The Project for the Study on Achievement of SDGs through Tourism Development in Cooperation with UNWTO

Final Report

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Japan International Cooperation Agency (JICA)

Accenture Japan Ltd.

Opening Photos

Cambodia study (1) A craftsman in Phnom Penh Market

Cambodia study (2) Cambodian CBET site

Dominican Republic study (1) CBT map of Puerto Plata

Dominican Republic study (2) A cacao farm in Altamira

Jordan Study (1) Preserved cityscape in Salt

Jordan Study (2) Ecomuseum in Salt

Jamaica Conference (1) Presentation

Jamaica Conference (2) Group photograph of speakers

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List of Abbreviations

Abbreviation	Official Name
ADB	Asian Development Bank
ADF	Asian Development Fund
AFD	Agence Française de Développement
AfDB	African Development Bank
AfDF	African Development Fund
AIF	ASEAN Infrastructure Fund
AIIB	Asian Infrastructure Investment Bank
APCF	Asia Pacific Carbon Fund
ASEAN	Association of South-East Asian Nations
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung
CBET	Community Based Eco-Tourism
CBT	Community Based Tourism
CICID	Comité interministériel de la coopération internationale et du développement
CIDA	Canadian International Development Agency
COP	Conference of the Parties
DEG	Deutsche Investitions- und Entwicklungsgesellschaft
DFATD	Department of Foreign Affairs, Trade and Development
DFID	Department for International Development
DMO	Destination Management Organization
EDCF	Economic Development Cooperation Fund
EMS	Energy Management System
FIDR	Foundation for International Development/Relief
GAC	Global Affairs Canada
GDP	Gross Domestic Product
GEF	Global Environment Facility
GEO	Group on Earth Observations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HOSM	Historic Old Salt Museum
IBRD	International Bank for Reconstruction and Development
ICFF	Investment Climate Facilitation Fund

ICT	Information and Communication Technology
IDA	International Development Association
IDB	Inter-American Development Bank
IDF	Institutional Development Fund
IEP	Institute of Economics and Peace
IFC	International Finance Corporation
IIC	Inter-American Investment Corporation
ILO	International Labour Organization
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency
JOD	Jordanian dinar
KfW	Kreditanstalt für Wiederaufbau
KOICA	Korea International Cooperation Agency
LAC	Latin America and Caribbean
LDC	Least Developed Countries
LED	Light Emitting Diode
LLDC	Land-Locked Developing Countries
MDF	Municipal Development Fund
MFAT	Ministry of Foreign Affairs and Trade
MIF	Multilateral Investment Fund
MIGA	Multilateral Investment Guarantee Agency
MoC	Memorandum of Cooperation
MST	Measuring Sustainable Tourism
NACHP	National Agency for Culture Heritage Preservation of Georgia
NGO	Non-Governmental Organization
Norad	Norwegian Agency for Development Cooperation
NPO	Nonprofit Organization
OTA	Online Travel Agent
PDCA	Plan-Do-Check-Act
QDDR	Quadrennial Diplomacy and Development Review
REDD+	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries+
SCP	Sustainable Consumption and Production
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SNS	Social Networking Service
ST-EP	Sustainable Tourism - Eliminating Poverty Initiative
STPF	Sustainable Transport Partnership Facility

SUNREF	Sustainable Use of Natural Resources and Energy Finance
TDGDP	Tourism Direct Gross Domestic Product
TSKB	Türkiye Sınai Kalkınma Bankası
TURISOPP	Project for Sustainable Tourism based in Private & Public Participation
UK	United Kingdom
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNSD	United Nations Statistical Division
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
WB	World Bank
WTO	World Trade Organization
WTTC	World Travel & Tourism Council
WWF	World Wide Fund for Nature
10YFP	10 Year Framework Program for Sustainable Consumption and Production

Map

Field Research (1) :
Cambodia Study Area

Steung Treng○

Kratie○

Phnom Penh◎

Field Research (2) :
Dominican Republic Study Area

Puerto Plata○

Santo Domingo◎

Field Research (3) :
Jordan Study Area

○Salt
◎Amman

Dead Sea

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Chapter 1　Introduction

1-1 Background of the study

Since the 1970s, the Japan International Cooperation Agency (JICA) has been providing assistance in the tourism sector to developing countries. It has offered wide-ranging support including tourism development planning and strategy formulation, tourism marketing and promotion, tourism human resource development, and tourism regional development by utilizing natural and cultural heritage, etc.

The tourism industry is one of the fastest-growing socioeconomic fields. In 2015, there were 1.2 billion international tourist arrivals. In 2030, this number is forecast to reach 1.8 billion[1]. The tourism industry accounts for 10% of the world's GDP. Presently, it employs one in every 11 people (9% or more of all employment). By 2030 the tourism sector is expected to employ one in every nine people[2]. This is driving prominent worldwide growth in the need for tourism development, which contributes to the creation of jobs, the reduction of inequality, and the development of local economies.

Three of the Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 -- SDGs 8—decent work and economic growth, SDG 12—responsible consumption and production, and SDG 14—life below water, have specific emphasis on the impact of the tourism sector. The tourism sector is expected to create jobs and revenue while giving due consideration to tangible and intangible cultural heritage and the natural environment, and to serve as a critical driving force of sustainable development. Furthermore, in September 2017, at the 22nd session of the United Nations World Tourism Organization (UNWTO) in Chengdu, China, the Chengdu Declaration was adopted. The Chengdu Declaration affirmed that tourism development assistance could contribute not only to SDGs 8, 12, and 14, but to all 17 SDGs.

It is within this environment of tourism development assistance that JICA and UNWTO signed a Memorandum of Cooperation (MoC) in early 2017, designated by UN resolution as the International Year of Sustainable Tourism for Development. JICA's position paper on SDGs states that "JICA will ensure the impact of cooperation on the SDGs by utilizing Japan's own knowledge, introducing innovations and collaborating with local and international partners in order to accelerate the achievement of the SDGs." It is hoped that JICA will explore the potential for innovation in the tourism sector and promote efforts aimed at achieving SDGs.

1-2 Objectives of the study

With the above background, this study was conducted with the goals of investigating and analyzing the results of support efforts by Japanese and foreign assistance agencies in the tourism sector, organizing leading tourism development case examples within Japan, and investigating how tourism development assistance can contribute to the achievement of SDGs.

The partnership with UNWTO based on the above MoC aims to create synergy by leveraging the strengths of JICA and UNWTO, and to use that synergy to implement and promote more effective,

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[1] UNWTO "UNWTO Tourism Highlights 2017 Edition"
[2] World Economic Forum, "Tourism and Job Creation - Advancing the 2030 Development Agenda"
http://reports.weforum.org/travel-and-tourism-competitiveness-report-2017/tourism-and-job-creation-advancing-the-2030-development-agenda/ (retrieved December 13, 2017)

higher quality tourism development assistance. This study was conducted jointly with UNWTO.

1-3 Structure of the report

Below is an overview of each chapter of this report. Details regarding the analysis methods used in the study are explained within each chapter.

■ Chapter 1: Introduction

This chapter describes the background of the study and its objectives, and provides an overview of the structure of the report.

■ Chapter 2: Tourism overview

This chapter presents, in an organized manner, current tourism sector conditions and trends, the importance of tourism development, and the issues it faces, based on previous research and statistical materials, etc. It then presents the analysis and results of assistance activities by individual organizations, notable features of this assistance and of collaboration methods between donors, etc., based on information collected from donors' databases, published information (articles, press releases, etc.) and interviews.

■ Chapter 3: Leading tourism development cases in Japan

This chapter presents leading tourism development case examples within Japan notable from the perspectives of (1) potential for contribution to the achievement of SDGs, (2) Innovation, (3) collaboration between multiple stakeholders, or (4) Japanese hospitality, based on studies of published information, documents (tourism-related articles and books, etc.) and interviews. It also presents the results of investigation of examples of collaborative projects between JICA and the private sector with potential for use within the tourism industry.

■ Chapter 4: Contribution potential of tourism development assistance to achieving SDGs

This section presents the results of verification of the contribution potential of tourism development assistance aimed at achieving SDGs, based on the results of individual donors investigated previously in Chapter 2, as well as documents concerning existing statistics and research results. Verification of contribution potential was carried out for (1) ability to adapt to global societal trends, (2) potential for contribution to critical development assistance areas (peacebuilding, least developed countries (LDCs), landlocked developing countries (LLDCs), small island developing states (SIDS)), and (3) potential for contribution to region-specific issues.

■ Chapter 5: Investigation of how tourism development assistance can contribute to the achievement of SDGs

In order to increase the contributions of tourism development assistance to the achievement of SDGs, as part of this study we developed two tools: (1) an indicator for measuring the impact of individual projects on SDGs, and (2) a division of roles framework that organizes the roles of stakeholders for

each project category. -It explains how these tools were developed and introduces how the tools can be used, while also presenting verifications results from on-site studies.

■   Chapter 6: Recommendations to future tourism development assistance

This section provides recommendations for future tourism development assistance regarding measures for maximizing the contributions of tourism development assistance to the achievement of SDGs, based on the information presented in Chapters 1 through 5.

Chapter 2   Tourism overview

2-1 Tourism sector status and trends

2-1-1 Status and trends

■   Tourism trends – From outside-driven mass tourism to community driven autonomous tourism

One of the tourism trends has been the shift from an "outside-driven" mass tourism model, to a more autonomous model, which often focuses on sustainable tourism and responsible tourism[3].

Figure 1 Changes in tourism trends

	Outside-driven tourism	Autonomous tourism	
	Mass tourism	**Sustainable tourism**	**Responsible tourism**
Features	Pursues short-term profit	Pursues sustainability	Pursues sustainability
Developing body	Outside agent	Local residents /local enterprises	Local residents /local enterprises
Consideration for resources	No	Yes	Yes
Stakeholder responsibility	No	Some	Yes
Form of travel (ex.)	Package tours	Community-based tourism Ecotourism	Community-based tourism Ecotourism

✓   Outside-driven tourism

Conventional tourism, as typified by mass tourism, is tourism led by outside agents, and is called "outside-driven tourism." It prioritizes short-term profitability for outside agents, so it lacks sufficient consideration for the opinions of local residents and the maintaining and preservation of local resources. As a result, this type of tourism often leads to the destruction of natural environments and local historical and cultural resources[4]. In many cases, it consists of package tours, in which agents arrange entire schedules[5].

✓   Autonomous tourism

Sustainable tourism and responsible tourism are tourism approaches developed with a focus on sustainability, based on the opinions of local residents. This type of tourism approach is called "autonomous tourism." One of the goals of autonomous tourism is for local residents to enjoy the long-

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[3] Ishimori, S. (2001). *The Potentialities of Autonomous Tourism in the Twenty-first Century*
[4] Ishimori, S. (2001). *The Potentialities of Autonomous Tourism in the Twenty-first Century*
[5] Okamoto, N. (2016). *Introduction to Tourism Studies*

term benefits of tourism, so sufficient care is often given to conserving the natural environment and cultural resources as tourism resources[6]. This type of tourism is notable for the fact that individual tourists usually develop their own schedules based on their own personal interests[7].

Sustainable tourism and responsible tourism are explained below.

・ Sustainable tourism

In 1988, UNWTO defined sustainable tourism as tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future.[8] Furthermore, regarding sustainable tourism development, UNWTO stipulated that it requires the management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems[9].

・ Responsible tourism

Responsible tourism is a further advancement of sustainable tourism which can be consumed in a more responsible way. This concept was advanced by Manchester Metropolitan University professor Harold Goodwin. It was then defined at the Johannesburg Summit in 2002[10], and later adopted in the Cape Town Declaration on Responsible Tourism at the Group on Earth Observations (GEO) Ministerial Summit in Cape Town, South Africa, in 2007.

According to the Cape Town Declaration, responsible tourism is characterized by travel and tourism which[11]:

- ✓ minimizes negative economic, environmental and social impacts;
- ✓ generates greater economic benefits for local people and enhances the well-being of host communities, improves working conditions and access to the industry;
- ✓ involves local people in decisions that affect their lives and life changes;
- ✓ makes positive contributions to the conservation of natural and cultural heritage, to the maintenance of the world's diversity;
- ✓ provides more enjoyable experiences for tourists through more meaningful connections with local people, and a greater understanding of local cultural, social and environmental issues;
- ✓ provide access for people with disabilities and the economically and socially disadvantaged;
- ✓ is culturally sensitive, engenders respect between tourists and hosts, and builds local pride and confidence.

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[6] Ishimori, S. (2001). *The Potentialities of Autonomous Tourism in the Twenty-first Century*
[7] Ishimori, S. (2001). *Endogenous Tourism-development and Autonomous Tourism*
[8] *Kunori, N. and Kobayashi, H. (2007). The Theory of Sustainable Tourism – History, Ethics, and Strategy, Proceedings of 21st JITR Annual Conference*
[9] Kunori, N. and Kobayashi, H. (2007). The Theory of Sustainable Tourism – History, Ethics, and Strategy *Proceedings of 21st JITR Annual Conference*
[10] Responsible Tourism Cape Town, "The origins of responsible tourism"
 https://responsiblecapetown.co.za/the-origins-of-responsible-tourism/ (retrieved September 6, 2017)
[11] Goodwin H. "Responsible Tourism"
 http://haroldgoodwin.info/responsible-tourism/ (retrieved September 6, 2017)

Responsible tourism and sustainable tourism differ in that the former places greater emphasis on the concept of the responsibilities of stakeholders. All stakeholders, including individuals, the private sector, and government agencies, must be responsible for their actions and the results of those actions, but responsible tourism further focuses on tourists and private sector parties, which have tended to show little awareness of their responsibilities under sustainable tourism[12].

■ The driving forces of key tourism trends

The rapid growth of the tourism industry since the 1990s have caused serious environmental issues. These issues in recent years have become more prominent and visible, companied by the increasingly environmentally aware tourists[13]. New modes of tourism, beginning with autonomous tourism, attempted to address these problems.

✓ Growth of the tourism industry

From the 1990s onwards, the tourism industry has grown continuously, and this growth became particularly pronounced from 2000 onwards, with the shift from outside-driven mass tourism model to the community driven autonomous tourism.

Figure 2 Tourist arrivals and international tourism revenue (1950 to 2015)[14]
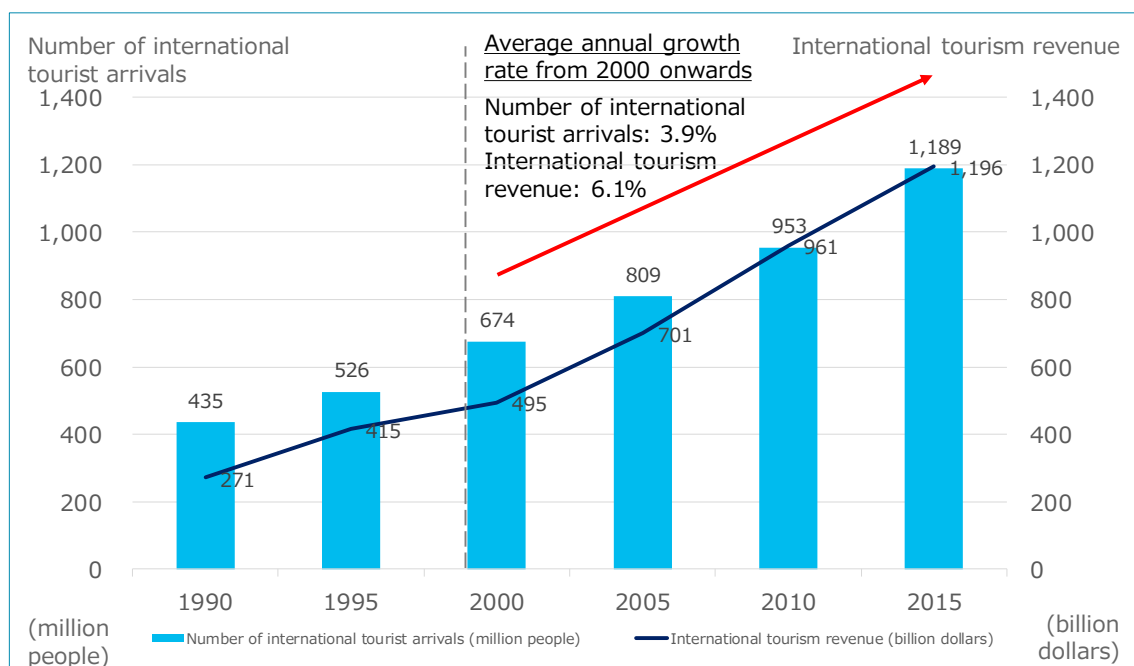
Between the year 2000 and 2015, international tourist arrivals grew at 3.9% annually, from 674

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[12] Goodwin H. "Responsible Tourism"
[13] Okamoto, N. (2016). *Introduction to Tourism Studies*
[14] Created by Accenture based on UNWTO "UNWTO Tourism Highlights 2017 Edition"

million to 1.189 billion. Correspondingly, tourism revenue grew at 6.1% annually, from USD 495 billion in 2000 to USD 1.196 trillion in 2015.

✓ The adverse impacts of mass tourism

The expansion of mass tourism in the 1990s had adverse effects such as environmental destruction and negative impact on local culture.

・ Environmental destruction

The mass tourism mode of tourism was often accompanied by the construction of large-scale tourism facilities and lodging facilities and the use of local natural resources by large numbers of people, damaging local environments. Tourism studies researchers Kishimitsu Sato and Mitsugu Iguchi have, through their analyses, determined that "a prominent characteristic of mass tourism is that it concentrates large numbers of travelers in tourist sites"[15] and, because of this, "tourism development for receiving travelers and the visits by large numbers of travelers damage natural and living environments.[16]"

・ Cultural impact

Mass tourism produced excessive influxes of outside culture, with the negative social and cultural effect of changing a region's culture. The inflow of foreign tourism development capital and excessive inflows of Western culture due to the increase in the number of tourists caused, "through the bringing in of other cultures, an impact on unique local societies and systems that existed in harmony with nature through traditional methods of land use,"[17] altering the cultures of tourism regions.

✓ Increased interest in new tourism approaches

The negative effects of mass tourism, described above, prompted a growing interest in the international community in forms of tourism that could avoid these negative effects. Accordingly, methods were sought for sustainable tourism.

Below are tourism sector trends of the international community that are considered to reflect this rise in interest in new tourism approaches.

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[15] Sato, K. (2008). The Dead End of Mass Tourism - Searching for Alternative Tourism Approaches Iguchi, M. (Ed.) *The Gateway to Tourism*

[16] Sato, K. (2008). The Dead End of Mass Tourism - Searching for Alternative Tourism Approaches. Iguchi, M. (Ed.) *The Gateway to Tourism*

[17] Maita, A. (2001). A Historical Study on the Definition of the Ecotourism and Its Form of Concept. *National Museum of Ethnology Repository*, No. 23

Figure 3 Tourism sector trends of the international community (timeline)

1980	**Implementation of "World Conservation Strategy"** The International Union for Conservation of Nature (IUCN), commissioned by the United Nations Environment Programme (UNEP), collaborated with organizations such as the World Wildlife Fund (WWF) to create guidelines for global environmental conservation and nature conservation, publicly announcing the concept of sustainable development for the first time
1992	**Adoption of "Agenda 21"** Agenda 21, a set of concrete ideas for taking on global environmental problems, was adopted at the Earth Summit (United Nations Conference on Environment and Development: UNCED), held in Rio de Janeiro, Brazil
1995	**Announcement of "Agenda 21 for the Travel & Tourism Industry"** "Agenda 21 for the Travel & Tourism Industry," based on Agenda 21 and the concept of sustainable tourism, was announced by the United Nations World Tourism Organization (UNWTO), World Travel and Tourism Council (WTTC), and Earth Council
1999	**Adoption of "Global Code of Ethics for Tourism"** The "Global Code of Ethics for Tourism" was adopted at the 13th UNWTO General Assembly (in Santiago, Chile) as a code for stakeholders aimed at minimizing latent negative impacts on the environment, cultural heritage, and society, while maximizing tourism advancement
1999	**"World Summit on Sustainable Development" (Johannesburg Summit)** At the Johannesburg Summit, it was stated that the tourism industry plays a leading role in sustainable development
2003	**"World Tourism Day" theme** World Tourism Day 2003 was themed "Tourism: an impetus in the fight against poverty, the creation of jobs and social harmony"
2007	**Adoption of "Cape Town Declaration"** The Cape Town Declaration, which included the concepts of responsible tourism and was defined at the same time as the Johannesburg Summit, was adopted at the Group on Earth Observations (GEO) Ministerial Summit in Cape Town, South Africa
2015	**Adoption of "Agenda 2030"** The UN Sustainable Development Summit was held, and its final document, "Transforming our world: the 2030 Agenda for Sustainable Development," was adopted. This document referred to the role of tourism in achieving SDGs 8, 12, and 14
2015	**Submission of revised "Global Code of Ethics for Tourism"** The World Committee on Tourism Ethics proposed revisions to the Global Code of Ethics for Tourism at the UNWTO General Assembly, aiming to strengthen implementation of the code and reflecting recent conditions in the tourism sector
2017	**"International Year of Sustainable Tourism for Development"** In order to increase recognition of the role of tourism, the UN designated 2017 as the International Year of Sustainable Tourism for Development

・　The trend towards sustainable tourism

The rise in interest in new tourism approaches produced a trend towards sustainable tourism. In 1992, Agenda 21 was adopted at the Earth Summit, at which the international community discussed global environmental problems. Based on this, in 1995 three organizations -- UNWTO, the World Travel and Tourism Council (WTTC), and the Earth Council -- launched Agenda 21 for the Travel & Tourism Industry, an action plan for the tourism industry. The concepts of sustainable tourism were reflected in this agenda, and various efforts began in diverse fields, including restricting the numbers of border entries, reducing exhaust emissions with using electric vehicles, and providing in-flight services only to passengers requiring them.

・　The trend towards responsible tourism

These sustainable tourism efforts were further advanced, and in 1992 UNWTO adopted the Global Code of Ethics for Tourism, whose objectives are "minimizing the negative impact of tourism on environment and on cultural heritage while maximizing the benefits of tourism.[18]" This

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[18] UNWTO, "Global Code of Ethics for Tourism"
http://unwto-
ap.org/%E8%B3%87%E6%96%99%E3%83%BB%E7%B5%B1%E8%A8%88/%E4%B8%96%E7%95%8C%E8%A6%B3%E5%85%89%E5%80%AB%E7%90%86%E6%86%B2%E7%AB%A0/ (retrieved September 4, 2017)

concept resonates with that of responsible tourism, and seeks to be a "set of principles for responsible and sustainable tourism designed to guide key-players in tourism development. Addressed to governments, the travel industry, communities and tourists alike, it aims to help maximize the sector's benefits while minimizing its potentially negative impact on the environment, cultural heritage and societies across the globe.[19] " It recommends that key-players, in implementing sustainable tourism, take responsibility for their actions and the results they bring about.

The structure of the Global Code of Ethics for Tourism is indicated below.

Figure 4 Structure of the Global Code of Ethics for Tourism

Article	Title
Article 1	Tourism's contribution to mutual understanding and respect between peoples and societies
Article 2	Tourism as a vehicle for individual and collective fulfillment
Article 3	Tourism, a factor of sustainable development
Article 4	Tourism, a user of the cultural heritage of mankind and contributor to its enhancement
Article 5	Tourism, a beneficial activity for host countries and communities
Article 6	Obligations of stakeholders in tourism development
Article 7	Right to tourism
Article 8	Liberty of tourist movements
Article 9	Rights of the workers and entrepreneurs in the tourism industry
Article 10	Implementation of the principles of the Global Code of Ethics for Tourism

In 2015 the World Committee on Tourism Ethics proposed revisions to the Global Code of Ethics for Tourism at the UNWTO General Assembly, reflecting recent conditions in the tourism sector. The objective of this proposal to convert the Code into an international convention was to reinforce its effectiveness. Work began on the formulation of a draft of the international convention. With respect to the formulation of the international convention, it was agreed that no fundamental changes would be made to the nine core principles of the Global Code of Ethics for Tourism approved in 1999, and these nine articles would be reproduced in the draft convention under the section "Ethical Principles in Tourism." The Framework Convention on Tourism Ethics was submitted and approved at the 22nd session of the UNWTO General Assembly in 2017. Currently, only the English text of the convention has been approved, but it has been announced the convention will be officially adopted once the text is available in all five official languages of the UNWTO and is publicly released.[20]

2-1-2 Definition of tourism development

Tourism development is defined as the "planning and implementation of strategies formulated with

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[19] UNWTO, "Global Code of Ethics for Tourism"
[20] UNWTO, "Framework Convention on Tourism Ethics"
http://ethicsconventions.unwto.org/ (retrieved December 29, 2017)

the objective of the development of the tourism sector.[21]" Extending this to the results of tourism development, it "creates a positive experience for local people, local businesses, and tourists themselves.[22]"

Furthermore, regarding the more advanced concept of "sustainable development," UNWTO has defined the following as the three requirements of sustainable tourism development[23].

①   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.

②   Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.

③   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.

2-1-3 The importance of tourism development and the issues it faces

■   Tourism industry potential

As discussed in "1-1 Background of this study," the tourism industry is positioned as one of the fastest-growing socioeconomic fields. In 2015, there were 1.2 billion international tourist arrivals. In 2030, this number is forecast to reach 1.8 billion. The tourist industry accounts for 10% of the world's GDP. Presently, it employs one in every 11 people (9% or more of all employment), and by 2030 the tourism sector is expected to employ one in every nine people. This is driving prominent worldwide growth in the need for tourism development, which contributes to the creation of jobs, the reduction of inequality, and the development of local economies.

✓   Focus on potential for the development of developing countries

The impact of the tourism industry is growing especially prominent for developing countries. The number of tourist arrivals in developing countries and least developed countries is growing faster than the number of tourist arrivals at developed countries. As of 2015, tourist arrivals in developing countries accounted for 45% of all international tourist arrivals.[24]

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[21] Saner R. and Filadoro M. *Tourism Development in Least Developed Countries: Challenges and Opportunities*
[22] Solimar. "Tourism Development"
http://www.solimarinternational.com/what-we-do/tourism-development (retrieved December 29, 2017)
[23] Salom, P. and J. Roberto. (2001). Sustainable Tourism: Emerging Global and Regional Regulation. *Georgetown International Environmental Law Review*, Vol.13.
[24] UNWTO. "UNWTO Tourism Highlights 2016 Edition - Japanese version"
http://unwto-ap.org/wp-content/uploads/2016/09/Tourism-Highlight-s-20116.pdf (retrieved September 5, 2017)

Figure 5 International tourist arrivals at developed and developing countries (1950 to 2015) [25]
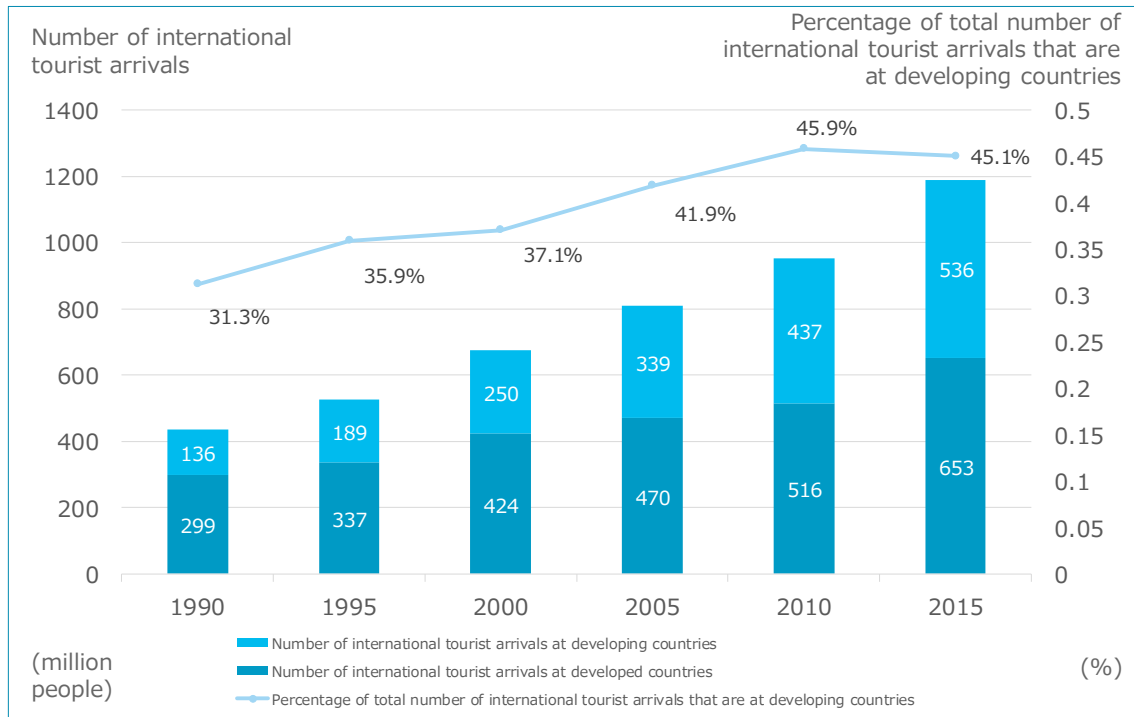
At the same time as the sudden growth of the tourism industry in developing countries from the 2000s onwards, a greater focus came to be placed on the potential for the tourism industry to contribute to the development of these countries. At the 2002 World Summit on Sustainable Development (Johannesburg Summit) it was pointed out that the tourism industry plays a leading role in sustainable development. The theme of World Tourism Day 2003 was "Tourism: an impetus in the fight against poverty, the creation of jobs and social harmony." The increased recognition of the role of tourism in supporting the economic growth of developing countries led the UN to designate 2017 as the International Year of Sustainable Tourism for Development.

In these ways, the international community has great expectations for the role of the tourism industry, which is considered extremely significant. However, development approaches also have the potential to damage tourism destinations. This study will therefore present the importance of tourism development and the issues it faces.

Below is an overview of tourism development's importance and issues.

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[25] Created by Accenture based on UNWTO "UNWTO Tourism Highlights 2017 Edition"

Figure 6 The importance of tourism development and the issues it faces (overall)

Importance		Issue
• Greater opportunities for acquiring foreign currency • Providing revenue acquisition opportunities to a wide range of business categories • Creating jobs • Entrepreneurial promotion	**Economics**	• Overseas outflow of revenue • Inducing inflation • Social costs
• Promotion of natural resource conservation	**Environment**	• Changes to ecosystems • Environmental destruction • Resource depletion
• Promotion of infrastructure development • Promotion of the conservation of traditional culture • Promotion of the improvement of the societal standing of women	**Society and culture**	• Excessive commercialization of religion and traditional culture • Increased crime

■   The importance of tourism development

The tourism industry can attract visitors using the tourism resources of the local nature and culture that already exist in a location, without the need for advanced technologies or infrastructure development, provided that a basic environment for accepting these visitors is put in place. This makes it a relatively easy industry for developing countries to enter. Because of this, the tourism industry is considered extremely significant for the development of developing countries.

Below is a more in-depth examination of the importance of tourism development from economic, environmental, and socio-cultural vantages.

✓   Economics

・   Greater opportunities for acquiring foreign currency

Tourism enables microenterprises to acquire foreign currency without going overseas, so it is called an "export of the poor." In 2015, global tourism generated 1.4 trillion dollars in export earnings, equivalent to 7% of global exports[26]. This makes tourism a valuable source of foreign currency for developing countries, and, in particular, a source for acquiring convertible currency[27].

・   Providing revenue acquisition opportunities to a wide range of business categories

Tourism is a broad-based industry, so it creates wide-ranging revenue not only for products and services provided directly to tourists, such as lodging, transportation, entertainment, food and drink, and shopping, but also to other businesses induced by them[28]. Looking at the example of hotels, hotel operation requires the purchasing of food, beverages, equipment, power, water, and construction industry services, enabling related enterprises to also derive revenue from tourism.

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[26] UNWTO (2016). *World Tourism Barometer*
[27] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[28] Cooper, C. (2005). *Tourism: Principles and Practice*

・ Creating jobs

Likewise, because tourism is a broad-based industry, it is also a sector which creates a great deal of jobs. In particular, the tourism industry is notable for providing a great deal of entry opportunities for unskilled young people and women. For example, jobs in hotel cleaning and product sales, etc., are relatively easy for workers to learn, even if they have low skill levels.

・ Entrepreneurial promotion

In tourism development, various articles and services are required to meet the needs of tourists. There is also a great deal of opportunity for unique regional characteristics to be included in areas such as souvenir development, food and beverage services, and the provision of tour programs, etc. Because of this, tourism has the latent ability to stimulate new business development to meet tourists' needs and the entrepreneurial activity that comes with this development[29].

✓ Environment
　・ Promotion of natural resource conservation

In the case of tourism development in developing countries, local natural tourism resources can be used as-is. This process can cultivate an awareness of the importance of natural resource conservation among local residents, and can promote natural resource conservation and environmental improvement activities in the form of the enactment of natural resource conservation-related regulations and the creation of national parks and protected areas.

✓ Society and culture
　・ Promotion of infrastructure development

Attracting tourists requires the development of basic infrastructure such as water, electricity, and road infrastructure. This often benefits local residents as well.

・ Promotion of the conservation of traditional culture

Traditional culture is often used as a tourism resource, but sometimes this traditional culture is not valued by local people, or is in danger of disappearing. The increased interest in local traditional or cultural customs brought about by tourism development can help to preserve this culture[30]. For example, traditional music which is not listened to by local youth is reappraised as a tourism resource, this culture is passed on to later generations.

・ Promotion of the improvement of the societal standing of women

As stated above, the tourism industry can also provide employment opportunities to women with little job skills. The securing of employment and income by women contributes to the elevation of their societal standing. There are frequent examples of situations in which women who were

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[29] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[30] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*

performing shadow work such as housework acquire external income sources and, through this, gain voices in their own households.

■   The issues faced by tourism development

So far, this report has discussed the importance of tourism development, but its impact is not always a positive one.

Below is a more in-depth examination of the issues faced by tourism development from economic, environmental, and socio-cultural vantages.

✓   Economic issues
・   Overseas outflow of revenue

In some cases, tourism development developed primarily by foreign capital uses local resources but the revenue it generates flows overseas. For example, when overseas tourists arrange for trips via travel agencies in their own countries and stay in foreign-owned hotels, the local economic benefits they provide to their visit destination are limited.

・   Inducing inflation

Tourism development can induce inflation. For example, this can include increases in retail prices during tourism seasons and rises in real estate prices in tourism areas[31].

・   Social costs

Tourism development can generate social costs for the local community. Depending on the extent of these costs, they can place major burdens on the community[32]. For example, community financial resources can be strained by the costs of garbage collection, traffic management, and the like resulting from increases in the number of tourists.

✓   Environmental issues
・   Changes to ecosystems

The creation and improvement of facilities and infrastructure prompted by tourism development, and visits by tourists, etc., can cause changes to local ecosystems. Depending on their extent, these can take unwanted forms. Short-term changes can include physical changes, such as changes to a region's appearance, but there is also the possibility of long-term ecosystem damage and modification[33].

・   Environmental destruction

Tourism development can result in air, water resource, and land pollution due to the construction

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[31] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[32] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[33] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*

of large-scale facilities and visits by large numbers of tourists[34]. Examples include increased garbage and pollution from air pollutants in vehicle exhaust.

・ Resource depletion

Visits by tourists can cause local resource shortages. For examples, visitors can use large amounts of water, producing local water shortages[35].

✓ Social and cultural issues
・ Excessive commercialization of religion and traditional culture

Turning local religion and traditional culture into tourism products carries the risk of harming their forms of existence. In terms of religion, religious ceremonies and worship sites can be disturbed by tourists. In terms of culture, there are concerns that culture will be altered from its original form to better fit tourist consumption, trivializing and packaging it.[36]

・ Increased crime

A flourishing tourism industry brings with it a risk of increased crime rates. There are many examples of tourist destinations that suffer from petty crime such as pickpocketing or illegal industries such as prostitution. For example, in countries such as Thailand, Cuba, Sri Lanka, and the Philippines tourism development has created the problem of increased prostitution[37].

■ The importance of tourism development and the issues it faces with respect to achieving SDGs

This paper has looked at the overall importance of and issues faced by tourism development. Tourism development is also expected to contribute to the achievement of the Sustainable Development Goals (SDGs) adopted at the 2015 UN Summit. This section examines the importance of tourism development and the issues it faces with respect to achieving SDGs.

✓ Importance in terms of achieving SDGs

Tourism is expected to contribute to the achievement of SDGs, key development goals of the international community. In particular, SDGs 8, 12, and 14 explicitly mention the roles to be played by tourism.

The SDGs announced by the UN that relate to tourism are indicated below.

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[34] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[35] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[36] Telfer, D.J. and Sharpley, R. (2011). *Tourism and Development in the Developing World*
[37] Ryan, C. & Hall, M. (2003). *Bauer and McKercher*

Figure 7 References to tourism in the SDGs[38]

SDG	Goals and targets
Goal 8 **Decent work and economic growth**	8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
Goal 12 **Responsible consumption and production**	12. Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products
Goal 14 **Life below water**	14.7 By 2030, increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism

UNWTO has pointed to tourism's potential to contribute not only to these three SDGs, but all of the SDGs. The Chengdu Declaration, adopted in 2017 during the 22nd UNWTO General Assembly, held in Chengdu, China, declares that tourism development has the potential to contribute to all 17 SDGs.

UNWTO has defined the approaches in the tourism development field that should be taken to achieving SDGs as follows:

Figure 8 Interpretation of SDGs with respect to tourism[39]

SDG	Goals defined for tourism
Goal 1 **No poverty**	**Eradicate poverty in all its forms everywhere** As one of the largest and fastest growing economic sectors in the world, tourism is well-positioned to foster economic growth and development at all levels and provide income through job creation. Sustainable tourism development, and its impact at community level, can be linked with national poverty reduction goals, those related to promoting entrepreneurship and small businesses, and empowering less favored groups, particularly youth and women.
Goal 2 **Zero hunger**	**End hunger, achieve food security and improved nutrition and promote sustainable agriculture** Tourism can spur agricultural productivity by promoting the production, use and sale of local produce in tourist destinations and its full integration in the tourism value chain. In addition, agro-tourism, a growing tourism segment, can complement traditional agricultural activities. The resulting rise of income in local communities can lead to a more resilient agriculture while enhancing the

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[38] UN, "Resolution adopted by the General Assembly on 25 September 2015"
[39] UNWTO, "Tourism and the Sustainable Development Goals"

	value of the tourism experience.
Goal 3 **Good health and well-being**	**Ensure healthy lives and promote well-being for all at all ages** Tourism's contribution to economic growth and development can also have a knock-on effect on health and well-being. Foreign earnings and tax income from tourism can be reinvested in health care and services, which should aim to improve maternal health, reduce child mortality and prevent diseases, among others.
Goal 4 **Quality education**	**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all** A well-trained and skillful workforce is crucial for tourism to prosper. The sector can provide incentives to invest in education and vocational training and assist labor mobility through cross-border agreements on qualifications, standards, and certifications. In particular, youth, women, senior citizens, indigenous peoples and those with special needs should benefit through educational means, where tourism has the potential to promote inclusiveness, the values of a culture of tolerance, peace and non-violence, and all aspects of global exchange and citizenship.
Goal 5 **Gender equality**	**Achieve gender equality and empower all women and girls** Tourism can empower women in multiple ways, particularly through the provision of jobs and through income-generating opportunities in small and larger-scale tourism and hospitality related enterprises. As one of the sectors with the highest share of women employed and entrepreneurs, tourism can be a tool for women to unlock their potential, helping them to become fully engaged and lead in every aspect of society
Goal 6 **Clean water and sanitation**	**Ensure availability and sustainable management of water and sanitation for all** Tourism can play a critical role in achieving water access and security, as well as hygiene and sanitation for all. The efficient use of water in the tourism sector, coupled with appropriate safety measures, wastewater management, pollution control and technology efficiency can be key to safeguarding our most precious resource
Goal 7 **Affordable and clean energy**	**Ensure access to affordable, reliable, sustainable and modern energy for all** As a sector that requires substantial energy input, tourism can accelerate the shift toward renewable energy and increase its share in the global energy mix. Consequently, by promoting sound and long-term investments in sustainable energy sources, tourism can help to reduce greenhouse gas emissions, mitigate climate change and contribute to innovative and new energy solutions in urban, regional and remote areas.
Goal 8	**Promote sustained, inclusive and sustainable economic growth, full and**

Decent work and economic growth	**productive employment and decent work for all** Tourism is one of the driving forces of global economic growth, and currently provides for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector, society -- particularly youth and women -- can benefit from increased skills and professional development. The sector's contribution to job creation is reflected in Target 8.9 "By 2030 devise and implement policies that contribute to sustainable tourism that creates jobs and promotes local culture and products."
Goal 9 Industry, innovation and infrastructure	**Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation** Tourism development relies on good public and privately supplied infrastructure and an innovative environment. The sector can also incentivize national governments to upgrade their infrastructure and retrofit their industries, making them more sustainable, resource efficient and clean, as a means to attract tourists and other sources of foreign investment. This should also facilitate further sustainable industrialization, necessary for economic growth, development and innovation
Goal 10 Reduced inequalities	**Reduce inequality within and among countries** Tourism can be a powerful tool for community development and reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development and reduce regional imbalances by giving communities the opportunity to prosper in their place of origin. Tourism is also an effective means for developing countries to take part in the global economy. In 2014, Least Developed Countries (LDCs) received US$ 16.4 billion in exports from international tourism, up from US$ 2.6 billion in 2000, making the sector an important pillar of their economies (7% of total exports) and helping some to graduate from the LDC status.
Goal 11 Sustainable cities and communities	**Make cities and human settlements inclusive, safe, resilient and sustainable** A city that is not good for its citizens is not good for tourists. Sustainable tourism has the potential to advance urban infrastructure and universal accessibility, promote regeneration of areas in decay and preserve cultural and natural heritage assets upon which tourism depends. Greater investment in green infrastructure (more efficient transport, facilities, reduced air pollution, conservation of heritage sites and open space etc.) should result in smarter and greener cities from which not only residents, but also tourists, can benefit.
Goal 12 Responsible consumption and	**Ensure sustainable consumption and production patterns** A tourism sector that adopts sustainable consumption and production (SCP) practices can play a significant role in accelerating the global shift towards sustainability. To do so, as set in Target 12.b of Goal 12, it is imperative to

production	"Develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products". The Sustainable Tourism Programme (STP) of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) aims at developing such SCP practices including resource efficient initiatives that result in enhanced economic, social and environmental outcomes.
Goal 13 Climate action	**Take urgent action to combat climate change and its impacts** Tourism contributes to and is affected by climate change. It is, therefore, in the sector's own interest to play a leading role in the global response to climate change. By lowering energy consumption and shifting to renewable energy sources, especially in the transport and accommodation sector, tourism can help tackle one of the most pressing challenges of our time.
Goal 14 Life below water	**Conserve and sustainably use the oceans and marine resources for sustainable development** Coastal and maritime tourism, tourism's biggest segments, particularly for Small Island Developing States' (SIDS), rely on healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, in line with Target 14.7: "By 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism"
Goal 15 Life on land	**Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss** Majestic landscapes, pristine forests, rich biodiversity, and natural heritage sites are often main reasons why tourists visit a destination. Sustainable tourism can play a major role, not only in conserving and preserving biodiversity, but also in respecting terrestrial ecosystems, owing to its efforts towards the reduction of waste and consumption, the conservation of native flora and fauna, and its awareness raising activities.
Goal 16 Peace, justice and strong institutions	**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels** As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies. Sustainable tourism which benefits and engages local communities, can also provide a source of livelihood, strengthen cultural identities and spur

	entrepreneurial activities, thereby helping to prevent violence and conflict to take root and consolidate peace in post-conflict societies.
Goal 17 **Partnerships** **for the goals**	**Strengthen the means of implementation and revitalize the global partnership for sustainable development** Due to its cross-sectorial nature tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Indeed, public/public cooperation and public/private partnerships are a necessary and core foundation for tourism development, as is an increased awareness in the role of tourism in the delivery on the post-2015 Development Agenda.

✓ Challenges in achieving SDGs

The broad base of the tourism industry is what provides it with its potential to contribute to a wide range of SDGs, in line with the UNWTO's interpretation. However, it faces the following challenges to producing results.

・ Lack of effectiveness measurement indicators

If tourism development can contribute to the achievement of SDGs, it would be best to use appropriate indicators to constantly verify effectiveness tourism development projects and revise their approaches in order to maximize their contributions. However, at present there are no objective evaluation systems for measuring the impact of tourism development projects on SDGs. Because of this, even tourism development projects which are primarily focused on creating development results are unable to sufficiently assess their contributions to SDGs or the issues they face. There are concerns that this situation is limiting the contributions of tourism development to SDGs.

・ Lack of models for desirable collaboration with stakeholders

The Global Code of Ethics for Tourism discusses the roles and responsibilities of individual stakeholders involved in tourism development, but by no means has there been sufficient verification of effective collaboration methods for investigating these roles and responsibilities. Even for tourism development projects primarily focused on producing the benefits of development, methods for coordinating the roles of various stakeholders involved in tourism development have not been clearly defined, and it is worried that the strengths of stakeholders are not being sufficiently leveraged. There are concerns that this situation is limiting the contributions of tourism development to SDGs.

2-2 The tourism development assistance results brought about by Japanese organizations

We investigated the results of tourism development projects carried out by JICA in and after 2000, and projects carried out by ministries, research centers, educational institutions, industry bodies, and NGOs in and after 2011. Below is an overview of this investigation.
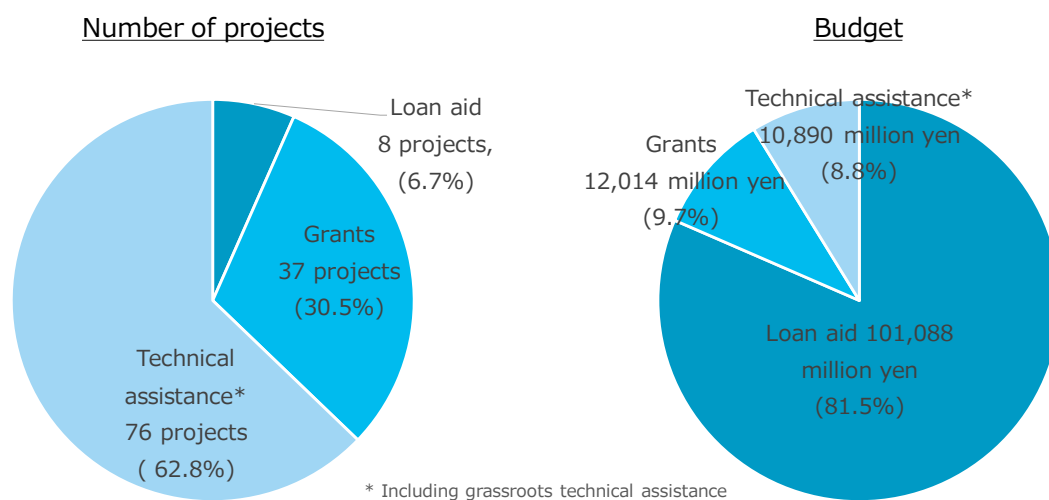
Figure 9 Overview of domestic case study investigation[40]

Studied organizations	➤ Japanese ODA organization (1): JICA ➤ Ministries (4): Ministry of Foreign Affairs, Ministry of Land, Infrastructure, Transport and Tourism, Ministry of Economy, Trade and Industry, Ministry of the Environment ➤ Research centers (6): Foundation for International Development/Relief, International Tourism Development Institute of Japan, Nippon	Foundation, Sasakawa Pacific Island Nations Fund, Tokyo Foundation, Japan Development Institute ➤ Educational organizations (4): Hokkaido University, Toyo University, Wakayama University, Rikkyo University ➤ Industry bodies and NGOs (3): Japan Association of Travel Agents, Japan Transport Cooperation Association, Civic Force
Study scope project period	Projects carried out by JICA: Projects started since 2000, Projects carried out by other organizations: Projects started since 2011	
Study method	➤ Databases of organizations ➤ Telephone interviews	
No. of projects in scope	137	
Studied items	➤ Donors ➤ Project names ➤ Project overviews ➤ Support methods ➤ Schemes ➤ Beneficiaries	➤ Start and end years ➤ Budgets ➤ Contributions to SDGs

2-2-1 JICA development aid results

■　　　Development aid results

Development aid results for individual JICA schemes in 2000 and beyond are indicated below.

Figure 10 Tourism development assistance results for individual JICA schemes (2000 to 2016)

Number of projects

Loan aid 8 projects, (6.7%)

Grants 37 projects (30.5%)

Technical assistance* 76 projects (62.8%)

Budget

Technical assistance* 10,890 million yen (8.8%)

Grants 12,014 million yen (9.7%)

Loan aid 101,088 million yen (81.5%)

* Including grassroots technical assistance

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[40] As much information as possible was gathered from individual institution databases and interviews. This investigation does not comprehensively cover all implemented projects.

JICA has provided tourism development assistance for 121 projects since 2000. In terms of the number of projects, the majority of this support was provided in the form of technical cooperation, accounting for roughly 62.8% of all projects. In monetary terms, loan aid was the largest support type, accounting for roughly 81.5%.

Figure 11 Support contents of each scheme

Development method					
	Government support	Private sector support	Tourism resource conservation	Infrastructure development	Service development
Technical assistance	◯	◯	◯		◯
Loan aid				◯	
Grants				◯	

Technical cooperation (including grassroots technical cooperation) has taken a broad approach, including governmental support (policy formulation support, training for governmental organizations, the formation of new tourism promotion organizations and improved coordination between organizations, etc.), private sector support (training for private sector enterprises, tourism content creation, etc.), tourism resource conservation (natural resource protection, the preparation of management and administration systems for museums, historical ruins, and other cultural resources, etc.) and service development (marketing and promotion support, etc.). Loan aid and grants have primarily focused on infrastructure development. Although results have not been uniform for all countries and regions receiving support, countries have tended to receive support in the form of large-scale infrastructure, such as transportation infrastructure or urban infrastructure, while regions have tended to receive support in the form of small-scale infrastructure, such as the construction of small facilities such as museums and the provision of equipment, etc.

■ Project examples

Below are project examples from different schemes.

✓ Technical cooperation project example

Figure 12 JICA technical cooperation example

Project for Establishment of the Pilot Model for Regional Tourism Development	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2014 to 2017

Region	Bagan, Myanmar
Support methods	Governmental support, private sector support, infrastructure development
Potential SDG contributions	
Project overview	The following four main activities were carried out with the objective of increasing awareness of Bagan as a tourism destination, improving convenience for tourists without interfering with the protection of cultural heritage, and developing local tourism sector human resource capabilities. ① Formulation of plans for activities for enhancing Bagan's tourism development management and systems ② Formulation of infrastructure improvement plans for tourism development in Bagan ③ Formulation of plans for improving Bagan's systems for developing tourism sector human resources such as hotel personnel, travel company personnel, and guides ④ Formulation of Bagan tourism development implementation plans that could be applied to other regions

✓ Grassroots technical cooperation project example

Figure 13 JICA grassroots technical cooperation project example

Project for Rural Development by Local Initiative of the Ethnic Minority Communities in Nam Giang District	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2016 to 2020
Beneficiary	Nam Giang District, Vietnam
Support methods	Governmental support, private sector support, tourism resource conservation, service development

Potential SDG contributions	1 NO POVERTY 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 17 PARTNERSHIPS FOR THE GOALS
Project overview	The following three main activities were carried out with the objective of creating a model for the promotion of comprehensive regional development for ethnic minorities in the Nam Giang District, and the sustained promotion of those activities. ① Establishment of project management and operation committee and working group ② Support for tourism development leveraging regional resources, under the initiative of local residents ③ Support for the creation of information sharing and marketing systems

✓ Loan aid project example

Figure 14 Loan aid project example

Bandaranaike International Airport Development Project 2 (II)	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2012 to 2020
Beneficiary	Gampaha District, Sri Lanka
Support methods	Infrastructure development
Potential SDG contributions	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
Project overview	The following three main activities were carried out with the objective of meeting the rapidly growing air travel demand while providing greater convenience, improving connectedness both within Sri Lanka and to other countries, and contributing to the stimulation of economic activity, including the tourism industry. ① Airport facility expansion ② Construction and improvement of ancillary airport facilities and

	equipment
	③ Consulting services regarding detailed design, bidding assistance, and construction supervision, etc.

✓ Grants project example

Figure 15 Grants project example

Project for Improvement of the Surrounding Area of the Valley of the Kings	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2004
Beneficiary	Luxor, Egypt
Support methods	Tourism resource conservation, service development
Potential SDG contributions	
Project overview	The following were carried out with the objective of contributing to the protection of the murals within the tomb by providing information about the ruins to visitors to the Valley of the Kings at the visitor center. ① Construction of visitor center ② Procurement of display and management materials
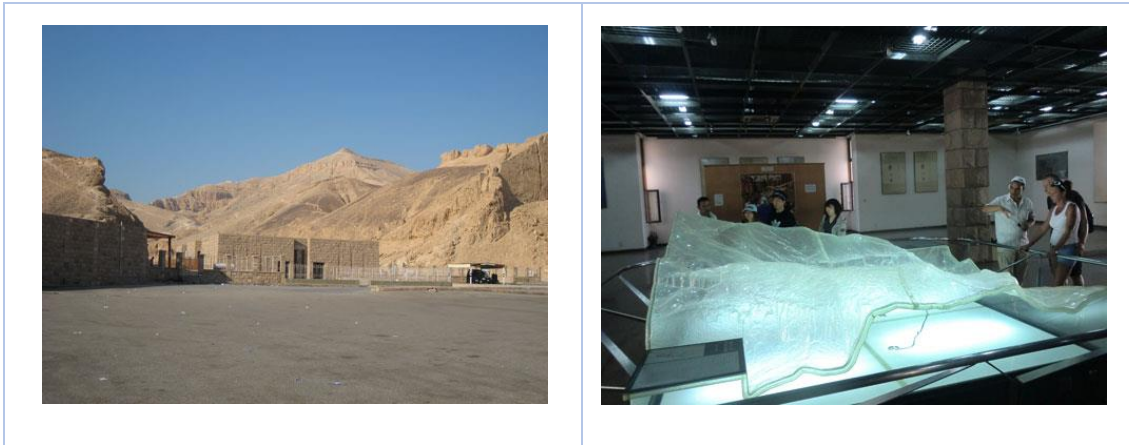
2-2-2 Results of development aid provided by ministries

■ Development aid results

Our investigation of development aid projects conducted by ministries in or after 2011 found that the Ministry of Economy, Trade and Industry had carried out three such projects and the Ministry of the Environment and the Ministry of Land, Infrastructure, Transport and Tourism had each carried out one such project. All of these projects related to the sectors under the jurisdiction of each ministry. The Ministry of Economy, Trade and Industry's projects involved overseas deployment of Japanese technical strengths, the Ministry of Land, Infrastructure, Transport and Tourism's project involved infrastructure, and the Ministry of the Environment's project involved environmental conservation.

■ Project examples

✓ Ministry of Economy, Trade and Industry

Figure 16 Ministry of Economy, Trade and Industry project example

Investigation of the Potential of Smart Communities, etc. in the Global Market: EMS Project for Hotels in Bali, Indonesia	
Donor	Ministry of Economy, Trade and Industry
Implementation period	2013
Beneficiary	Bali, Indonesia
Support methods	Infrastructure development
Potential SDG contributions	
Project overview	The feasibility of building EMS for lodging facilities was investigated as part of an Energy Management System (EMS) project for lodging facilities in Bali, Indonesia.

✓ Ministry of Land, Infrastructure, Transport and Tourism

Figure 17 Ministry of Land, Infrastructure, Transport and Tourism project example

Angkor Wat - Southern Laos tourist corridor improvement	
Donor	Ministry of Land, Infrastructure, Transport and Tourism
Implementation period	2013
Beneficiary	Mekong River valley
Support methods	Governmental support, tourism resource conservation, infrastructure development
Potential SDG contributions	6 CLEAN WATER AND SANITATION 8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
Project overview	The following four main activities were carried out with the objective of reducing poverty in areas without growth foundations other than tourism. ① Improvement of Angkor Wat area tourist sites ② Improvement of Southern Laos tourist sites ③ Improvement of roads and airports connecting tourist sites ④ Tourism master plan preparation

✓ Ministry of the Environment

Figure 18 Ministry of the Environment project example

Project for Developing Low-carbon Tourism Cities through the Joint Crediting Mechanism in Siem Reap	
Donor	Ministry of the Environment
Implementation period	2015
Beneficiary	Siem Reap, Cambodia
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development
Potential SDG contributions	7 AFFORDABLE AND CLEAN ENERGY 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES 17 PARTNERSHIPS FOR THE GOALS
Project overview	The following three main activities were carried out with the objective of developing environmentally conscious tourism cities in Siem Reap. ① Feasibility study of introducing photovoltaic generation equipment in lodging facilities within the city ② Study of joint credit mechanism project needs ③ Study of systems of local governments aimed at inter-governmental collaboration

2-2-3 Results of development aid provided by research centers, universities and other educational institutions, travel industry bodies, and NGOs

Our investigation of development aid projects conducted by research centers, universities and other educational institutions, travel industry bodies, and NGOs in or after 2011 found that three tourism development projects had been carried out[41]. There was a tendency for these projects to consist of grassroots support such as regional revitalization projects led by community members. Below is an example of one of these projects.

Figure 19 Foundation for International Development/Relief project

Catu Ethnic Minority Community Based Tourism Project	
Donor	Foundation for International Development/Relief
Implementation period	2012 to 2015
Beneficiary	Quang Nam Province, Vietnam
Support methods	Private sector support, tourism resource conservation, infrastructure development
Potential SDG contributions	
Project overview	Support, in the form of the following four main activities, was provided with the objective of increasing the income of ethnic minorities in an impoverished area of Vietnam, and to protect the region's tourism resources. ① Establishing tourism project operation system: Setting up of project management teams, etc. ② Enhancement of capabilities of community member groups through training, etc. ③ Enhancement of capabilities of tour operators through training and study tours ④ Improving of basic local infrastructure such as toilets and hand-washing basins

2-3 Tourism development assistance results brought about by international organizations and bilateral assistance agencies

We investigated the results of tourism development projects carried out by multilateral development banks, international organizations, and bilateral assistance agencies in and after 2011. Below is an overview of this investigation.

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[41] Foundation for International Development/Relief "Catu Ethnic Minority Community Based Tourism Project" (2012 to 2015), Sasakawa Pacific Island Nations Fund "Supporting Environmentally-Conscious Tourism in Palau" (2015 to 2016), Toyo University "Evaluation Study of the Sustainability of Community-based Tourism (and Community-based Ecotourism) in Cambodia (2014)

Figure 20 Overview of overseas case study investigation[42] [43]

Studied organizations	➢ Multilateral development banks (5): World Bank (WB), African Development Bank (AfDB), Asian Development Bank (ADB), Inter-American Development Bank, Asian Infrastructure Investment Bank (AIIB) ➢ International organizations (5): United Nations World Tourism Organization (UNWTO), United Nations Environment Programme (UNEP), United Nations Development Programme	(UNDP), United Nations Educational, Scientific and Cultural Organization (UNESCO), United Nations International Labour Organization (ILO) ➢ Bilateral assistance agencies, etc. (9): U.S. (USAID), Germany (GIZ, KfW), France (AFD), U.K. (DFID), Canada (government, CIDA, DFATD, GAC), Norway (government), New Zealand (government), Korea (KOICA)
Study scope project period	Projects started since 2011	
Study method	➢ Public information such as articles, press releases, etc.	
No. of projects in scope	156	
Studied items	➢ Donors ➢ Project names ➢ Project overviews	➢ Support methods ➢ Schemes ➢ Beneficiaries — ➢ Start and end years ➢ Budgets ➢ Contributions to SDGs

2-3-1 Multilateral development banks

■ Development aid trends

Multilateral development banks tend to focus their tourism development assistance efforts on infrastructure development. The World Bank carries out particularly large-scale infrastructure development projects.

While other multilateral development banks focus on infrastructure development, the U.S.-based Inter-American Development Bank (IDB) alone focuses its efforts on eliminating poverty and protecting local environmental, social, and cultural value. The Asian Development Bank (ADB) has positioned tourism development assistance as a key support area, and provides multifaceted support through multiple funds.

■ Development aid results and case examples for individual multilateral development banks

✓ World Bank

Roughly 190 countries are members of the World Bank Group, providing wide-ranging support to developing countries around the globe. It is composed of multiple organizations, each with their own differing objectives, in order to accommodate the different stages of development of developing

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[42] We conducted our study by searching for projects containing the keyword "tourism" in the various organizations' databases and publications. This study does not comprehensively cover all tourism-related projects.
[43] The Canadian International Development Agency (CIDA) was responsible for the majority of Canada's development aid, but in 2013 it was merged with Canada's Department of Foreign Affairs, Trade and Development (DFATD). Development projects fell under the jurisdiction and leadership of the newly created DFATD. In 2015, DFATD was renamed Global Affairs Canada (GAC). The study therefore looked at CIDA for 2013 and earlier, DFATD for 2013 to 2015, and GAC for 2015 and later.
  Donor Tracker, Canada, http://donortracker.org/country/canada (retrieved January 15, 2018)
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 15, 2018)

countries and their diverse funding needs[44]. The International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA), in particular, have as their objectives the elimination of poverty in developing countries. They carry out projects and programs that contribute to sustained growth and improvements in the lives of local residents. This assistance is primarily provided in the form of financial aid and related policy advice[45].

IBRD provides quasi-commercial loans to developing countries, and uses contributions from member countries to procure funds from international capital markets[46]. IDA, on the other hand, provides ultra-long-term, low interest loans and donations, and funding is procured directly from contributions from member countries[47].

The World Bank Group focuses its tourism development assistance in the areas of organizational capability improvement, resource conservation, and infrastructure construction. Much of this support consists of loan aid to national and regional governments. These tend to use an approach that combines tourism sector development support from both the national and local levels.

The Institutional Development Fund (IDF)[48], part of the World Bank Group that provides tourism development assistance in the form of grants, provides tourism policy and government assistance and assistance in improving tourism industry competitiveness, etc., to IBRD member countries.

Figure 21 World Bank project example

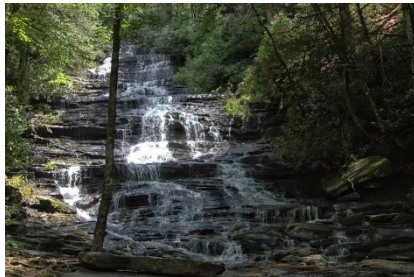| Third Regional Development Project	
Donor	World Bank
Implementation period	2015 to 2019
Beneficiary	Mtskheta-Mtianeti and Samtskhe-Javakheti regions, Georgia
Support methods	Governmental support, tourism resource conservation, infrastructure development
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of improving infrastructure services and institutional capacity to contribute to the promotion of the local tourism industry. ① Urban regeneration of old towns and villages, including restoration of building facades and roofs, public spaces, museums, roads and water, and enhancement of cultural heritage sites

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[44] International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Financial Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), etc.

[45] Ministry of Finance (2016). *Japanese Development Support through Multilateral Development Banks*
http://www.mof.go.jp/international_policy/publication/mdbs2016/mdbs2016.pdf   (retrieved January 12, 2018)

[46] Ministry of Finance (2016). *Japanese Development Support through Multilateral Development Banks*
http://www.mof.go.jp/international_policy/publication/mdbs2016/mdbs2016.pdf (retrieved January 12, 2018)

[47] Ministry of Finance (2016). *Japanese Development Support through Multilateral Development Banks*
http://www.mof.go.jp/international_policy/publication/mdbs2016/mdbs2016.pdf (retrieved January 12, 2018)

[48] Institutional Development Fund (IDF) is a World Bank grant facility launched as a recommendation of the Task Force on Technical Assistance.

	② Consultation by experts to the National Agency for Culture Heritage Preservation of Georgia (NACHP), national museum, and Municipal Development Fund (MDF) of Georgia

✓   African Development Bank (AfDB)

The African Development Bank (AfDB) is one of the two organizations that comprise the African Development Bank Group. The other, the African Development Fund (AfDF)[49], provides loans at more concessional terms and donations to low-income countries, while the AfDB provides quasi-commercial loans to relatively high-income countries. It is composed of 80 member countries -- 54 countries from Africa and 26 from outside Africa.

The AfDB does not provide support focused on the tourism sector. The African Development Bank Group has formulated a long-term strategy (2013 to 2022) aimed at improving the quality of growth by African countries, based on the two core objectives of "Inclusive growth" and "Gradual transition to green growth.[50]" Tourism development assistance is provided when effective in the areas addressed by the five priority initiatives (High 5s) for strategic implementation, namely energy, agriculture, industrialization, regional integration, and quality of life improvement[51].

Figure 22 African Development Bank project example

Youth And Tourism Enhancement Project	
Donor	African Development Bank (AfDB)
Implementation period	From 2014 (currently underway as of December 2017)
Beneficiary	Zimbabwe
Support methods	Governmental support, private sector support, service development
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of reducing unemployment in the tourism industry, especially for

[49] Funded by 30 countries (27 countries outside Africa, Angola, Egypt, and South Africa) and the African Development Bank.
[50] African Development Bank Group website. "AfDB's Strategy for 2013–2022"
https://www.afdb.org/en/about-us/mission-strategy/afdbs-strategy/ (retrieved January 12, 2018)
[51] African Development Bank Group website. "African Development Bank accelerates pace with 'High 5' priorities"
https://www.afdb.org/en/news-and-events/african-development-bank-accelerates-pace-with-high-5-priorities-15879/ (retrieved January 12, 2018)

	young people.
	① Strengthening of ministry and other information management systems on youth, small- and medium-sized enterprises, and employment
	② Creation of system for providing technical instruction through the development of training curricula for training trainers and youth

✓   Asian Development Bank (ADB)

As a multilateral development bank for the Asia-Pacific region, the Asian Development Bank (ADB) has the following key functions: (1) providing financing to developing member countries, (2) providing technical support for the preparation and implementation of development projects and programs, (3) promoting governmental and private sector development support, and (4) providing support for the formulation of development policies by developing member countries[52].

Tourism development is one of its areas of focus, and it concentrates in particular on infrastructure development and related organizational capability improvement. It has multiple funds (ICFF[53], AIF[54], STPF[55], APCF[56], ADF[57]) for providing tourism development-related funding assistance.

Figure 23 Asian Development Bank project example

Community-Focused Investments to Address Deforestation and Forest Degradation	
Donor	Asian Development Bank (ADB)
Implementation period	2014 to 2017

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[52] Ministry of Finance (2016). *Japanese Development Support through Multilateral Development Banks*
http://www.mof.go.jp/international_policy/publication/mdbs2016/mdbs2016.pdf (retrieved January 12, 2018)
[53] ICFF: Investment Climate Facilitation Fund. ICFF provides support for infrastructure development, competitiveness improvement, and policy formulation related to tourism development assistance, with the goal of approaching the problem of climate change by improving energy efficiency.
[54] AIF: ASEAN Infrastructure Fund. AIF tackles the tourism development assistance -related issues of energy, infrastructure, and natural resource sustainability with the goal of providing master plan support related to ASEAN connectivity.
[55] STPF: Sustainable Transport Partnership Facility. STPF works to develop tourism development assistance -related traffic system infrastructure that is safe, convenient, and environmentally friendly in order to provide traffic sector development support as part of Asian Development Bank Strategy 2020.
[56] APCF: Asia Pacific Carbon Fund. APCF provides support for tackling energy and natural resource sustainability issues related to tourism development assistance in order to provide funding and technical support for the development of clean environmental mechanisms.
[57] ADF: Asian Development Fund. ADF provides interest-free financing in areas such as competitive potential, social inclusion, and the elimination of poverty related to tourism development assistance in order to achieve its objective of providing fair and sustainable development support in Asia.

Beneficiary	West Kalimantan Province, Indonesia
Support methods	Governmental support, private sector support, tourism resource conservation
Potential SDG contributions	1 NO POVERTY 8 DECENT WORK AND ECONOMIC GROWTH 13 CLIMATE ACTION 15 LIFE ON LAND 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS
Project overview	ICFF project. The following three main activities were carried out in areas where desertification is occurring and which have high levels of greenhouse gas emissions of with the objective of protecting forests from illegal logging, forest conversion to agriculture, and uncontrolled fires. ① Carried out the community-focused REDD+ [58] pilot project (community-based land usage plan formulation, community-based ecotourism, community forest management and monitoring, and community-led forest maintenance activities, etc.) ② Support for improvements to capabilities of regional forest management ③ Harmonizing of national and provincial level forest carbon stock[59] policies

✓　Inter-American Development Bank (IDB)

The Inter-American Development Bank (IDB) is one of the three organizations that comprise the Inter-American Development Bank Group. The organization's goal is to contribute to the economic and social development of member countries in Latin America and the Caribbean (LAC). It is comprised of 48 member countries -- 28 countries in North and South America (26 LAC countries, the U.S., and Canada) and 20 countries outside the region. It provides quasi-commercial financing to LAC member countries for development projects by governments and other public sector

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[58] REDD+ consists of "Reducing Emissions from Deforestation and Forest Degradation in Developing Countries: REDD," proposed at the 11th Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) held in 2005 and the concepts of "Conservation of Forest Carbon Stocks, Sustainable Management of Forest, Enhancement of Forest Carbon Stocks in Developing Countries" added based on COP13.
http://redd.ffpri.affrc.go.jp/information/redd-plus_ja.html (retrieved December 27, 2017)
[59] The amount of carbon stored in carbon pools such as the air, forests, and oceans, etc.
http://www.eic.or.jp/ecoterm/?act=view&serial=1693 (retrieved December 27, 2017)

agencies[606162].

It focuses its tourism development assistance in the fields of poverty elimination, resource conservation (environmental, social, and cultural), and the enhancement of governmental agency governance, etc. It tends to carry out many activities aimed at improving tourism product competitiveness in supported regions.

Figure 24 Inter-American Development Bank project example

Sustainable Coastal Tourism Program	
Donor	Inter-American Development Bank (IDB)
Implementation period	2015 to 2017
Beneficiary	Haiti (South Coast area)
Support methods	Governmental support, private sector support, tourism resource conservation
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of increasing income and providing employment opportunities to local residents through sustainable tourism sector development. ① Develop community participation in tourism industry value chains ② Invest in environmental conservation activities

✓ Asian Infrastructure Investment Bank (AIIB)

The Asian Infrastructure Investment Bank (AIIB) is an international financial institution led by China that supports the construction and improvement of infrastructure in the Asia-Pacific. It is comprised of 80 member countries and regions in Asia, Africa, Europe, etc.[63].

[60] Ministry of Finance (2016). *Japanese Development Support through Multilateral Development Banks*
http://www.mof.go.jp/international_policy/publication/mdbs2016/mdbs2016.pdf (retrieved January 12, 2018)
[61] The IDB Group is composed of the Inter-American Development Bank (IDB), the Inter-American Investment Corporation (IIC), and the Multilateral Investment Fund (MIF).
[62] Inter-American Development Bank website,
https://www.iadb.org/en/ifd (retrieved January 12, 2018)
[63] What is the Asian Infrastructure Investment Bank (AIIB)? *The Nikkei*
https://www.nikkei.com/article/DGKKZO22967350R01C17A1FF1000/ (retrieved January 12, 2018)

It does not focus on the tourism sector, but it does provide tourism development assistance in relation to its main support area, infrastructure development.

Figure 25 Asian Infrastructure Investment Bank project example

Batumi Bypass Road Project	
Donor	Asian Infrastructure Investment Bank (AIIB)
Implementation period	2017 to 2022
Beneficiary	Batumi, Georgia
Support methods	Infrastructure development
Potential SDG contributions	
Project overview	Construction of a 14.3 km east-west highway to improve inter-regional connectivity in order to promote business, etc., through tourism development.

2-3-2 UN organizations

■ Development aid trends

Overall, UN organizations tend to provide tourism development assistance related to the protection of natural and cultural resources. The United Nations World Tourism Organization (UNWTO) and United Nations Development Programme (UNDP) are particularly focused on tourism development assistance.

UN-led initiatives relating to tourism development assistance include the "Sustainable Tourism - Eliminating Poverty Initiative (ST-EP)[64]" and the "10 Year Framework Program for Sustainable Consumption and Production.[65]" Related UN organizations take leadership under these initiatives,

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[64] This initiative was launched in 2002 by the United Nations World Tourism Organization (UNWTO). Stakeholders including UN organizations, national governments, assistance agencies, and NGOs collaborate together to address the issue of worldwide poverty through tourism development assistance.
http://sdt.unwto.org/en/content/sustainable-tourism-eliminating-poverty-st-ep (retrieved December 27, 2017)
[65] This international framework was adopted at the United Nations Conference on Sustainable Development (Rio+20), held in 2012. It promotes international collaboration aimed at accelerating the shift to sustainable consumption and production (SCP) in developed and developing countries.
http://web.unep.org/10yfp/about/what-10yfp (retrieved December 27, 2017)

coordinating with other international organizations, etc., to implement multiple projects.

■ Development aid results and case examples for individual UN organizations
✓ United Nations World Tourism Organization (UNWTO)

The United Nations World Tourism Organization (UNWTO) is a UN organization that focuses specifically on the tourism sector, responsible for the promotion of responsible, sustainable and universally accessible tourism. It serves as an international forum for the advancement of tourism policy and as a practical organization that provides tourism know-how[66]. It has 161 member states, seven associate members, and permanent observers, as well as over 400 affiliate members such as local tourism authorities, educational institutions, tourism associations, and private sector companies[67].

As an organization dedicated to sustainable tourism, UNWTO collaborates with national governments, bilateral assistance agencies, international organizations, and other UN organizations, and is involved in tourism development programs and initiatives. In terms of recent UN-led initiatives, it leads the Sustainable Tourism - Eliminating Poverty Initiative (ST-EP), which seeks to solve the global problem of poverty through tourism development assistance, and has taken a leadership role with respect to the tourism sector in the 10 Year Framework Program for Sustainable Consumption and Production led by the United Nations Environment Programme (UNEP).

Figure 26 United Nations World Tourism Organization project example

Tourism development aiding Biodiversity Conservation in Pangandaran	
Donor	United Nations World Tourism Organization (UNWTO)
Implementation period	2007 to 2009
Beneficiary	Pangandaran, Indonesia
Support methods	Governmental support, private sector support, infrastructure development, service development
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of harmonizing tourism development with ecosystem conservation in an area which suffered major coral reef and forest damage due to the tsunami in 2006.
	① System and organization development support such as the establishment of community committees for the formulation of tourism management plans and the creation of a DMO
	② Development of regional nature and culture-related tourism products and branding/marketing support

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[66] United Nations Information Centre, United Nations World Tourism Organization
http://www.unic.or.jp/info/un/unsystem/specialized_agencies/unwto/ (retrieved January 12, 2018)
[67] United Nations Information Centre, United Nations World Tourism Organization
http://www.unic.or.jp/info/un/unsystem/specialized_agencies/unwto/ (retrieved January 12, 2018)

	③ Coordination aimed at collaboration with programs by other international organizations such as German international organizations, etc., carrying out environmental protection projects

✓ United Nations Development Programme (UNDP)

The United Nations Development Programme (UNDP) leads the UN's development network, conducting development support activities in over 160 countries[68]. It is primarily focused on providing support aimed at eliminating poverty, promoting democratic governance, preventing development risks, providing recovery support following emergencies, environmental protection, and climate change countermeasures[69].

UNDP is a UN organization focused on the tourism sector. It provides tourism development assistance with an emphasis on eliminating poverty and conserving resources.

Figure 27 United Nations Development Programme project example

Using SLM to Improve the Integrity of the Makgadikgadi Ecosystem and to Secure the Livelihoods of Rangeland Dependent Communities	
Donor	United Nations Development Programme (UNDP)
Implementation period	2014 to 2019
Beneficiary	Makgadikgadi, Botswana
Support methods	Governmental support, private sector support, tourism resource conservation
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of improving ecosystem management to protect wildlife ① Formulation of policies for maintaining healthy ecosystems ② Creation of organizations and systems for sustainable land

[68] United Nations Information Centre, United Nations Development Programme
http://www.unic.or.jp/info/un/unsystem/other_bodies/undp/ (retrieved January 12, 2018)
[69] United Nations Information Centre, United Nations Development Programme
http://www.unic.or.jp/info/un/unsystem/other_bodies/undp/ (retrieved January 12, 2018)

	management
	③ Formulation of land usage plans for sustainable land management and support for implementation by local stakeholders

✓ United Nations Environment Programme (UNEP)

The United Nations Environment Programme (UNEP) is a UN organization that specializes in the environmental field. It defines global-scale environmental issues and promotes environment activities in the sustainable development initiatives of UN systems[70]. It also serves as the implementing body of the Global Environmental Facility (GEF)[71].

Its main areas of tourism development assistance are efficient resource usage and sustainable production and consumption. Together with UNWTO, it is one of the leading stakeholders in the "10 Year Framework Program for Sustainable Consumption and Production" tourism sector.

Figure 28 United Nations Environment Programme project example

The Marshlands of Iraq Inscribed on UNESCO's World Heritage List	
Donor	United Nations Environment Programme (UNEP)
Implementation period	2004 to 2016
Beneficiary	Ahwar, Iraq
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development
Potential SDG contributions	
Project overview	Support was provided for resource management planning and sustainable production and consumption planning in order to

	promote the regional tourism industry in the Iraqi marshlands (located in a former area of conflict), designated a United Nations Educational, Scientific and Cultural Organization World Heritage Site

✓ United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations Educational, Scientific and Cultural Organization (UNESCO) is a specialized agency of the UN whose purpose is to contribute to peace and security by promoting educational, scientific, and cultural collaboration and exchange. It provides support for improving access to education for all people, natural science and social science research, the protection of the world's natural and cultural heritage, the promotion of the free flow of ideas and the press, and greater communication capabilities in developing countries[72].

Its main areas of tourism development assistance are the conservation of natural and cultural resources. It is significantly involved in tourism development assistance as an organization that carries out world heritage related activities, such as its deliberations on newly recommended world heritage sites, which are closely linked to tourism resources. Its resource conservation projects tend to include support provided in concert with other stakeholders.

Figure 29 United Nations Educational, Scientific and Cultural Organization project example

UNWTO / UNESCO Silk Road Heritage Corridors Tourism Strategy Project	
Donor	United Nations Educational, Scientific and Cultural Organization (UNESCO)
Implementation period	From 2014
Beneficiary	China, Kazakhstan, Kirgizstan, Tajikistan, Uzbekistan
Support methods	Governmental support, private sector support, tourism resource conservation, service development

Potential SDG contributions	8 DECENT WORK AND ECONOMIC GROWTH　11 SUSTAINABLE CITIES AND COMMUNITIES　17 PARTNERSHIPS FOR THE GOALS
Project overview	The following five main activities were carried out with the objective of tourism development that balances the creation of economic growth and employment through tourism promotion with the protection of important cultural heritage. ① Creation of visitor management guidelines for tourism development leveraging the world heritage of Silk Road Corridors ② Promotion of the development of tourism products and services and development of official Silk Road Corridors ③ Formulation of Silk Road Corridor branding and marketing strategies ④ Formulation of via promotion measures for countries along the Silk Road Corridors ⑤ Formulation and implementation of occupational training plans for local communities

✓　International Labour Organization (ILO)

The International Labour Organization (ILO) is a specialized UN organization that promotes the protection of workers. It formulates international policies and plans aimed at improving labor conditions, creates international labor standards to serve as indices for the governments of individual countries in implementing policies, provides technical support to governments so contribute to the effectiveness of policies, and provides personnel training, education, and studies[73].

Its main areas of tourism development assistance are the creation of income and employment opportunities for the private sector and communities through the tourism industry. Specifically, it provides occupational training, etc., in order to counter age and gender inequality.

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[73] Ministry of Foreign Affairs, Recruitment Center For International Organizations
http://www.mofa-irc.go.jp/link/kikan_ilo.html (retrieved January 12, 2018)

Figure 30 International Labour Organization project example

Improving the tourism potential of Atauro Island, Timor-Leste	
Donor	International Labour Organization (ILO)
Implementation period	From 2013
Beneficiary	Atauro Island, Timor-Leste
Support methods	Private sector support, tourism resource conservation
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of promoting the tourism industry in upcoming tourist destinations. ① Identification of potential tourism resources and support for the promotion of business using these resources ② Hospitality and business management occupational training for tourism operators

2-3-3 Bilateral assistance agencies

■ Development aid trends

There are few bilateral assistance agencies that focus on tourism development assistance itself. Most countries provide tourism development assistance as a method for achieving objectives that are related to priority national development assistance policies.

■ Development aid results and case examples for bilateral assistance agencies

✓ U.S.

In the U.S., the United States Agency for International Development (USAID) takes the lead in providing economic, development, and humanitarian support to other regions[74]. USAID's policies are decided through a joint review (Quadrennial Diplomacy and Development Review (QDDR)) of diplomatic and development policy guidelines conducted every four years by USAID and the Department of State. At the last QDDR, conducted in 2015, the following four strategic priorities were

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[74] Ministry of Foreign Affairs. "2013 Official Development Assistance White Paper"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 12, 5018)

decided: (1) Preventing and mitigating conflict and violent extremism, (2) Promoting open, resilient, and democratic societies, (3) Advancing inclusive economic growth, and (4) Mitigating and adapting to climate change[75].

Its main areas of tourism development assistance are the development of organization and personnel capabilities in the civil and private sectors and natural resource conservation. In recent years there has been a rise in the number of projects that include tourism development assistance.

Figure 31 U.S. project example

| Economic growth through sustainable tourism project	
Donor	United States Agency for International Development (USAID)
Implementation period	2015 to 2020
Beneficiary	Jordan
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development, service development
Potential SDG contributions	
Project overview	The following five main activities were carried out with the objective of increasing the competitiveness of the tourism industry and thereby creating employment for women and young people. ① Policy formulation support related to tourism development and investment promotion ② Support for the protection of the cultural and natural resource environment and the development of tourism products and services using these resources ③ Branding activity and marketing activity support ④ Occupational training support for tourism education and tourism personnel development at the university level ⑤ Establishment of job creation fund and strengthening of tourism promotion system through enhancement of public-private partnerships, etc.

[75] USDS, USAID. "Quadrennial Diplomacy and Development Review | 2015"
https://www.state.gov/documents/organization/267396.pdf (retrieved January 12, 5018)
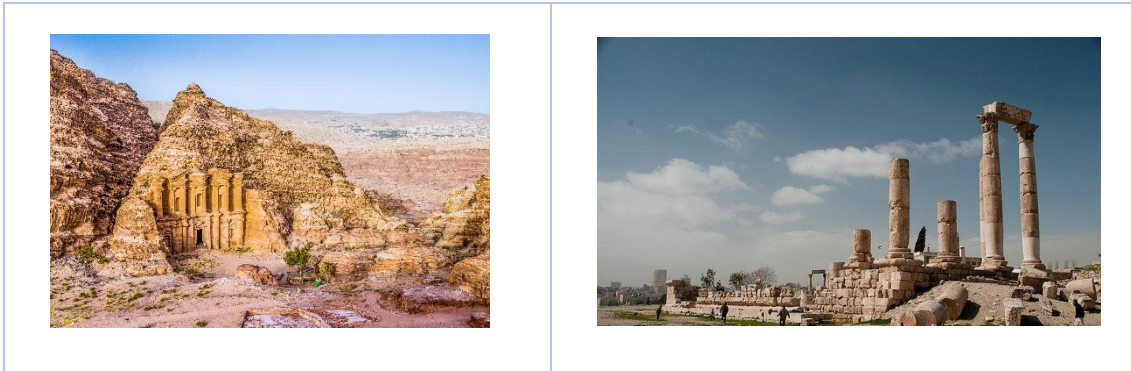
✓ Germany

Germany has multiple official development assistance organizations, such as the Federal Ministry of Economic Cooperation and Development (BMZ)[76], Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)[77], Kreditanstalt für Wiederaufbau (KfW)[78], and Deutsche Investitions- und Entwicklungsgesellschaft (DEG)[79]. In alignment with the federal government's intentions, the BMZ, which is under the jurisdiction of federal agencies, formulates intergovernmental development policies[80], and based on these policies organizations such as the GIZ, KfW, and DEG carry out development projects.

During the current federal government term (2013 to 2017) the strategic priorities are (1) displacement and migration, (2) climate change and renewable energy, and (3) agriculture/food security[81].

Germany's main areas of tourism development assistance are organization and personnel capability development, natural environment and ecosystem conservation, and the creation of jobs targeted at eliminating poverty. Led by the World Trade Organization (WTO) 2005 slogan of "Aid for Trade,[82]" Germany has also created the "BMZ Aid for Trade Strategy Paper.[83]" It is highly compatible with tourism development assistance, so multiple large-scale tourism development assistance projects are being carried out.

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[76] BMZ creates national-level international cooperation frameworks, but does not implement projects or programs itself. Instead, it entrusts operations to various specialized agencies and organizations.
[77] GIZ is responsible for technical cooperation during the actual project implementation stage of policies proposed and formulated by BMZ.
[78] KfW is responsible for providing financial assistance to the public sector in developing countries during the actual project implementation stage of policies proposed and formulated by BMZ.
[79] DEG is responsible for providing financial assistance to the private sector in developing countries during the actual project implementation stage of policies proposed and formulated by BMZ.
[80] DONOR TRACKER, Germany
http://donortracker.org/country/germany (retrieved January 12, 2018)
[81] DONOR TRACKER, Germany
http://donortracker.org/country/germany (retrieved January 12, 2018)
[82] Aid for Trade is a WTO initiative launched at the 2005 Hong Kong WTO Ministerial Conference that aims to support economic development and eliminate poverty by improving the trading-related capabilities of developing countries.
[83] This paper advocates the strategies of promoting trade and direct foreign investment in order to diversify the industries and exports of Germany's trading partner countries, thereby eliminating poverty. To do so, it outlines a policy of (1) strengthening the private sector and civic society, (2) promoting their integration into international value chains, and (3) promoting compliance with environmental standards, etc.

Figure 32 German project example

Gazelles, ibex and co. – ecotourism in Egypt	
Donor	Deutsche Investitions- und Entwicklungsgesellschaft (DEG)
Implementation period	From 2015
Beneficiary	Marsa Alam, Egypt
Support methods	Private sector support, tourism resource conservation, service development
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of promoting sustainable tourism development through environmental conservation at Wadi El Gemal National Park, which is rich in terrestrial life, marine life, and resources. ① Creation of a national park management system and improvement of systems for promoting inter-organization coordination, etc., aimed at resource conservation ② Renovation of related facilities (visitor center, etc.) ③ Support for opening of hotel inside the national park to create jobs

✓ France

In France, the President defines the overall development policy approach, and the Interministerial Committee for International Cooperation and Development (CICID), led by the President and the Prime Minister, determines development priorities[84]. Based on these policies, the French Development Agency (AFD) implements official development assistance as the implementing body[85].

Its current development assistance policy priorities are (1) education, (2) health, (3) improvements to nutrition and access to water and health infrastructure, (4) gender equality, (5) digital technology,

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[84] DONOR TRACKER, France
http://donortracker.org/country/france (retrieved January 12, 2018)
[85] Ministry of Foreign Affairs "2010 Official Development Assistance White Paper"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/10_hakusho_sh/pdfs/s3-2.pdf (retrieved January 12, 2018)

and (6) cultural activities in order to achieve SDGs[86].

France does not have an extensive record of tourism development assistance, but it does carry out projects that provide funding, etc., to tourism sector-related funds and programs.

Figure 33 France project example

Support to the development of sustainable tourism sector and innovative renewable energies	
Donor	French Development Agency (AFD)
Implementation period	From 2014
Beneficiary	Turkey
Support methods	Governmental support, tourism resource conservation, infrastructure development, service development
Potential SDG contributions	
Project overview	The following two activities were carried out through financing of the Industrial Development Bank of Turkey (TSKB) through SUNREF[87] with the objective of promoting sustainable tourism through the use of renewable energy. ① Promote the use of technologies for saving energy and reusing water ② Improve systems for use of clean energy

✓ U.K.

In the U.K., the Department for International Development (DFID) is responsible for strategic planning, implementation, and funding procurement for intergovernmental development policies[88]. The DFID Executive Management Committee monitors DFID activities to ensure that they are aligned

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[86] DONOR TRACKER, France
http://donortracker.org/country/france (retrieved January 12, 2018)
[87] SUNREF is an organization established by AFD to provide financing and technical cooperation in support of investment in renewable energy as a climate change measure for developing country development.
[88] TRACK DONOR, United Kingdom
http://donortracker.org/country/united-kingdom (retrieved January 12, 2018)

with the priorities defined by the Cabinet[89].

Under the UK Aid Strategy, announced in 2015, the following four have been defined as strategic objectives: (1) Strengthening global peace, security and governance, (2) Strengthening resilience and response to crises, (3) Promoting global prosperity:, and (4) Tackling extreme poverty and helping the world's most vulnerable[90].

However, the U.K. does not consider tourism development assistance to be a major area of focus, and its development project track record has been limited.

Figure 34 U.K. project example

Support for the Economic Empowerment of Women and Girls (The SABALAA Programme)	
Donor	Department for International Development (DFID)
Implementation period	2016 to 2022
Beneficiary	Nepal
Support methods	Private sector support
Potential SDG contributions	
Project overview	The following are being implemented in order to create income earning opportunities for women through their participation in growth industries, including the tourism industry. ① Support for policy reform and formulation that supports the economic empowerment of women ② Technical support to governments, the private sector, regional organizations, and local communities that contributes to the development of approaches which eliminate structural barriers to the participation of women in economic activities

✓   New Zealand

[89] TRACK DONOR, United Kingdom
http://donortracker.org/country/united-kingdom (retrieved January 12, 2018)
[90] UK HM Treasury, UK Department for International Development, "UK aid: tackling global challenges in the national interest"
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/478834/ODA_strategy_final_web_0905.pdf
(retrieved January 12, 5018)

In New Zealand, the Ministry of Foreign Affairs and Trade (MFAT) is the central organization responsible for formulating and implementing development support policies. It formulates separate policies for the Pacific area and all areas other than the Pacific. For the Pacific area, the following 12 priorities have been defined: (1) Renewable energy, (2) Agriculture, (3) Information and communications technology, (4) Fisheries, (5) Tourism, (6) Trade and labor mobility, (7) Economic governance, (8) Law and justice, (9) Health, (10) Education, (11) Resilience, and (12) Humanitarian[91]. It has also specified four of the Pacific area priorities for areas beyond the pacific: (1) Agriculture, (2) Renewable energy, (1) Education and (11) Resilience[92].

New Zealand is one of the few members of bilateral assistance agencies that positions the tourism sector as a priority development assistance policy area. As an island country, it has a particular tendency to focus support efforts on small island developing states (SIDS).

Figure 35 New Zealand project example

Increase economic benefits from tourism (Samoa)	
Donor	Ministry of Foreign Affairs and Trade (MFAT)
Implementation period	N/A
Beneficiary	Apia, Samoa
Support methods	Private sector support, tourism resource conservation, infrastructure development
Potential SDG contributions	
Project overview	Provide support for improvements to the contents of tourist attractions, etc., in order to increase income and create jobs in Samoa's tourism industry

✓ Canada

Global Affairs Canada (GAC) is responsible for Canada's official development assistance[93]. The

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[91] New Zealand Foreign Affairs & Trade website. "Our Priorities"
https://www.mfat.govt.nz/en/aid-and-development/our-approach-to-aid/our-priorities/ (retrieved January 12, 2018)
[92] New Zealand Foreign Affairs & Trade website. "Our Priorities"
https://www.mfat.govt.nz/en/aid-and-development/our-approach-to-aid/our-priorities/ (retrieved January 12, 2018)
[93] The Canadian International Development Agency (CIDA) was responsible for the majority of Canada's development aid, but in 2013 it was merged with Canada's Department of Foreign Affairs, Trade and Development (DFATD). Development projects fell

Prime Minister decides on high-level development policy priorities. GAC advances these development policies [94], but in many cases Canadian NGOs and universities, multilateral institutions, the governments of developing countries, and private sector organizations are involved and act as the implementing bodies[95].

The Feminist International Assistance Policy issued in 2017 is a development policy focused on six core action areas: (1) Gender equality, (2) Human dignity, (3) Growth that works for everyone, (4) Environment and climate action, (5) Inclusive governance, and (6) Peace and security[96].

However, Canada does not consider tourism development assistance to be a major area of focus, and its development project track record has been limited.

Figure 36 Canada project example

Creating a Business Enabling Environment for Sustainable Economic Growth	
Donor	Global Affairs Canada (GAC)
Implementation period	2016 to 2020
Beneficiary	Tanzania
Support methods	Governmental support, private sector support, tourism resource conservation, service development
Potential SDG contributions	
Project overview	The following five main activities were carried out with the objective of creating jobs by improving the business environment, including that of the tourism industry. ① Support for the rationalization of governmental procedures for obtaining business licenses ② Training for Tanzania Revenue Authority personnel aimed at the streamlining of tax administration ③ Design of procedures for eliminating non-tariff barriers ④ Promotion of public-private partnership ⑤ Training to the private sector aimed at improving business management capabilities

under the jurisdiction and leadership of the newly created DFATD. In 2015, DFATD was renamed Global Affairs Canada (GAC). Donor Tracker, Canada, http://donortracker.org/country/canada (retrieved January 15, 2018)

http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 12, 5018)
[94] Donor Tracker, Canada
http://donortracker.org/country/canada (retrieved January 12, 5018)
[95] Ministry of Foreign Affairs. "2013 Official Development Assistance (ODA) Reference Materials"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 15, 2018)
[96] Government of Canada. "Canada's Feminist International Assistance Policy"
http://international.gc.ca/world-monde/issues_development-enjeux_developpement/priorities-priorites/policy-politique.aspx?lang=eng (retrieved January 15, 2018)
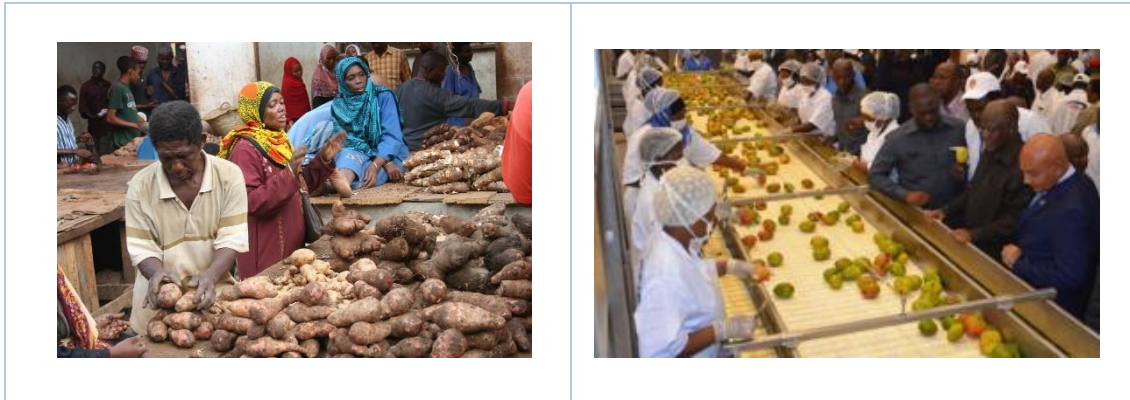
✓ Norway

In Norway, the Norwegian Ministry of Foreign Affairs and the Norwegian Agency for Development Cooperation (Norad) are the organizations primarily responsible for official development assistance. Other related agencies include Norway's Development Finance Institution (NorFund)[97]. The Ministry of Foreign Affairs formulates assistance strategies, such as by proposing overall policies and formulating assistance strategies for individual countries, as well as providing assistance through international organizations and implementing bilateral assistance through foreign diplomatic missions[98]. Norad provides some bilateral assistance by providing financial support to NGOs, as well as supplying expert advice and information aimed at efficiently providing assistance[99]. NorFund also provides investment and loan/loan guarantees to sustainable, high revenue projects in the countries to which it provides assistance[100].

Norway's official development assistance strategic priorities are: (1) National vulnerability, (2) Human rights, (3) Democracy, (4) Women's rights and gender equality, and (5) Prevention of corruption[101]. It's priorities by sector are: (1) Education, (2) Humanitarian assistance, (3) Global health, (4) Private sector development, and (5) Climate, the environment, and sustainable energy[102].

In the tourism sector, it collaborates with FK Norway[103] to provide support through the dispatching of specialists and personnel exchange.

Figure 37 Norway project example

Community Based Tourism Businesses Support Programme 2016-2017	
Donor	FK Norway

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[97] Ministry of Foreign Affairs "2013 Official Development Assistance (ODA) Reference Materials"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 15, 2018)
[98] Donor Tracker, Norway
http://donortracker.org/country/norway (retrieved January 12, 5018)
[99] Ministry of Foreign Affairs "2013 Official Development Assistance (ODA) Reference Materials"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 15, 2018)
[100] Ministry of Foreign Affairs "2013 Official Development Assistance (ODA) Reference Materials"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf (retrieved January 15, 2018)
[101] Donor Tracker, Norway
http://donortracker.org/country/norway (retrieved January 12, 5018)
[102] Donor Tracker, Norway
http://donortracker.org/country/norway (retrieved January 12, 5018)
[103] FK Norway is a Norwegian government agency which supports exchange between employees and members of Norwegian, African, and Asian companies and organizations.

Implementation period	2016 to 2019
Beneficiary	Kenya, Tanzania, Uganda
Support methods	Private sector support
Potential SDG contributions	
Project overview	Personnel exchange between organizations aimed at improving the quality of community based tourism in Kenya, Tanzania, and Uganda in order to increase income and create jobs in poverty-stricken areas

✓　South Korea

In South Korea, multiple organizations are involved in official development assistance. These include managing and coordinating organizations (Center for International Development Cooperation, Office for Government Policy Coordination, Office for Development Collaboration Policy), administrative government agencies (Ministry of Foreign Affairs, Ministry of Strategy and Finance), and implementing bodies (Korea International Cooperation Agency (KOICA), Economic Development Cooperation Fund (EDCF))[104]. Managing and coordinating organizations deliberate on and coordinate concrete plans in accordance with broad official development assistance guidelines defined by the President. Based on these plans, administrative government agencies coordinate with implementing bodies and confirm project progress conditions[105]. The implementing body KOICA is responsible for grants, while EDCF provides loan aid[106].

According to the Framework Act on International Development Cooperation issued in 2010, the following have been defined as development principles: (1) Poverty reduction, (2) Human rights, (3) Gender equality, (4) Sustainable development, and (5) Peace and prosperity.[107] The current strategic development plan prioritizes financial support for (1) assistance to economic infrastructure and environmental policy issues, (2) assistance aligned with SDGs, (3) women's health and education, and

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[104] Ministry of Foreign Affairs "2013 Official Development Assistance (ODA) Reference Materials"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf　(retrieved January 15, 2018)
[105] Donor Tracker, South Korea
http://donortracker.org/country/south-korea (retrieved January 12, 5018)
[106] Ministry of Foreign Affairs "2013 Official Development Assistance (ODA) Reference Materials"
http://www.mofa.go.jp/mofaj/gaiko/oda/shiryo/hakusyo/13_hakusho_sh/pdfs/s3-2.pdf　(retrieved January 15, 2018)
[107] Donor Tracker, South Korea
http://donortracker.org/country/south-korea (retrieved January 12, 5018)

(4) agricultural development[108].

   While South Korea has conducted few individual projects aimed at the tourism sector, KOICA has provided funding for the "10 Year Framework Program for Sustainable Consumption and Production", which includes tourism development assistance, and "Sustainable Tourism - Eliminating Poverty Initiative (ST-EP)."

Figure 38 South Korea project example

KOICA funds to set up a Tourism Information Centre in Batticaloa	
Donor	Korea International Cooperation Agency (KOICA)
Implementation period	From 2015
Beneficiary	Batticaloa, Sri Lanka
Support methods	Service development
Potential SDG contributions	
Project overview	Support for the construction of a tourist information center with advertising services, etc., using Wi-Fi and LED displays with the objective of creating jobs at the tourism information center and attracting tourists

2-4 Results of development aid provided through collaboration between multiple organizations

2-4-1 Collaboration between donors

   Tourism development assistance is often provided through collaboration between multiple donors. Typical collaboration methods are shown below.

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[108] Donor Tracker, South Korea
http://donortracker.org/country/south-korea (retrieved January 12, 5018)

Figure 39 Donor collaboration types

		Overview	Division of roles
Multi-donor funds		Funds with specific themes operated through collaboration between bilateral assistance agencies, multilateral development banks, and UN organizations	• Bilateral assistance agencies and UN organizations -> Leadership • Multilateral development banks -> Budget management
Initiatives	**UN organization-led initiatives**	Programs and initiatives with specific themes led by UN organizations	• UN organizations -> Leadership • Bilateral assistance agencies -> Funding and support
	Bilateral assistance agency-led initiatives	Programs and initiatives primarily led by bilateral assistance agencies, managing multiple public and private sector stakeholders that subscribe to the approaches of the programs/initiatives	• Bilateral assistance agencies (multiple) -> Leadership • Other stakeholders -> Support

The main three types of collaboration are multi-donor funds, UN organization-led initiatives, and bilateral assistance agency-led initiatives. The way the collaborating parties interact varies by organization category.

2-4-2 Examples of successful donor collaborations

Below are examples of successful donor collaborations for each of the collaboration types described above.

■ Funds
✓ Multi-donor funds

Figure 40 Multi-donor fund example

Germany's International Climate Initiative funds Caribbean Biodiversity Fund	
Fund name	Caribbean Biodiversity Fund
Participating organizations (★ = lead agency)	German Kreditanstalt für Wiederaufbau (★), World Bank, United Nations Environment Program, United Nations Development Programme, etc.
Implementation period	From 2016
Beneficiary	Latin America
Support methods	Tourism resource conservation
Potential SDG contributions	13 CLIMATE ACTION 14 LIFE BELOW WATER
Project overview	This fund, led by the Germany Kreditanstalt für Wiederaufbau (KfW), is formed of multiple international organization funds related to environmental conservation. One of its themes is the

	promotion of sustainable tourism in the Caribbean, and it provides activity support for NGOs engaging in marine conservation and sustainable tourism activities.

■ Initiatives
✓ UN organization-led initiatives

Figure 41 UN organization-led initiative example

Sustainable Tourism Eliminate Poverty Initiative –STEP	
Program name	Sustainable Tourism Eliminate Poverty Initiative –STEP
Participating organizations (★ = lead agency)	United Nations World Tourism Organization (★), government of South Korea (★) * Additional collaboration organizations vary by individual projects within the program
Implementation period	From 2005
Beneficiary	Global
Support methods	Private sector support
Potential SDG contributions	
Project overview	This initiative's goal is to attract tourists and create jobs in impoverished areas of developing countries. UNWTO provides implementation leadership, and the government of South Korea provides financial support. They collaborate with other donors for individual projects within the program.

✓ Bilateral assistance agency-led initiatives

Figure 42 Bilateral assistance agency-led initiative example

Global Sustainable Tourism Alliance	
Program name	Global Sustainable Tourism Alliance
Participating organizations (★ = lead agency)	United States Agency for International Development (★), George Washington University Nature Conservancy (NGO), Solimar International (private sector company) * In addition to the above, specialized agencies and private sector companies also participate depending on the contents of individual projects
Implementation period	2006 to 2011
Beneficiary	USAID support beneficiary countries
Support methods	Private sector support, tourism resource conservation

Potential SDG contributions	
Project overview	This USAID-led initiative is aimed at eliminating poverty, promoting economic growth, protecting biodiversity, and enhancing governance functions and systems. Participants collaborate with major sustainable tourism organizations (universities, NGOs, private sector companies, etc.) depending on the support provided by individual projects.

Chapter 3　Leading tourism development case examples within Japan

This chapter introduces leading tourism development projects in Japan and collaborative projects carried out by JICA-private sector partnerships. From the perspective of the use of tourism development assistance, the leading tourism development projects introduced are those with potential for use in tourism development in developing countries, while the JICA-private sector collaborations introduced are those of technologies or expertise which may not appear to be related to the tourism sector at first glance, but have potential for application to tourism development.
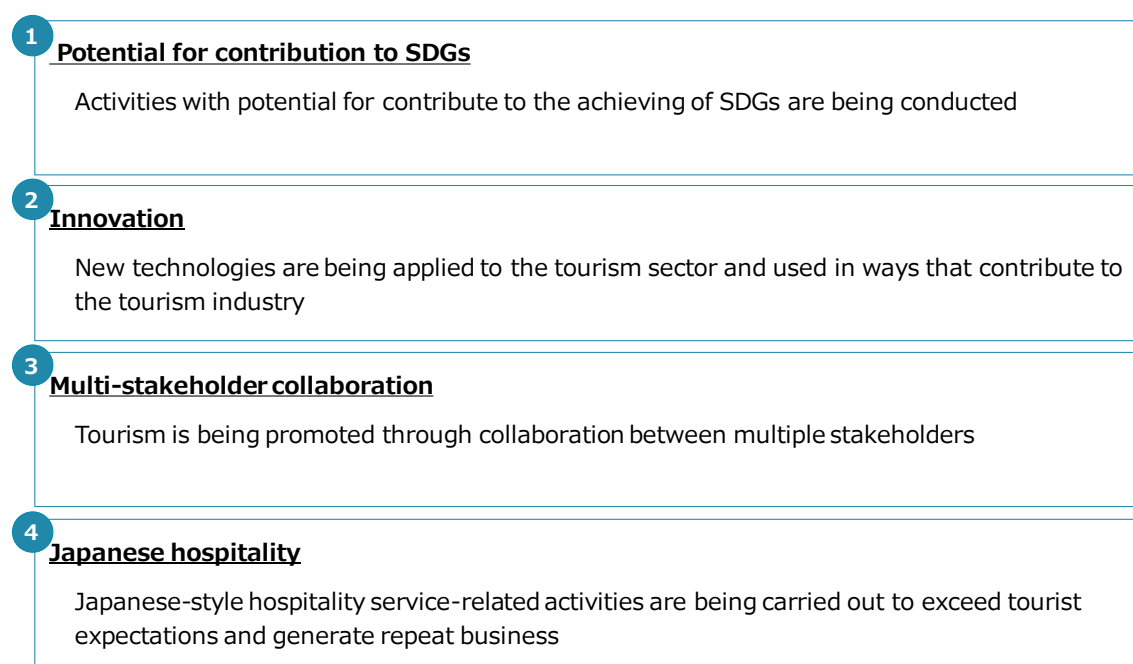
3-1 Leading tourism development case examples within Japan

Starting from the hypothesis that advanced tourism development approaches used in Japan could also be used for tourism development in developing countries, we conducted a study of tourism development case examples in Japan.

3-1-1 Focal points of study of leading tourism development case examples within Japan

The following focal points were used to identify successful examples of tourism development in Japan.

Figure 43 Focal points of Japanese leading case example study

1　Potential for contribution to SDGs

Activities with potential for contribute to the achieving of SDGs are being conducted

2　Innovation

New technologies are being applied to the tourism sector and used in ways that contribute to the tourism industry

3　Multi-stakeholder collaboration

Tourism is being promoted through collaboration between multiple stakeholders

4　Japanese hospitality

Japanese-style hospitality service-related activities are being carried out to exceed tourist expectations and generate repeat business

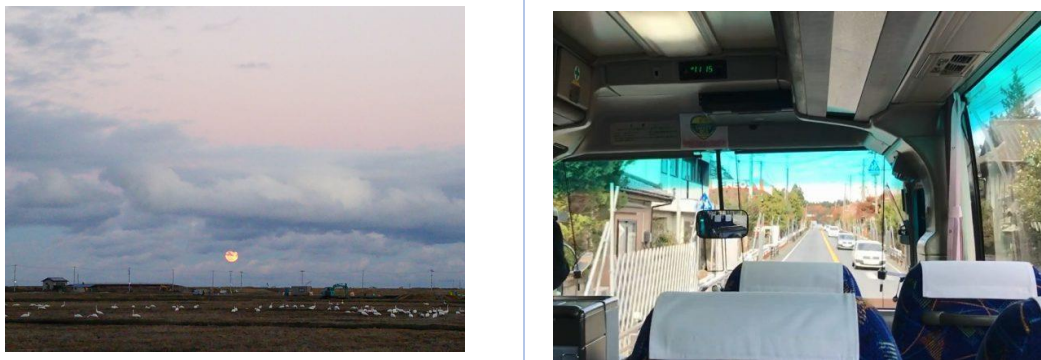### 3-1-2 List of leading tourism development case examples within Japan

Case examples identified using the four focal points described above which are believed to have especially high potential for developing countries are indicated below.

① Potential of contributions to SDGs

✓ Case example related to SDG11 "Sustainable cities and communities"

An example of a project which contributes to SDG11, "Sustainable cities and communities," is the offering of tours in Fukushima Prefecture which use disaster-stricken areas as tourism resources.

Figure 44 Japanese leading case example: SDG11

Roku Bus Tour	
Implementing body	Fukushima Prefecture Planning, Commerce, and Industry Department, Gunchu Travel
Started	2017
Implementation area	Iwaki City and Minamisoma City, Fukushima Prefecture
Study focal point	Potential of contributions to SDGs
Project overview	・ Tours of site of nuclear power plant disaster ・ This tour, planned by Fukushima Prefecture and carried out by a travel agency, is a guided tour that starts in Iwaki City and travels north to Minamisoma City along National Route 6, in which participants can see the current state of areas affected by the nuclear power plant disaster from the windows of the tour bus ・ During the tour, explanations are provided at various points of interest of the local conditions when the earthquake occurred ・ The tour provides participants with an opportunity to reflect on the disaster, contributing to recovery while preventing the memories of the disaster from fading away

This case example contributes to greater awareness of modes of sustainable cities by providing bus tours to tourists of areas struck by the Great East Japan Earthquake of 2011. Normally, the fact that an area was struck by a disaster would be a negative, but this project leverages that fact as a tourism resource. This approach could serve of use to tourism development in developing countries as well.

✓ Case example related to SDG14 "Life below water"

One case example which contributes to SDG14, "Life below water," is the coral reef conservation project being carried out in Okinawa Prefecture.

Figure 45 Japanese leading case example: SDG14

Ishigaki Island, Okinawa, coral reef study and conservation activities	
Implementing body	WWF Shiraho Coral Reef Conservation and Research Center
Started	2000
Implementation area	Ishigakijima Island, Okinawa Prefecture
Study focal point	Potential of contributions to SDGs
Project overview	・ The WWF is performing research and awareness-raising activities together with local residents from the WWF Shiraho Coral Reef Conservation and Research Center in Shiraho on Ishigakijima Island, Okinawa Prefecture ・ In addition to the protection of coral reefs themselves, the project also carries out activities aimed at preserving and protecting everyday local culture such as rites and rituals and promotes sustainable community development

This case example protects coral reefs, marine resources which are also local tourism resources. In addition to the coral reefs themselves, it also carries out activities that help preserve everyday island culture, called "coral reef culture," and improve the lives of local residents. Through this it develops tourism founded on sustainable community development.

This approach could serve of use to sustainable tourism development in countries and regions which lack sufficient environments for the conservation of marine resources.

② Innovation

✓ Using digital technology to protect cultural properties

One case example which involves exceptional innovation is the protection of cultural properties

through the "Clone Cultural Property" technology developed by the Tokyo University of the Arts.

Figure 46 Japanese leading case example: Innovation

Clone Cultural Property Creation	
Implementing body	Tokyo University of the Arts COI
Started	2013
Implementation area	Horyuji Temple, Nara Prefecture[109]
Study focal point	Innovation
Project overview	・ Tourism development using clone cultural property creation technology ・ Clone cultural properties are created by fusing cutting-edge digital technologies such as 3D printers with traditional analog technologies such as the reproduction of paintings by hand ・ This is an effective method for using cultural properties for tourism without damaging them. In 2017, a clone of Horyuji Temple's Shakyamuni triad which visitors were allowed to touch was fabricated and put on display

This case example used digital technologies such as 3D printers to fabricate cultural properties and put them on display. This made it possible to leverage these cultural resources for tourism without damaging the cultural properties themselves. This approach has potential not only for existing cultural properties, but also for the reconstruction of damaged cultural properties through the use of photographs and other remaining information. In addition to this Japanese case example, numerous clone cultural properties have also been created overseas, such as clones of Afghanistan's Bamyan murals and Myanmar's Bagan Ruins.

This approach could serve of use as a tourism development approach that uses cultural properties

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[109] According to "The Grand Exhibition on the Silk Road, SOSin – DENSin, Clone Cultural Property: Revitalization of Lost Time," held in 2017 by the Tokyo University of the Arts, the university has experience with creating clones of cultural properties through its experience with foreign cultural properties such as the Korean Peninsula's Complex of Goguryeo Tombs, the Mogao Caves of China's Gansu Province, the Kizil Caves of China's Xinjiang Uygur Autonomous Region, Tajikistan's Panjakent Ruins, Afghanistan's Bamyan, and the Bagan Ruins of Myanmar.

for tourism while protecting important cultural properties, and in countries and regions which face the problem of the damaging of cultural properties due to conflicts, etc.

③   Multi-stakeholder collaboration

✓   Creation of an excursion route that connects tourism resources scattered throughout an area

One example of multi-stakeholder collaboration is the creation by multiple local governments, private sector members, and ministries of a tourist excursion route near the Seto Inland Sea.

Figure 47 Japanese leading case example: Multi-stakeholder collaboration

Project for promotion of the creation of "The Inland Sea, SETOUCHI" wide area tourist excursion route	
Implementing body	SETOUCHI DMO
Started	2015
Implementation area	Hyogo Prefecture, Okayama Prefecture, Hiroshima Prefecture, Yamaguchi Prefecture, Tokushima Prefecture, Kagawa Prefecture, Ehime Prefecture
Study focal point	Multi-stakeholder collaboration
Project overview	・ Creation of "The Inland Sea, SETOUCHI" wide area tourist excursion route for foreign tourists visiting Japan ・ Multiple prefectural governments collaborated to connect scattered tourism resources into a single tourism destination, internationally conveying the allure of the region ・ The Inland Sea, SETOUCHI Tourism Authority, a Destination Management/Marketing Organization (DMO) whose members include prefectural governments and local private sector companies, led the project

In this case example, public and private sector members collaborated together, going beyond the framework of individual prefectures, to create a tourist excursion route that connected tourism

resources in the Seto Inland Sea area. Linking the islands of the Seto Inland Sea through a route connecting new modern art attractions has made it possible to attract tourists in areas with few tourism resources, which had previously been unable to enjoy the economic benefits of the tourism industry.

This approach could serve of use as a model of stakeholder collaboration in tourism development for areas facing the problem of regional inequality.

④ Japanese hospitality

✓ Service evaluation based on tourism quality standards

One example of Japanese hospitality is the Niigata Prefecture's evaluation of tourism services based on tourism quality standards.

Figure 48 Japanese leading case example: Japanese hospitality

Service evaluation of lodging facilities based on tourism quality standards	
Implementing body	Snow Country Tourist Area
Started	2011
Implementation area	Uonuma City, Minami-Uonuma City, Yuzawa Town, Tokaimachi City, Tsunan City, Minakami Town, and Sakae Village
Study focal point	Japanese hospitality
Project overview	・ The "Tourism Quality Standards" defined by the Chubu Region Institute for Social and Economic Research were used to evaluate lodging facilities within the area ・ The Tourism Quality Standards consist of over 300 items, including both physical items such as appearance and guest rooms and non-physical items such as service levels and food quality. Based on individual item evaluations, 34 inns in the Snow Country Tourist Area were ranked from one to five stars ・ Information regarding these evaluations were provided on a website for use by foreign visitors to Japan

In this case example, tourism quality standards were used to evaluate and certify service levels for lodging facilities within an area, promoting the improvement of service quality within the area. It also provided information, allowing travellers to obtain detailed information about their destinations and making it possible to travel without anxiety.

This approach could serve of use in approaches for raising service levels in countries and regions which face issues with tourism industry service levels.

3-2 Case example of a collaborative project by a JICA-private sector parnership

JICA promotes the use of exceptional technologies from private sector companies in solving the problems faced by developing countries. As part of these efforts, it has carried out 952 studies and verification projects since it launched its Support for Japanese Small and Medium Enterprises (SMEs) Overseas Business Development in 2012. These technologies include several exceptional technologies that could be used in the tourism sector, so this section presents several case examples with potential for contribution to the tourism sector.

3-2-1 Use of JICA-private sector partnership projects in tourism development

JICA's framework for collaboration with the private sector was initially envisioned for sectors other than the tourism sector, but case examples of projects which also contribute to tourism development include a project in Vietnam that uses bio-toilets from a company headquartered in Asahikawa, Hokkaido.

Figure 49JICA-private sector partnership project example

Project for promoting and verifying environmental improvement technologies using "bio-toilets" and "new purifying devices"	
Implementing body	Seiwa Denko Co., Ltd.
Started	2015
Implementation area	Ha Long Bay, Vietnam
Potential SDG contributions	
Project overview	・ Bio-toilets which use sawdust to break down waste and convert it into fertilizer were used on sightseeing ships and in public facilities ・ These bio-toilets were initially envisioned for use in case of disasters, but they are also effective in environments in which it is difficult to build large-scale infrastructure, such as Ha Long Bay, so the installation of these bio-toilets was promoted especially for local sightseeing ships and public facilities ・ The bio-toilets are expected to reduce water pollution by wastewater by over 50%, so they will not only provide benefits to tourists, but also contribute to the conservation of the global natural heritage of

	Ha Long Bay and the improvement of the living environments of local residents

This project is also an example of innovation, as it installed bio-toilets initially envisioned for purposes other than tourism development in a tourist site, contributing to Vietnam's tourism development while also helping achieve SDGs.

Not only has this project promoted innovation through collaboration with private industry, but it is also a successful example in that it promoted collaboration between stakeholders as well. This project was the impetus behind the signing in 2017 of a technical assistance memorandum between Asahikawa City, the Asahikawa Chamber of Commerce, and Vietnam's Quảng Ninh Province. This has led to concrete plans for other companies in Asahikawa City to begin activities in Vietnam, so what began as foreign assistance has also contributed to regional revitalization within Japan as well.

3-2-2 JICA-private sector partnership projects with potential for use in the tourism sector

Like the previously introduced bio-toilet project in Vietnam, there are other JICA-private sector partnership projects which may not appear to be related to the tourism sector at first glance, but have potential to contribute to it.

Figure 50 Private sector enterprise technologies with potential for use in the tourism sector

Technology Type	Implementing Body	Technology Overview	Possible Approach to Tourism Development	Photo
Small hydroelectric generation	Suikikogyo Shikino High-Tech Co., Ltd. Hokuriku Seiki TAIWA SEIKI CORPORATION	This company has dveloped the water mill which functions as a small hydraulic power generator using a small irrigation canal and a river. It makes efficient and stable power generation possible in accordance with the water level, even for irrigation canals and rivers with large fluctuations.	This technology could contribute to tourism business development(ex.increase in tourism revenue) especially where hydroelectric power generation is difficult.	
Biological toilet	Eiwa Land Environment Co., Ltd.	This company has developed the self-treating bio-toilet utilizing oyster shells, which can be installed and used on-site in areas where economic and social infrastructure (water source, water supply, electricity) is not well developed or maintenance is delayed. This toilet can be easily installed and its technology can be easily transfered to developing countries.	This technology introduced in tourist facilities could achieve prevention of water pollution (environmental preservation) and elimination of shortage of sanitation facilities (improvement of living standard).	
Audio pen	Gridmark Inc. Japan Development Service, Co., Ltd.	This company has developed the audio pen which pronounce words in multiple languages or play music when touching Dot code "GridOnput (grid onput)." Dot code is invisible to the naked eye - a completely new two-dimensional code technology constituted by arranging patterns of extremely small points (dots) and the audio pen functions as the scanner of the code.	(Human Resource Development) This technology can be contributed to tourism human resources development for foreign tourism service when used for language training (classes). (Promotion of tourism industry) This technology can be used for tourism brochure or promotion materials for foreign tourists as tourism information tools.	
Fence for avalanche prevention	PROTEC ENGINEERING	This company has developed the steel fence made of high strength wire net and high fracture tolerance wire mesh, that catches snow and prevents avalanches. In addition to protecting roads and private houses from the avalanche disaster, it can also catch relatively small falling rocks, so it can be installed in places where there is a risk of falling rocks.	This technology introduced to tourist spots with high possiblity of avalanche, could contribute to reducing human damage caused by avalanche and securing safe road traffic, which leads to promoting the tourism industry.	
Garbage disposal system	Midorisangyo Co., Ltd.	This company has developed organic garbage circulation system utilizing "fermentation vacuum drying system". This technology is able to process organic waste to make compost even if waste not being sorted.	This technology introduced for the treatment of waste generated by tourists, could help reduce of the amount delivered to the final disposal site and promote recycling.	
Electric vehicle	PUES Corporation	This company has developed the medium-size EV bus (total length of about 9 m) with zero air pollutant emissions. Compared with a large-sized bus (total length of about 12 m), it is highly versatile and can be smoothly operated even in densely populated areas.	This technology introduced as a public transportation system of tourist spots, could reduce the environmental problems (excess evergy usage, traffic congestion, CO2 emission, etc.) accompanying the increase in tourists.	

There are many technologies that make simple infrastructure improvement and environmental impact reductions possible. These technologies could be used for the promotion of tourism in developing countries.

Chapter 4   Contribution potential of tourism development assistance aimed at achieving SDGs

We analyzed a sample set of 208[110] tourism development assistance projects carried out by multilateral development banks, UN organizations, or bilateral assistance agencies over the past five years (2011 to 2016), and verified the degree to which tourism development assistance contributed to the achievement of SDGs.

## 4-1 Organization categories and tourism development assistance

In order to verify the contributions of individual organization categories, we verified how many projects each organization carried out for each SDG. The number of projects related to each SDG was defined as the "quantitative tourism development assistance contribution," and trends were determined using the following formula.

Quantitative tourism development assistance contribution (%)

$$= \frac{Number\ of\ tourism\ aid\ projects\ related\ to\ each\ SDG\ in\ the\ corresponding\ year}{Number\ of\ projects\ within\ analysis\ scope\ carried\ out\ in\ the\ corresponding\ year} \times 100$$

Development aid trends for each organization categories are indicated below.

Figure 51 Development aid trends of multilateral development banks

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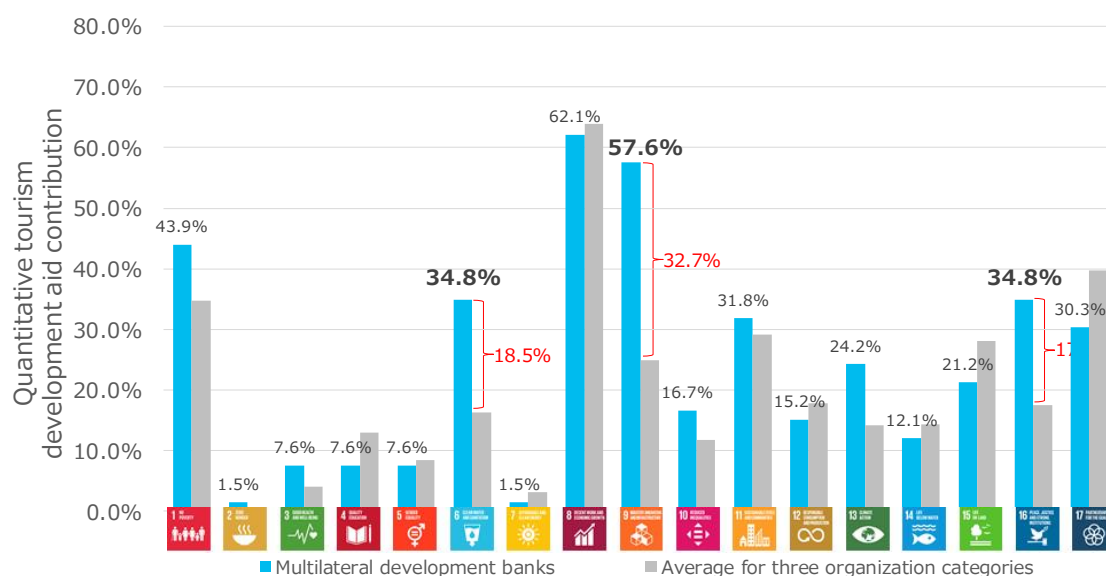
[110] This analysis was performed on the 208 projects identified in 2-2 and 2-3 that were carried out between 2011 and 2016. 56 of these were by development finance organizations (26.9% of the sample), 57 were by UN organizations (27.4%), and 95 were by bilateral assistance agencies (45.7%).

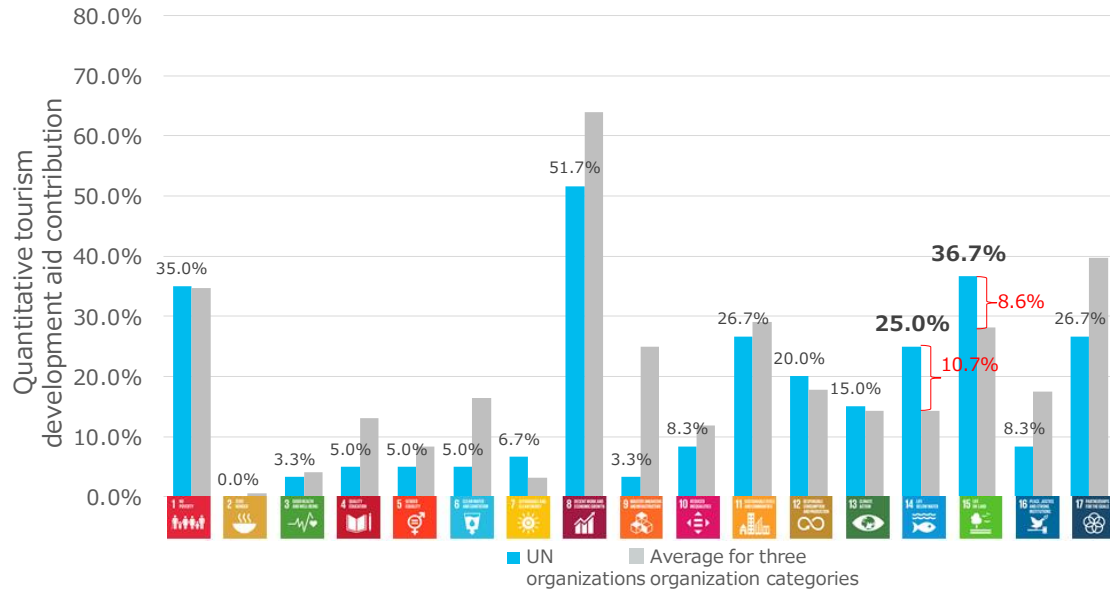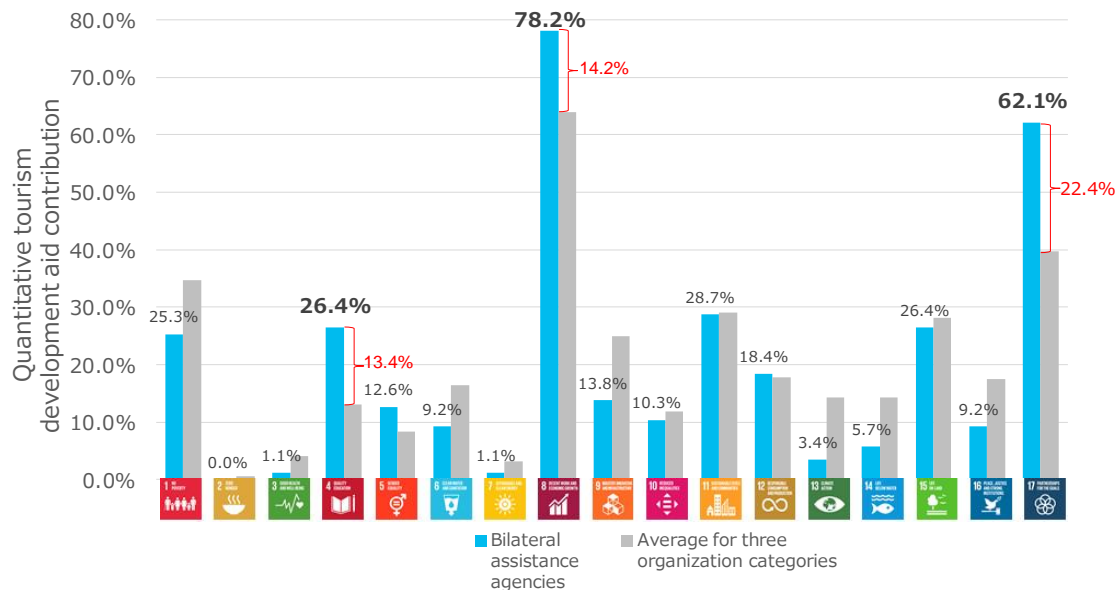Figure 52 Development aid trends of UN organizations

Figure 53 Development aid trends of bilateral assistance agencies

Comparing quantitative tourism development assistance contributions in each organization category against the overall average showed that multilateral development bank development aid tended to be focused in the infrastructure field (SDG6 "Clean water and sanitation," SDG9 "Industry, innovation, and infrastructure," and SDG16 "Peace, justice, and strong institutions"), UN organization development aid tended to be focused in the environmental field (SDG14 "Life below water," SDG15 "Life on land"), and bilateral assistance agency development aid tended to be focused on the human resource field (SDG4 "Quality education," SDG8 "Decent work and economic growth," SDG17 "Partnerships for the goals"). For all three organization categories the amount of development aid was

extremely low for the three SDGs of SDG2 "Zero hunger," SDG3 "Good health and well-being," and SDG7 "Affordable and clean energy."

4-2 UN agenda and tourism development assistance

We hypothesized that the contents of tourism development assistance projects are influenced by UN development policies and the contents of International Years -- that is, they are adaptive to international community trends. To investigate this hypothesis, we analyzed the relationship between international community trends and tourism development assistance each year.

■ Analysis method

We performed analysis by comparing the contents of UN development policies and International Years for each year to the number of projects carried out each year related to individual SDGs.

Our analysis method is indicated below.

✓ Step 1: Calculate "quantitative tourism development assistance contributions"

We used the following formula (also indicated earlier) to calculate the "quantitative tourism development assistance contribution" for each year.

Quantitative tourism development assistance contribution (%)

$$= \frac{Number\ of\ tourism\ aid\ projects\ related\ to\ each\ SDG\ in\ the\ corresponding\ year}{Number\ of\ projects\ within\ analysis\ scope\ carried\ out\ in\ the\ corresponding\ year} \text{ x } 100$$

(Ex.) Method for calculating the "quantitative tourism development assistance contribution" to SDG8 for 2011

① Calculate total number of projects within analysis scope for each year

Ex.) Total number of projects within scope in 2011 = 17 projects

② Calculate number of projects in analysis scope related to each SDG for each year

Ex.) Number of projects in analysis scope that were related to SDG8 and were carried out in 2011 = 7 projects

③ Calculate percentage of (1) accounted for by (2)

Ex.) Quantitative tourism development assistance contribution (%) to SDG8 "Decent work and economic growth" in 2011
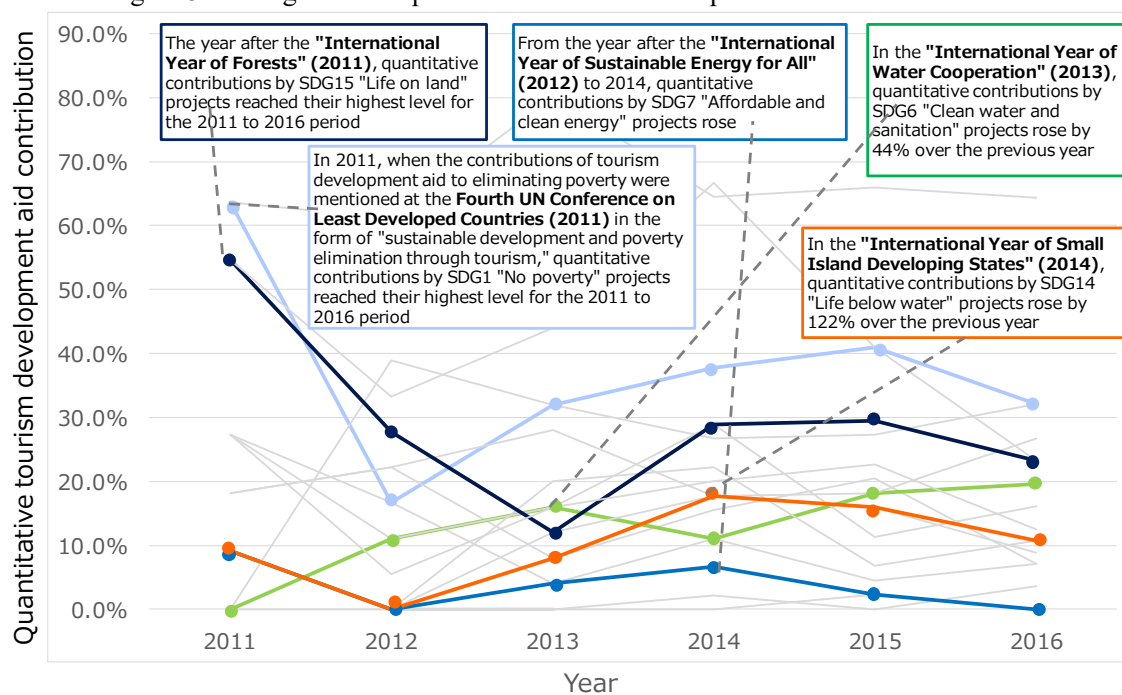
$$=\frac{7}{17}\times100=41.1\%$$

✓ Step 2: Compare against UN agenda

We then compared changes in quantitative tourism development assistance contributions for each year from 2011 to 2016 against UN development policies and International Years for the same period.

■ Analysis results

Figure 54 UN agenda and quantitative tourism development assistance contributions

As shown above, we confirmed that in the years in which International Year and development policies were announced, and the year following these announcements, there was a rise in the number of tourism development projects expected to contribute to SDGs related to the International Year and development policy contents. It can therefore be concluded that tourism development assistance can flexibly adapt to international agendas and diverse SDGs.

4-3 Critical issues and tourism development assistance

Given the broad base of the tourism industry, we hypothesized that it has the potential to contribute to a wide range of fields, including critical international development assistance fields. To investigate this hypothesis, we analyzed the contribution potential of tourism development assistance to critical international community issues, namely the issues faced by (1) peacebuilding, (2) least developed countries (LDCs), (3) landlocked developing countries (LLDCs), and (4) small island developing states (SIDS).

4-3-1 Potential of contributions to peacebuilding

We hypothesized that tourism development assistance contributes in some way even in areas where tourism development is considered unfeasible, such as countries or regions with peace and security problems. To investigate this hypothesis, we analyzed the relationship between the peace indices of individual countries and the number of tourism development projects carried out in them.

■ Analysis method

The Institute of Economics and Peace (IEP)[111] has announced "peace indices[112]" for individual countries, and we analyzed tourism development assistance implementation conditions for countries with low peace indices.

Our analysis method is indicated below.

✓ Step 1: Categorize countries by peace index

We divided the countries implementing projects within the scope into five IEP-defined peace index categories: "Very high" (very high level of safety), "High" (high level of safety), "Medium" (medium level of safety), "Low" (low level of safety), and "Very low" (very low level of safety).

✓ Step 2: Calculate percentage of projects that correspond to each peace index category

We used the following formula to calculate the percentage of projects corresponding to each category, using the total number of projects included in the scope as the parameter.

Percentage of projects corresponding to each category (%)

$$= \frac{\textit{Number of projects which correspond to each category}}{\textit{Total number of projects within analysis scope}} \text{ x } 100$$

(Ex.) Method for calculating the percentage of projects which correspond to the "High" peace index category

① Calculate total number of projects within analysis scope

Ex.) Total number of projects within scope = 208 projects

② Calculate the number of projects within the analysis scope which were implemented in countries in each peace index category

Ex.) High = 47 projects

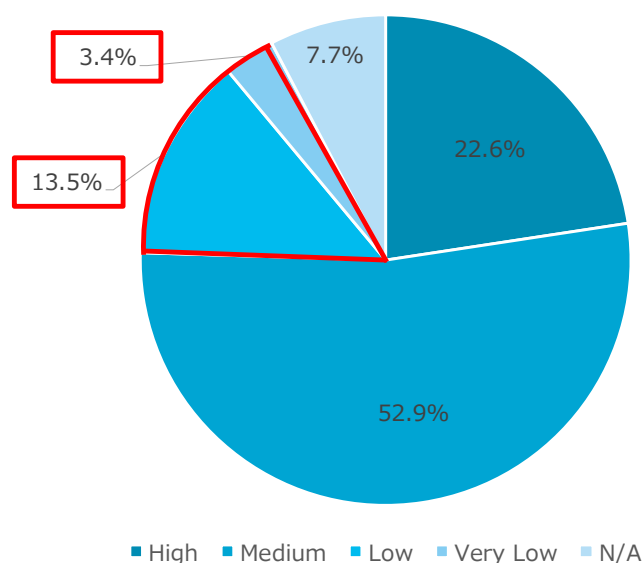Calculate percentage of (1) accounted for by (2)

Ex.) Percentage of projects which correspond to the "High" category (%) = $\frac{47}{208}$ x 100 = 22.6%

■ Analysis results

Figure 55 Tourism development assistance implementation by peace index category

Looking at the results of the analysis of tourism development assistance implementation for each peace index category, it is apparent that approximately 17% of all tourism development assistance was provided in countries in low peace index categories ("Low" or "Very low"). While the absolute number of projects may not be high, this would appear to indicate that a level of tourism development assistance is being provided to countries with low peace indices.

■ Successful case example

One case example of tourism development assistance to a country with a low peace index is the following World Bank project. This project was carried out in Palestine's Gaza, which was ranked 145th out of 163 countries[113] in IEP's 2017 peace index ranking.

Figure 56 Example of project that contributes to peacebuilding[114]

Abraham Path: Economic Development across Fragile Communities	
Donor	World Bank
Implementation period	2014 to 2018
Beneficiary	Gaza, Palestine
Support methods	Private sector support, tourism resource conservation, infrastructure development, service development
Potential SDG contributions	

[113] IEP. "Global Peace Index"
http://visionofhumanity.org/indexes/global-peace-index/ (retrieved December 19, 2017)
[114] World Bank, Projects & Operations. "Abraham Path: Economic Development across Fragile Communities"
http://projects.worldbank.org/P147235/?lang=en&tab=overview (retrieved December 19, 2017)

Project overview	The following four main activities were carried out with the objective of creating jobs and income for young people and women along the Abraham Path (the path said to be taken by Abraham, the common patriarch of Judaism, Christianity, and Islam, as directed by God, passing through Turkey, Syria, Lebanon, Jordan, Palestine, Israel, and Egypt). ① Investment in organizations developing guest house accommodation capabilities of community residents and abilities of tour guides, etc. ② Investment in infrastructure improvements for improving tourism experiences along the Abraham Path (paving of trail routes, etc.) ③ Investment aimed at promoting involvement by private sector businesses (tour guides, tour operators, etc.) ④ Creation of systems for monitoring, evaluation, and knowledge sharing

This project made it possible for tourists to experience the region's unique culture, traditions, and hospitality through guest house lodging and the provision of guides from the local community. These activities have the potential to promote greater understanding of the Middle East and contribute to peacebuilding.

4-3-2 Potential of contributions to challenges faced by LDCs, LLDCs, and SIDS

We hypothesized that tourism development assistance can contribute to some degree to challenges faced by various countries that are considered key targets of the international community. To investigate this hypothesis, we analyzed the results of tourism development assistance with respect to the challenges faced by LDCs, LLDCs, and SIDS in achieving SDGs.

■ Analysis method

Based on SDG achievement scores indicated in the "SDG Index & Dashboards Report 2017[115]," we

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[115] Bertelsmann Stiftung and the Sustainable Development Solutions Network (SDSN) perform joint investigation and scoring of SDG achievement for 157 countries, publishing the results in their "SDG Index & Dashboards Report." This study and scoring began in 2016, and the second report was issued in 2017.

identified which SDGs presented challenges to LDCs, LLDCs, and SIDS in each category, and verified the results of tourism development assistance in achieving each of these SDGs.

Our analysis method is indicated below.

✓ Step 1: Categorize countries to be analyzed

We divided the countries to be analyzed into the following three categories.

① Least Developed Countries defined by the United Nations Conference on Trade and Development [116]

② Land-Locked Developing Countries defined by UNCTAD[117]

③ Small Island Developing States defined by the UN [118]

✓ Step 2: Calculate SDG achievement score

We calculated the average SDG score for each of the three categories in Step 1 based on "SDG Index & Dashboards report 2017[119]" achievement score data.

✓ Step 3: Verify tourism development assistance results with respect to challenging SDGs

We defined the three SDGs in each category with the worst achievement levels as "challenging SDGs" for their respective categories, and verified the results of tourism development assistance with respect to those SDGs.

■ Analysis results

A. Potential of contributions to LDCs

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http://www.sdgindex.org/ (retrieved December 22, 2017)

[116] UNCTAD. "UN list of Least Developed Countries"
http://unctad.org/en/pages/aldc/Least%20Developed%20Countries/UN-list-of-Least-Developed-Countries.aspx (retrieved December 25, 2017)

[117] UNCTAD. "List of land-locked developing countries"
http://unctad.org/en/pages/aldc/Landlocked%20Developing%20Countries/List-of-land-locked-developing-countries.aspx (retrieved December 25, 2017)

[118] UN. "Small Island Developing States" https://sustainabledevelopment.un.org/topics/sids/list (retrieved December 25, 2017)

[119] Bertelsmann Stiftung and Sustainable Development Solutions Network. "SDG Index & Dashboards Report 2017"
http://www.sdgindex.org/assets/files/2017/2017-SDG-Index-and-Dashboards-Report--full.pdf (retrieved October 4, 2017)

Figure 57 SDG achievement scores for LDCs
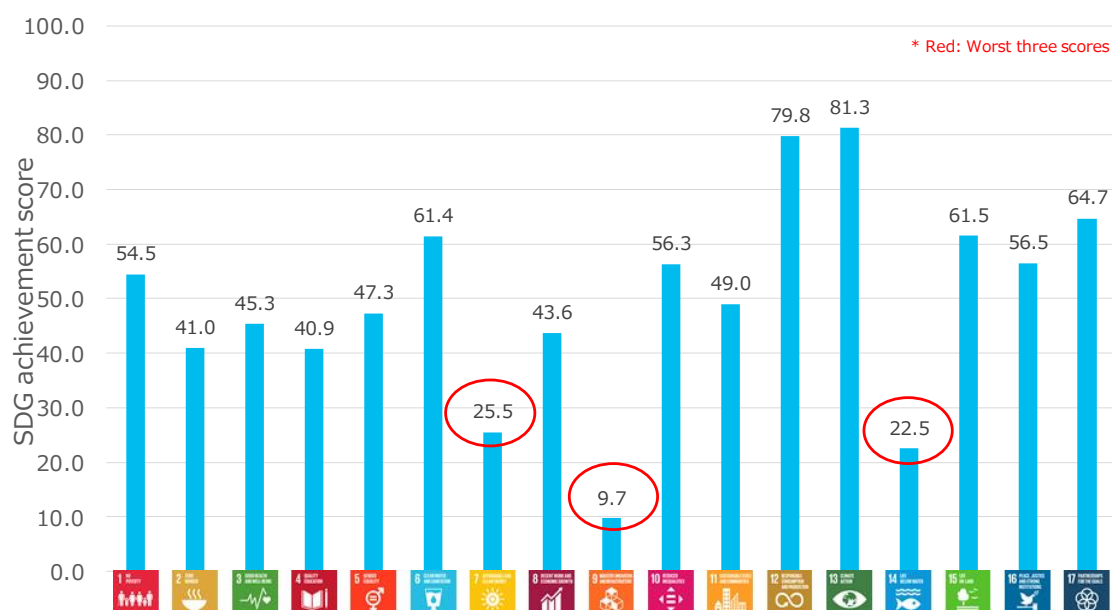
For LDCs, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG14 "Life below water," and SDG7 "Affordable and clean energy." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out by LDCs to achieve these SDGs, the following project by the ADB has the potential to contribute to SDG9.

Figure 58 Example of LDC project

Greater Mekong Subregion Tourism Infrastructure for Inclusive Growth Project	
Donor	Asian Development Bank (ADB)
Implementation period	2015 to 2019
Beneficiary	Champasak Province, Khammouane Province, Luang Prabang Province, and Oudomxay Province, Laos
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development, service development
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of creating tourism industry jobs in impoverished areas and for low-income households. ① Improvement of transportation infrastructure within tourist areas (paving of provincial roads, etc.) ② Hygiene and sanitation service improvement measures in tourist

	areas ③ Enhancement of systems for promoting comprehensive tourism growth (introduction of regional tourism standards, creation of tourism tours, etc.)

This project is contributing to SDG9 by improving transportation access, which has been one of the limiting factors to tourism development.

B. Potential of contributions to LLDCs

Figure 59 SDG achievement scores for LLDCs
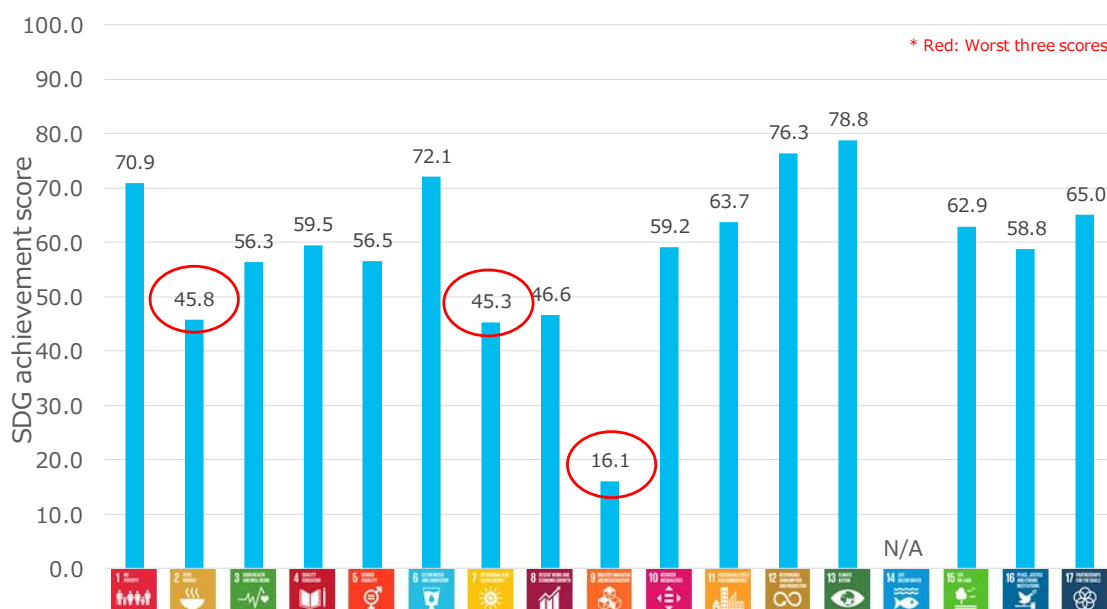
For LLDCs, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG7 "Affordable and clean energy," and SDG2 "Zero

hunter." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out by LLDCs to achieve these SDGs, the following project by the World Bank has the potential to contribute to SDG9 "Industry, innovation, and infrastructure."

Figure 60 Example of LLDC project

Local Economy and Infrastructure Development Project	
Donor	World Bank
Implementation period	2015 to 2021
Beneficiary	Armenia (multiple regions)
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development, service development
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of increasing the benefits provided by the tourism industry to the local economy by improving infrastructure services and organizational capabilities. ① Public infrastructure upgrades (construction of building facades and roofs, public spaces, museums, roads, water and sanitary equipment, sewers, and street lighting, etc.) ② Conservation of cultural and natural heritage sites along major tourism routes and the improvement of management plans for land containing these heritage sites ③ Support for the increasing of the institutional capacity and performance of the Development Foundation Armenia, Ministry of Economy, the Historical and Culture Heritage Protection Agency, project implementing entity and other local and regional entities (conducting of training, providing of expert advice, etc.)

This project's objective is to increase the benefits of the tourism industry to the local economy in

Armenia. To do so, it is providing infrastructure development support for roads, public sanitation, and other public infrastructure, contributing to the achievement of SDG9.

C. Potential of contributions to SIDSs

Figure 61 SDG achievement scores for SIDSs
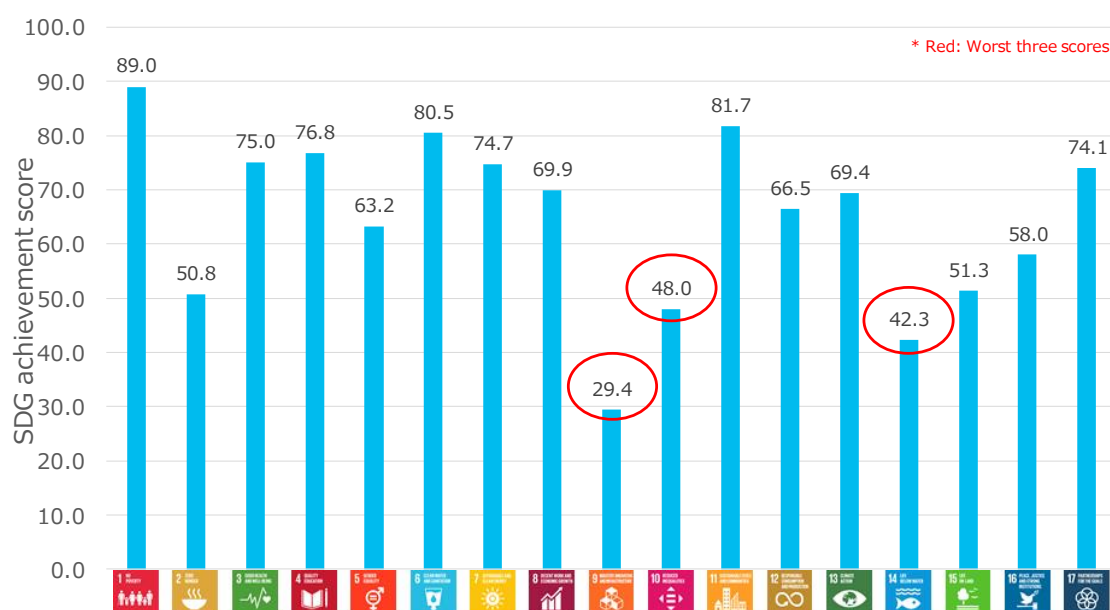
For SIDSs, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG14 "Life below water," and SDG10 "Reduced inequalities." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out by SIDSs to achieve these SDGs, the following project by UNDP has the potential to contribute to SDG14.

Figure 62 Example of SIDS project

Mainstreaming Biodiversity Conservation into the Tourism Sector in Synergy with a Further Strengthened Protected Areas System in Cape Verde	
Donor	United Nations Development Programme (UNDP)
Implementation period	2014 to 2019
Beneficiary	Santiago, Sal, Boa Vista and Maio Islands, Cape Verde
Support methods	Governmental support, private sector support, tourism resource conservation, service development
Potential SDG contributions	
Project overview	Cape Verde has indicated its intent to expand its own tourism industry, and the following two main activities were carried out with the

	objectives of introducing environmental quality standards and protecting biodiversity, both essential to achieving this goal. ① Reinforcement of land usage plans, focusing on the related tourism and real estate/construction sectors (introduction of an international certification system aligned with sustainable tourism standards and the promotion of the operation of this system, etc.) ② Preparation of protected area administration and management systems and introduction of environmental monitoring program

The objective of this project is the promotion of environmental and biodiversity conservation, important for achieving Cape Verde's tourism industry expansion goals. The project targets not only the tourism industry, but multiple other sectors as well. It supports conservation efforts targeted at the environment and biodiversity, including marine resources, and contributes to the achievement of SDG14.

As indicated above, tourism development assistance contributes both qualitatively and quantitatively to sectors and countries of particular concern to the international community.

4-4 SDG achievement and tourism development assistance

We have confirmed that tourism development assistance flexibly approaches various SDGs. We hypothesized that they also approach challenging SDGs in individual regions. To investigate this hypothesis, we analyzed tourism development assistance with potential to contribute to challenging SDGs in individual regions.

■ Analysis method

We performed our analysis by comparing SDG contribution scores in individual regions with tourism development assistance results, based on the SDG achievement scores indicated in the "SDG Index & Dashboards report 2017."

Our analysis method is indicated below.

✓ Step 1: Categorize countries to be analyzed

We categorized the 70 countries defined by the World Bank as low-income and lower-middle-income economies[120] by JICA-defined region category (Southeast Asia, East Asia, Central Asia and the Caucasus, South Asia, Latin America, Africa, Middle East)[121].

✓ Step 2: Calculate SDG achievement scores

We calculated the average worldwide SDG achievement score and average SDG achievement scores for individual regions based on the achievement scores for individual countries and SDGs indicated in the "SDG Index & Dashboards report 2017."

✓ Step 3: Comparison of challenging SDGs in individual regions and tourism development assistance results

We defined the three SDGs in each region with the worst achievement levels as "challenging SDGs" for their respective regions, and verified the results of tourism development assistance with respect to those SDGs.

■ Analysis results

A. Low-income and lower-middle-income economies (overall)

Figure 63 SDG achievement scores for low-income and lower-middle-income economies
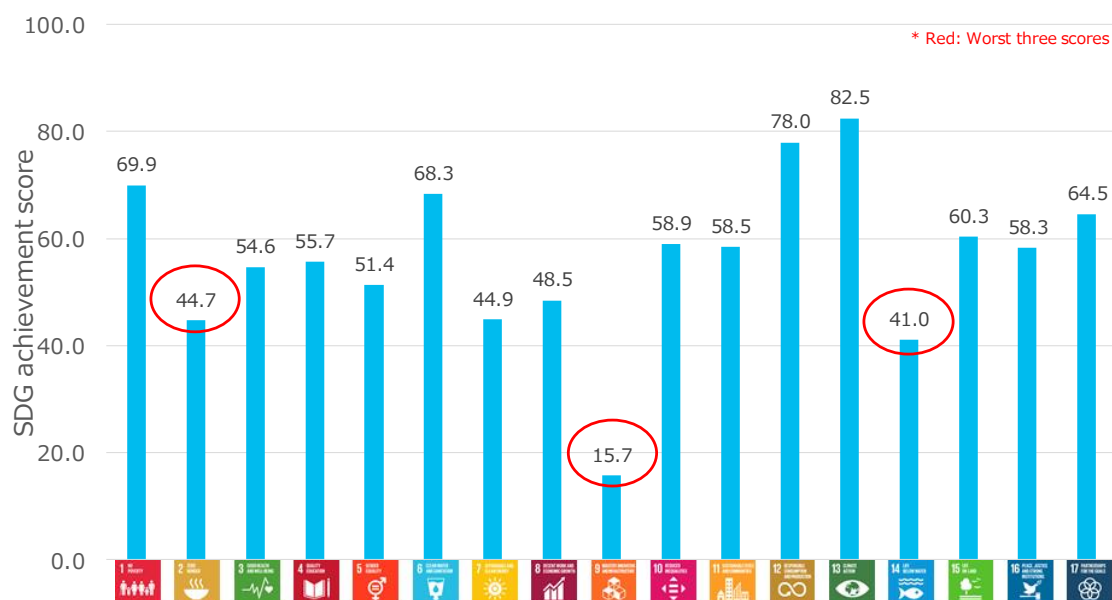
For low-income and lower-middle-income economies overall, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG14

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[120] World Bank. "LOW-INCOME ECONOMIES", "LOWER-MIDDLE-INCOME ECONOMIES"
https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups (retrieved December 9, 2017)
[121] Based on JICA region categories https://www.jica.go.jp/regions/ (retrieved December 9, 2017)

"Life below water," and SDG2 "Zero hunger."

B. Southeast Asia

Figure 64 SDG achievement scores for Southeast Asia
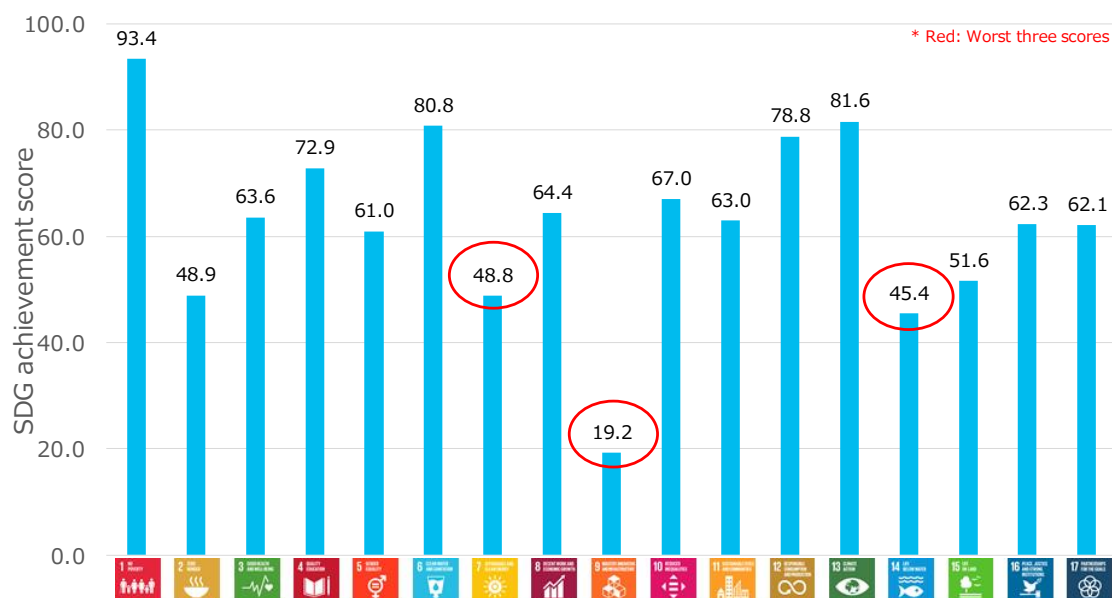
For Southeast Asia, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG14 "Life below water," and SDG7 "Affordable and clean energy." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out to achieve these SDGs, the following project by JICA has the potential to contribute to SDG14.

Figure 65 Example of project in Southeast Asia

The Project for Livelihood Diversification through Heritage Tourism in Remote Agricultural and Fishery Villages	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2015 to 2018
Beneficiary	Nghe An Province, Vietnam
Support methods	Governmental support, private sector support, tourism resource conservation, service development
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of increasing the incomes of community members through the implementation

	of a heritage tourism program in agricultural villages, ethnic minority villages, and fishery villages. ① Creation of tourism programs that utilize the pastoral scenery and agricultural village resources of Nghe An Province (investigation, training, and planning) ② Creation of tourism programs that leverage the lifestyles and local industry of ethnic communities in Nghe An Province (investigation, training, and planning) ③ Creation of tourism programs that preserve fishery villages and utilize the marine products of Nghe An Province (investigation, training, and planning)

This project promotes the sustainable use and conservation of local marine resources by creating tourism programs in traditional fishing villages in the area that use local marine products.

C. East Asia

Figure 66 SDG achievement scores for East Asia

* Red: Worst three scores
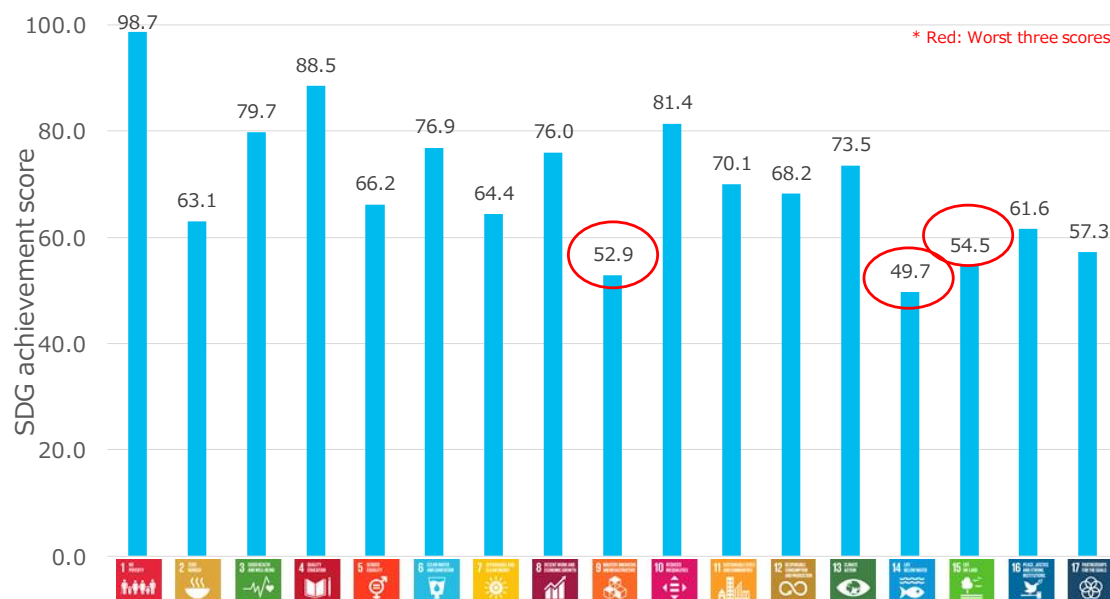
For East Asia, the three SDGs with the lowest scores were, in order from the lowest score, SDG14 "Life below water," SDG9 "Industry, innovation, and infrastructure," and SDG15 "Life on land." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out to achieve these SDGs, the following project by the World Bank has the potential to contribute to SDG9.

Figure 67 Example of project in East Asia

Second Gansu Cultural and Natural Heritage Protection and Development Project	
Donor	World Bank
Implementation period	2017 to 2022
Beneficiary	Gansu Province, China
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development
Potential SDG contributions	
Project overview	The following three main activities were carried out with the objective of protecting cultural and natural heritage, enhancing tourism services, and improving community services in selected sites in Gansu Province. ① Prevention of damage to natural heritage sites through upgrading and/or rehabilitation of basic infrastructure (access roads, water supply and wastewater processing infrastructure, solid waste processing infrastructure, street lighting, etc.)

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	② Support for cultural heritage protection activities such as the construction of village classrooms for spreading local intangible cultural heritage such as local folk songs and performing art ③ Social service provision capacity building and institutional strengthening support through the provision of training to project-related staff, area administrators and operators, and residents of local communities

This project is building and rehabilitating basic infrastructure in the area, such as access roads, water supply and wastewater processing infrastructure, solid waste processing infrastructure, and street lighting.

D. Central Asia and the Caucasus

Figure 68 SDG achievement scores for Central Asia and the Caucasus
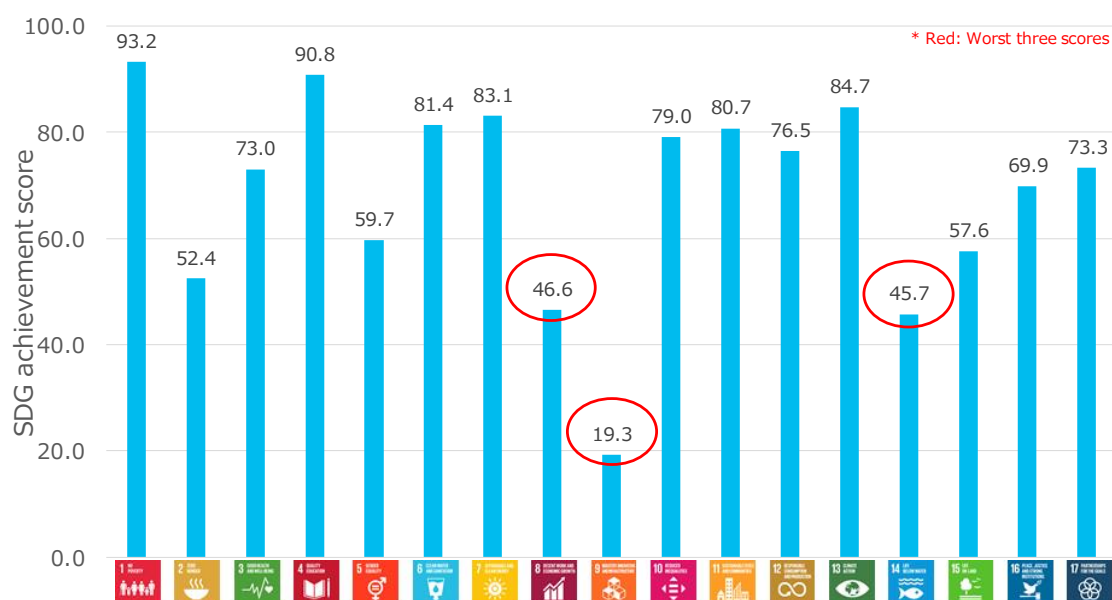
For Central Asia and the Caucasus, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG14 "Life below water," and SDG8

"Decent work and economic growth." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out to achieve these SDGs, the following project by the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)[122] has the potential to contribute to SDG8.

Figure 69 Example of project in Central Asia and the Caucasus

Support of Tourism Sector/Handicraft Development	
Donor	Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
Implementation period	2007 to 2015
Beneficiary	Tajikistan
Support methods	Governmental support, private sector support, tourism resource conservation, service development
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of creating economic growth and employment through tourism promotion. ① Training for tourism-related companies with the objective of improving service quality and health environments and promoting marketing and business activities ② Training for local artisanal craftsmen regarding marketing methods, product quality management, and export procedures

This project promoted a steady rise in the generation of job opportunities through the tourism industry by providing training to companies and artisanal craftsmen involved in the tourism industry in order to improve their tourism industry competitiveness.

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[122] Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) is a limited liability company established in 1975 by the German federal government. When it was established, it was Germany's largest aid implementation organization. It was the predecessor of GIZ. In 2011, three German technical assistance organizations (Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), Deutscher Entwicklungsdienst (DED), and Internationale Weiterbildung und Entwicklung (InWEnt)) merged, creating GIZ.

E. South Asia

Figure 70 SDG achievement scores for South Asia
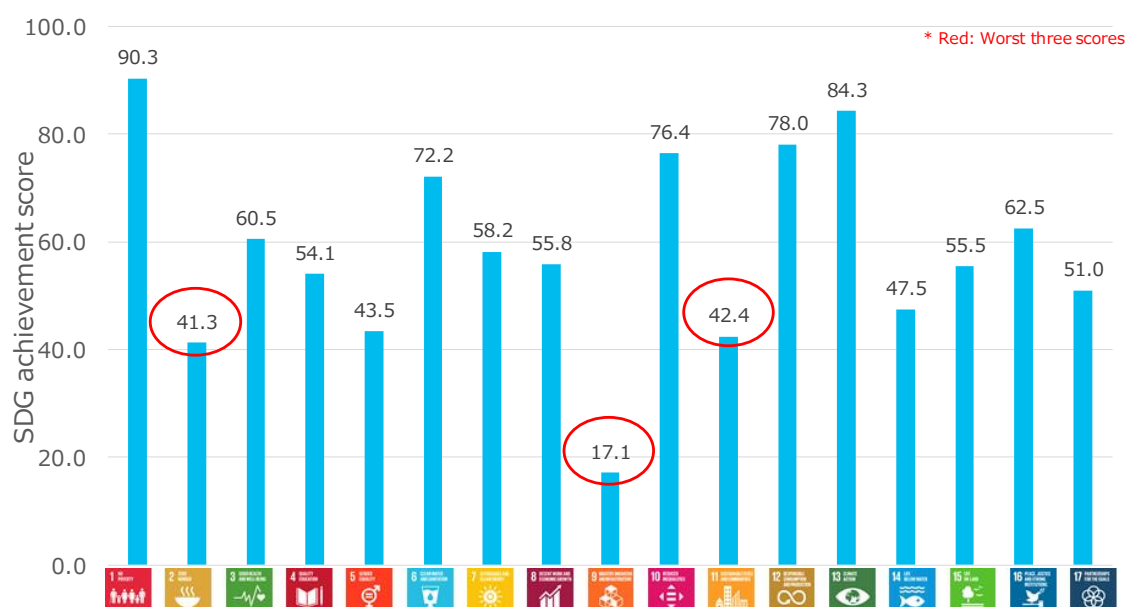
For South Asia, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG2 "Zero hunger," and SDG11 "Sustainable cities and communities." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out to achieve these SDGs, the following project by the World Bank has the potential to contribute to SDG9.

Figure 71 Example of project in South Asia

Uttar Pradesh Pro-poor Tourism Development Project	
Donor	World Bank
Implementation period	2017 to 2022
Beneficiary	Uttar Pradesh, India
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development, service development
Potential SDG contributions	
Project overview	The following four main activities were carried out with the objective of eliminating poverty by increasing tourism income in the project region. ① Support for the establishment of tourism promotion policies (review and revision of tourism policies and regulations, development of tourism

	statistic information systems, etc.) ② Service development support (support for the vitalization of tourism products through the development of new services such as museum, meditation hall, and festival services, and the provision of training to guides and hotel staff) ③ Infrastructure development (improvement of lodging and sanitary equipment, improvement of roads and transportation in tourism areas) ④ Business promotion (support for start-up enterprise fund procurement and for business deployment skill improvement, etc.)

This project is promoting transportation infrastructure improvement as part of its activities for vitalizing the tourism business in the project area.

F. Latin America

Figure 72 SDG achievement scores for Latin America

For Latin America, the three SDGs with the lowest scores were, in order from the lowest score,

SDG9 "Industry, innovation, and infrastructure," SDG10 "Reduced inequalities," and SDG14 "Life below water." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out by SIDSs to achieve these SDGs, the following project by UNDP has the potential to contribute to SDG14.
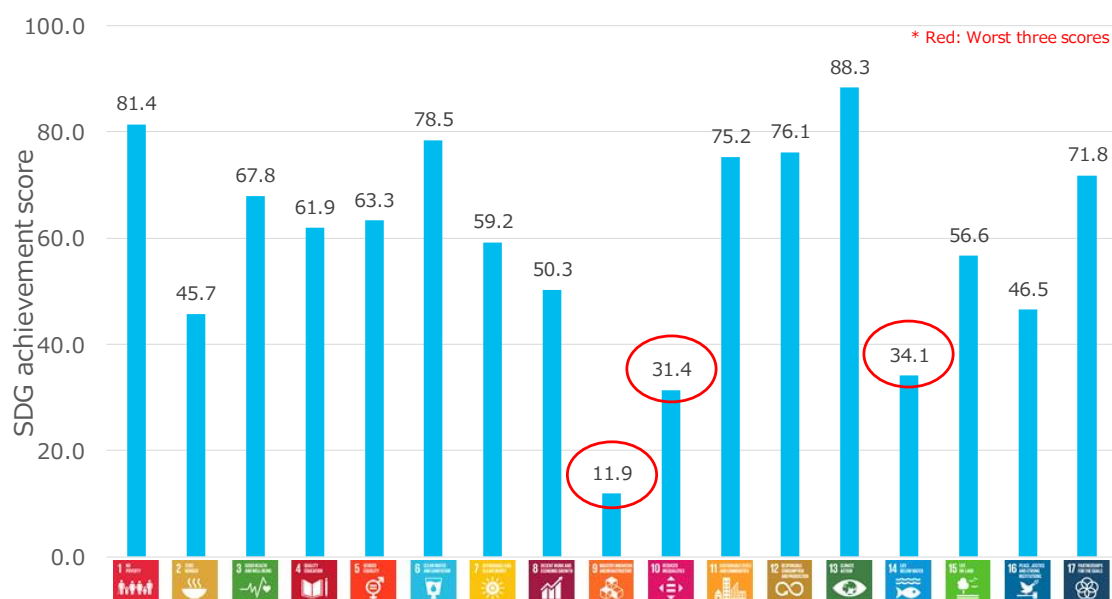
Figure 73 Example of project in Latin America

Building the Capacity of Local Tour Guides for Responsible Tourism in Punta Gorda	
Donor	United Nations Development Programme (UNDP)
Implementation period	2014 to 2016
Beneficiary	Punta Gorda, Belize
Support methods	Private sector support, tourism resource conservation
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of promoting responsible tourism practices in which marine resources are used sustainably among residents who utilize the marine resources for their livelihoods. ① The holding of workshops for local tourism association members to promote responsible tourism activities ② Creation of jobs for community members that utilize marine resources for their livelihoods

This project contributed to the prevention of overexploitation of marine resources by providing community members that utilize marine resources for their livelihoods with alternate sources of income.

G. Africa

Figure 74 SDG achievement scores for Africa
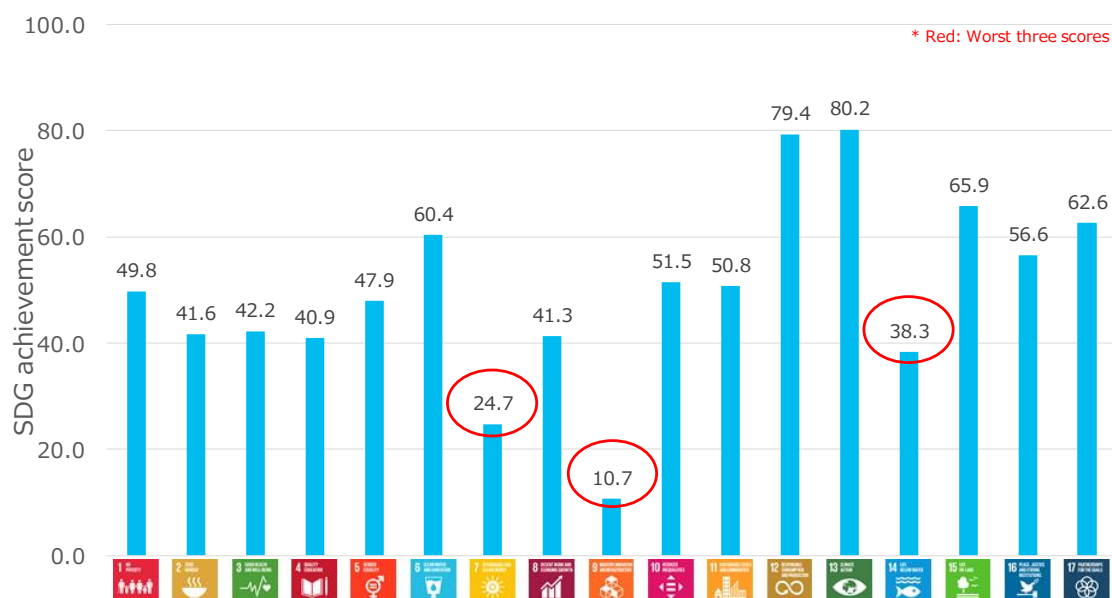
For Africa, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG7 "Affordable and clean energy," and SDG14 "Life below water." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out to achieve these SDGs, the following project by the World Bank has the potential to contribute to SDG14.

Figure 75 Example of project in Africa

Senegal Tourism and Enterprise Development Project	
Donor	World Bank
Implementation period	2017 to 2022
Beneficiary	Saly Area, Senegal
Support methods	Governmental support, private sector support, tourism resource conservation
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objectives of increasing private sector investment in tourism in the area and creating an environment that strengthens enterprise development. ① Promotion of coastal management ② Provision of financing to small- and medium-sized enterprise

	development organizations with the goal of improving access to the export market for existing small- and medium-sized enterprises and the creation of new exporters

This project contributes to the conservation of marine resources by promoting the management of coastal areas.

H. Middle East

Figure 76 SDG achievement scores for the Middle East
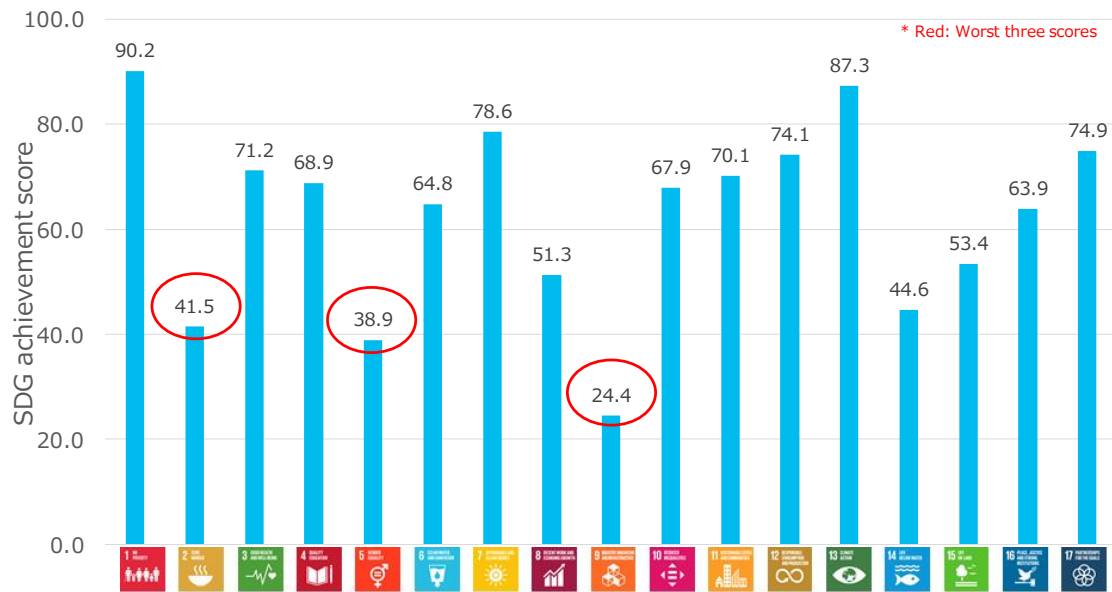
For the Middle East, the three SDGs with the lowest scores were, in order from the lowest score, SDG9 "Industry, innovation, and infrastructure," SDG5 "Gender equality," and SDG2 "Zero hunger." The challenges faced in these areas are believed to be especially large.

Of the projects being carried out to achieve these SDGs, the following project by USAID has the potential to contribute to SDG5 and SDG9.

Figure 77 Example of project in the Middle East

Lebanon Industry Value Chain Development	
Donor	United States Agency for International Development (USAID)
Implementation period	2012 to 2019
Beneficiary	Byblos and Batroun District, Lebanon
Support methods	Governmental support, private sector support, tourism resource conservation, infrastructure development
Potential SDG contributions	
Project overview	The following two main activities were carried out with the objective of increasing job opportunities for residents and improving living conditions, especially for women, by promoting regional tourism. ① Support for the development of a tourism route connecting 20 villages within the area ② Support for the promotion of tourism services development utilizing activities by agricultural villages, lodging facilities, and local products such as crops

This project developed a tourism route that connected 20 villages within the area. In its tourism industry job creation efforts, it particularly focused on creating jobs for women, increasing the number of opportunities presented to women by the tourism industry, contributing to greater gender equality.

# Chapter 5 Investigation of how tourism development assistance can contribute to the achievement of SDGs

5-1 Formulation of impact measurement indicators

5-1-1 The challenges of tourism development assistance and the need for effectiveness measurement

As discussed in "2-1-3 The importance of tourism development and the issues it faces," increasing contributions to SDGs will, it is believed, require the formulation of indicators for measuring the impact of tourism development assistance. However, those indicators do not as yet exist[123].

The challenges faced by tourism development assistance in achieving SDGs due to the lack of indicators are explained below.

Figure 78 Challenges resulting from the lack of impact measurement indicators
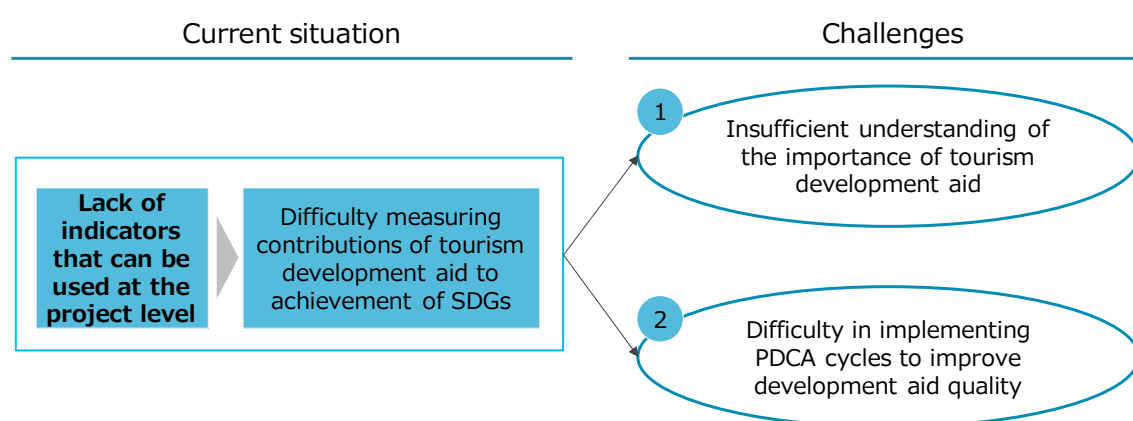
① Insufficient understanding of the importance of tourism development assistance

Currently, the contributions of tourism development assistance to the achievement of SDGs cannot be verified because the impact of the development aid cannot be measured. This makes it difficult to properly evaluate the significance of this development aid.

② Difficulty in implementing PDCA cycles to improve tourism development assistance`s contributions to SDGs

It is important that development aid projects constantly implement PDCA cycles based on valid indicators. However, even for projects which are expected to contribute to SDG achievement, project goals are not always linked to SDGs. Even when goals do relate to SDGs, valid indicators and targets are not always defined. The lack of indicators is believed to make it difficult to make improvements in the quality of development aid with respect to achieving SDGs.

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[123] As part of the Towards a Statistical Framework for Measuring Sustainable Tourism (MST) initiative, UNWTO is conducting investigations aimed at the creation of indicators, but there are currently no indicators which can be used at the project level. The MST initiative is an initiative being conducted by UNWTO with the assistance of the United Nations Statistics Division (UNSD) to develop an international statistical framework for measuring the role of the tourism industry in sustainable development. UNWTO, "Measuring Sustainable Tourism (MST)" http://statistics.unwto.org/mst (December 20, 2017)

In order to address these problems, indicators must be developed for measuring the impact of tourism development on SDGs. Using indicators to verify contributions is expected to make it possible to demonstrate the importance of development aid and promote the effective use of tourism development assistance. Indicators would also make it possible to define and revise appropriate goals.
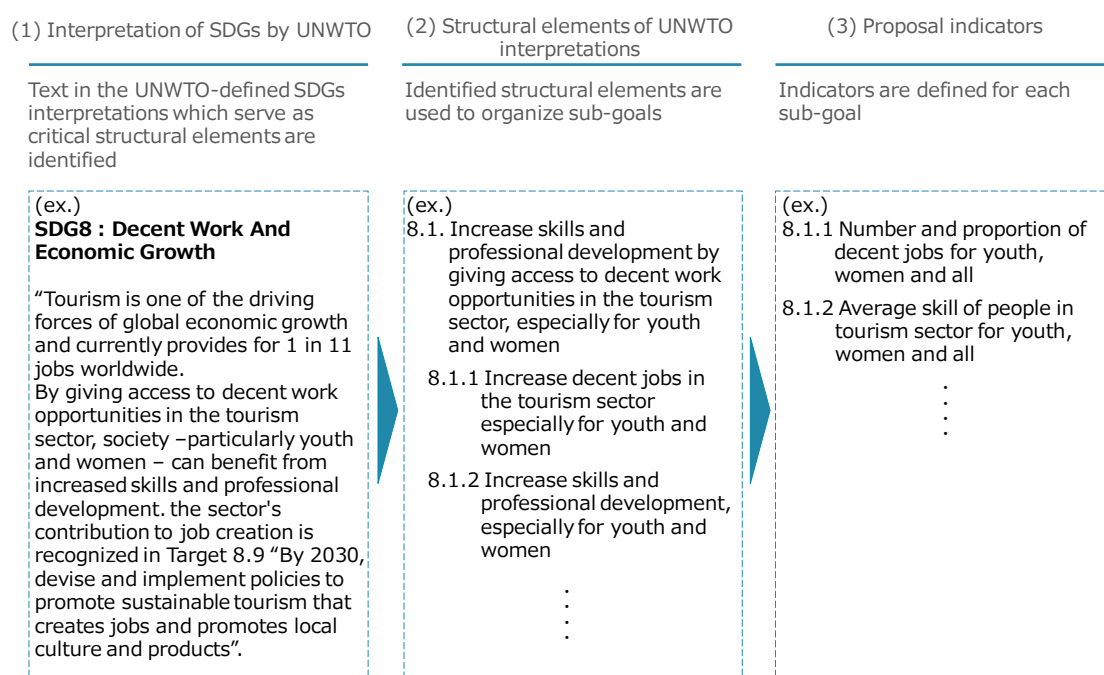
5-1-2 Impact measurement proposal indicators

In response to the challenges described above, during this study we developed an Indicator Toolkit on SDGs Achievement through Tourism. This section describes how the toolkit was developed and how it is used.

■ Method of developing the impact measurement proposal indicators

Our development of the indicators in the toolkit was grounded in the interpretations of each SDG indicated in the UNWTO's tourism development sector approaches for achieving SDGs (see Figure 8). The development procedure we used is indicated below.

Figure 79 Process of development of individual indicators in the toolkit

(1) Interpretation of SDGs by UNWTO	(2) Structural elements of UNWTO interpretations	(3) Proposal indicators
Text in the UNWTO-defined SDGs interpretations which serve as critical structural elements are identified	Identified structural elements are used to organize sub-goals	Indicators are defined for each sub-goal

(ex.)
SDG8 : Decent Work And Economic Growth
 	
"Tourism is one of the driving forces of global economic growth and currently provides for 1 in 11 jobs worldwide.
By giving access to decent work opportunities in the tourism sector, society –particularly youth and women – can benefit from increased skills and professional development. the sector's contribution to job creation is recognized in Target 8.9 "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products".
	(ex.)
	8.1. Increase skills and professional development by giving access to decent work opportunities in the tourism sector, especially for youth and women
	  8.1.1 Increase decent jobs in the tourism sector especially for youth and women
	  8.1.2 Increase skills and professional development, especially for youth and women
	      ·
	      ·
	      ·
		(ex.)
		8.1.1 Number and proportion of decent jobs for youth, women and all
		8.1.2 Average skill of people in tourism sector for youth, women and all
		     ·
		     ·
		     ·

We identified critical structural elements of each SDG interpretation, broke them down into sub-goals, and developed proposal indicators for each.
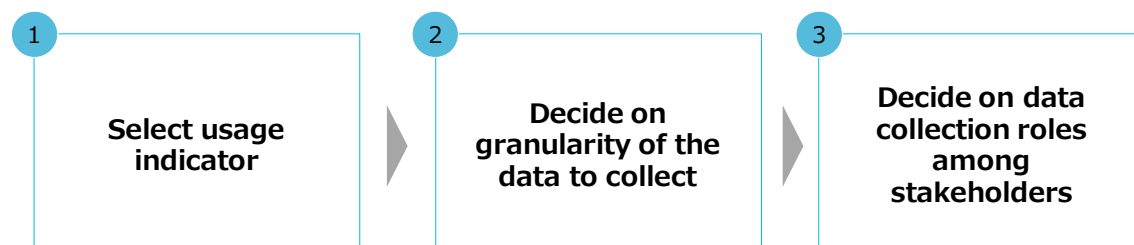
■ Method of using effectiveness measurement proposal indicators

This toolkit is envisioned for use as a supplementary tool for improving tourism development project impact through the defining of SDG-related targets when creating projects, reviewing and revising projects in interim evaluations, and evaluating the results of programs when they end. This toolkit,

therefore, is not required when implementing projects, but should be used as a reference for areas requiring it as long as donors deem it effective for producing results aimed at achieving SDGs.

A proposed method of using the toolkit is indicated below.

Figure 80 Proposed toolkit usage method

1		2		3
Select usage indicator	▷	**Decide on granularity of the data to collect**	▷	**Decide on data collection roles among stakeholders**

Before projects are started, the toolkit usage process consists of (1) selecting the usage indicator, (2) deciding on the granularity of the data to collect, and (3) deciding on data collection roles among stakeholders.

✓ Selecting the usage indicator

First, an indicator which is effective for the SDG targets set for the project is decided on so that the project's results can be measured. This toolkit can serve as a supplementary tool for promoting the impact of tourism development assistance in achieving SDGs. This does not require all related indicators to be used. Instead, the process we envision is that of selecting and using an indicator which is effective from the perspective of producing results, or the creation by the toolkit's user of a new indicator that is aligned with the project, using the toolkit's indicators for reference[124].

✓ Deciding on the granularity of the data to collect

Next, the granularity of the data to be collected is decided. This granularity must be appropriate for the impact measurement to be performed. For example, for a CBT development project, national-level data, such as existing statistical data, etc., would not be suited to identifying and assessing the impact of CBT development within the target region. Verifying the project's impacts would require the collection of regional-level data.

✓ Deciding on data collection roles among stakeholders

Lastly, data collection roles are decided. Before launching a project, the stakeholders involved in data collection must be identified and roles must be assigned to individual organizations, preparing a data collection system[125].

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[124] We asked stakeholders for their opinions regarding indicators, and based on the concerns they expressed that indicators could place restrictions on projects by being mandated, it is apparent that indicators must be used flexibly in line with projects' objectives of contributing to SDG achievement.
[125] A regional study of the use of indicators found that stakeholders involved in projects only collected data related to themselves (the Ministry of the Environment collected environmental data, etc.), and that data was spread across multiple organizations. This is why ensuring data collection accuracy requires a division of roles that clarifies which data each stakeholder is responsible for collecting.

5-1-3 Examples of use of proposal indicators

We conducted three field research studiess in order to verify indicator use conditions. Below are the results of the investigations, presented as examples of indicator use.

Please see the appendix for detailed study results.

A. Cambodia study

The Cambodia project's field research looked at the Mekong Discovery Trail Project implemented by UNWTO from 2007 to 2012. This project, whose aim was the elimination of poverty, focused on poor areas in the Mekong River Valley, in which sufficient infrastructure had not been established. It provided development aid for the formulation and implementation of ecotourism strategies.
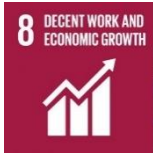
Figure 81 Project studied by Cambodia field research

Mekong Discovery Trail Project	
Donor	United Nations World Tourism Organization (UNWTO)
Implementation period	2007 to 2012
Beneficiary	Krong Kratie and Stung Treng areas of Cambodia
Support methods	Governmental support, private sector support, tourism resource development, infrastructure development, service development
Potential SDG contributions	
Project overview	This project, whose aim was the elimination of poverty, provided four phases of support for the formulation and implementation of ecotourism strategies targeting impoverished areas of the Mekong River Valley with insufficient infrastructure development. ① Phase 1: Formulation of a tourism master plan ② Phase 2: Formulation of Mekong discovery trail plan ③ Phase 3: Implementation of plan formulated in Phase 2 ④ Phase 4: Follow-up on previous development of Mekong discovery trail plan

In this project, indicators were defined for measuring the impactof the project with respect to SDG1 "No poverty" and SDG8 "Decent work and economic growth."

Figure 82 Comparison of indicators for Cambodia project

SDG	Project indicator	Proposal indicator
1 NO POVERTY	Number of poor supported	1.1.1 Poverty ration in the community
		1.1.2 Local income growth rate of bottom XX% households and among youth and women
		1.2.1 Local unemployment rate reduction (overall, among youth and women)
		1.2.2 Local per capita income (overall, among youth and women)
8 DECENT WORK AND ECONOMIC GROWTH	Number of families providing tourism services / number of jobs	8.1.1 Number and proportion of decent jobs for youth, women and all
	Tourism revenue	8.2.1 Sales and proportion of tourism service and/or local made products

The project indicators for SDG8 were similar to the indicator proposed by this project study, and it appears likely that it will be possible to use the proposal indicators to measure the project's effects. For SDG1, on the other hand, while the project indicator focuses on the number of poor supported, the proposal indicators aim to measure actual results, so from the perspective of contributing to SDG achievement, the latter would appear to be preferable.

The results of measurements performed using proposal indicators also made it possible to concretely assess the results of project implementation with respect, for example, to SDG8 "Decent work and economic growth," SDG12 "Responsible consumption and production," and SDG15 "Life on land."

Detailed results are shown below.

Figure 83 Examples of Cambodia field research measurement results

SDG	Related indicator	Results with respect to SDG
8 DECENT WORK AND ECONOMIC GROWTH	8.1.1 Number and proportion of decent jobs for youth, women and all	・ 500 new jobs were created in the community between the first and last years of the project
	8.2.1 Sales and proportion of tourism service and/or local made products	・ Additional revenue from the tourism industry enabled several households to obtain means of transportation such as motorbikes
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.4.3 Waste sorting and onsite reuse rate in key tourism industries	・ The community learned new, appropriate methods of waste disposal, such as recycling, burial, incineration, and composting
15 LIFE ON LAND	15.1.1 Proportion of species threatened with extinction	・ The project cultivated awareness among local residents that dolphins should be protected as tourism resources, and community conservation efforts stopped the decline in the dolphin population

Local NGOs (Mlup Baitong [126] and the Cambodia Rural Development Team [127]) had a solid understanding of local conditions, and their activities for local community capacity building and the transfer of technologies to the community played important roles in producing the above results. The donor, UNWTO, and its counterpart, the Ministry of Tourism, formulated the project's implementation plans and managed the project, while local NGOs served as implementing bodies, carrying out activities aligned with local conditions.

Specific activities include, for SDG8, the providing of tour guide training and other training by local NGOs to community members, and, for SDG12 and SDG15, raising awareness of the importance of nature conservation in tourism activities and providing education regarding appropriate waste disposal methods. The fact that these activities are led by NGOs that understand local conditions, and that the contents of the activities are carried out in a manner aligned with actual local conditions, is believed to contribute to the results produced by the project.

However, during interviews with local NGOs, concerns have been expressed that due to the lack of sufficient tourism infrastructure (including lodging facilities, transportation, and websites) tourists cannot be attracted on an ongoing basis, and some of the effects of the project have not been possible to maintain. It appears that maintaining and improving results requires not only local community skill

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[126] Mlup Baitong was established in 1998 to combat the problem of deforestation in Cambodia. It is primarily involved in the development and implementation of projects aimed at Cambodia's environmental problems, staff capacity building, and organization development. It is made up of 48 members, with Mr. Va Moeurn as its Executive Director.
http://mlup-baitong.org/wp-content/uploads/2017/07/MB_annual-report-2016_____websize.pdf (retrieved March 14, 2018)
[127] The Cambodia Rural Development Team was established in 2001 as an autonomous university student initiative. Its goals are the improvement of living standards in Cambodia and contributions to environmental conservation. It carries out integrated programs that include everything from offshore project implementation to local life and natural resource management and local development elements. It is made up of 70 members, with Mr. Or Channy as its Executive Director.
http://www.crdt.org.kh/wp-content/uploads/2012/02/Cambodian-Rural-Development-Team-Annual-Report-2016.compressed.pdf (retrieved March 14, 2018)

and mentality improvements, but also improvements to the infrastructure that supports them.

B. Dominican Republic study

The Dominican Republic field research examined the "Sustainable Tourism based on Public-Private Partnership" project conducted by JICA from 2009 to 2013. This project created a community-focused public-private network and provided support for tourism products, service development, and promotion so that the economic benefits provided by tourism also reach small enterprises.

Figure 84 Project studied by Dominican Republic field research

Sustainable Tourism based on Public-Private Partnership	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2009 to 2013
Beneficiary	Province of Puerto Plata, Dominican Republic
Support methods	Governmental support, private sector support, tourism resource development, service development
Potential SDG contributions	
Project overview	The following four main activities were carried out with the objective of enabling local small enterprises to also receive the economic benefits of tourism, instead of them being confined to large tourism facilities. ① Formation of a public-private partnership working group in each municipality and creation of tourism development basic strategies and action plans ② Implementation of tourism product and service development pilot project led by working groups ③ Creation of a federation of working groups to serve as a platform for promoting wide-area tourism development at the provincial level ④ Issuing of recommendations regarding a tourism development model for the monitoring of project activities and their application in other areas

In this project, indicators were defined for measuring the impactof the project with respect to SDG8 "Decent work and economic growth" and SDG17 "Partnerships for the goals."

Figure 85 Comparison of indicators for Dominican Republic project

SDG	Project indicator	Proposal indicator
8 DECENT WORK AND ECONOMIC GROWTH	The project develops 9 or more tourism products and services under the municipal brand.	8.2.1 Sales and proportion of tourism service and/or local made products
	Each municipal level working group selects two or more tourism products and/or services under the municipal brand.	
17 PARTNERSHIPS FOR THE GOALS	9 or more municipal level systems are created for tourism development through public-private partnership.	17.2 Consistency or application of stakeholder framework in the projects
	A provincial level system for tourism development is created to support the municipal level systems.	
	Municipal level working groups establish a provincial level federation.	
	The created provincial level system conducts promotion activities (holding or participating in fairs) for building the regional brand.	
	When the project ends, measures have been started to institutionalize the proposed systems.	

For SDG8, the number of services developed by the project and the number of services identified as local brand services were defined as project indicators. From the perspective of measuring contributions to SDGs, indicators which focus on measuring the actual results of development would be preferable.
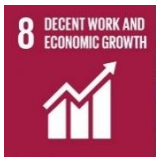
For SDG17, evaluation was performed from the perspective of whether or not partnership systems were developed and whether or not activities were carried out under theses created partnership systems. However, the proposal indicator considers partnerships to be a means to an end, and places importance on the roles of stakeholders by focusing on the implementation of partnerships necessary for the

creation of results which also contribute to the achievement of other SDGs. It is important that stakeholders play roles in achieving other SDGs, but first it is essential to engage in partnership-building activities. Because of this, there appears to be a need for project indicator perspectives to also be reflected in proposal indicators.

The results of measurements performed using proposal indicators made it possible to concretely assess the results of project implementation with respect, for example, to SDG5 "Gender equality," SDG8 "Decent work and economic growth," SDG14 "Life below water."

Detailed results are shown below.

Figure 86 Examples of Dominican Republic field research measurement results

SDG	Related indicator	Results with respect to SDG
5 GENDER EQUALITY	5.1.1 Proportion and number of jobs held by women in the tourism industry	· Stable jobs were created for housewives and women who make a living as low-income housekeepers · Women's incomes contributed to an improvement of their positions within households
8 DECENT WORK AND ECONOMIC GROWTH	8.2.1 Sales and proportion of tourism service and/or local made products	· Tourism service sales grew roughly six-fold in one community between 2015 and 2017
14 LIFE BELOW WATER	14.2.2 Proportion of marine species threatened with extinction	· A mentality of protecting environmental resources was fostered among local community members, and conservation methods stopped the drop in the population of manatees, which are facing extinction

One of the reasons for the success in producing the results above is believed to be that experts sent by JICA and TURISOPP (the project activity implementation unit), which was formed through the creation of the project's counterparts -- the Ministry of Tourism, the National Institute of Technical-Vocational Training, and the Ministry of Economy, Planning and Development -- and private sector participants worked together to provide development aid to the local community.

For SDG5 and SDG8, the National Institute of Technical-Vocational Training, one of the members of TURISOPP, provided vocational training to members of local communities, while experts dispatched by JICA provided technical support for regional tourism development and tourism product development. There were also communities that collaborated with the private sector, such as community that collaborated to expand sales channels and communities that received tour product development and marketing aid from the private sector. These collaboration activities by stakeholders proved effective, creating actual economic effects which increased understanding of the importance

of local resources as tourism resources and fostered local pride. This appears to have improved the motivation of local residents towards participating in tourism development, as well as cultivating greater awareness of the value of marine resources related to SDG14 and the importance of protecting them.

However, one problem was that there were cases in which there was little sense that the tourism development by the community produced benefits for residents, so participating residents had low levels of motivation. In communities such as this, there were cases where residents had little commitment and developed services and products stopped. This was the result of a lack of a collaboration structure between stakeholders, especially public sector and private sector involvement, which was present in successful communities.

With regard to the public sector, in the Dominican Republic, officials are extremely influential, so involving bureaucratic or governmental organizations and personnel is a key factor. Leadership by officials such as mayors plays an important role. With regard to the private sector, successful communities produced sustainable tourism business by using the know-how of the civil sector to expand tourism product and service sales channels. This collaboration with the public and private sectors appears necessary to the realization of economic results.

C. Jordan study

The Jordan field research examined the "Sustainable Community Tourism Development Project in As Salt City" project conducted by JICA from 2012 to 2016. This project provided tourism development implementation support for the Ecomuseum concept with the aim of preserving the historical townscape of As Salt City and improving the livelihoods of local residents.
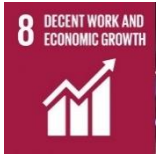
Figure 87 Project studied by Jordan field research

Sustainable Community Tourism Development Project in As Salt City	
Donor	Japan International Cooperation Agency (JICA)
Implementation period	2012 to 2016
Beneficiary	As Salt City, Jordan
Support methods	Governmental support, private sector support, tourism resource development, infrastructure development, service development
Potential SDG contributions	
Project overview	The following four main activities were carried out with the objective of conserving As Salt City's historical urban townscape and improving the livelihoods of local residents. ① Construction of a system for the ongoing promotion and conducting of tourism development based on the Ecomuseum concept ② Formulation and implementation of guidelines (including

	implementation systems) for projects for identifying historical townscape conservation areas and conserving and improving townscape resources ③ Aid for the construction of tourism systems (composed of core/satellites/trails) ④ Development of tourism products that conserve cultural resources while benefitting local residents and conducting marketing and promotion activities

In this project, indicators were defined for measuring the impact of the project with respect to SDG8 "Decent work and economic growth," SDG11 "Sustainable cities and communities," and SDG17 "Partnerships for the goals."

Figure 88 Comparison of indicators for Jordan project

SDG	Project indicator	Proposal indicator
8 DECENT WORK AND ECONOMIC GROWTH	New tourism products, such as the As Salt brand and As Salt tours, are developed.	8.2.1 Sales and proportion of tourism service and/or local made products.
	The number of Historic Old Salt Museum (HOSM) visitors grows by 15%.	
	The number of households accepting home visits on an ongoing basis increases.	8.2.1 Number of people benefited directly from selling service/products as part of the tourism sector
11 SUSTAINABLE CITIES AND COMMUNITIES	Townscape improvement project guidelines are created by the end of the second year of the project.	11.3.1 Municipality TDGDP and tax income for cultural preservation
	At least one townscape improvement project based on the	

	guidelines is carried out.	
17 PARTNERSHIPS FOR THE GOALS	A proposal for a system for the ongoing promotion and implementation of the "New Ecomuseum Plan and Action Plan" is created by 2015.	17.2 Consistency or application of stakeholder framework in the projects
	Tourism development activities are carried out in As Salt by the newly established implementation system.	

Two SDG8-related project indicators were defined. The first was the number of services developed by the project. From the perspective of measuring contributions to SDGs, proposal indicators which focus on measuring the actual results of development, such as sales data, would be preferable. The second was the number of visitors to the museum, which relates to tourism service sales. This number was actually measured, so using the proposal indicator to measure results appears feasible.
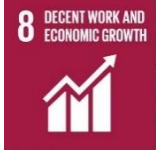
With regard to SDG11, measuring the results of conservation of cultural heritage is difficult, so both the proposal and project indicators measured conservation-related activities. However, the proposal indicator is more versatile and appears to have greater potential for application to diverse tourism development projects.

For SDG17, as with the Dominican Republic, the project indicators evaluated the project from the perspective of whether or not partnership systems were developed and whether or not activities were carried out under theses created partnership systems. However, the proposal indicators considers partnerships to be a means to an end, and place importance on the roles of stakeholders by focusing on the implementation of partnerships necessary for the creation of results which also contribute to the achievement of other SDGs. It is important that stakeholders play roles in achieving other SDGs, but first it is essential to engage in partnership-building activities. Because of this, there appears to be a need for project indicator perspectives to also be reflected in proposal indicators.

The results of measurements performed using proposal indicators made it possible to concretely assess the results of project implementation with respect, for example, to SDG4 "Quality education," SDG5 "Gender equality," SDG8 "Decent work and economic growth," SDG11 "Sustainable cities and communities," and SDG12 "Responsible consumption and production."

Detailed results are shown below.

Figure 89 Examples of Jordan field research measurement results

SDG	Related indicator	Results with respect to SDG
4 QUALITY EDUCATION	4.1.2 Number of local people who has access to education	・ Understanding of the importance of local historical heritage and desire to conserve it was fostered through cultural awareness-raising activities aimed at local residents and children
5 GENDER EQUALITY	5.1.1 Proportion and number of jobs held by women in the tourism industry	・ Jobs were created for women that did not work outside their homes in the form of at-home jobs creating souvenirs and the conducting of home visits
8 DECENT WORK AND ECONOMIC GROWTH	8.2.1 Sales and proportion of tourism service and/or local made products	・ The number of HOSM visitors increased (from 4,000 in 2011, the year the project started, to 5,384 in 2017) ・ Revenue from tours (including home visits) operated by the Salt Development Corporation increased (9,680JOD in 2017) ・ Interpreters and tour guides were hired from the local community
11 SUSTAINABLE CITIES AND COMMUNITIES	11.3.2 Number of local residents visiting cultural sites	・ Understanding of the importance of local historical heritage and desire to conserve it was fostered
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	12.4.3 Waste sorting and onsite reuse rate in key tourism industries	・ Waste sorting was initiated. A system was set up in which 50% of the revenue from resource reclamation was returned to local residents

One of the factors behind the success in producing the results above is believed to be that the experts sent by JICA performed a multi-stage technology transfer, with the pace set based on the counterparts' conditions. The technical support included the conducting of a festival, developing of trails, training of tour guides, and support for the carrying out of tours. In terms of specific steps, during the first stage experts took the lead, during the second stage the experts provided support while counterparts led the technology transfer activities, and during the third stage counterparts worked on their own.

This multi-stage technology transfer enabled local stakeholders to carry out tourism development activities on their own, contributing to the creation of economic benefits as indicated in SDG5 and SDG8. Furthermore, when the project was first started, counterparts and local residents had no concrete image of the Ecomuseum concept, but this technology transfer process promoted understanding among local residents of the importance of local historical buildings and the environment as tourism resources, locally-led educational activities and environmental protection

activities such as garbage sorting were initiated, and results related to SDG4, SDG11, and SDG12 became apparent.

On the other hand, one problem that has occurred is that activities aimed at increasing the sales of developed tourism products and increasing the number of trail visitors (sales channel expansion, new product development, brand awareness raising activities, and investigations of activities for improving the motivation of producers) have stalled. This is said to be due to low interest and motivation in the Salt Development Corporation[128] NPO. It appears that there is a limit to the amount of service expansion that can be achieved by NPOs alone, and that sustainable business can be achieved through collaboration with the private sector, which possesses know-how regarding the ongoing creation of profits.

5-2 Deliberations regarding methods of stakeholder collaboration
5-2-1 Tourism development assistance stakeholders and the Global Code of Ethics for Tourism
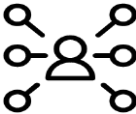
The tourism industry has a very broad base, so diverse stakeholders are involved in it. Achieving sustainable tourism requires effective collaboration between stakeholders. In order to promote collaboration between stakeholders, UNWTO has defined nine types of tourism sector stakeholders and their roles.

Figure 90 Stakeholders and roles in sustainable tourism[129]

Stakeholder type		Role in delivering sustainable tourism
	International development assistance agencies	✓ Integrating tourism in development policies and agreements ✓ Financial and technical assistance to sustainable tourism and individual programmes and projects
	National Government	✓ Tourism policy and strategy development and implementation ✓ Relating tourism to wider policies and strategies ✓ Legislation, standards and regulation relating to the sector ✓ Infrastructure planning and development ✓ Resource management ✓ Communication, information and marketing

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[128] The Salt Development Corporation operates Salt brand shops and trails
[129] UNWTO. "Sustainable Tourism for Development" http://cf.cdn.unwto.org/sites/all/files/docpdf/devcoengfinal.pdf (retrieved December 19, 2017)

	Local Government and destination bodies	✓ Local strategic direction and planning ✓ Implementation of policy and regulations ✓ Local infrastructure development and management ✓ Stakeholder engagement, coordination and support
	Local community	✓ Engaging in planning and decisions on tourism at a local ✓ level ✓ Representing and communicating local community ✓ interests ✓ Pursuing equitable benefit sharing within communities ✓ Interacting with tourists to mutual benefit ✓ Receiving income from tourist spending
	Private sector businesses	✓ Representation of, and influence on, the tourism sector ✓ Operation of tourism services ✓ Link to domestic and international markets ✓ Product development, investment and improvement ✓ Employment creation and generating local income ✓ Reflecting economic, social and environmental ✓ sustainability issues in development and operations
	NGOs – International, national and local	✓ Representing different stakeholder interests ✓ Engaging in strategic planning and development ✓ Stakeholder coordination and supporting implementation ✓ Capacity building and provision of expertise
	Education and training bodies	✓ Knowledge gathering and dissemination ✓ Supporting policy and strategy development ✓ Capacity building and training ✓ Specific advice and expertise
	Employees and related bodies	✓ Representing interests of employees ✓ Human resources planning and development ✓ Provision of a reliable service in return for income
	Consumers/tourists	✓ Providing the main source of income to the sector ✓ Behaving responsibly towards the environment and local ✓ communities in travel choice and actions ✓ Communicating information and opinions on ✓ destinations and sustainability issues accurately and fairly

Stakeholder involvement approaches can have negative impacts on society. Examples include development by companies that neglects the sustainability of local resources or the pollution of local

natural environments by waste produced by tourists. As put forth in the Global Code of Ethics for Tourism discussed above, each stakeholder must be sufficiently cognizant of its roles and responsibilities.

5-2-2 Roles of stakeholders in each project category

This study developed a division of roles framework that organizes the roles of each stakeholder in providing tourism development assistance, based on the five "development method" categories used in investigating tourism development assistance results. This section introduces the methods used to create the division of roles framework and its contents.

■ Division of roles framework development method

Development was conducted using the procedure below.

✓ Step 1: Establish framework hypotheses

We created hypotheses (see Figure 89) regarding the shapes of the roles of individual stakeholders in the UNWTO's "Stakeholders and roles in sustainable tourism" for each development method category.

✓ Step 2: Verify framework hypotheses

We verified the hypotheses created in Step 1 (Figure 89) based on concrete examples of coordination between stakeholders in the 208 tourism development projects that made up the scope of this study, as indicated in Chapter 4. Based on these verification results, we developed detailed breakdowns of the roles of individual stakeholders and created the division of roles framework (see Figures 90 to 94).

✓ Step 3: Finalize framework

We used the division of roles framework created in Step 2 to perform field research. For the two division of roles frameworks (Figures 91 and 92) used as samples, we used implications from the field research to confirm, in detail, whether the contents of the division of roles stipulated in the frameworks was aligned with the actual division of roles between stakeholders in the projects. Based on the results of our investigations, we created a finalized division of roles framework.

■ Envisioned usage methods

We envision this framework as being used, like the above Indicator Toolkit, as a supplementary tool when creating and evaluating projects, applying it where and when appropriate in order to improve the impact of projects.

■ Division of roles framework

The overall division of roles produced through our investigation is indicated below.

Figure 91 Overview of division of roles framework

Stakeholders	Government support	Private sector support	Tourism resource conservation	Infrastructure development	Service development
Donors	●	●	●	●	●
National government	●	●	●	●	●
Local government	●	●	●	●	●
Local community		●	●		●
Private sector		●			○
NGOs	○	○	○		
Education bodies	○	○	○	○	○
Labor unions		○			
Tourists		○	○		○

● Role as project implementing body   ○ Role providing activity implementation support to implementing body

For all of the projects, donors, national governments, and local governments are development implementation bodies, but the roles of stakeholders, and the other stakeholders whose involvement is recommended, varies by the method of development. Below are the roles of stakeholders in each support category.

A. Government support (policy formation and strategy, government budget and finance support, personnel development support)

This category of support prepares government-level environments for promoting tourism industry development, such as the policies, budgets, and personnel needed for tourism industry promotion. Projects in this category consist of support for national and local-level tourism policy and strategy formulation and action plan formation, financial support for the implementation of these policies, strategies, and plans, and support for government personnel capacity building.

・ Policy formation/strategy: Formulation of tourism-related plans, policies, and systems, etc.

- Government budget/finance support: Preparation by publicly operated finance organizations, etc.
- Personnel development support: Enhancement of the tourism support systems of government agencies, enhancement of the capabilities of government tourism-related personnel, etc. (ex. organization restructuring, domestic and overseas training, dispatching of foreign experts to the government, etc.)

Figure 92 Division of roles framework (1) Government support

Stakeholders	Policy formation/strategy	Government budget/finance support	Personnel development support
Donor	• Financial and technical support related to the conducting of studies, etc. aimed at providing support for policy formulation • Project operation management such as coordination with related parties and progress management	• Financial and technical support related to the conducting of studies, etc. aimed at providing support for budget formulation • Project operation management such as coordination with related parties and progress management	• Technical support such as the dispatching of experts, financial support related to personnel development • Project operation management such as coordination with related parties and progress management
National government	• Formulation of national-level sustainable tourism policies and strategies • Implementation of formulated policies and strategies	• Tourism-related budget formulation • Tourism-related budget allocation, development of government-operated financial institutions for implementing tourism policies, etc.	• National government-level tourism personnel development plan formulation • Government agency tourism personnel development
Local government	• Formulation of local-level sustainable tourism policies and strategies • Implementation of formulated policies and strategies	• Local level tourism-related budget allocation, development of government-operated financial institutions for implementing tourism policies, etc.	• Local government-level tourism personnel development plan formulation • Government agency tourism personnel development
Local community	-	-	-
Private sector	-	-	-
NGOs	• Provision of knowledge regarding sustainable tourism policies and strategies as an expert in related fields	• Provision of knowledge regarding use of tourism-related budget as an expert in related fields	• Provision of knowledge regarding personnel development as an expert in related fields • Technical support during the implementation stage, such as the dispatching of experts
Education bodies	• Provision of knowledge regarding personnel development for sustainable tourism policies and strategies as an expert in the personnel development field	• Provision of knowledge regarding use of tourism-related budget as an expert in the personnel development field	• Provision of knowledge regarding personnel development know-how as an expert in the personnel development field • Technical support during the implementation stage, such as the dispatching of experts
Labor unions	-	-	-
Tourists	-	-	-

Government agencies are the implementing bodies for policy formation and strategy, government budgeting and financing support, and personnel development support, and donors provide support through the management and administration of projects. Donors are also primarily responsible for the financing and technical support needed to realize projects, and NGOs and educational organizations provide support as needed.

B. Private sector support (business formation, tourism organization and community support, private sector finance)

This category consists of support for the promotion of tourism business by local tourism-related organizations, existing tourism-related micro-, small-, and medium-sized enterprises, and communities, which are both the leaders of the tourism industry and its beneficiaries. Projects in this category consist of support for tourism-related company development and startup support, occupational training for the development of tourism-related personnel, and capacity building that enables communities to participate in the tourism industry.

- Business creation: Startup support, business launch support [130], tourism-related business development, and occupational training support for tourism-related personnel development
- Tourism organization/community support: Support for tourism organization/community personnel development, related community and organization networking, etc.
- Private sector finance: Support for the preparation of private sector financing, etc.

Figure 93 Division of roles framework (2) Private sector support

Stakeholders		Business creation	Tourism organization/community support	Private sector finance
	Donor	• Technical and financial support such as the dispatching of experts and equipment provision • Project operation management such as coordination with related parties and progress management	• Technical and financial support such as the dispatching of experts and hosting of trainees • Project operation management such as coordination with related parties and progress management	• Technical and financial support such as the dispatching of experts • Project operation management such as coordination with related parties and progress management
	National government	• Development of related policies and laws that contribute to the development of business environments and the protection of the rights of workers, etc.	• Development of related policies and laws that contribute to the development of business environments and the protection of the rights of the community, etc.	• Development of related policies and laws that contribute to the development of business environments (especially financial aspects)
	Local government	• Development of related policies and regulations that contribute to the development of business environments and the protection of the rights of workers, etc. • Coordination of local stakeholder collaboration systems	• Development of related policies and regulations that contribute to the development of business environments and the protection of the rights of the community, etc. • Coordination of local stakeholder collaboration systems	• Development of related policies and regulations that contribute to the development of business environments (especially financial aspects) • Involvement of local stakeholders and preparation of systems for collaborating with private sector financial institutions
	Local community	• Community level planning and implementation of local tourism development • Preparation of systems that feed tourism revenue back into the community	• Preparation of systems for collaborating with stakeholders • Preparation of systems that feed tourism revenue back into the community	• Preparation of systems for collaborating with stakeholders and private sector financial institutions
	Private sector	• Tourism service and product development support	• Tourism service and product development support	• Provision of financial cooperation through participation in systems for collaborating with local stakeholders (private sector financial institutions)
	NGOs	• Technical support (management and operation know-how) for business operators, etc., as experts in related fields	• Technical support (management and operation know-how) for tourism organizations and community operators, etc., as experts in related fields	• Technical support (management and operation know-how) for business operators, etc., as experts in related fields
	Education bodies	• Provision of education programs and occupational training, such as guide skill training, to people employed by the tourism industry	• Implementation of operation-related education programs and training for tourism organizations and community operators, etc.	• Provision of education programs and occupational training related to money management to business operators, etc.
	Labor unions	• Serving as a spokesman for workers when dealing with tourism industry employers to protect tourism industry labor rights and improve working environments	-	-
	Tourists	• Provision of feedback for improving the quality of tourism services and products	-	-

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[130] Private sector "business creation" support is primarily focused on support leading up to new business launches, while the "service development" support described later is focused on business operation following launches.

Local tourism-related organizations, existing tourism-related micro-, small-, and medium-sized enterprises, and communities receive technical support from private sector enterprises, NGOs, and educational organizations, and act as the implementing bodies that carry out tourism business-related activities. Donors provide project operation and management support, financial support, and technical support. Government agencies prepare environments that promote tourism development and business, supplementing activities by the local community. Collaborations with the private sector continue to be conducted after projects are completed in order to create -sustainable economic benefits.

C. Tourism resource conservation

This category consists of support for tourism development activities and environment improvement activities with the aim of conserving local resources in order to realize sustainable tourism development. Projects in this category consist of projects which promote turning natural and cultural resources, etc. into tourism resources in order to promote their conservation and projects which strive to conserve natural and cultural resources by creating revenue sources through the tourism industry.

Figure 94 Division of roles framework (3) Tourism resource conservation


Stakeholders		
Donor	• Technical and financial support such as the dispatching of experts and equipment provision • Project operation management such as coordination with related parties and progress management	
National government	• Development of related policies and laws that contribute to the conservation of historical areas and national parks and pay due consideration to local resources and culture • Resource conservation status monitoring	
Local government	• Development of related policies and regulations that contribute to the conservation of historical areas and national parks and pay due consideration to region-level local resources and culture • Joint resource management in conjunction with the local community (administration)	
Local community	• Community level planning and implementation of local tourism development • Joint resource management in conjunction with related organizations and ministries (operation)	
Private sector	-	
NGOs	• Resource-conservation-related knowledge and technical support (management and operation know-how) for related ministries and communities	
Education bodies	• Provision of education programs and occupational training related to resource conservation to people employed by the tourism industry involved in resource conservation	
Labor unions	-	
Tourists	• Tourism activities that reflect an understanding of the importance of local resources and a respect for said resources	

Government agencies improve environments for resource conservation and are responsible for

resource management administration, while local communities are responsible for resource management operation, based on the resource conservation environments prepared by government agencies. The role of donors is to provide operation management support for projects. Donors, NGOs, and educational organizations provide the financial and technical support necessary to accomplish this.

D. Infrastructure development

This category of support prepares the infrastructure necessary for tourism industry promotion. Projects in this category consist of the preparation and construction of urban infrastructure, such as water and sewer systems, etc., transportation infrastructure, such as airports and roads, and tourism infrastructure, such as hotels, tourist information centers, and museums.

Figure 95 Division of roles framework (4) Infrastructure development

Stakeholders		
Donor	• Technical and financial support for studies aimed at the formulation of public project plans that take local environmental and social factors into consideration, the dispatching of experts, equipment provision, etc. • Project operation management such as coordination with related parties and progress management	
National government	• Development of related policies and laws that contribute to the promotion of the preparation of infrastructure that takes local environmental and social factors into consideration, as well as contributing to management and operation	
Local government	• Development of related policies and regulations that contribute to the promotion of the preparation of infrastructure that takes region-level local environmental and social factors into consideration, as well as contributing to management and operation • Infrastructure management and development	
Local community	-	
Private sector	-	
NGOs	-	
Education bodies	• Provision of skill training related to infrastructure operation and development	
Labor unions	-	
Tourists	-	

Government agencies are responsible for preparing environments for sustainable infrastructure development and serving as managers of this infrastructure, taking into consideration the local natural environment [131], environmental facets such as human health and safety, rooted in this natural

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[131] This includes air, water, soil, waste, accidents, water use, climate change, ecosystems, and regional plant and animal life
JICA (2010). "JICA Guidelines for Environmental and Social Considerations"
https://www.jica.go.jp/environment/guideline/pdf/guideline01.pdf

environment, and societal facets[132] such as local economies and existing social systems that have an impact on the natural environment. The role of donors is to provide operation management support for projects. Donors and educational organizations provide the financial and technical support necessary to accomplish this.

E. Service development

This category consists of support for operations after the launch of tourism products and services developed through private sector support. Projects in this category consist of support for the creation and strengthening of promotion-related systems and implementation support for promotion efforts.

Figure 96 Division of roles framework (5) Service development

Local governments or local communities receive support from the private sector and serve as the main bodies responsible for marketing and promotion. The role of donors is to provide operation

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[132] This includes population migration such as involuntary resettlement, regional economic items such as jobs and livelihoods, land use and regional resource use, social capital and social organizations such as regional decision-making organizations, existing social infrastructure and social services, societally vulnerable groups such as the poor and indigenous people, fairness in distribution of damages and benefits and in development processes, gender, the rights of children, cultural heritage, and regional conflicts of interest
JICA (2010). "JICA Guidelines for Environmental and Social Considerations"
https://www.jica.go.jp/environment/guideline/pdf/guideline01.pdf

management support for projects. Government agencies carry out marketing and promotion activities in their jurisdictions, supplementing activities by local communities, and donors and educational organizations provide required financial and technical support as needed.

5-2-3 Framework verification through local studies

In order to verify the effectiveness of the above framework, we verified the methods used at project sites to collaborate with stakeholders. The results of our studies are indicated below.
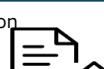
A. Cambodia study

Section 5-1-3 "Examples of use of proposed indicators" contains an overview of our Cambodia field research, so the overview in this section has been omitted.

■ Business creation support

The trail development support in the project studied in our Cambodia local study corresponds to "Private sector support" – "Business creation." We confirmed the following collaboration between stakeholders.

Figure 97 Results of study of division of roles in the Cambodia field research (business formation)

Stakeholder	Role	
Donors	• Project implementation plan formulation and project management	●
National government	• Project implementation plan formulation and project management	●
Local government	• Project implementation plan formulation and project management	●
Local community	• Homestay operation	●
Private sector	• Technical support related to marketing, promotion, and trail project design • Trail operation	●
NGOs	• Technology transfer related to homestay operation and waste disposal, etc. • Local community activity status monitoring	○
Education bodies	(no collaboration)	○
Labor unions	(no collaboration)	○
Tourists	(no collaboration)	○

● Role as project implementing body　　○ Role providing activity implementation support to implementing body

We confirmed that the Mekong Discovery Trail developed through this project was put into service, created revenue, and provided benefits to the local community. One of the factors behind this success is believed to be that all stakeholders identified as leading the project's implementation in "Figure 89 Overview of division of roles framework" (stakeholders denoted with a gray ● in Figure 96) participated in the project, collaborating with each other to launch service using the division of roles above.

The donor and national government led the project, playing a regulatory role. The regional government coordinated with the community at the local level in order to increase the level of involvement of the local community. The local community, under the management of the regional government, operated homestays along the trail. This division of roles was confirmed to have enabled the project to be carried out smoothly.

However, because of the lack of sufficient tourism infrastructure (including lodging facilities, transportation, and websites), tourists cannot be attracted on an ongoing basis, and some of the effects of the project have not been possible to maintain. With regard to local infrastructure development, national and regional government policy implementation plays an important role, so one item which

should be reflected on is the lack of ongoing participation by the government. It appears that the government needs to be involved not only during project implementation periods, but also after projects end, and to take the initiative in building and improving infrastructure.

B. Dominican Republic study

Section 5-1-3 "Examples of use of proposed indicators" contains an overview of our Dominican Republic field research, so the overview in this section has been omitted.

■ Business creation support

The tourism product development support in the project studied in our Dominican Republic field research corresponds to "Private sector support" – "Business creation." We confirmed the following collaboration between stakeholders.

Figure 98 Results of study of division of roles in the Dominican Republic field research (business formation)

Stakeholder	Roles	
Donors	• Project implementation plan formulation and project management • Dispatching of experts	●
National government	• Project implementation plan formulation and project management	●
Local government	• Project implementation plan formulation and project management • Coordination with local community	●
Local community	• Tourism service and product development and operation	●
Private sector	• Technical support related to marketing, promotion, and tour project design	●
NGOs	(no collaboration)	○
Education bodies	• Provision of occupational training • Service and product development support	○
Labor unions	(no collaboration)	○
Tourists	• Visit as tourists and then move to area and start lodging service • Participation in tourism development aid planning and operation as a representative of the local community	○

● Role as project implementing body   ○ Role providing activity implementation support to implementing body

We would like to introduce one of the amber-related product and service development projects

conducted as part of the pilot projects carried out in the Dominican Republic. We confirmed that this project created revenue and provided benefits to the local community. One of the factors behind this success is believed to be that all stakeholders identified as leading the project's implementation in "Figure 89 Overview of division of roles framework" (stakeholders denoted with a gray ● in Figure 96) participated in the project, collaborating with each other to launch service using the division of roles above.

The stakeholders indicated above -- the local national government, regional government, and educational organizations -- collaborated by forming TURISOPP (the project activity implementation unit). Each organization participating in this unit satisfied its respective roles, and the unit functioned as one and collaborated with experts dispatched by the donor, involving the local community by coordinating with it and providing technical support in the form of occupational training. Had these activities not been carried out, the lack of a coordinator would likely have prevented the local community from being involved, and the lack of skills in the community would likely have made it impossible to realize services, so it would be fair to characterize collaboration between all project implementation bodies in the framework as essential.

Another notable characteristic of this project is that foreigners who visited the Dominican Republic as tourists later moved there and became involved in this project's tourism development assistance as representatives of the local community. The participation of foreigners in tourism development from the implementing body side made it possible, when considering and implementing methods of showcasing and promoting tourism sites (using social networks, OTAs, etc.), to reflect the perspectives of foreigners, making the approaches more effective in attracting foreign visitors. This case example demonstrates a potential role of tourists in tourism development assistance -- moving to tourism sites and engaging in community development from an objective perspective.
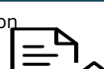
C. Jordan study

Section 5-1-3 "Examples of use of proposed indicators" contains an overview of our Jordan field research, so the overview in this section has been omitted.

■ Business creation support

The tourism product development support in the project studied in our Jordan field research corresponds to "Private sector support" – "Business creation." We confirmed the following collaboration between stakeholders.

Figure 99 Results of study of division of roles through Jordan field research (business formation)

Donors	• Development of Salt brand concept and Ecomuseum concept through the dispatching of experts	●
National govern-ment	• Preparation of home visit system (licensing procedure)	●
Local govern-ment	• Implementation of home visit system (licensing procedure)	●
Local community	• Development of Salt shop products, led by local producers and unions • Home visit operation	●
Private sector	(no collaboration)	●
NGOs	• Salt brand shop marketing by the Salt Development Corporation • Trail and tour operation by the Salt Development Corporation	○
Education bodies	(no collaboration)	○
Labor unions	(no collaboration)	○
Tourists	(no collaboration)	○

● Role as project implementing body   ○ Role providing activity implementation support to implementing body

We confirmed that Salt brand shop product development and home visit service development created revenue and provided benefits to the local community. One of the factors behind this success is believed to be that the donor, national government, regional government, and local community identified as leading the project's implementation in "Figure 89 Overview of division of roles framework" participated in the project, collaborating with each other to launch service using the division of roles above.

The local community, which should be the implementing body for tourism development, must be involved in projects, but even given that, the preparation of a development environment based on a division of roles between stakeholders is believed to have been of particular importance. Local stakeholders were not able to conceptualize and image of tourism development, but the donor presented them with an overall vision of tourism development. This made it possible for all stakeholders to share the same direction. The home visit service was itself a new service, so the creation by the government of a system for smooth home visit service operation is believed to have significantly contributed to the project's success. This environment preparation plays a major role, so it would be fair to say that collaboration between all project implementation bodies within the

framework is essential.
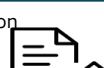
With regard to the number of tourists using these services and the revenue produced by them, at present no major improvements have been recognized, and it appears that no service expansion has taken place. One possible reason for this is the limited collaboration with the private sector in product development and marketing. There have not been sufficient activities by NPOs, which are responsible for service support and operation, aimed at expanding services. It has been pointed out that this is due to a lack of sufficient marketing and sales know-how among NPOs. Creating sustainable business and ongoing revenue, it seems, will require collaboration with the private sector, which has the know-how needed to sell tourism services.

■ Tourism resource conservation support

The historical building conservation support in the project studied in our Jordan field research corresponds to "Tourism resource conservation." We confirmed the following collaboration between stakeholders.

Figure 100 Results of study of division of roles through Jordan field research (tourism resource

conservation)

Donors	• Technical and financial support for historical town conservation	⬤
National govern-ment	• Preparation of laws regarding the conservation of historical buildings	⬤
Local govern-ment	• Implementation of local resident awareness-raising campaigns and cleanup campaigns focused on town beautification • Implementation of historical building studies, historical building conservation activities, and local resident awareness-raising	⬤
Local community	• Participation in garbage sorting and cleanup campaigns	⬤
Private sector	(no collaboration)	⬤
NGOs	• Implementation of local resident awareness-raising campaigns and cleanup campaigns by the SDC	◯
Education bodies	(no collaboration)	◯
Labor unions	(no collaboration)	◯
Tourists	(no collaboration)	◯

⬤ Role as project implementing body   ◯ Role providing activity implementation support to implementing body

With regard to historical building conservation activities, the project cultivated awareness of the importance of historical buildings and led to historical town beautification efforts by local residents. One of the factors behind this success is believed to be that all stakeholders identified as leading the project's implementation in "Figure 89 Overview of division of roles framework" (stakeholders denoted with a gray ● in Figure 98) participated in the project.

The donor and national government provided technical and financial support and legal system development, creating an environment that promoted resource conservation. The regional government also served as a local community coordinator, carrying out activities aimed at involving the community. Based on this, the local community participated in garbage sorting and cleanup campaign activities, beautifying the historical town. To achieve this, collaboration between all project implementation bodies in the framework appears to have been essential.

However, it has been pointed out that -an increase in tourism in the future, could result in damage to historical buildings and townscapes. To avoid this, it appears that tourists will need to participate in resource conservation activities. Guidebooks for local community members have already been created, but conservation activity effectiveness could be improved by raising awareness by conveying the

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importance of historical building preservation in tourist-directed guidebooks and guides as well.

D. Implications of field research

Through the three - field research we confirmed that collaboration and division of roles between all shareholders designated within the framework as project implementation bodies is essential to project effectiveness. Our investigation also discovered problems stemming from insufficient or nonexistent collaboration between stakeholders in the framework. Because of this, it appears that using the framework in actual projects is effective in improving project results.

However, based on the results of our field research we also confirmed several points to note when utilizing the framework. There were two main points of note: first, project follow-up is essential, and second, tourists themselves also have a potential role in tourism development.

・　The need for project follow-up

In the Cambodia project there was little national government or regional government follow-up or involvement, so the results produced by the project have not been sustained. Based on this, it is evident that projects require stakeholders that actively follow-up on business creation support projects, so that local communities can function autonomously and create continuous benefits through tourism operations. In the Cambodia project the regional government would be the ideal organization for providing this function, but the specific organization responsible for this role must be decided on and coordinated on an individual project basis. It is vital that this deliberation and decision take place during the course of the project.

・　Potential four tourists to play role in tourism development

In the Dominican Republic project, foreigners who visited as tourists later became permanent residents and became involved in the project's tourism development activities as representatives of the local community. We confirmed the potential for tourists to play roles in tourism development not only by contributing to tourism regions by visiting them as tourists, but also in the form of in business creation support by using their own experiences and perspectives as tourists to locally develop and operate tourism services and products. It therefore appears that it would be worthwhile to consider methods for carrying out tourism development in which visiting tourists could, in the future, take part in the tourism development process, or which involve collaboration with services and products launched locally by tourists.

In another project in Cambodia, a foreigner invested in the local area, opening and operating a local souvenir shop. All of the products sold in the shop were made by poor local women hired by the shop, and local women are also in charge of selling products in the shop. The women hired by the shop are paid fair wages, and the investment in the shop is contributing to the improvement of the women's standard of living. Attracting foreign investment sensitive to the local community is one potential tourism development approach that benefits the community, so consideration should also be given to tourism development that leads to visiting tourists eventually becoming investors that demonstrate consideration for the local community.

Chapter 6 Recommendations for future tourism development assistance

As stated at the beginning of this report, the tourism industry is positioned as one of the fastest-growing socioeconomic fields. Given this, there is a prominent global need for tourism development assistance that contributes to regional economic development, the creation of jobs, and the correcting of inequality. The analysis in Chapter 4 demonstrated that tourism development assistance has the potential to significantly contribute to all 17 SDGs. Despite its potential to make contributions, however, tourism development assistance is not currently doing all that it can to further the achievement of SDGs.

To tackle the problem of the limited effectiveness of tourism development assistance, Chapter 5 proposed ways in which tourism development assistance could contribute to the achievement of SDGs. It proposed the use of an Indicator Toolkit for measuring tourism development assistance results and a model for stakeholder roles and collaboration. Chapter 3 introduced case examples of innovation that could be used in tourism, with the potential for improving development aid results, to serve as suggestions for future tourism development assistance use.

Figure 101 Measures for maximizing the effectiveness of tourism development assistance at contributing to the achievement of SDGs
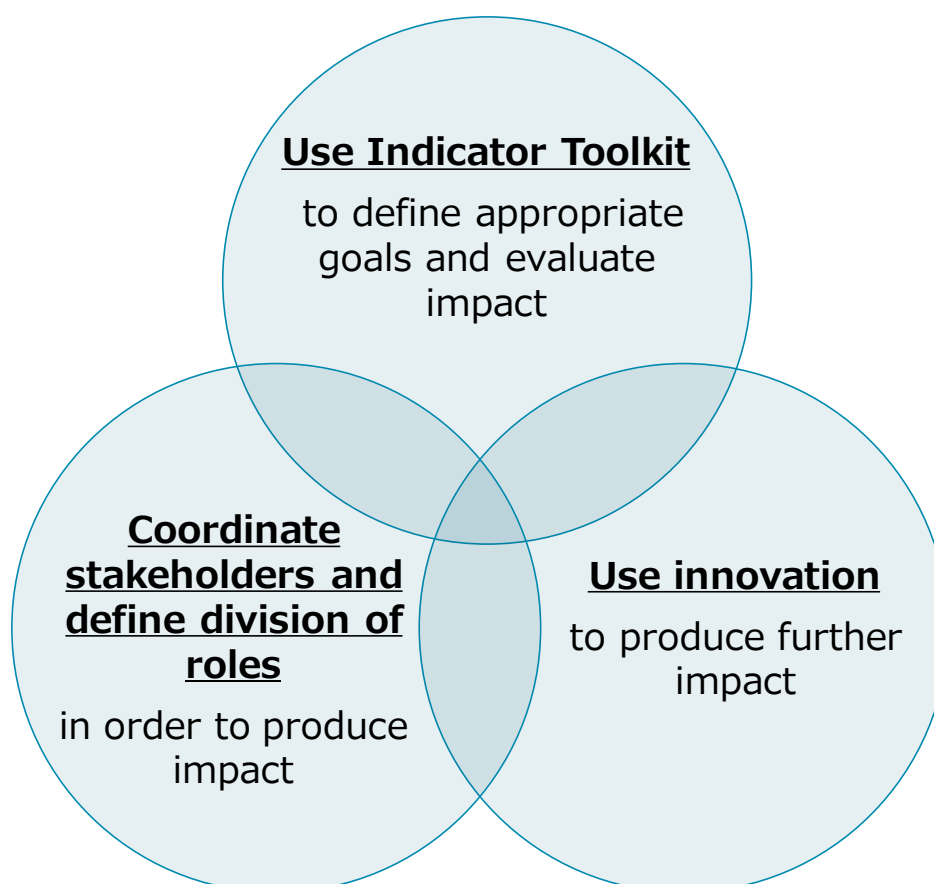
There appear to be three key points for maximizing the contributions of tourism development assistance to the achievement of SDGs. The first is the verification of contributions using the Indicator Toolkit, and the setting of appropriate project targets based on the result of these measurements. The second is the division of roles to enable stakeholder collaboration that proves effective in achieving these targets, and the implementation of projects in accordance with this model. The third is the usage of innovation. As demonstrated in the JICA-private sector partnership project example in Chapter 3, collaboration between these stakeholders, with their different fields and different roles, promotes innovation which is envisioned as contributing to sectors other than tourism yet also contributes to the tourism sector and the achievement of SDGs. In addition to this innovation, improving the effectiveness of tourism development assistance will also require consideration to be given to the introduction of innovation which uses the latest technologies.

This report used statistical analysis of past tourism development projects and local studies to explore the tourism development assistance roles that contribute to the achievement of SDGs and the challenges faced in doing so. Despite these challenges, we hope that this report is used to promote greater contributions to the tourism development assistance discussed herein, and that the measures proposed in this report assist with the actual achievement of SDGs through tourism development assistance.

Appendices   **Results of study of domestic and foreign tourism development assistance results (PDF)**

Indicator Toolkit on SDGs Achievement Through Tourism(PDF)

Indicators List proposed by JICA (Overview)

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
1	End poverty in all its forms everywhere	As one of the largest and fastest growing economic sectors in the world, tourism is well-positioned to foster economic growth and development at all levels and provide income through job creation. Sustainable tourism development, and its impact at community level, can be linked with national poverty reduction goals, those related to promoting entrepreneurship and small businesses, and empowering less favored groups, particularly youth and women.	1.1 Foster economic growth at all levels	1.1.1 Ensure tourism economic benefit reaches local communities	Poverty ratio in tourism destination	-
					Sales and percentage of tourism service and/or local made products	8.2.1
					Percentage of population below $1 (purchasing power parity) per day in tourism destination	-
					Prevalence of underweight children under-five years of age in tourism destination	-
					Number of civilians provided with essential household items thanks to income from tourism	-
					Percentage of local people believing life has become easier thanks to income from tourism	-
					Number and percentage of decent jobs in tourism destination, especially for youth and women	8.1.1
				1.1.2 Raise income of the bottom XX% of households	Local income growth rate of bottom XX% households and among youth and women	-
			1.2 Provide income through job creation	1.2.1 Reduce unemployment rate	Number of people participating in vocational training programms by tourism development project	4.1.1 8.1.2
					Local unemployment rate reduction (overall, among youth and women)	-
					Number of people benefited directly from selling service/products as part of the tourism sector	8.2.1
					Number of tourism microenterprises supported by tourism development project	8.2.2
				1.2.2 Increase per capita income	Local per capita income (overall, among youth and women) in tourism destination	-
					Growth rate of GDP per person employed in tourism sector	-
					Reduction rate of local households' Engel's coefficient in tourism destination	-
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Tourism can spur agricultural productivity by promoting the production, use and sale of local produce in tourist destinations and its full integration in the tourism value chain. In addition, agro-tourism, a growing tourism segment, can complement traditional agricultural activities. The resulting rise of income in local communities can lead to a more resilient agriculture while enhancing the value of the tourism experience.	2.1 Increase agricultural productivity through integrating local production into tourism value chain	2.1.1 Increase Percentage of local produce in tourism value chain	Value percentage of local produce used in the tourism value chain in tourism destination	-
					Number of agricultural technologies or management practices under research, under field testing, or made available for transfer as a result of increase in agricultural product demands by tourism development project	-
					Number of farmers related to tourism sector who have applied improved technologies or management practices as a result of increase in agricultural product demands by tourism development project	-
					Number of farmers related to tourism sector who have received agricultural sector productivity or food security training through tourism development project	-

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Number of micro, small, and medium agricultural enterprises (MSMEs) related to tourism sector	-
					Number of firms or civil society organizations (CSOs) engaged in tourism related agricultural and food security-related manufacturing and services	-
					Whether opportunities for opinion exchanges between farmers and tourism facilities to promote local made agricultural products usage in tourism are made through tourism development project	-
					Whether institutions or system to integrate agricultural sector into tourism sector value chain are built	-
					Number of people achieving stable food access through tourism development project	-
			2.2 Improve agriculture resillience through agro-tourism	2.2.1 Increase attractiveness of agro-tourism	Revenue growth of agro-tourism through tourism development project	-
					Number of visitors joining agro-tourism tours in tourism destination	-
					Whethere laws, policies, regulations, or standards regarding agro-tourism are formally proposed, adopted, or implemented as supported through tourism development project	-
				2.2.2 Improve agriculture diversity through agro-tourism	Number of agricultural produce in tourismdestination	-
3	Ensure healthy lives and promote well-being for all at all ages	Tourism's contribution to economic growth and development can also have a knock-on effect on health and well-being. Foreign earnings and tax income from tourism can be reinvested in health care and services, which should aim to improve maternal health, reduce child mortality and prevent diseases, among others.	3.1 Increase government budget for public health through increased tax and revenue from tourism	3.1.1 Improve access to health care and service	Percentage of tourism tax in total government health budget	-
					Percentage of budget invested in nutrition environment from tourism revenue (foreign investment in tourism sector, tourism tax income, etc.)	-
					Number of people gaining access to basic health care service by introducing community benefiting tourism and reinvesting community tourism revenue to health service (foreign investment in tourism sector, tourism tax income, etc.)	
					Number of people whose nutrition level has improved in tourism destination	-
					Prevalence of children 6-23 months receiving a minimum acceptable diet thanks to tourism revenue	-
					Number of action plans implemented for water security, integrated water resource management, and/or water source protection in tourism destinations through tourism development project	6.1.2

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for al	A well-trained and skillful workforce is crucial for tourism to prosper. The sector can provide incentives to invest in education and vocational training and assist labor mobility through cross-border agreements on qualifications standards and certifications. in particularly though, women, senior citizens, indegenous people and those with special needs should benefit through educational means, where tourism has the potential to promote inclusiveness, the values of a culture of tolerance, peace and non-violence, and all aspects of global exchange and citizenship.	4.1 Increase investment in education and vocational training	4.1.1 Increase capacity of tourism related educational and training facilities	Annual number of people admitted in tourism related educational and/or training classes	-
					Number of people participating in vocational training programms by tourism development project	1.2.1 8.1.2
					Number of graduates from vocational training programs employed by tourism industry	-
					Percentage of learners who demonstrate reading fluency and comprehension text as a result of tourism development project	-
					Amount or percentage of investment mobilized for skill training facilities from tourism revenue	-
					Number of education and training programs improved, enhanced or developed as a result of tourism development project	-
					Hours of implemented training programs in tourism sector planned in tourism development project	-
				4.1.2 Increase access to education	Number of local people who has access to education in tourism destination	-
					Number of children gaining access to primary school thanks to tourism revenue	-
					Number of children gaining access to sedonary school thanks to tourism revenue	-
					Number of children gaining access to university thanks to tourism revenue	-
					Number of elder people promoting their understanding and knowledge in local culture and other culture by participating in local guide training	-
					Amount or percentage of investment mobilized for public education from tourism revenue	-
				4.1.3 Increase demand of skilled workforce	Number and percentage of skilled jobs in the tourism sector locally	-
			4.2 Improve labor mobility particularly for women, senior, indegenous people and other disadvantaged groups	4.2.1 incentivize more cross boarder agreement on educational qualification	Number of national, regional and international education standards and qualifications	-
				4.2.2 Increase labor mobility for disadvantaged groups	Percentage of women, senior, youth, indegenous people and other disadvantaged groups in total number of people holding national, regional, international qualifications	-
					Number of people in tourism sector acquiring necessary skills for labor mobility through tourism development project	-
5	Achieve gender equality and empower all women and girls	Tourism can empower women in multiple ways, particularly through the provision of jobs and through income-generating opportunities in small and larger-scale tourism and hospitality related enterprises. As one of the sectors with the highest share of women employed and entrepreneurs, tourism can be a tool for women to unlock their potential, helping them to become fully engaged and lead in every aspect of society.	5.1 Empower women through provision of jobs and income generating opportunities	5.1.1 Provide more permenent employment opportunities to women	Percentage and number of jobs held by women in the tourism industry	-
					Per capita income of women VS. man in tourism sector	-
				5.1.2 Provide more income to women through seasonal and part-time work	Percentage of women participating in seasonal and part-time jobs in the tourism sector	-

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
				5.1.3 Increase women's income generation opportunities	Per capita income of women in tourist destination VS. national average	-
					Number of female gaining access to education opportunities thanks to tourism revenue	-
					Reduction for dropout rates of primary and secondary schooling for girls in tourism destination	-
				5.1.4 Enhance and improve women working environment in tourism sector	Number of legal instruments drafted, proposed or adopted through tourism development to promote gender equality or non-discrimination against women or girls in tourism sector	-
					Percentage of partipants in tourism development agreeing with the concept that males and females should have equal access to social, economic, and political resources and opportunities	-
					Number of people in tourism sector who are aware of gender equity practices and put them into practice in tourism destination	-
					Number of persons trained through tourism development to advance outcomes consistent with gender equality or female empowerment through their roles in tourism (managers in tourism private sector care about working environment for women, etc.)	-
					Number of training and capacity building activities conducted through tourism development project that are designed to promote the participation of women or the integration of gender perspectives in tourism sector	-
					Percentage of tourism institutions that provide private and safe sanitation and boarding facilities for women employees	-
					Percentage of women working in tourism sector who are satisfied with their working conditions or environment	-
				5.1.5 Provide self-confidence to women working in tourism sector	Percentage of females who report increased self-efficacy at the conclusion of trainings/programs or gaining tourism income in tourism development project	-
			5.2 Unlock women's potential in leadership	5.2.1 Increase number of women in management and above roles	Share of women in tourism management roles in tourism destination	-
				5.2.2 Increase number of women-led organizations in the tourism sector	Number and percentage of tourism sector business and organizations led by women	-
6	Ensure availability and sustainable management of water and sanitation for all	Tourism can play a critical role in achieving water access and security, as well as hygiene and sanitation for all.The efficient use of water in the tourism sector, coupled with appropriate safety measures, wastewater management, pollution control and technology efficiency can be key to safeguarding our most precious resource.	6.1 Improve access to water and water security	6.1.1 Improve water supply infrastructure in and around tourist destination	Percentage of local residents covered by water supply infrastructure	11.1.3
				6.1.2 Increase sustainable water supply to and around tourist destination	Per capita water availability in the tourist destination and surrounding reegion	11.1.3
					Number of action plans implemented for water security, integrated water resource management, and/or water source protection in tourism destinations through tourism development project	3.1.1

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Amount or percentage of investment mobilized for water management system adaptation from tourism revenue	-
					Whether laws, policies, regulations, or standards regarding tourism sector addressing water management are formally proposed, adopted, or implemented as supported through tourism development project	-
					Number of people gaining access to drinking water services as a result of tourism development project	11.1.3
			6.2 Improve hygiene and sanitation	6.2.1 Improve santitation infrastructure	Percentage of people having access to sanitation facilities such as modern toilets and hand washing facility in tourism destination	-
					Number of sanitation facilities in tourism destination	-
					Penetration of toilet facilities in tourism destination	-
				6.2.2 Improve sanitation education and practice	Cases of water borne disease in tourism destination(Frequency of water-borne diseases: number/percentage of visitors reporting water-borne illnesses during their stay)	-
					Number of people in tourism sector receiving sanitation training (eg. Restaurant employees, hotel staff etc.) by tourism development project	-
					Number of people in tourism sector who has changed their sanitation related behaviors to more improved ones in tourism destination (washing hands, etc.)	-
					Whether laws, policies, regulations, or standards regarding tourism sector addressing sanitation management are formally proposed, adopted, or implemented as supported through tourism development project	-
					Number of people, enterprises or institutions in tourism sector following or applying sanitation management rules(laws, policies, regulations, standards, or guidelines) in tourism destination	-
			6.3 Improve water conservation in the tourism industry	6.3.1 Improve water efficiency in tourism facilities	Percentage of equipment with water efficiency rating in tourism destination	-
					Whether sewage or sanitation management guideline/ manual for tourism facilities is developed through tourism development project	-
					Whether monitoring on water quality used in tourism facilities is implemented	-
					Number of people, enterprises or institutions in tourism sector following or applying water management rules(laws, policies, regulations, standards, or guidelines) in tourism destination	12.3.2
				6.3.2 Reduce water usage	Per visitor water usage in tourism destination	-

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
				6.3.3 Enhance water conservation education	Numbr of visitors who are encouraged and incentivized to save water by local people in tourism sector	-
					Number of people in tourism sector participating in training regarding efficient water use	-
			6.4 Ensure safeguarding of water resource	6.4.1 Reduce waste water discharge	Waste water per visitor for accommodation industry in tourism destination	-
					Total quantity of untreated waste water discharge in tourism destination	-
				6.4.2 Improve waste water treatment	Percentage of tourism establishments (or accommodation) on treatmentsystem(s) in tourism destination	-
					Whether water resource management guideline/ manual in tourism facilities is developed through tourism development project	-
7	Ensure access to affordable, reliable, sustainable and modern energy for all	As a sector that requires substantial energy input, tourism can accelerate the shift toward renewable energy and increase its share in the global energy mix. Consequently, by promoting sound and long-term investments in sustainable energy sources, tourism can help to reduce greenhouse gas emissions, mitigate climate change and contribute to innovative and new energy solutions in urban, regional and remote areas.	7.1 Accelerate the shift toward renewable energy	7.1.1 Increase direct investment in renewable energy	Share of renewable energy in total tourism energy use	13.1.2
					Amount or percentage of investment mobilized for renewable energy adaptation from tourism revenue	13.1.2
				7.1.2 Incentivize investment in renewable energy	Percentage of renewable energy in regional energy mix (in tourist destination) compared to national average	13.1.2
					Number of laws, policies, regulations, or standards regarding tourism sector addressing renewable energy formally proposed, adopted, or implemented as supported through tourism development project	13.1.2
			7.2 Contribute to innovative and new energy solutions	7.2.1 Increase adoption of innovative and new energy solutions	Percentage of businesses participating in energy conservation programs, or applying energy saving policy in tourism destination	-
					Number of tourism organizations or businesses introducing renewable energy technologies in tourism destination	-
					Number of new households gaining connection to electricity from renewable energy through tourism development project	11.1.3
			7.3 Reduce carbon emissions	7.3.1 Reduce carbon emissions	Carbon emission/TDGDP	-
					Amount of CO2 reduced by undertaking energy-saving style tourism	13.1.3
					Whether energy management plan, guideline or manual for tourism facilities is developed through tourism development project	-
					Whether monitoring on energy usage in tourism facilities is implemented	-
					Number of people, enterprises or institutions in tourism sector following or applying sustainbale energy usage rules(laws, policies, regulations, standards, or guidelines) in tourism destination	-
					Number of people trained on renewable energy use in tourism sector by tourism development project	13.1.3

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Whether energy-saving system is developed and implemented in tourism destination	13.1.3
					Number of people trained in energy-saving in tourism sector by tourism development project	13.1.3
8	Decent Work And Economic Growth	Tourism is one of the driving forces of global economic growth and currently provides for 1 in 11 jobs worldwide. By giving access to decent work opportunities in the tourism sector, society –particularly youth and women – can benefit from increased skills and professional development. the sector's contribution to job creation is recognized in Target 8.9 "By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products".	8.1. Increase skills and professional development by giving access to decent work opportunities in the tourism sector, especially for youth and women	8.1.1 Increase decent jobs in the tourism sector especially for youth and women	Number and percentage of decent jobs in tourism destination, especially for youth and women	1.1.1
					Percentage and number of children aged 5-17 years engaged in child labor, by sex and age in the tourism sector	-
					Percentage of informal employment in tourism sector, by sex in tourism destination	-
					Number of local tourism firms that have improved management practices or technologies through tourism development project	-
					Number of people motivated to work in tourism sector through tourism development project	-
				8.1.2 Increase skills and professional development, especially for youth and women	Average skill of people in tourism sector for youth, women and all	-
					Number of people participating in vocational training programms by tourism development project	1.2.1 4.1.1
			8.2. Create access to market by promoting local culture and product	8.2.1 Increase sales of tourism service and/or local made products in the area	Tourism Gross Domestic Product in tourism desitnation	-
					Sales and percentage of tourism service and/or local made products in tourism destination	1.1.1
					Number of tourism products or services developed and launched through tourism development project	-
					Number of municipal regulations and administrative procedures supporting tourism services as a result of tourism development project	-
					Number of people benefited directly from selling service/products as part of the tourism sector	1.2.1
					Number of visitors per year to tourism destination	-
					Number of tourists purchasing local made tourism products or services developmed by tourism development project	-
					Amount of foreign direct investment into tourism business incentivized by tourism development project	9.2.1
					Number of advertising or promotion activities undertook to promote tourism destination/ products/ services as a result of tourism development project	-

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
				8.2.2 Strengthen SMEs' ability to manage and sell services and products	Maturity of tourism sector SMEs in tourism destination	-
					Number of tourism SMEs supported by tourism development project	1.2.1
				8.2.3 Increase number of SMEs in tourism service and products	Number of SMEs providing tourism services and products in tourism destination	-
9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Tourism development relies on good public and privately supplied infrastructure and an innovative environment. The sector can also incentivize national government to upgrade their infrastructure and retrofit their industries, making them more sustainable, resource-efficient and clean, as a means to attract tourists and other sources of foreign investment. This should also facilitate further sustainable industrialization, necessary for economic growth, development and innovation.	9.1 Incentivize national government to upgrade infrastructure	9.1.1 Increase investment in transport and internet infrastructure	Share of investment in transport and internet infrastructure related to total infrastructure investment	-
					Internet connection coverage(area) in tourism destination	-
				9.1.2 Encourage sustainable infrastructure development	Carbon emission per dollar of investment in infrastructure	-
					Whether transport infrastructures(airport, port, station, roads,etc.) are developed in the sustainable way considering environmental and social conditions or problems(ex. Air, water, and soil pollution, or population migration)	-
					Amount or percentage of investment mobilized for renewable energy adaptation from tourism revenue	7.1.1
					Number of infrastructure(buildings, facilities, etc.) adoping renewable energy technology constructed through tourism development project	-
					Amount or percentage of investment mobilized for water management system adaptation from tourism revenue	6.1.2
			9.2 Incentivize national government to upgrade industries	9.2.1 Encourage upgrade of industries	Carbon emission/industrial GDP in tourism destinations	-
					Amount of investment from tourism revenue to other industries	-
					Number of innovations supported in tourism sector through tourism development project	-
					Number of local people or businesses to launch tourism businesses using their original businesses supported through tourism development project (ex. Agrigultural producers starts agro-tourism business keep running agriculture business at the same time)	-
					Number of tourism organizations or businesses introducing renewable energy technologies	-
					Amount of foreign direct investment into tourism business incentivized by tourism development project	8.2.1
					Total amount from tourism revenue leveraged for entrepreneurship in tourism destination	-
10	Reduce inequality within and among countries	Tourism can be a powerful tool for community development and reducing inequalities if it engages local populations and all key stakeholders in its development. Tourism can contribute to urban renewal and rural development and reduce regional imbalances by giving communities the opportunity to prosper in	10.1 Involve local communities and all key stakeholders in development	10.1.1 Develop more community benefiting tourism based tourism programs	Share of TDGDP from community benefiting tourism in the tourism destination	-
					Number of tourists purchasing local made tourism products or services developmed by tourism development project	8.2.1

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
		their place of origin. Tourism is also an effective means for developing countries to take part in the global economy. In 2014, Least Developed Countries (LDCs) received US$ 16.4 billion in exports from international tourism, up from US$ 2.6 billion in 2000, making the sector an important pillar of their economies (7percentage of total exports) and helping some to graduate from the LDC status.			Number of community benefiting tourism products or services developed and launched by tourism developoment project	-
					Propotion of local community members participating in tourism development project (representative, service providers, etc)	-
					Amount of local community revenue from tourism sector	-
					Whether tourism revenue distribution system among community members is organized through tourism development project	-
					Number of community members benefited directly from selling service/products as part of the tourism sector	-
					Number of community members gaining access to community public service through tourism development project	11.2.3
				10.1.2 Encourage more local stakeholder to participate in decision making	Percentage of project planning and development committee with local community representation	-
			10.2 Incentivize urban renewal and development in rural areas	10.2.1 Develop tourism potential in rural and less developed urban areas	Percentage of tourism investment in less developed regions and urban districts	-
					Percentage of tourism sector investment in total regional investment	-
					Number of advertising or promotion activities undertook to promote tourism destination/ products/ services in rural and less developed urban areas as a result of tourism development project	-
				10.2.2 Reduce income gap between urban and rural areas	Tourism sector per capita income in urban and rural areas	-
					Percentage of visiting tourists per year to rural areas out of visiting tourists per year to urban areas	-
					Percentage of Tourism Gross Domestic Product(TDGDP) in rural areas out of TDGDP in urban	-
					Number of tourism products or services adopting Fair Trade in tourism destination	12.3.2
			10.3 Provide means to developing countries to take part in the global economy	10.3.1 Develop more outbound tourism in developing countries	Share of outbound TDGDP in destination country GDP	-
					Share of tourism sector FDI in total FDI (foreign direct investment)	-
				10.3.2 Promote outbound tourism in developing countries	Tourism destination ranking of the country (Which city or region is popular among tourists?)	-
11	Make cities and human settlements inclusive, safe, resilient and sustainable	A city that is not good for its citizens is not good for tourists. Sustainable tourism has the potential to advance urban infrastructure and universal accessibility, promote regeneration of areas in decay and preserve cultural and natural heritage, assets on which tourism depends. Greater investment in green infrastructure (more efficient transport facilties, reduced air pollution, conservation of heritage sites	11.1 Improve urban infrastructure and accessibility	11.1.1 Ensure availability of public transport	Average walking distance to a bus stop or train station within the city core and the granter city areas in tourism destination	-
				11.1.2 Increase number of people who use public transport	Number of people who take public transport	-
					Number of local people satisfied with public transportation service improved through tourism development project	-

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
		and open spaces, etc.) should result in smarter and greener cities from which not only residents, but also tourists, can benefit.		11.1.3 Improve coverage and quality of urban energy and water infrastructure	Percentage of local residents covered by water supply infrastructure	6.1.1
					Per capita water availability in the tourist destination and surrounding reegion	6.1.2
					Number of people gaining access to drinking water services as a result of tourism development project	6.1.2
					Number of new households gaining connection to electricity from renewable energy through tourism development project	11.1.3
					Number of public transportation types introducing green technologies through tourism development project	-
					Number of laws, policies, regulations, or standards regarding green-transport plannning formally proposed, adopted, or implemented as supported through tourism development project	-
			11.2 Encourage urban regeneration	11.2.1 Instill sense of ownership by involving local communities	Percentage of tourism related businesses owned by local residents and communities	-
					Number of local people participating in local heritage preservation activities (city clean-up activities, etc)	-
				11.2.2 Increase investment in urban regeneration	Amount of investment for regeneration around tourist attraction	-
				11.2.3 Improve public services and infrastructure	Percentage of local people who believes that tourism has helped bring new services or infrastructure. (questionnaire-based)	-
					Number and capacity of social services available to the community (percentage which are attributable to tourism)	-
					Number of community members gaining access to community public service through tourism development project	10.1.1
					Whether city management guidelines in tourism sector are officially proposed, adopted or implemented as the result of tourism development project	-
					Whether city management guidelines in tourism sector are carried out as a result of tourism development project	-
					Number of people trained on city management in tourism sector by tourism development project	-
			11.3 Preserve cultural and natural heritage	11.3.1 Increase government budget for heritage preservation	Municipality TDGDP and amount of tax income devoted for cultural and natural heritage preservation	-
					Number of natural / cultural heritages registered to UNESCO World Heritage(natural, cultural, intangible, landscape, etc.)	-
					Number of natural/cultural heritage conservation measures developed or deployed through tourism development project	-
				11.3.2 Create stronger sense of cultural pride	Number of local residents visiting cultural sites	-

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Number of local people being proud of their city or heritage in tourism destination	-
			11.4 Increase investment in green infrastructure	11.4.1 Increase investment in green infrastructure	Number of infrastructure(buildings, facilities, etc.) adoping renewable energy technology constructed through tourism development project	9.1.2
12	Responsible Consumption And Production	A tourism sector that adopts sustainable consumption and production (SCP) practice can play a significant role in accelerating the global shift towards sustainability. To do so, as set in Target 12.b of Global 12, it is imperative to "develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes locla culture and products". the Sustainable Tourism Program (STP) of the 10-Year-Framework of Programmes on Sustainable Consumption and Production Patterns (10YFP) aims at developing such SCP practices, including resource efficient initiatives that result in enhanced economic, social and environmental outcomes.	12.1.Develop and Implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products	12.1.1 Establish sustainable tourism framework to articulate potential positive and negative impact of tourism	Whether there is a framework to identify both positive and negative imapct of tourism value chain (at national level and/or regional, site level and/or project level)	-
				12.1.2 Develop monitoring and reporting program for tourism sector	Whether there is a monitoring and reporting program for tourism secotor value chain (at national and/or regional, site and/or project level	-
				12.1.2 Develop monitoring and reporting program for tourism sector	Number of monitoring and reporting programs for tourism secotor value chain	-
					Number of reports submitted in terms of monitoring and reporting program for tourism secotor value chain	-
				12.1.3 Strengthen the value chain impact of sustainable tourism through implementing SCP tools	Whether there is any SCP tools implemented	-
					The number of SCP tools implemented nationally and/or regionally;	-
			12.2 Increase sustainable consumption practice in the tourism sector	12.2.1 Improve sustainable consumption among tourism businesses	Percentage of sustainable procurement* in tourism sector (in dollar value)	
					*Sustainable procurement should be consistent with the SCP framework and indicators set out in the monitoring and reporting system	-
				12.2.2 Improve sustainable consumption among visitors	Number of visitors exposed to any sustainable consumption information and education in tourism destination	-
					Per visitor waste generation in tourism destination	15.2.1
				12.2.3 Diseminate sustainable consumption concept among local residents	Number of local community members included in sustainable consumption programs developed by tourism sector	-
				12.2.4 Improve regulation framework regarding sustainable consumption in the tourism sector	Whether regulations / requirements for sustainable consumption programs in the tourism sector are developed and implemented	-
			12.3 Increase sustainable production practice in the tourism sector	12.3.1 Increase involvement of local value chain businesses	Percentage of tourism sector procurement that benefits local communities (in dollar value)	-
				12.3.2 Improve sustaianbility of local production	Carbon emissions per dollar value output in local production, compared to national average and other industries	-
					Sales of local made fair trade products or services in tourism destination	-
					Number of tourism products or services adopting Fair Trade in tourism destination	10.2.2

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Number of people, enterprises or institutions in tourism sector following or applying sustainbale energy usage rules(laws, policies, regulations, standards, or guidelines) in tourism destination	7.3.1
					Number of people, enterprises or institutions in tourism sector following or applying water management rules(laws, policies, regulations, standards, or guidelines) in tourism destination	6.3.1
					Number of people, enterprises or institutions in tourism sector following or applying any national or international quality control standards (ex. ISO) in tourism destination	-
			12.4 Developing resource efficient initiatives to enhance economic, social and environmental outcomes	12.4.1 Reduce carbon emissions from the accommodation and transportation industry	Carbon emissions per visitor per day in accommodation industry	-
					Carbon emissions per km traveled in and around the tourism destination	-
				12.4.2 Reduce waste generation in the tourism sector	Waste generation per visitor VS. waste generation per resident	-
					Number of people in tourism sector aware of waste management practices and put them into practice through tourism development project	-
					Amount of waste generated per tourist in tourism destination	-
					Amount of illegal dumping in tourism destination	-
				12.4.3 Increase reuse and recycling rate in the tourism sector	Waste sorting and onsite resue rate in key tourism businesses	-
					Amount of recycled waste which is generated in tourism facilities	-
					Whether waste sorting collection district is set in tourism destination	-
					Whether recycling system is developed and implemented in tourism destination	-
					Number of people, enterprises or institutions in tourism sector following or applying waste management rules(laws, policies, regulations, standards, or guidelines) in tourism destination	-
13	Take urgent action to combat climate change and its impacts	Tourism contributes to and is affected by climate change. It is, therefore, in the sector's own interest to play a leading role in the global response to climate change. By lowering energy consumption and shifting to renewable energy sources, especially in the transport and accommodation sector, tourism can help tackle one of the most pressing challenges of our time.	13.1 Strengthen climate change mitigation actions	13.1.1 Adopt more energy efficienct technologies in transport and accommodation sector	GHG emission per km traveled	-
					GHG emission per guest per day	-
					GHG emission per TDGDP	-
				13.1.2 Shift to renewable energy in the tourism sector	Share of renewable energy in total tourism energy use	7.1.1
					Amount or percentage of investment mobilized for renewable energy adaptation from tourism revenue	7.1.1

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Number of laws, policies, regulations, or standards regarding tourism sector addressing renewable energy formally proposed, adopted, or implemented as supported through tourism development project	7.1.2
					Amount or percentage of investment mobilized for renewable energy adaptation from tourism revenue	7.1.1
				13.1.3 Encourage more carbon reduction initiatives	Number of carbon reduction initiatives	-
					Whether energy-saving system is developed and implemented in tourism destination	7.3.1
					Number of people trained in energy-saving in tourism sector by tourism development project	7.3.1
					Amount of CO2 reduced by undertaking energy-saving style tourism	7.3.1
					Whether monitoring system on greenhouse gas emission in tourism related facilities is organized	-
					Whether monitoring system on greenhouse gas emission in tourism related facilities is implemented	-
					Amount of subsidy from tourism revenue to greenhouse gas emission reduction initiatives related tourism sector	-
					Number of people trained on renewable energy use in tourism sector by tourism development project	7.3.1
			13.2 Strengthen climate change adaptaion actions	13.2.1 Encourage more climate change mitigation programs	Number of climate change adaptation programs	-
					Whether the country is joining REDD+ framework	-
					Whether programs based on REDD+ are developed through tourism development project	15.1.2
					Whether programs based on REDD+ are implemented through tourism development project	15.1.2
					Amount or percentage of investment mobilized for climate change adaptation from tourism revenue	-
					Number of people, enterprises or institutions in tourism sector implementing risk-reducing actions to improve resilience to climate change as supported through tourism development project	-
14	Life Below Water	Coastal and maritime tourism, tourism's biggest segments, particularly for Small Island Developing States' (SIDS), rely on	14.1. Increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources.	14.1.1Increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources	Tourism GDP from sustainable use of marine resources	-

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
		healthy marine ecosystems. Tourism development must be a part of Integrated Coastal Zone Management in order to help conserve and preserve fragile marine ecosystems and serve as a vehicle to promote a blue economy, in line with Target 14.7: "by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism".			Number of tourism products or services using marine resources developed by tourism development project	-
					~~Number of local fisheries gaining income resource from tourism sector through tourism development in the areas overfhishing is concerened~~	
			14.2 Conserve and preserve fragile marine ecosystem	14.2.1 Reduce tourism impact on marine ecosystem	Number of local people participating in trainings on marine resource conservation	-
					Number of local guides participating in trainings on importance of marine ecosystem conservation	-
					Number of laws, policies, or regulations that address marine resource conservation in tourism sector oficially proposed, adopted or implemented as a result of tourism development project	-
					Whether coastal zone management guidelines in tourism sector are oficially proposed, adopted or implemented as a result of tourism development project	-
					Percentage of tourism businesses adopting and complying with national standards and sustainable tourism certification systems for marine resource conservation	-
					Number of people in tourism sector that apply improved marine resource conservation law enforcement practices, as a result of tourism development project	-
					Whether local fisheries in tourism destination are certified as "sustainable fisheries" by Marine Stewardship Council through tourism development project	-
				14.2.2 Improve marine ecosystem through integrating marine rehabiritation into tourism activities	Percentage (area) of marine areas protected	-
					Number of marine species protected	-
					Whether guideline/ manual adressing marine resource rehabiritation management in tourism is developed through tourism development project	-
					Whether guideline/ manual adressing marine resource rehabiritation management in tourism is implemented through tourism development project	-
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity	Majestic landscapes, pristine forests, rich biodiversity, and natural heritage sites are often main reasons why tourists visit a destination. Sustainable tourism can play a major role, not only in conserving and preserving biodiversity, but also in respecting terrestrial ecosystems, owing to its efforts towards the reduction of waste and consumption, the conservation of native flora and fauna, and its awareness-raising activities.	15.1 Conserving and preserving biodiversity	15.1.1 Increase funding to biodiversity conservation	Percentage of tourism revenue or tax devoted to fund biodiversity conservation	-
					Number of terrestrial species protected	-
				15.1.2 Reduce destructive land use	Area of destructive land use in tourist destination	-
					Percentage (area) of land area covered by forest	-
					Whether programs based on REDD+ are developed through tourism development project	13.2.1

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			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
	loss.				Number of new or improved environmental protection measures adopted within the tourism sector	-
					Whether programs based on REDD+ are implemented through tourism development project	13.2.1
				15.1.3 Reduce deforestation	Deforestation rate in tourist destinations	-
					Whether guideline/ manual adressing forest management in tourism is developed through tourism development project	-
					Whether guideline/ manual adressing forest management in tourism is implemented through tourism development project	-
				15.1.4 Increase coverage of national park and conservation area	Area (percentage) of national park and conservation area in tourist destination	-
					Whether natural heritages or wild flora and fauna are registered to international treaties (Washington Convention, Ramsar Convention, UNESCO World Heritage, etc.)	-
			15.2 Respecting terrestrial ecosystem through reduction of waste and consumption, the conservation of native flora and fauna and awareness raising activities	15.2.1 Reduce waste and consumption from the tourism sector	Per visitor waste generation in tourism destination	12.2.2
				15.2.2 Increase awareness of biodiversity and ecosystem protection among local communities and visitors	Number of awareness raising programs for visitors and local communities	-
					Number of local guides participating in trainings on importance of biodiversity and ecosystem conservations conducted by tourism development projects	-
					Percentage of tourism businesses adopting and complying with national standards and sustainable tourism certification systems for biodiversity conservation	-
					Number of laws, policies, or regulations that address biodiversity conservation and/or other environmental themes in tourism sector oficially proposed, adopted or implemented as a result of tourism development project	-
					Number of people in tourism sector that apply improved biodiversity conservation law enforcement practices, as a result of tourism development project	-
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions	As tourism revolves around billions of encounters between people of diverse cultural backgrounds, the sector can foster multicultural and inter-faith tolerance and understanding, laying the foundation for more peaceful societies. Sustainable tourism, which benefits and engages local communities, can also provide a source of livelihood, strengthen cultural identities and spur entrepreneurial activities, thereby helping to prevent violence and conflict to take root and consolidate peace in post	16.1 Promoting multicultural and inter-faith tolerance and understanding	16.1.1 Encourage more visitor-local communication and exchange	Percentage of visitors who have had direct interaction with local people outside immediate toursim services	-
					Percentage of local residents feeling more open to other culture and faith as a result of interaction with tourists	-
					Number of tourists purchasing tourism products or services which engages communication with local culture or local people	-

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
	at all levels	conflict societies.		16.1.2 instill more cultural understanding and appreciation in tourism programs	Number of cultural tourism product developed by tourism development project	-
					Whether tourist police system is developed or introduced in tourism destination	-
					Whether crime prevention system is developoed or introduced in tourism destination	-
					Number of people in tourism sector participating in training regarding hospitality which contributes to improvement of safety environment in tourism destination	-
			16.2 Prevent violence and conflict by providing source of livelihood	16.2.1 Reduce crimes	Change in rates of crime in tourism destination	-
					Rates of crime in tourism destination compared to the ones in non-tourism regions	-
					Number of border security officers trained through tourism development project	-
					Number of border security upgrades or systems installes through tourism development project	-
				16.2.2 Improve safety and security	Percentage of visitors and residents feel safe to walk outside after dark in tourism destination	-
					Number of local people satisfied with local public service in terms of safety and security in tourism destination developed through tourism development project	-
					Number of laws, policies, regulations, or standards regarding regional security in tourism destination, formally proposed, adopted, or implemented as supported through tourism development project	-
					Percentage of local people believing the security environment in tourism destination is improving through tourism development	-
					Number of innovative technoloigies to enhance safety and security in tourism destination	-
17	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Due to its cross-sectorial nature tourism has the ability to strengthen private/public partnerships and engage multiple stakeholders – international, national, regional and local – to work together to achieve the SDGs and other common goals. Indeed, public/public cooperation and public/private partnerships are a necessary and core foundation for tourism development, as is an increased awareness in the role of tourism in the delivery on the post-2015 Development Agenda.	17.1 Strengthen private public partnerships	17.1.1 Strengthen private public partnerships	Number and percentage of tourism projects with PPP scheme	-
			17.2 Engage multiple stakeholders at international, national, regional and local level	17.2.1 Engage multiple stakeholders at international, national, regional and local level	Number and percentage of multi-stakeholder tourism projects	-
					Whether the stakeholder frameworks are applied to build stakeholder partnership in tourism development	-
					Whether opportunities for opinion exchanges among stakeholders are made through tourism development project	-
					Whether system or framework to foster stakeholder partnership is developed	-
					Number of participants in stakeholder partnership receiving capacity building trainings	-

SDG No.	Title	UNWTO Goal Definition	Project proposesd Indicators			
			Key elements of UNWTO interpretation	Sub-goals derived from the key elements	Indicators correspond to the sub-goals	Related indicators
					Whether discussion opporunities among related donors in tourism destination are made on the regular basis	-
					Whether discussion opporunities among stakeholders in tourism destination are made on the regular basis as decided among related stakeholders	-
					Whether tourism development plan to allocate each donor's role is developed and implemented in the consensus of related donors	-
					Whether follow-up system by local stakeholder is built before projects are done	-
					Whether regional partnership to cooperate in tourism sector is built between/among countries nearby through tourism development project	-
					Whether agreements on relaxed visa programs are concluded with other countries through tourism development project	-
					Whether DMO(Destination Management Organization) is built to foster tourism in tourism destination through tourism development project	-