not collapse because of insecurity issues.

7. TIME FRAME

- Attach in a separate document a Time Frame. Indicate how many months the project will take. The implementation of the project may start once the contract between IUCN NL and the implementing organisation has been signed. Project activities must be completed by 31 August 2010 at the latest.

If there is a special reason to start project activities in or before a certain period of the year, this should be clearly stated here. For instance, with respect to season-related activities.

- Please include a time chart showing activities per month. You are advised to start working on the final report before the end of the project period (indicate this activity in the time frame).

Example: Capacity building for Eco tourism projects

Activities	Months								
	1	2	3	4	5	6	7	8	9 (etc.)
Need assessment local communities	XX								
Workshop preparation and organization	XXX								
Carrying out capacity building workshops		XX	XX						
(etc.)					XX		XXX	XX	XXX
(etc.)
Development of project reports Progress report Final report					XX			XXX	XXX

8. MONITORING, EVALUATION AND LEARNING

- Who will be responsible for Monitoring and Evaluation (M&E)
- How often M&E sessions are planned
- Who will participate in the M&E sessions and what method will be used
- How will the results of M&E be used to manage the project and adapt it to unexpected circumstances:
- Have you planned an independent external evaluation
- Have you planned any learning & sharing with other organizations? Please name them.
- NOTE: Make sure that you allocate time (in the time chart) and funding (in the budget) for M&E.

9. OTHER DONORS (if applicable)

- Name other donors approached and /or involved in the project (if any)
- Describe financial and/or in-kind contributions by your organization
- Describe financial and/or in-kind contributions by partner organizations
- Describe financial and/or in-kind contributions by the target group
- NOTE: Financial contributions to the proposed project by your own organization, by partner organizations, donors or the project's target group should be reflected in the budget (see budget guidelines).

10. CONTINUITY AND SUSTAINABILITY OF THE PROJECT

- Indicate how the project activities will be sustained after EGP Tourism & Biodiversity funding ends
- For projects starting an economic tourism activity, please estimate how many years and how many visitors it will take to become financially self sustainable?

11. EXPERIENCE AND EXPERTISE

- What work have you done before on this subject in this area
- How does the project you are submitting build on your previous work and experience
- Do you feel the need for additional training/learning in themes or skills relevant to the project

12. OTHER ORGANIZATIONS AND INITIATIVES

- Are there other organizations or initiatives that address or addressed the same issues as your project (in or outside your project area)
- If yes, how will you collaborate or exchange information with them and how do you intend to build on their results

13. TRANSPARENCY STATEMENT

IUCN NL considers transparency with respect to its project partners and their activities very important. We therefore have a policy that includes

- possible external monitoring of EGP grantees and their projects;
- the use of references for information on applying organisations and / or project partners;
- information on our grantees and their activities can be made public, for instance on our website.
- YES we agree with EGP's transparency policies
- NO, we do not agree because (please explain why)
- YES we will keep IUCN NL informed on future progress and impacts of the project after the end date of the contract

14. BUDGET & FINANCIAL INFORMATION

Attach in a separate document the budget and the budget notes (see attachment for format and explanation)

15. SUMMARY

Give a summary of the project (maximum 250 words). The summary needs to include:

- a brief statement of the conservation problem that the project will address or need to which it will respond.
- the main results that can be expected.
- the main activities planned to achieve those results.
- the requested amount for support (in € = Euro).

This summary will be used for informing others during the selection process and after the project has been granted the fund. It is therefore important that it contains all essential information

Information on implementing organisation

- Name of organisation
- Contact Details
- Mission and goals of your organisation:
- Legal Status (country of registration and registration number)
- Cambodia
- Date of creation
- Number of paid staff
- Number of female paid staff
- Number of volunteers
- Number of female volunteers
- Number of female staff in secretarial and other support staff
- Contact person (name, professional background, and current function within NGO)
- Project personnel (for each member of the project personnel, indicate: name, Mr or Mrs, professional background, and current function within organisation; for persons who do not currently work for the organisation, indicate in addition current employer, address, and function for this employer)
- Name of executive director:
- Board or Trustees of the Organisation (please give names and contact details)
- Financial data
- Requested financial assistance in euro:
- Bank Account number
- Exact name of bank account owner Please note that only institutional bank accounts are accepted, personal bank accounts are not.
- Annual turn-over of your organization for 2005 and 2006
- Other projects already implemented or currently being implemented by your organisation in fields relevant to the project proposed to the EGP Tourism & Biodiversity Fund (do not list proposed projects)
- Do you have an Annual Report available?
- If the project proposal is selected for funding, a copy of the last annual report of the organisation can be requested.
- References

Please indicate here the name, function, address, telephone and e-mail of persons who can be contacted for information (only list persons who are NOT involved in your organisation).

Appendix 7 Information TBF – EGP

Ecosystem Grants Programme (EGP) - TOURISM & BIODIVERSITY FUND Deadline 10 April 2008

What is the Tourism & Biodiversity Fund?

Tourism is one of the fastest growing industries and has become an important source of foreign exchange for many developing countries. Tourism depends on natural and cultural assets, but if not planned and managed well, tourism can easily destroy the resources it so highly depends upon. That's why IUCN NL launched the Tourism and Biodiversity Fund in 2004 with the objective to use sustainable tourism as an instrument for biodiversity conservation and poverty alleviation. This fund can be applied to maximize the benefits of tourism, but also for actions to mitigate the negative environmental impacts that are related to tourism development (or a combination of both).

National Committee of
The Netherlands



The Tourism & Biodiversity Fund is part of the IUCN NL Ecosystem Grants Programme (EGP) and therefore part of the 'Ecosystems and Human Well-being programme' which is funded by the Dutch Ministry of Foreign Affairs (DGIS) and aligned to the IUCN Global Program.

The EGP contributes to the following overall goal: *'To reverse trends of ecosystem degradation and loss in the South, and the subsequent impoverishment of vulnerable groups in society, through the sustainable use and conservation of ecosystems for the benefit of present and future generations.'*

The general objectives of the EGP programme are:

1. To promote sustainable use of land and ecosystem resources
2. To protect ecosystems and biodiversity
3. To create an enabling environment at local, national and international levels

The Tourism & Biodiversity Fund will contribute to achieve the overall goal and general objectives by financing sustainable tourism projects that contribute to the conservation of ecosystems and biodiversity and that can be linked to the Dutch (or European) tourism market. Projects could for example focus on themes like:

- Tourism as an alternative for other less sustainable forms of land use
- Tourism management in a protected area
- Market analysis, marketing and promotion of a nature tourism product/destination
- Defining and managing tourism's ecological carrying capacity (and limits of acceptable change)
- Linking ecotourism initiatives with mainstream tourism
- More sustainable use of natural resources (water, energy) by (mass) tourism
- Lobbying/advocacy for sustainable tourism policies and regulations

Administrative criteria

1) Who can apply?

Local NGOs, Community-Based Organisations (CBOs) and local private sector companies with a proven commitment to ecosystem conservation and the sustainable use of natural resources can apply for the Tourism & Biodiversity fund. **Proposals developed and submitted in a partnership between private sector and a CBO or NGO are encouraged.** Support to the private sector is only

given to investments or activities beyond a company's regular business operations and that represent an added value for the environment and for local communities.

2) Formats

To be considered, both pre-proposals and proposals must be prepared and submitted according to the *EGP-Tourism & Biodiversity* formats.

3) Duration and completion

The current operational phase of the Tourism & Biodiversity Fund ends in December 2010, therefore all projects should be completed before 31 August 2010.

4) Maximum and minimum grant amount

The Tourism & Biodiversity Fund provides financial assistance with a maximum of Euro 25,000 per project. Projects that are looking for a smaller amount are encouraged to apply as there is no minimum.

5) Existing or new initiative

The tourism project can be a new initiative or part of an already existing business that needs finance for expansion or additional activities.

6) Geographic coverage

Only Projects in the following countries will be considered Lao, Vietnam, Cambodia, Kenya, Tanzania, Uganda and Suriname.

7) Funding of different projects of the same organisation

An NGO can submit more than one project proposal for the same deadline. Only one can be funded, however, since EGP will never sign more than one contract with a grantee at the same time. A second project can only be funded after the first has been ended and approved by EGP staff.

General criteria

1) The project contributes to the overall EGP goal and to one or more of the specific EGP objectives explained on page 1

The tourism development for which funding is requested should make a contribution to nature conservation and poverty alleviation

2) The project includes a sound social approach

This refers to:

- Participation of local stakeholders in project design, planning, development, implementation and follow-up; participation of indigenous peoples, women groups and youth is an advantage
- Assessment of social impacts of the project (positive or negative) and how these will be managed, with special attention to gender and indigenous people aspects.

3) The project articulates the potential for meaningful long-term impacts

The tourism projects needs to be able to become financial sustainable in the long term preferable by means of income generation and in exceptional cases by raising additional funds.

4) The project has to meet all of the following tourism specific criteria

- 1) The proposal must demonstrate the potential to attract international tourists (e.g. proximity to existing tourist places, number of international tourists in the area, basic infrastructure available, added value to existing products and security.)
- 2) The **full proposal** addresses basic marketing aspects such as the type of tourist, promotion, and the reason why the product offered will indeed attract tourists.

- 3) The project organisation has the (potential) capacity , such as basic knowledge and human resources, to undertake the tourism activities as proposed

Restrictions

The EGP **cannot** grant financial assistance to:

- Governmental or semi-governmental institutions, unless in projects with an NGO as leading partner.
- Scientific research activities without direct relevance to the EGP goal and objectives.
- Purchase of land. Check the website of SPN for information on land purchase projects (<http://www.iucn.nl/english/funds/purchase/engels/what.htm>)
- Costs related to the participation in international training courses and conferences, unless it can be justified as a vital contribution to a project.
- Foreign (expatriate) consultants (priority must be given to local consultants).

How to apply?

If you think your project meets the above Tourism & Biodiversity Fund Criteria, then please fill in the attached pre-proposal form and return it by e-mail to tourism@iucn.nl. The pre-proposal should introduce the project's background and main issues. This pre-proposal will be reviewed by the IUCN-NL staff and regional advisors. The applicants with a positive assessment will be invited to submit a full proposal, which should also be sent to tourism@iucn.nl. Such an invitation is no guarantee that the proposal will be approved. An advisory committee in the Netherlands will assist in selecting the final proposals for funding.

The relevance and quality of pre-proposals and proposals will be judged on the previously mentioned **administrative and general criteria**. After initial approval of the proposal, IUCN NL staff and the applicant usually take a few weeks to negotiate specific terms and conditions of the grants contract or to adjust or improve the proposal technically. Find below the tentative time schedule for proposal selection.

10 April 2008 Deadline - the tentative time schedule:	
10 April 2008:	deadline for pre-proposals
10-20 April 2008	administrative processing
20 April – 9 June 2008:	final selection
9 June 2008:	invitation for full proposal
28 July 2008:	deadline for full proposals (only on invitation)
12 September 2008:	selection of full proposals
12 September – 10 November:	estimated negotiation period before the start of field activities

Format for pre- proposals

Organisations that intend to apply for a Tourism and Biodiversity Fund should first submit a **pre-proposal** according to the format given below. Please be as specific and complete as possible in covering the points listed in this format. **Submit the pre-proposal to tourism@iucn.nl before 10 April 2008**

The following information should be provided in English and in maximum 3 pages (besides the “Information on the Implementing Organisation”)

Name of organisation:
Date of submission:
Project title:
Total budget and amount requested from the Tourism & Biodiversity Fund divided into main budget lines:
Duration:
Project area: location, brief description of ecosystem type and coverage ⁶⁶ :
Please attach also a map or handmade sketch of the project area
Other organizations involved in the project ⁶⁷:
Project outline The pre-proposal should provide insight into the following two key questions : <ol style="list-style-type: none">1. WHY do you want to carry out this project? (Explain the problems which the project will address).2. HOW should the project contribute to solving the problem? (Describe the activities you are planning to carry out and expected results). <p>➔ Be clear about the links of the tourism project with the conservation or sustainable use of nature (ecosystems or species) and about any poverty aspects.</p>
Existing and potential tourism market in project area: Please explain whether tourism already exists in the project area, and if so what kind of tourism (backpackers, organised tours, special interest)? How many international and how many local tourists visit the area? What is the distance in hours by car to the major places frequently visited by tourists? Finally, please explain what the main attraction is, what kind of tourism product you offer and how you are planning to attract the tourists?
Additional information In order to get an idea of the background of the project and project area we request you to provide us any additional information that you deem necessary. Please if relevant provide information about the following aspects: <ul style="list-style-type: none">• Has your organization worked in the project area before? If not, explain how you know the area and the communities that will play a role in the project.• Are other organisations working on the same problem in the project area? If yes, how do you intend to cooperate or exchange experience and information with them?• Has your organization or another one worked on the same problem in the project area? If yes, how do you intend to build on these experiences?• Does your organization have experience in tourism projects? If yes, please elaborate what kind of experience.• How will the results of the project be continued or sustained after the end of the project?• Does the project fit in a broader programme or initiative?

⁶⁶ LOCATION: Mention name of province / department / state; indicate major nearby rivers or cities.

ECOSYSTEM TYPE: Except for projects that are not ecosystem-specific, indicate one of the following categories, if possible with further specification:

- a) Humid forest (examples: lowland rainforest, montane rainforest).
- b) Wetlands and coasts (examples: floodplain, peat swamp, lake, coastal ecosystem, mangrove).
- c) Dry ecosystems (examples: deciduous forest, dry forest, savannah, (semi)desert).
- d) Other ecosystems (be specific).

Also indicate the state of this ecosystem (e.g. undisturbed, mix of nature and productive landscape, degraded).

COVERAGE: approximate surface area or number of target communities.

⁶⁷ Indicate how they are involved and whether they contribute financially.

Information on the Implementing Organisation

1. Project Title:

2. Name of organisation:

3. Address Details

Mailing address:

Telephone:

Fax:

E-mail (if applicable):

Website (if applicable)

Visiting address:

4. Mission and goals of your organisation:

Is your organisation a member of IUCN?

5. Legal Status (including registration number):

6. Date of creation:

7. Staff:

- Number of paid staff
- Number of voluntaries
- Number of female staff (excluding secretarial and other support staff)

8. Project personnel

- Contact person (name, sex, professional background, and current function within organisation)
- How many project personnel will be involved?

9. Budget break-down in most important categories, in Euro:

10. Other projects already implemented or currently being implemented by your organisation in fields relevant to the proposed project (do not list proposed projects):

For each project indicate: project title, period of implementation, project leader, budget, donor, contact person within donor agency, and e-mail/fax of this contact person.

11. References / referees

Please indicate here the name, function, address, telephone and e-mail of persons who can be contacted for information. (Please only indicate persons who are NOT involved in your organisation).

Appendix 8 Framework Poverty Trap Bio-Rights

- Provide local communities with the means to escape from the poverty trap, e.g., by supporting the development of sustainable economic activities as alternatives to practices that cause environmental degradation.
- Build on-the ground technical knowledge and awareness of sustainable natural resource management as a basis for sustainable community development.
- [Take into account that] objectives for high-quality environmental conservation should not be compromised by the anticipated development actions.
- Rigorously consider the key factors for success, including multi-stakeholder involvement, equity, conditionality and long-term sustainability.
- Needs to build on the lessons learnt from earlier projects that - not always successfully – aimed to reconcile conservation and development. (Eijk & Kumar, 2009, p. 19)

Appendix 9 Criteria for funding TBF

- The tourism development for which funding is requested has the aim to make a contribution to nature conservation.
- Local inhabitants of the project area participate in the project. The project involves local community through local employment and/or ownership (participation of indigenous peoples or women groups is an advantage).
- Future profits from the tourism development will benefit inhabitants of the area in which the development takes place.
- The development of tourism will serve as an alternative for other less sustainable forms of land use.
- There is potential for tourism development (proximity to existing tourism itineraries, linkages with tourism market and private sector, etc.).
- The project organization has the capacity (knowledge and personnel) to undertake the tourism activities as proposed.
- The organization requesting the funds has undertaken preparation activities for tourism development (the fund will most likely not be sufficient to develop a tourism project where there is none; the aim is to make further development or improvement of a project possible). (IUCN NL, 2006)

Appendix 10 Pre-proposal screening tourism and biodiversity

Screening by:

Date screened:

(to be filled in by Administration)

Proposal title:

Pre-Proposal number:

NGO:

Country:

Received:

Deadline: 10 april 2008

Total budget in Euro:

- of which requested from EGP:

- covered by other sources:

Duration:

EGP Admin staff has questions with the NGO pending:

Earlier projects of this NGO funded by IUCN NL grants

(to be filled in by Administration)

(indicate project title, duration, budget and status):

Was earlier NGO performance satisfactory?

(to be filled in by technical staff)

Decision by Screener

0 INVITE TO SEND FULL PROPOSAL before:

0 DISCUSS WITH COLLEAGUE

0 REJECT (see next page for reasons)

0 REFER TO OTHER DONOR:

Comments on decision:

Conclusions of screening (T & B Team)

0 INVITE TO SEND FULL PROPOSAL before:

0 REFER TO NEXT DEADLINE FOR PREPS:

0 REJECT:

1 on administrative criteria:

0 Government agency / International NGO

0 pure scientific research

- ☐ limited to conferences/ courses/ travel expenses
- ☐ poorly written/ incomprehensible/ lacks essential info
- ☐ budget more than € 25.000

2 on technical or geographic criteria:

- ☐ no clear relation with the goal & objectives of the EGP
- ☐ outside geographic or thematic scope of Call-f-Prop
- ☐ unrealistic, not feasible (re. time, budget, scope)
- ☐ low potential for tourism development in area
- ☐ low potential for Dutch/European tourism
- ☐ for other reasons (explain under 'comments')

Comments on rejection:

CONTENT PROJECT (In key words what is the project about)

BASIC CHARACTERISTICS

a) Project Activity Category (more options possible):

- ☐ Capacity building / training / networking
- ☐ Education / extension / awareness raising
- ☐ Policies / lobby / advocacy
- ☐ Production / income generation / poverty alleviation
- ☐ Ecosystem planning / management / conservation

b) Ecosystem category (current or original) on which the project focuses (combination of any of first four options possible):

- ☐ humid forests
- ☐ wetlands and coasts
- ☐ dry ecosystems
- ☐ other ecosystem types
- ☐ not ecosystem-specific

Specify types of ecosystem:

SCREENING DETAILS

(no need to fill in completely when pre-proposal is rejected based on the first two items)

1. ECOSYSTEM AND BIODIVERSITY MANAGEMENT

a) Is there a clear link between the proposed tourism activity and ecosystem and biodiversity conservation?

- ☐ Not at all
- ☐ Little
- ☐ YES

b) Specify the above

2. TOURISM POTENTIAL

The project (important that most of below criteria do apply)

- ☐ close to a city/place or route that is frequently visited by international tourists (less than 3 hours)
- ☐ located nearby a unique attraction (less than 1 hour)

- 0 offers a variety of activities (more than 2) or a very unique activity
- 0 in a secure region/area
- 0 nearby basic tourism infrastructure (like hotels, restaurants, local tour operators)
- 0 is relatively easy accessible (reasonable roads and public transport services)

The project has market potential for (remark: at least international market is required for the T&B fund)

- 0 national tourism
- 0 regional tourism (neighbouring countries)
- 0 international tourism, namely the countries:

The project proposal

- 0 addresses basic marketing aspects (type of tourist, promotional strategy, unique selling point)
- 0 shows the capacity (knowledge, experience and human resources) to implement the project
- 0 shows the potential to become financial sustainable in the long term (income generating activities)

Project has potential to be included in package Dutch tour operators (located nearby the route)

0 No 0 YES, namely

Any additional information in relation to tourism potential/marketing:

OVERALL ASSESSMENT

This could refer to the pre-proposal in general or to specific sections of this form (indicate corresponding number)

It can be a remarkable aspect that needs extra attention or any other aspects of strategic importance.

Important issues to be considered are:

- actual or potential importance of the project area in terms of biodiversity.
- soundness of the participatory and social impact/ approach.
- importance of poverty alleviation as a project component.
- other aspects of strategic importance.

QUESTIONS FOR FULL PROPOSAL

State any important information gaps that the organisation has to pay special attention to in the project proposal. This implies especially when doubts occur about a certain aspect.

Appendix 11 Preconditions for successful implementation Bio-rights

- **Land tenure:**

Land and resource tenure issues are critical determinants of successful Bio-rights implementation. If local communities have formal property rights over land and resources, they are in the legal position to engage in a Bio-rights deal and can be held liable for the intervention's final outcome. Commonly however, local communities have no legal rights over land or ecosystem services, despite their dependence on these for sustaining their livelihoods. Involving such communities in a Bio-rights deal can be risky since, despite the local communities' good intentions in fulfilling requirements, the formal land owner (e.g. government or a private-sector stakeholder) might have other objectives that are in conflict with the Bio-rights deal. Objectives for forest conservation, for example, might be overruled by a land owner's plans for plantation development or timber exploitation. The only means of implementing Bio-rights under such conditions is to incorporate the formal land owner as a third-party in the contractual agreement. This reduces risk of conflicting objectives, while parties can be formally held liable in the case of violation of contractual agreements. Another option would be to negotiate a formal property rights provision for local communities as a starting point for Bio-rights implementation.

- **Community support and social heterogeneity:**

Successful Bio-rights interventions require the full support of the communities involved. If a considerable proportion of the community opposes the contents of a contractual agreement, long-term sustainability is unlikely to be achieved. The extent to which agreement and support among individuals can be accomplished depends primarily upon the social and economic heterogeneity of the communities involved. In some communities there are large differences in the levels of wealth, education, awareness, and social status of different members, as well as different religions and ethnic backgrounds. The position of men and women to a great extent determines both the overall functioning of a community and the social position of individuals. These differences increase the likelihood of conflicting objectives for land and resource use within a community and thus significantly decrease the chances for successful Bio-rights implementation. Another important consideration for Bio-rights implementation relates to the motives for community involvement. Although financial incentives are an important motive for community involvement, these should not be the only reason to sign a Bio-rights deal. In order for the approach to be successful in the long term, communities should also express the intention to cooperate, around non-financial considerations such as, for example, the recognized need for improved natural resource management as a pillar for livelihood security.

- **External factors:**

Communities do not always have full control over the land and resources they own, even if they might have formal property rights. Well-known examples are encroachment of community land by large companies and harmful activities such as poaching, pollution and environmental degradation by outsiders. Community conflicts over ecosystem services are also commonly observed. These factors pose potentially significant threats to successful Bio-rights implementation, particularly in cases where local communities have insufficient power to curb external influences. Under certain conditions, support provided as part of the Bio-rights agreement can suffice to address these impacts. In other cases, external impacts, and therefore the risk of project failure, despite the good intentions of local communities, might be simply too large.

- **Enabling political environment:**

Where possible, Bio-rights agreements need the approval of relevant government bodies at the national, regional or local level. To be successful they should comply with - and preferably be incorporated in - policy, plans and legislation. Failure to meet these criteria might cause conflict with, for example, land-use planning and resource allocation policies and therefore increase project risks. Political instability or failing governance - as a result of, for example, corruption - also increase the risks related to successful Bio-rights implementation.

At least as important as the above site-specific parameters, the way in which Bio-rights is implemented is a crucial determinant to success. Failure to consider specific organizational aspects of project implementation, without exception, affects a project's outcome. The following elements are of particular importance:

- **Equality:**

Full involvement and consideration of all relevant stakeholder groups is crucial for successful Bio-rights implementation. Development opportunities for different groups within communities should be equal, and efforts should be made to adequately reach minority groups. The approach should be explicitly pro-poor and appropriately address gender equality. Bio-rights is a '*business-deal*', implying that in the process of project development and contract negotiations, all stakeholders involved should have equal rights and opportunities to share their views, priorities and needs. At no stage should the approach become overly top-down as a result of certain measures being imposed on communities or community needs being ignored.

- **Contracting - conditionality and sustainability:**

Bio-rights deals should always be conditional, i.e., micro-credits are only converted into definite payments once conservation measures prove successful. To ensure that all the parties involved agree with these requirements, a contract is signed which describes the rights and obligations of the different stakeholders involved. The contract should have a formal legal status to enable enforcement in case obligations are not met by one of the signatories. Aligning the contract with (local) legislation and policies and involving relevant officials in contract negotiation and signing can increase the chances for successful enforcement. Contracts also help to ensure the sustainability of project interventions. By incorporating details on the duration of a certain conservation action, long-term conditionality is ensured. Contracts can range from several years to more than a decade, the exact duration depending on local circumstances. Other means to ensure long-term sustainability include capacity building and awareness raising activities. These help the local communities and other involved stakeholders to accomplish sustainable development and build recognition of the importance of ecosystem services for supporting livelihoods.

- **Complementarity:**

Bio-rights, if regarded purely as a financial mechanism, is not likely to be successful on its own. Rather it should be complementary to existing conservation and development strategies, such as capacity building, awareness raising, law-enforcement, micro-credit provision and the development of community-based savings schemes. Bio-rights builds on such current and past approaches and serves as an innovative solution to the major challenges that remain - in particular, by facilitating an integrative approach to conservation and development and by ensuring the involvement of local communities in environmental conservation. Both issues have recently emerged as major challenges to successful conservation in the developing world.

- **Flexibility:**

Socio-economic and environmental conditions differ greatly between sites. This should be considered in project design. Accommodating the framework to local circumstances and community preferences will contribute to the success of projects. At the same time it should be ensured that the approach's key characteristics are maintained and that its major requirements are being well considered.

(Eijk & Kumar, 2009, p. 25)

Appendix 12 Technical Progress Report TBF

TECHNICAL PROGRESS REPORT

Basic data

Name and country of organisation:

Project title:

Project no.:

Report submitted by (name and position):

E-mail and phone nr:

Total project duration⁶⁸ and budget:

Date and number of this report::

Date of previous report:

GENERAL NOTES:

1. *Period covered by this report:* for Sections 1 (Activities) and 2 (Other comments), please cover the period since the previous report only, not the entire period since the start of the project. In Section 3 (Progress on results and indicators) you should briefly report on progress made so far, which concerns the entire period since the start of the project.
2. Try not to exceed five pages for this report.
3. Send the electronic version of this report to tourism@iucn.nl. In case of additional outputs (reports, publications) that cannot be sent electronically, please send a hard copy to: IUCN NL, Plantage Middenlaan 2K, 1018 DD Amsterdam, the Netherlands.

1. Activities in the past period: what has been done and what will change

- 1) *Evaluate, in your own words, the activities carried out. For example: how did they go? Were they successful or did you experience any difficulties? Were there any interesting or unexpected outcomes? What was the response from the participants?*
- 2) *In case planned activities have not been carried out (yet), explain the reasons.*
- 3) *In case of problems that affected the progress of your project, explain what you will do to avoid such problems from happening again.*
- 4) *Describe any new, unplanned activities that were undertaken in this reporting period.*

⁶⁸

Please indicate the starting and final date of the project as stated in the contract.

- 5) Are there any new activities, not mentioned in the original project proposal, which you would like to carry out in the remaining period to achieve the expected results? Please explain.
- 6) If you did not carry out certain activities in the past period as planned (mentioned under 2)) or if you are planning to carry out new activities in the next period (mentioned under 5)), would this have implications for your budget? Please mention any (expected) changes in your financial report as well.

2. Other comments and observations

Any additional comments and observations you would like to make, such as:

- Unexpected successes or impacts of the project
- New collaboration initiatives or partnerships
- Positive or negative changes in the project area
- Prospects for continuation or funding of the project after EGP support ends
- Lessons you learned so far, etc. Please speak freely here.

3. Progress since the start of the project on RESULTS and INDICATORS

Practical suggestions:

- Copy the indicator table from the log-frame in your approved project proposal.
- Insert a new column after "Objectives/Results" for "Progress on Results" and rename the last column "Progress on Indicators".
- You don't have to discuss progress for the Objectives.
- Briefly describe progress regarding each Result and Indicator (in case there is no progress to report yet for a Result because the corresponding activities have not yet started, please mention "scheduled for the remaining period" or something similar).
- In case using the indicators is not possible, explain why and give other concrete examples of progress made on Results.

Objectives / Results	Progress on Results	Indicators	Progress on Indicators

Additional comments on Results and Indicators

Appendix 13 Technical Final Report TBF

Basic data

- Name and country of organisation:
- Project title:
- Project no.:
- Report prepared by (name and position):
- E-mail and phone nr:
- Total project duration¹ and budget:
- Date of last progress report:

NOTES

1) please do not exceed 15 pages for this report. In case you really need more space, then use annexes.

2) consider the entire project period, not just the period since the last progress report.

3) Send the electronic version of this report to reports@iucn.nl. In case of additional outputs (reports, publications) that cannot be sent electronically, please send a hard copy to:

IUCN NL, Plantage Middenlaan 2K, 1018 DD Amsterdam, the Netherlands.

Summary of results of the project (in English, no more than 250 words):

II PERFORMANCE

In case you think that your project was a success, you can briefly explain here why and in what sense you consider it successful.

a) Project activities

1) Evaluate, in your own words, the activities carried out. For example: how did they go? Did you experience any difficulties? Were there any unexpected outcomes? What was the response from the target group of the project (communities or others)?

2) In case planned activities have not been carried out, explain the reasons.

3) In case of problems that affected the progress of your project, explain what you did to address them.

4) Describe any new, unplanned activities that were undertaken to achieve the expected results.

5) If you did not carry out certain activities as planned (mentioned under 2)) or if you carried out new, unplanned activities (mentioned under 4), what were the consequences for the project budget? Please mention any (expected) changes in your financial report as well.

b) Publication outputs

c) Achievements

- Did the project meet its objectives and achieve its expected results?
- Compare with the GOAL, OBJECTIVES and RESULTS as stated in the approved project documents, according to the following steps:
- Copy the indicator table from the logframe in your approved project proposal.
- Insert a new column after "Objectives/Results" for "Achieved Objectives and Results" and rename the last column "Indicator Data" (see below).

- Describe achievements regarding each Objective, Result in the column "Achieved Objectives and Results" - in case the objective and/or results have not or only partially been accomplished, please explain why.
- In the column "Indicator data" give quantitative (numeric) and qualitative (descriptive) information on the indicators depending on the type of indicator. Do take into account the "means of verification" (data source) mentioned in the project document.
- In case it is not possible to give information on the indicators of your project, explain why and give similar concrete evidence to illustrate the achievements of your project.
- In case your project proposal mentioned an OVERALL GOAL, please discuss to what extent the project has actually contributed to this goal.

Objectives / Results

- Achieved objectives and results
- Did the project meet its objectives?
- Have the expected results been achieved?
- In case the objective and/or results have not or only partially been achieved, please explain why
- Indicators
- Make reference to each indicator
- (see original project document).
- Indicator data
- Short reference to information sources used or to concrete examples that support your indicator data.

Quantitative data on project achievements -NEW-

Data on the coverage of your project achievements in terms of numbers of hectares and/or households are very important for IUCN NL to show the impact of the whole EGP-programme, for instance in our communication with the media or with our donors. Examples are numbers of hectares with more sustainable forest management or numbers of households with improved livelihoods. This is done by adding up data from individual projects.

In many projects, a distinction can be made between direct and indirect coverage in hectares or households. 'Direct' refers to hectares or households where project activities have directly led to changes in an area or improvements for people, as the first step. 'Indirect' refers to the coverage of a result for which first, and often essential, steps have been made by the project but that needs additional steps outside the project's timeframe or control to become fully realized. Direct coverage is usually easier to verify and concerns a smaller scale than indirect coverage. Example: forest protection in upper watershed (direct) will have positive climate or hydrological impacts on the downstream part of a river basin (indirect).

In the case of hectares it makes sense to distinguish between field and policy interventions, since the scope of the results are of a different nature. In the case of field interventions, hectares may refer to e.g. reforested areas, land with more sustainable agriculture or a water body where fish populations have recovered. In the case of policy interventions, hectares may refer to e.g. the surface area covered by a land use plan or a protected area management plan. In field interventions, the number of hectares is usually much lower than in policy interventions.

In the following table, please enter numbers of hectares and/or households that express the coverage of your project results. Try to distinguish between direct and indirect, and field and policy interventions. The 'specification' helps us verify if this distinction was correct and also helps us to know how data of your project can be added up to EGP-projects from other organizations.

II KEY ISSUES

There is no need to literally repeat tables or text from previous sections of this report. You can refer to them if you feel that issues have already been sufficiently covered.

a) Ecosystems and biodiversity

Which positive changes in ecosystems and biodiversity, or what reduction of threats can be attributed to the project?

It is important to distinguish these two types of effects. Changes in ecosystems and biodiversity are often difficult to measure and require more time than the limited duration of the project. It will be easier -in terms of visibility and time span- for a project to reduce threats.

This project has directly resulted in 0.8Ha of invasive species (Hydrachium) being removed from selected areas along trails. These areas were then left to regenerate naturally as well as tree planting exercises were conducted in selected areas.

b) Poverty alleviation

Please describe if and how the project helped to alleviate poverty.

Refer to:

- Improved access to and management of land and natural resources (including water, fuel wood, products from natural ecosystems, etc.) - better management may result in higher or more sustainable yields, a cleaner environment and less (risks of) diseases.
- Capacity development (skills, knowledge, education, health).
- Social progress (distribution of benefits of resource exploitation, social relations and networks, empowerment, cultural identity).
- Physical conditions (transport possibilities, drinking water, housing, sanitation).
- Financial conditions (income, access to credits, cash flow).
- Legal position (use and access rights to natural resources, benefit sharing, land property rights, demarcation, elimination of overlapping land rights).
- Other ways of alleviating poverty.

c) Stakeholders

Please comment on the degree of participation of different key stakeholders, and on what impacts the project has had on the target groups (positively or negatively) or will have in the future.

Pay special attention to women, indigenous communities and poor farmers, if these are relevant stakeholders in your project.

III OTHER ASPECTS

Sustainability of the project and your organization

1. Did the project have sufficient time to produce the expected results?

2. Do you think that the results and effects can continue after the end of the project without further support? What next steps or follow-up activities are needed to make sure that the results of this project are sustainable? (for instance: did your organization agree with authorities or other (non-donor) organizations on collaboration to continue certain elements of this project?)

3. Do you have any concrete fundraising plans or did you apply for funding for the next stages of this project? (please mention the names of donors) Did you already have any success in fund raising? (please mention names of donors and the amounts).
4. Do you see concrete possibilities for extending or replicating the project, locally or elsewhere?
5. (If relevant) How can the project be used to influence policies of government or the private sector, now or in the future?
6. Do you expect that the project results and products can be used by others in the future? How and by whom?
7. Has the project raised the profile of your NGO in such a way that you have been invited to join national or international NGO networks, or government fora or commissions?
8. Did you manage to obtain funds from other donors for a new project (i.e. not a follow-up to this EGP-project), which would have been unlikely without this EGP grant?

Self-assessment

1. What were the main strengths of the project?
2. What were the main weaknesses of the project?
3. What do you consider as the main lessons learned from the project? How will these lessons be used to improve future work of your organization?
4. How did the project contribute to strengthen your organization or the skills of your staff?

Feedback to IUCN NL

1. What is your opinion about working with our office (communication, support services, flexibility of the EGP, administrative grant conditions etc.).
2. For those grantee partners working in EGP focal regions, what is your opinion about working with the regional focal points (communication, support services, flexibility).
3. Do you have regular contact or a working relationship with any National or Regional IUCN offices? If yes, what benefits did this have to your work or your organization?
4. Did you make use of any knowledge products and services provided through the 'Nature and Poverty Knowledge and Learning Network' (NP.net)?
5. Has working with us (IUCN NL) had any particular benefits for your organization? Would you be interested in becoming an IUCN member organization?

We would very much appreciate receiving pictures of project activities and of the project area which we may use in our publications or on our website.