

**Integrating Business Skills into
Ecotourism Operations:
A “How to” Guide for the design and
implementation of a training workshop.**



The designation of geographical entities in this book, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

The views expressed in this publication do not necessarily reflect those of IUCN.

Acknowledgments

This “How to Guide” was drafted by Giulia Carbone from IUCN’s Business and Biodiversity Programme with the invaluable contribution of the colleagues who worked on the two editions of the training workshop, in Barcelona (Spain) in 2008 and in Kirirom (Cambodia) in 2010: Stefanie Boomsma (IUCN National Committee of the Netherlands), Maria Ana Borges (IUCN), Marielies Schelhaas (IUCN National Committee of the Netherlands) and Judith Voermans (IUCN National Committee of the Netherlands). The Guide also builds on the informal and formal input provided by the participants of the two editions.

About IUCN Business and Biodiversity Programme

The Business and Biodiversity Programme seeks to enhance IUCN interface with business. The purpose is to engage the corporate world in the pursuit of biodiversity nature conservation. We do so by increasing businesses’ understanding of the conservation imperative and of the business opportunities in nature conservation. We help businesses contain their environmental footprint and enhance their positive contribution to the environment, notably to sustaining ecosystems, the biodiversity they contain, and the values and services they provide. To this end, we encourage and support businesses to develop and follow good practice in biodiversity management, we work for raising biodiversity performance standards across the different sectors of the economy, and we catalyze productive relationships among members of the business and conservation communities based on trust derived from the delivery of measurable outcomes. We also help finding solutions for specific conservation problems in a development context, drawing on IUCN’s convening role and backed by high quality conservation science. In this way, we help companies to avoid or effectively manage biodiversity risks associated with their operations as a measure of reducing costs and sustaining profitable operations.

About IUCN National Committee of the Netherlands

The members of the World Conservation Union (IUCN) established in the Netherlands are united in the IUCN National Committee of the Netherlands (IUCN NL). The Dutch state and 35 organisations and institutions constitute the Committee. IUCN NL is a bridge between social organizations, the government, business and science and focuses on all kinds of subjects pertaining to the struggle against the loss in biodiversity. In collaboration with the same partners IUCN NL applies this knowledge to come to a constructive Dutch contribution to solving global issues in the fields of nature and the environment. IUCN NL also sets up projects in which the Dutch share in the increase (or reduction) of biodiversity is studied. IUCN NL also provides financial support to social organizations – mainly in developing countries – that focus on the conservation of nature and the improvement of the environment in relation to poverty reduction.

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ABOUT THIS GUIDE

On the occasion of the IUCN’s World Conservation Congress, IUCN’s Business and Biodiversity Programme and IUCN National Committee of the Netherlands (IUCN NL) agreed to jointly organize a workshop as part of the “Learning Opportunities” offered to the Congress participants. The Congress seemed a perfect venue to reach out to IUCN members and other conservation organizations, some of which has also already benefitted from the financial support of IUCN NL through their small grant programme. The rationale was simple: many conservation NGOs seemed to embark very enthusiastically in the development and management of ecotourism ventures as part of their conservation programmes. However, based on feedback received through the small grant projects and other more formal surveys (see http://www.iucn.org/about/work/programmes/business/bbp_our_work/biobusiness/) it seemed clear that many would have benefitted from strengthening their “business” skills.

Given its membership organization status, IUCN is in the perfect position to provide this support to its members and extend it to other conservation organizations.

Two training workshops have so far been organized: a 1 day event in Barcelona (Spain) in 2008 and a 4 days event in Kirirom (Cambodia) in 2010.

The need for this type of training workshop has been clearly confirmed by the feedback provided by the participants. IUCN BBP and IUCN NL will continue to explore new funding opportunities to organize other editions in other regions and countries. However, we also believe that the same model can easily be replicated by other organizations. For this reason we decided to capture our learning in this “How to Guide”, to support future organizers in replicating our practices and avoiding our mistakes!

We hope this guide will be useful. Don’t hesitate to contact us for additional information or comments.

Giulia Carbone
Business and Biodiversity Programme
IUCN
biobiz@iucn.org

Marielies Schelhaas
Ecology & Economy Unit
IUCN National Committee of the Netherlands
marielies.schelhaas@iucn.nl

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INTRODUCING THE TRAINING WORKSHOP

Background

Many conservation organizations see tourism as one of the sectors with the greatest potential for linking conservation to economic development. However, as often conservation organizations have little experience in the tourism business and specifically marketing, tourism products and services often fail the market test. There is therefore the need to inject some expertise in the many projects that build conservation strategies on tourism development. This training workshop brings together conservation organizations and tourism professionals as a first step to making ecotourism development market-viable. The goal is to provide the audience with an insight into the tourism reality so that their tourism projects can become a successful tool for conservation, and also to connect them with other conservation organizations sharing similar experiences.

Target Audience

Conservation organizations that have developed/are planning to develop tourism products as part of their conservation programmes.

Aim of the training workshop

Create profitable ecotourism products that would in turn contribute to biodiversity conservation.

Objectives of the training workshop

- Enable conservation organizations to better understand the risks and opportunities of developing ecotourism.
- Create awareness of the importance of analyzing the tourism potential of a site and the proposed tourism product, and of understanding the market and marketing tools and other key aspects related to the tourism profession (such as health and safety standards).
- Enhance the capacity of conservation organizations to design or improve existing ecotourism products (excursions; accommodation) so that they become economically sustainable.
- Create a network of organizations sharing similar experiences.

DESIGN PHASE

Select the geographical scope

The first step in the organization of such training is the identification of the geographical scope: should the training be at the national? regional? or global level? Each “level” has advantages and disadvantages:

A global event, such as the workshop organized by IUCN and IUCN NL during the World Conservation Congress in Barcelona (2008), provides the opportunity for a global exchange among like-minded organizations and most importantly the opportunity of a first-hand experience of the “globalization” of tourism. The disadvantages include the fact that the instructors will have to remain generic with regards to their examples; and the follow up networking opportunities would probably be more limited. Another major limitation will be the cost associated to the organization of a global event due to the high travel costs. Finally, the language of the workshop will probably need to be English (which for some organizations is a factor that would limit their attendance).

A regional event has the advantage that it can bring together a diverse group of people but without excessive travel costs. The challenge remains the identification of a common language. If the region is in itself a tourism “destination” (such as for example the Greater Mekong), a regional approach would enable the participants to discuss the market context in a more realistic way. Finally, it is most probable that only at a regional level a critical number of participants can be identified.

A national event’s main advantages are the common language, the possibility of using specific data during the workshop that would be relevant to most of the participants, as well as lowest costs of travel. However, a national event may not always be possible as the number of organizations that fit the description may not be sufficient to justify a training workshop or the variety of exchange may be less rich.

Budget for the event

A budget for this type of training workshop will mostly depend upon the geographical scope of the event as travel costs tend to represent the main source of spending unless the event is organized to piggy-back on another event (which brings together the right audience, such as the IUCN Congress).

The budget should include the following items:

- Meeting room rental
- Workshop materials (flip charts, projector etc)
- Coffee breaks
- Lunches and dinners during the workshop and field visit
- Field visit (transport to the site)
- Food and Accommodation (participants and speakers)
- Travel - international and local (participants and speakers)
- Production of the workbooks, certificates, evaluation forms
- Trainers fee (see below)
- Communication (telephone, skype)
- Design and coordination of the event

With regards to what costs the organizers should cover, it really depends on where the event is taking place and if the participants would be present anyway.

In the Cambodia edition, IUCN and IUCN NL covered most of the costs of travel both for participants and speakers. However, the participants were asked to make a contribution between 50 to 100 USD. This financial contribution was considered a way to ensure that only committed participants would attend. On the contrary, in Barcelona, as all participants and speakers were already present for the Congress, IUCN did not cover any travel or accommodation costs (the training however was a 1 day event only).

With regards to the costs related to the trainers (travel, food and accommodation and expert fee), in the two editions organized by IUCN and IUCN NL, the trainers, all coming from the tourism professional world, agreed to work *pro bono*. Only their travel, food and accommodation expenses were covered by the project budget.

PLANNING PHASE

Select the participants

The selection of the participants is a crucial step. As this is a learning opportunity for the participants, it is absolutely vital that there is a certain level of homogeneity among the participants, particularly in relation to their experience and involvement in developing ecotourism businesses. Participants that are not already working in this area would probably find the training a waste of time (and disrupt the atmosphere for the rest).

Thus, a selection process should be firstly based on a list of clearly identified requirements (language skills; type of tourism project, etc). It is also recommended to follow these steps:

1. Desk based identification of the conservation organizations with experience in developing ecotourism products (through IUCN membership focal points; national networks of ecotourism organizations etc).
2. Invitation sent to all the identified organizations to fill in an application form. This invitation should clearly indicate what the objective of the training workshop will be and the topics that will be addressed. See Annex I for sample application form.
3. Short list of participants based on the information provided in the application forms.
4. Final list of participants based on phone interviews (highly recommended especially if training takes place in English or another non mother tongue language) or additional desk research (review of the applicants' organizations web sites for a more in depth understanding of their tourism projects).

This process should also enable the organizers to check if the participants:

- Have practical experience in developing businesses and preferably are currently involved in managing one (this will ensure the highest return on the investment).
- Aren't already skilled in the training themes.
- Are adequately skilled in the language in which the training will be conducted, if this is not their mother tongue (English, French or other).
- Have the enthusiasm and commitment to be exposed to new skills.

It is also important to consider the numbers. Both in Barcelona and Cambodia the number of participants was limited to ensure enough participation from the different individuals. As a general rule, it would be best not to surpass 50 participants, with 30 participants being the ideal number.

Select the themes of the training workshop

The themes to be explored during the training should be identified before the speakers and the participants are selected. However, the depth at which the themes will be treated should be fine tuned once the participants have been identified: if the audience has not been exposed to this type of training before, it is fair to assume that the themes should include the basic elements of a successful tourism business.

The following themes have been included or identified as important in the previous training workshops:

Assessing the ecotourism potential of the product. There are two key questions that need to be addressed when developing a conservation project linked to ecotourism activities: what type of ecotourism product should be developed? Which location specifically? Often these decisions are made without taking into consideration the market realities. These include consumers' preferences, accessibility, security issues and many other variables which are generally part of the normal decision making process of business development. This session should then bring to the surface what elements are regarded as the necessary conditions for a product to have ecotourism potential and very clear unique selling points.

Developing a business plan. A brilliant product could miserably fail because it is not supported by a long term, well thought business plan. What are the development and running costs? What would be the needed income to make the business profitable? What would be the break-even point? What price should be charged for the product? A business plan should address these and many more question. A business plan is a tool that brings business sense to a brilliant and creative idea and gives it strength also in terms of potential financing. With a well thought business plan, financing will also be easier as well as establishing partnerships with other businesses. This session should summarise the key elements that need to feature in a business plan and provide a pathway for answering some of the questions above.

Health and safety and customer care. Safety and health are vital to providing quality in sustainable tourism and hospitality operations. More than any other economic activity, the success or failure of a tourism destination depends on being able to provide a safe and healthy environment for both visitors and customers. This session should explore what are the main health and safety global standards and also national regulations in the sector (including from the tourism generating countries). The session could also introduce some risk management strategies that could be put in place at low costs.

Sustainability challenges. Although the audience probably has considerable knowledge of sustainability issues, a session on sustainability is still important. This session could give an overview key sustainability criteria to take into account when developing tourism; explain how to integrate sustainability into all parts of the business from planning to operations and decision-making; make reference to tools and guidelines available for sustainable tourism development and monitoring.

Marketing ecotourism businesses. Marketing is the key to the success or failure of any consumer product. The key to successful marketing is knowledge – knowledge is power in the tourism business. Strategic marketing will include having a very good understanding of the product and its unique selling points; having knowledge of the competition; and thirdly being knowledgeable of the potential market. There are a variety of marketing tools available to ecotourism businesses. In the world of new media, websites and social media are inexpensive media that work wonders from the budget perspective. More traditional promotional materials such as leaflets and flyers are also important, but must be produced to a high standard. Presence in leading guidebook publishers, partnerships with specialized tour operators and travel agents, and popular ecotourism or responsible tourism websites are also key to a successful marketing strategy. This session should outline the key elements of a successful marketing strategy and introduce the key marketing tools available to small start-up ecotourism businesses.

In addition to these thematic session, an introductory session (if the event takes place at national or eventually at regional level) about the “local market context” would help to set the scene. This session should identify they key attractions of the country or region, describe the profile of tourists that already come to the country/region and give an overview of how tourism is organized in the country/region.

Follow up training workshops could then address more specific technical themes such as for example financing, pricing, using specific marketing tools, amongst other topics.

Design the agenda

The agenda is generally structured on thematic sessions and other opening/closing sessions.

Thematic sessions: the thematic sessions will focus on the selected themes (see above). The recommended length of each thematic session is 2 hours. Each thematic session can be broken down in sub-sessions including:

- Pre-presentation exercise (individual or in group)

- A presentation by the thematic trainer (generally 30 minutes)
- A question and answer session (focusing on clarification questions in particular)
- Post-presentation exercise (individual or in group)

The sample detailed agenda (see Annex II) provides some ideas of the type of exercise that could be included. The main aim of these is to stimulate the participants to contextualize the information received in their own business experience.

The sequence of the thematic session should follow a logical sequence from the “assessment of the ecotourism potential of a product” to end with “promoting the product”.

In addition to the thematic session, the training workshop should include:

- An opening/welcome session during which the participants introduce themselves. If this introduction is fully integrated in the agenda, should be kept very short (name and organization). However, participants may benefit from knowing a bit more about the specific tourism project(s) that their peers are managing, thus a longer presentation could be valuable. In this case, the options could be:
 - Organize a poster area (posters to be prepared by the participants before their arrival).
 - Organize a dinner session the evening before during which the participants can present in 5-7 minutes their specific projects.
- A “mapping” session during which the participants can illustrate their projects on paper (with color pens or other art materials). This session is usually right at the beginning of the training.
- An activity that runs throughout the entire workshop. One possible exercise is focusing on “action planning”: at the end of each of the thematic sessions, the participants will be given time to note on a separate sheet the immediate actions that they would take in relation to that particular theme for the project they have illustrated with the map. Note that some of the activities used in the Cambodia and Spain workshops, are explained in details in the respective workbooks:

http://cmsdata.iucn.org/downloads/workbook_ecotourism_22_10.pdf and

http://cmsdata.iucn.org/downloads/ecotourism_workbook_16_02_10_post_workshop_ok.pdf
- A field trip to provide the opportunity to the participants to test some of the concepts discussed in a class room. Ideally, the field trip should take place over 2 days: 1 day for a proper visit and a second day for a reflection and discussion of the visit (see Annex V for the Cambodia field visit agenda). The issues discussed in the class room should become the

thread of the field visit, from health and safety, customer care, marketing measures. Ideally, the trainers are also present during the visit, and can help highlighting these themes. On the other side, it is important that the site visit still maintain its tourism product authenticity. During the second day, the participants could be involved in an exercise to provide feedback on issues and solutions in relation to key business aspects. Communicate clearly that the field trip is a coherent part of the training and it's not an optional activity.

- A closing session to give an opportunity to the participants to celebrate their participation, thank the experts, evaluate the workshop. For more details on this session see page 16.

Notes:

- The field trip can be organized to a project site that provides a case study of success or also failure. In both cases, allow the participants the opportunity to provide their recommendations (even in a case of success there is always room for improvement).
- Plan for energy “shakers” in between the topics – especially during the 2 days of class room style training.
- Build in the agenda some time for informal networking. The lunch and dinner breaks are obvious opportunities (therefore make sure that the set up is conducive for networking). You can also plan for more “socializing” activities (even games!).

Select and brief the trainers

Selecting the trainers

The choice of trainers is probably the most important element in the preparatory phase of the training. The success or failure of the training mostly rests on the quality of the selected trainers. Based on past experiences, the key is to select speakers that are tourism professionals and not tourism consultants. Their professional affiliation will (a) give them more credibility, especially when they make claims about the need to make profits and what type of products/destination would not work, and; (b) give the selected participants more incentives to participate with greater enthusiasm (as they will see that these tourism professionals could eventually become business partners).

Once the decision is made to invite only tourism professionals, the next question will be: should these be from the same country? Or maybe expatriates but working in these countries? Or directly from the tourism generating markets? Each of these will probably come with advantages and disadvantages, but the decision should ultimately depend on the characteristics/experience of the individual. The two vital traits that all speakers should have in common is a general understanding of the challenges faced by the conservation organizations developing tourism businesses and a commitment to sustainability.

Briefing the trainers

The time invested in briefing the trainers will most certainly pay back. The most important elements of the brief are:

- Ensure there is total clarity on the themes they are asked to cover: summarize the theme, provide a list of elements/questions that need to be covered by the presentation and describe the exercise that will follow their presentation (asking them for input). It is also very important to describe the boundaries between themes (for example between assessing the potential of a product and promotion of a product) as these are not always clear cut. The aim is to minimize the repetition as much as possible.
- Promote the use of practical examples (possibly from the region or country which is the focus of the training).
- Ensure that they are aware of who is in the target audience. Be clear that these are conservation organizations that are very competent on conservation issues, but do not have a lot of experience in developing and running a businesses. Also, highlight that these organizations generally operate in a not-for-profit context.
- Ensure they provide the (even if not final) power point at least 2 weeks before the event so that it can be included in the Workbook.

See Annex III for an example of a brief used in a previous training.

Develop the resources for the training

The balance to strike in developing the resources that accompany the training is to give enough material to ensure that the information shared is not lost but also avoid overwhelming amounts of information. In any case, make sure that the language is simple and to the point.

One option is to collect all the relevant materials, presentations, handouts, participant lists, list of other relevant documents, into one document, developed exclusively for the workshop. This document could also be used to take notes and carry out some of the exercise. This would then become a Workbook for the entire session that the participants can take back with them (see Annex IV for a sample outline, and download the complete workbook from previous sessions from http://cmsdata.iucn.org/downloads/workbook_ecotourism_22_10.pdf and http://cmsdata.iucn.org/downloads/ecotourism_workbook_16_02_10_post_workshop_ok.pdf)

The workbook will also offer the opportunity to provide recognition to supporting organizations, including the companies represented by the trainers (their logo and descriptions should be included), as well as of any organization that has provided support in organizing and financing the event. A biography (with pictures!) of the trainers and coordinators could also be included. It is recommended to provide printed copies to the participants during the event (and not to email it in advance).

In addition, the confirmed participants should receive prior the training workshop a list of confirmed participants which should include the following information (see also section about Pre-event communication):

1. Name and organization
2. Contacts (email and web site)
3. Description of tourism related projects

Prior to the training workshop, a list of key resources that the participants may want to read could also be distributed. This should be discussed with the speakers and should not exceed one document per topic.

Organize the logistics

In the Cambodian edition, IUCN NL and IUCN sub-contracted a local NGO to organize the logistics of the workshop. If a local partner is selected, it is crucial to ensure that it has experience in organizing these kinds of trainings. A contract should be established in which clearly responsibilities and tasks are described as well as an agreed budget for the logistical support. If you have the resources to organize the logistics yourself and if you are based in the field, it is preferred to keep the complete organization (content and logistics) within one organization.

Logistical tasks are:

- Selecting the venue
 - request price quotations
 - decide between 'in town' or 'in field' location
- Organizing the venue including:
 - catering
 - chair/table arrangement
 - audiovisual facilities like beamer, screen, microphones
 - accommodation
- Organize the field trip, including:
 - transport
 - catering
 - Homestays (if possible)

- meetings with community members, leaders
- Organize transfers to and from the airport (if event is internationally)
- Arrange certificates (see Annex VI)
- Arrange presents for the speakers
- Arrange training material, like markers, flip chart, pens, paper, etc
- Be contact persons for further inquiries about logistical aspects
- Be present during the training to make sure logistical part of training runs smoothly

Pre-event communication

Before the event takes places, the selected participants should be kept regularly informed about progress made.

It is recommended to inform them about the following:

- The final agenda
- The participants list (include names, organization, email, and possibly a short description of the tourism related activities)
- The trainers list (including background information)
- Information on arrival procedures (meeting point, address of the venue, phone numbers in case of emergency)
- Information on payments / refund policy and procedures
- Information about the venue and accommodation especially if particular equipment is needed (from mosquito repellent to soap bars!)
- Dress code
- Information about the site visit, especially in relation to specific equipment needed (from binoculars to own towels and sheets)
- Material needed for the training workshop such as photographs and other items that illustrate their product to be used in this session.
- A list of key resources to be read prior to the training

CONDUCTING THE TRAINING

Room set-up

An ideal set up is to create tables of 6 to 8 participants each. At least at the beginning of the event allow participants coming from the same organization to sit together.

The trainers and organizers should also be sitting at the tables with the participants. When the resource person is presenting, the ideal situation is to avoid microphone unless absolutely necessary. Invite the trainers to move among the tables as much as possible (ideally then they should also have a remote control for their slides). If a microphone is necessary, provide him/her with a mobile one. The best is to avoid having a trainers' table separate from the participants.

Additional suggestions are:

- ask the participants to change table at least once (day 2);
- if the training is at the regional level, ensure that in each table there is a balanced representation from each country.

Poster sessions

One option to ensure that more information about the participants' experiences in developing ecotourism businesses is shared is to create a poster area. This however will require that the participants prepare a poster in advance.

The posters could be placed in this area in a permanent way, and/or a special time could be allocated (the first dinner or welcome cocktail) to promote the highest attendance.

Closing activities

The "closing" of the training workshop is very important. Not only does it give an opportunity for people to thank each other for the support received (and not only the participants to the experts but vice versa as well!), but it is also an occasion to celebrate new established links as well as to provide feedback on the days passed together.

Elements of the "closing" could be:

- Awarding certificates to the participants (see Annex VI for sample certificate). Although the certificates have no legal value, they represent a nice memento of a successful training. Surely the training will be different to many of the events that the participants have attended in the past – so it is a good idea to give them something to keep. Ideally, the certificates could be given out by the experts.

- Thanking the trainers. As part of the “thanking” ceremony, a present, even if small, will be a nice gesture to thank them for their time and engagement. A nice touch is to have the participants give the presents to the trainers.
- Final evaluation of the event (see next section).

Final evaluation

The final evaluation is almost a standard in any workshop. It gives the organizers an opportunity to assess if the set objectives were reached and to eventually identify possible areas of improvement for future editions. If the training workshop is a recurrent event, it is suggested to use a similar form at every event so to be able to identify trends and improvements.

To complement the written evaluation, which usually take 15-20 minutes to complete, the facilitator could also ask some general questions in plenary. The results of the evaluation forms should be sent, as soon as available, to the participants and the experts as well. A sample evaluation form, used by IUCN and IUCN NL in the two past editions, is available in Annex VII.

Follow up options

An important discussion that can take place at the very end of the training is about follow up options. The direction of this discussion will very much depend on the involvement that the organizers will be able to have after the workshop. Will there be some funding for the organizers to provide support after the workshop? Was there any participant organization keen in providing some follow up support? As a minimum the organizers should send, after the end of the workshop:

- A thank-you email to all (participants and trainers);
- A final list of participants;
- The final power point presentations (or better a link to a web page were the PPT are saved);
- Pictures from the workshop and field excursions;
- The results of the evaluation.

CONCLUSIONS AND PLANNING YOUR TIME

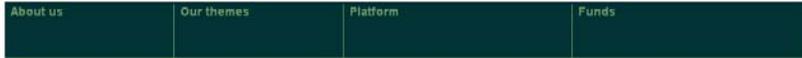
In concluding this “How to Guide”, we would like to highlight that probably the most critical element in running the 2 training workshops has been the selection of exceptional trainers, who have been able to convey powerful but practical messages to the audience. This has also demonstrated that the private sector has much to offer to conservation organizations, in particular their business skills.

A last word about time planning, the organization of such event will probably take around 6 months, from the initial design to the follow up actions.

At the beginning there will be not that much action taking place. This will build up towards the end when all the participants have been selected, the logistical aspects are being organized, the workbook and other resources are being organized. In principle, the sequence of action is the following (M= Month):

	M 1	M 2	M 3	M 4	M 5	M 6
Select the geographical scope	x					
Budget for the event	x					
Select the themes of the workshop		x				
Design the agenda (first draft)		x				
Invite and select the participants	x	x	x			
Identify and invite the trainers		x	x			
Finalize agenda				x		
Brief the trainers				x		
Develop the resources for the training					x	
Organize the logistics			x	x	x	x
Pre-event communication			x		x	
Conduct the training						x
Follow up actions						x

ANNEX I: Training Workshop Application form



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About us

News from IUCN

Our themes

Funded Projects

Platform

- Members
- Workinggroups
- Networks
- IUCN Commissions

Funds

Integrating Business Skills into Ecotourism Operations

Registration form

On this page you can register for the training 'Integrating Business Skills into Ecotourism Operations' organised by IUCN and IUCN NL.

The training will take place in Phnom Penh, Cambodia from the 17th till the 21st of January 2010.
[Download the invitation of the training>>](#)
[Download the programme of the training>>](#)

For more information please contact us through stefanie.boomsma@iucn.nl or 0031 20 6261732.

Registration is possible until the 20th of November 2009.

Fields with * are required.

Last name *

First name *

Organisation *

Function *

Address *

Country *

Email address *

Telephone number *

Is your organisation a member of IUCN? * yes no

IUCN Membership number

Does your organization cooperate with either IUCN/IUCN NL?

If so, please give details of this cooperation * Nag 1000 tekens over.

Specific information

Please provide us with detailed information on the following questions so we can better understand your motivation/needs for participating in this training.

Provide us with a short description of your organization including your goal, mission, vision and current activities. * Nag 1000 tekens over.

Please answer the following questions about your tourism business(es):

What are the current tourism activities of your organization? * Nag 1000 tekens over.

What is the current state of Nag 1000 tekens over.

Description of the area, when did you start, what is the current stage? * Nag 1000 tekens over.

What are your main challenges/concerns in developing tourism businesses and what have you done to counteract these? * Nag 1000 tekens over.

Integrating Business Skills into Ecotourism Operations

Training workshop

17-21 January 2010

Phnom Penh, Cambodia

Agenda in brief

Arrival

15:00	Transfer to Kirirom Resort from Phnom Penh International Airport
17:00	Arrival and check-in
18:00	Transfer to Kirirom for remaining participants and instructors

Day one

08:00	<i>Session 1</i> Welcome, opening and introductions
09:05	<i>Session 2</i> Visualizing our ecotourism ideas
09:45	<i>Coffee</i>
10:00	<i>Session 3</i> Making the most of the market context
12:15	<i>Lunch</i>
13:30	<i>Session 4</i> Exploring the ecotourism potential of your product
15:30	<i>Coffee</i>
16:00	<i>Session 5</i> Ensuring sustainability
18:00	<i>End of Session</i>

Day two

08:00	<i>Session 6</i> Welcome to day two
08:30	<i>Session 7</i> Focusing on health, safety and customer care
10:30	<i>Coffee</i>
10:45	<i>Session 8</i> Marketing your ecotourism business
12:00	<i>Lunch</i>
13:30	<i>Session 9</i> Marketing (continued)
15:15	<i>Coffee</i>
15:45	<i>Session 10</i> A case study from the region
16:45	<i>Session 11</i> Touring our ideas
17:30	<i>Session 12</i> Closing session
18:30	<i>End of Session</i>
19:00	Dinner

Day three

08:00	Departure for site visit at Chambok community-based ecotourism
08:30	Presentation by Mlup Baitong and visit to Chambok
13:00	<i>Lunch</i>
14:00	Afternoon activities at Chambok
20:00	<i>End of Session & return to homestay</i>

Day four

09:00	<i>Session 11</i> Debrief on site visit
10:30	<i>Coffee</i>
11:00	<i>Session 12</i> What did we learn in the last three days?
12:30	<i>Closing and Lunch</i>
13:30	Departure for Phnom Penh

ANNOTATED AGENDA FOR ORGANIZERS AND FACILITATOR

Arrival – 17 January 2010

Time	Event	Content	Facilitator/ Chair
15:00	Transfer to Kirirom Resort from Phnom Penh International Airport		
17:00	Arrival at Resort and check-in		
18:00	Additional transfer to Kirirom Resort for remaining participants		
19:00	Dinner	<ul style="list-style-type: none">Initial round of introductions and ice-breaker – Participants will mention one interesting non-work related fact about themselves (talents, hobbies...)	
20:00	Registration & Reimbursements	<ul style="list-style-type: none">After dinner participants will register for the workshop and process the reimbursement for their travel.	

Day one – 18 January 2010

Time	Event	Content	Facilitator/ Chair
07:00	<i>Breakfast</i>		
08:00	<i>Session 1</i> Welcome, opening and introductions	<ul style="list-style-type: none"> Welcome (Giulia Carbone, IUCN) IUCN introduces the workshop's aims and agenda (10 min) Introductions: Name, organization and country. Then complete the sentence: "Ecotourism means to me..." (max 1 min each) Reflection on the many definition of Ecotourism (have 2-3 posted on the wall) 	<u>Facilitator:</u> Giulia Carbone, IUCN
09:00	<i>Session 2</i> Visualizing our ecotourism ideas	<ul style="list-style-type: none"> Participants prepare visual representations of ecotourism project: individual work mapping key features of the site and business idea (including, for example, ecological, socio-cultural, economic and infrastructural elements). Participants will use materials that they brought from home (pictures, leaflets etc). Presentations either in plenary or in groups (by destination for example) (45 min) 	<u>Facilitator:</u> Giulia Carbone, IUCN
09:45	<i>Coffee Break</i>		
10:00	<i>Session 3</i> Making the most of the market context	<ul style="list-style-type: none"> Opening presentation of regional and national context (30 min) Q&A: Participants will write their questions on post-it notes, these will be collected organised and answered (15 min) In groups, participants will discuss their experience/view on their market context, the most important points will be voiced in plenary (45 min). Report back to plenary the most interesting conclusions (20 min) Individual work: Participants will think about the actions that they will take after this workshop in order to better match their business idea to the market context, write these on a sheet and then post it on the wall next to their own visual representation (see exercise above) (20 min) 	<u>Instructor:</u> Mason Florence, Executive Director, Mekong Tourism Office <u>Facilitator:</u> Giulia Carbone, IUCN
12:15	<i>Lunch</i>		
13:30	<i>Session 4</i> Exploring the ecotourism potential of your product	<ul style="list-style-type: none"> Presentation (30 min) Q&A (15 min) Individual work responding to questions about the ecotourism potential of participants' sites using a template (Annex 1) (20 min) Plenary discussion: exchanging business ideas and talking through responses (30 min) 	<u>Instructor:</u> Hamish Keith, Managing Director Thailand, Exotissimo <u>Facilitator:</u> Giulia Carbone, IUCN

		<ul style="list-style-type: none"> Individually participants will then write their next actions with regards to the potential of their site on sheet of paper and post it on the wall next to their visual representation (20 min). 	
15:30	<i>Coffee Break</i>		
16:00	<i>Session 5</i> Ensuring sustainability	<ul style="list-style-type: none"> Introductory presentation on ensuring sustainability in ecotourism business and the Global Sustainable Tourism Criteria (max 30 min) Q&A with the resource person (15 min) Individual work: Audit to my ecotourism project based on the GSTC (form for testing the sustainability of the ecotourism project based on the criteria – end product a score card with % project is sustainable) (30 min) In Plenary: Overall scores and Wows – implications GSTC for their projects (20 min) Individually participants will write their next actions on an A3 paper and post it on the wall next to their own visual representation (see exercise above) (15 min) 	<u>Instructor:</u> Maria Ana Borges, IUCN <u>Facilitator:</u> Giulia Carbone, IUCN
18:00	End of the Session		
19:00	<i>Dinner (and social activities)</i>		

Day two – 19 January 2010

Time	Event	Content	Facilitator/ Chair
07:00	<i>Breakfast</i>		
08:00	<i>Session 6</i> Welcome to day two	<ul style="list-style-type: none"> • Reminder of agenda (5 min) • Night thoughts (15 min) 	<u>Facilitator:</u> Giulia Carbone, IUCN
08:30	<i>Session 7</i> Focusing on health, safety and customer care	<ul style="list-style-type: none"> • Participant brainstorming: What do we need to have in place in order to be as ‘watertight’ as possible on health, safety and customer care? Participants write ideas on post-it notes (one idea per note) (10 min). These are then collected and distributed among participants. Anyone can start by reading out what is written on a post-it they have in their hand. Others who have similar points read these out and the facilitator / trainer collects these and clusters them on a wall. By the end everyone has a great idea of where peoples’ attention is focused vis-à-vis health, safety and customer care and the resource person can see where emphasis needs to be placed as they go through their presentation (in the process of collecting ideas, the group may want clarification on some of the ideas so the question should be put the participants as necessary). (30 min) • Presentation by resource person – with emphasis tailored according to learning from the earlier part of the session (30 min) • Q&A with the resource person, possibly looking at some examples of policies, etc which should be made available. (30 min) • Individual work: What next actions will I take to get health, safety and customer care systematically covered in my ecotourism business? (Write these on an A3 paper and post on the wall next to their own visual representation (see exercise above) (20 min). 	<u>Instructor:</u> Brien Chan Pui Yan, Vice President ,MARSH <u>Facilitator:</u> Giulia Carbone, IUCN
10:30	<i>Coffee Break</i>		
10:45	<i>Session 8</i> Marketing your ecotourism business	<ul style="list-style-type: none"> • Presentation (40 min). • Group work: Participants divide into small groups focusing on different “distribution/promotion” channels: brochure; web; tour operator; trade show.; printed media (magazines, guides, etc); social networks (Facebook; Twitter etc). They then select one business idea from among group members and begin to 	<u>Instructor:</u> Nick Ray, Lonely Planet <u>Facilitator:</u> Giulia Carbone, IUCN

		design the marketing product / approach for the business idea accordingly (35 min) (to be continued after lunch)	
12:00	<i>Lunch</i>		
13:30	<i>Session 9</i> Marketing (continued)	<ul style="list-style-type: none"> • Small groups prepare the present their marketing product / approach in plenary (15 min) • Presentations in plenary (45 min) • Interactive discussion with expert (other experts to join in) (30 min) • Individual work: What next actions will I take to most strategically market my ecotourism idea for greatest success? (Write these on A3 paper and post on the wall next to their visual representation) (15 min). 	Same as above.
15:15	<i>Coffee Break</i>		
15:45	<i>Session 10</i> A case study from the region	<ul style="list-style-type: none"> • Presentation on the Mekong tourism trail case study and top tips for marketing (30 minutes) • Q&A and Discussion (30 minutes) 	<u>Instructor:</u> Trevor Piper, SNV <u>Facilitator:</u> Giulia Carbone, IUCN
16:45	<i>Session 11</i> Touring our ideas	<ul style="list-style-type: none"> • Based on presentations and discussions participants revise or create a new map of their business representing their ecotourism project after they have carried out all the actions that they have committed to through their “action” sheets. Participants should also give their business a catchy title which they post at the top of the wall, along with their name (15 min) • Participants then tour the gallery and use the time to network, give feedback to other participants (use post-it paper or Annex 2 Feedback template) as well as speak further with the resource people and gather advice from them (30 min) 	
17:30	<i>Session 12</i> Closing session	<ul style="list-style-type: none"> • Wrap up of the “classroom-style” session • Present the programme of day 3 and 4 (field visit) including logistics • Closing ceremony: <ul style="list-style-type: none"> ○ Trainers will give out certificates to the participants ○ Participants give out presents to the trainers ○ Photo opportunity 	
18:30	End of the Session		
19:00	<i>Dinner</i>		

Day three – 20 January 2010

See separate agenda for site visit programme

Day four – 21 January 2010

Time	Event	Content	Facilitator/ Chair
08:00	<i>Breakfast</i>		
09:00	<i>Session 13</i> Debrief on the site visit	<ul style="list-style-type: none"> • Carousel: Create four stations – each focusing on one of the 4 themes covered during the workshop (ecotourism potential of the product; Health and Safety; Marketing; Sustainability) and make a flip chart available for each. Divide the participants in 4 groups – one group per station and have a series of 4 discussions (there will be four rotations – 15, 10, 10 & 5 min. Participants will commit to contributing when at a station). Discuss should focus on strengths and weakness of the site they visited with regards the specific theme. (60 min) • Report back to plenary : key strengths and areas for improvement for each area (30 minutes) 	<u>Facilitator:</u> Giulia Carbone, IUCN
10:30	<i>Coffee and tea</i>		
11:00	<i>Session 14</i> What did we learn in the last 3 days?	<ul style="list-style-type: none"> • Evaluation of the training: the participants will complete the evaluation form (30 min) • In plenary the facilitator will ask for burning comments from the participants (20 minutes) • Grading the training: identify 4-5 questions related to the training (did you have fun? Have you met interesting people? Do you feel you learned something useful? and ask the participants to move along a line on the floor that has been “graded” from – 10 to + 10 (10 minutes) • Brainstorming on most effective way of keeping in contact and ensuring follow up (20 min) • Closing & Group photo (10 min) 	<u>Facilitator:</u> Giulia Carbone, IUCN
12:30	<i>Lunch</i>		
13:30	Departure for Phnom Penh	International participants will be able to leave with flights departing after 19.00 or the day after.	

Annex 1

Template for participants

Items to be checked	How does this apply to by ecotourism business?
Your Product <ul style="list-style-type: none">• Have you identified genuine tourist appeal?• Identify and highlight your USP's• Will the appeal/USPs stand the test of time?• Will people come back?• Will people tell their friends and recommend your experience?	
Your Site <ul style="list-style-type: none">• Can people get to you? Can they find you?• Where will people stay?• Are their adequate facilities?• Waste management? Water supply? Can the site handle the tourist you will bring?• Will your visitors affect the ecosystem? What is the environmental impact?• What is the cultural impact?	
Your Team <ul style="list-style-type: none">• What are your skills and motivation?• Can you find the people you need to make it all work?• Do you have a workflow system?• Make sure you have a training plan?• Will it all work when you/NGO leave?	
The Host Community <ul style="list-style-type: none">• Are your dependent on a host community• Does the host community want tourism• Do they understand the project and all its consequences?• Have you identified community leaders?• Will the benefits reach the community?• Establish communication channels• Set a timetable.• Arrange meetings, prepare literature, communicate.	

<p>Your Business plan</p> <ul style="list-style-type: none"> • What is your target market? Do people want your product • Have you done your market research? • Identify your Distribution channels and talk to distributors and partners. • Have you identified all income streams? 	
<p>The Future</p> <ul style="list-style-type: none"> • Where do you expect/imagine your project will be in 1, 2, 5 and ten years? • Plan for the future with/without you. • What happens if you are copied? • What are the consequence of increasing tourism beyond your expectations? • What possible variables could change your vision? Plan for as many as you can? 	

Annex 2

Feedback template

Ecotourism business idea title: xxx	
Name of the idea's 'owner': xxx	
Key questions / areas in which the owner of the idea would like feedback: <ul style="list-style-type: none">• Xxx• Xxx• Xxx	
Respondent name	Constructive feedback / recommendations

Annex III - Example of a brief for instructors

“Integrating Business Skills into Ecotourism Operations”

Training workshop

17th to 21st of January 2010, Cambodia

In a Nutshell

This *ecotourism training* will give conservation specialists practical information on key elements of the tourism market. The aim is to support the development of commercially successful ecotourism products. Practical knowledge of what makes or breaks a tourism business combined with insights into how the industry works will help conservationists make informed decisions for ecotourism development.

Why?

Many conservation organisations see tourism as one of the sectors with the greatest potential for linking conservation to economic development. However, limited tourism and marketing knowledge in conservation organisations often leads to tourism products and services that fail the market test. There is therefore the need to inject some expertise in the many projects that build conservation strategies on tourism development. This *ecotourism training* will bring together conservation organisations and tourism professionals as a first step to making ecotourism developments market viable.

The programme

This session will be structured into five themes:

- ***Exploring the ecotourism potential of a site*** – The tourism industry is demand driven; hence it is not immediately obvious to determine which products, services or locations will succeed in the industry. This first theme will provide conservation organisations with a better understanding of the market requirements that make a destination interesting and a product commercially viable.
- ***Making the most of the market context*** – The tourism industry is composed of a multitude of actors that operate at different scales from local to regional and global. These players offer a multitude of facilities and experiences that cater to a varied client-base. The aim of this session is to provide participants with a better understanding of the tourism industry in the region and how it is set up.
- ***Ensuring sustainability*** - The participants, being representatives of conservation organizations have considerable knowledge of sustainability issues. However, this short session will provide an overview of the main criteria for the sustainable development of any tourism business.
- ***Focusing on Health, Safety and customer care*** – Safety is not something that can be advertised as a benefit when providing a tourism product. It is an essential condition expected by consumers that can be costly to a business when things go wrong. This theme will draw upon the regulatory environment of the tourism industry as concerns health and safety to better inform tourism product design.
- ***Marketing your ecotourism business*** – Tapping into the right channels for marketing a tourism product is one of the key elements in a viable tourism venture. This last theme will give an overview of the marketing process from product development, to targeting the right market segments and to distribution through mainstream channels.

Within each theme, time will be allocated for a presentation, individual work and group work. The instructor will lead the discussion around his/her theme with assistance from the facilitators.

A workbook will be prepared prior to the *Ecotourism training* containing all the relevant information for the session with the objective of guiding it. For more detailed information on this learning opportunity, please consult the attached draft agenda.

Your role as an instructor

Both your presentation and participation will enable the discussions during your theme. In preparing for this *Ecotourism training*, bear in mind that the participants have differing knowledge/experience in tourism and that they are not tourism professionals but that they have a good understanding of sustainability issues. Also remember that as an instructor, you are more than just a speaker, you are responsible for creating a proactive and energetic learning environment.

A few considerations for preparing the session:

- The target audience will be made up of small/medium conservation NGOs wishing to gain an understanding of how the tourism sector really works;
- The presentation will be no longer than 30 minutes;
- The presentation will give an overview of the main trends related to each topic;
- Illustrating your topic with case studies and examples will be a great to support your message;
- “A picture speaks a thousand words” – so make use of them!
- Props are also useful and make presentations more memorable.

Materials to be submitted to us:

- Presentation (in power point) – by the 22nd December;
- An executive summary (max 200 words) – by the 22nd December;
- Your biography targeted towards the participating audience (max 150 words) – by the 18th December;
- Checklist with top 10 – 15 requirements for success in your given topic – by the 4th January;
- List of Top 3 electronic resources for your topic - by the 22nd December.

Note: The reason for requesting this information by the first week of January is that we are printing a workbook for the participants that week.

Contact details of instructor focal point

Maria Ana Borges
Business and Biodiversity Programme
International Union for Conservation of Nature
28 rue Mauverney
1196 Gland - Switzerland
Tel: + 41 22 999 0186
Email: mariaana.borges@iucn.org

Annex IV - Outline of a workbook

1. Introduction
2. The agenda
3. My tourism business
4. Making the most of the market context
 - 4.1 Introduction
 - 4.2 Checklist
 - 4.3 Additional thoughts and actions
5. Safety in ecotourism products
 - 5.1 Introduction
 - 5.2 Brainstorming session
 - 5.3 Checklists
 - 5.4 Additional thoughts and actions
6. Ensuring Sustainability
 - 6.1 Introduction
 - 6.2 Additional thoughts and actions
 - 6.3 Global Sustainable Tourism Criteria Checklist
7. The ecotourism potential of a site
 - 7.1. Introduction
 - 7.2 Checklist & exercise
 - 7.3 Additional thoughts and actions
8. Tourism marketing
 - 8.1 Introduction
 - 8.2 Checklist
 - 8.3 Tips for the different promotional tools
 - 8.4 Additional thoughts and actions
9. Some extra tips
 - 9.1 Guidebooks and tourism – some advice.
 - 9.2 Recommendations for a successful ecotourism programme.
 - 9.3 Health and Safety Audit
10. List of relevant resources
11. About the instructors
12. Supporting organizations
13. Convening organizations
14. Contacts

Appendices

- Powerpoint presentations from all the instructors (with either space for notes or a page for taking notes)
- Checklists from the instructors
- Additional information for the field trip
- Additional resources from different resource people

Annex V
Field Visit Agenda

Date: **20-21 January 2010**
 Target site: **CHAMBOK, Community Based Ecotourism (CHAMBOK-CBET-KS)**
 Location: **Phnom Srouch District, Kampong Speu Province, Cambodia**
 Distance: **About 120 km from Phnom Penh just 10 km only pass of Kirirom National Park**
 Travel duration: **2h30 to 3h00 drive from Phnom Penh**
 Organize by: **IUCN, Switzerland cooperate with CCBEN & Mlup Baitong and Chambok community**

20 th of January 2009		
Time	Activities	Facilitator
7.00AM	Breakfast and Check out	
8:00AM	Departure for Chambok CBET	
8:30AM	Arrival and Overview of day 3 (10 min)	Chambok community, CCBEN, Mlup Baitong
	Welcoming participant by local guide-offering natural local flower at the Entrance	
	All participant ride on th oxcart to the Chambok Information Center (5px/oxcart)	
	Introduction to Chambok CBET by Head of Community (with translation from Mlup Baitong)	
	Presentation of Chambok CBET by Mlup Baitong (25 min)	
	Topics that will be covered by Mlup's presentation:	
	1. Development of CBET in Chambok (background to the idea, practical	
	2. What are the resources for tourism development in Chambok?	
	3. How many people have been involved in the project (who are the	
	4. What is the benefit sharing mechanism?	
	5. Challenges and lessons learned in developing and running Chambok CBET?	
6. Marketing: marketing plan, information on reaching the market, marketing		
7. Information on Customer care and safety, including sanitation and waste		
8. Sustainability and biodiversity conservation		
Clarification questions (5 min)		
9:30AM	Guided visit to the facilities where the guide gives detail about different factors mentioned in the presentation (with special attention given to the topics of the training) and explains what is available to tourists. Here the participants will have the opportunity to ask questions to their guide and community members. For this the participants will be divided into 2 groups. (60 min)	9 local guide per 9 group (5 pax / group)
10:30AM	Trekking to the waterfall (35metter-waterfall), which is 3km walk from the visitor center and takes approximately 90 minutes . The participants will visit a few attraction on the way. The focus of this and the following guided tours will be to demonstrate the different topics learned during the training. The guide will provide information on health and safety, potential of site (i.e. why this is an asset to the visitor experience...).	
1:30PM	Lunch organized by community	

2:30PM	In the afternoon the group will visit a new site: Peam Levea. Here they will have the opportunity to go on a trail around the pond (still being developed), trek to the mountain (200 m), or swimming in the stream.	
4:30PM	Participants will follow home-stay coordinator to their house where they will have the	Home stay coordinator
5:30PM	Visit Non-formal education Night Class, instruct by local community	Voluntary teaching
6:30PM	Dinner organized by the community	Community and all participants
7:30PM	Traditional show by children group in Chambok at visitor center	
	- Group I, II, III, IV (each group takes about 15-20mn)	
	- Cultural swap performance (15 min / country) Song-Dance traditional dress of each country (participant can bring their music audio CD/VCD to play in Chambok)	
	- Pounding Sticky Rice (Dal Ambok); Local Potato Roasting	
9:30PM	End of day 3 (Return to home-stay) (find participant list in each local home stay)	9 home stay (5 pax / home)

Annex VI – Sample of certificate



Certificate

This is to certify that

has successfully completed the training

***“Integrating Business Skills
into Ecotourism Operations”***

17 - 21 January 2010 in Cambodia

Giulia Garbone
IUCN World Conservation Union


Marielies Schelhaas
IUCN Netherlands Committee



Annex VII - Evaluation Form

Integrating Business Skills into Ecotourism Operations

**Training Workshop
17 - 21 January 2010 - Cambodia**



YOUR NAME (OPTIONAL): _____

1. Event Organization

1.1 The event was well organized

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

1.2 Event facilities were appropriate

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

1.3 Pre-session information was adequate

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

1.4 Learning materials were useful (e.g. workbook)

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

2. Event Delivery

2.1 Learning objectives were clear

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

2.2 2.3 The instructors were effective

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

2.3 The facilitator was effective

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

2.4 Sufficient time was provided for interaction

Neither disagree nor agree	
Strongly disagree	
Tend to disagree	
Tend to agree	
Strongly agree	
Do not know	

2.10 The one improvement I would make is:

2.11 How will you use the skills you acquired in this training session

2.12 What new ideas has this event given you about ways to better structure or run learning activities?

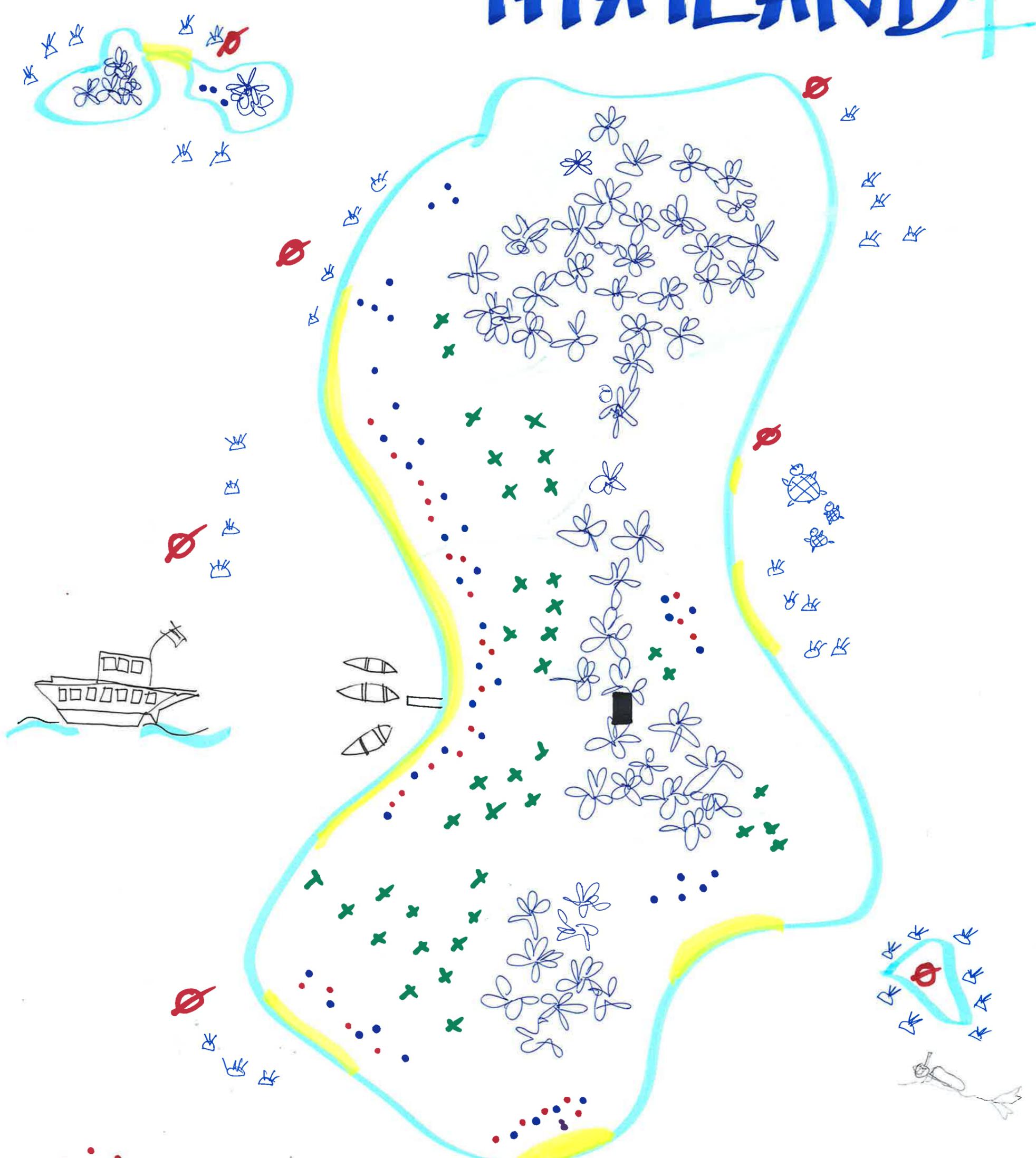
2.13 Do you have any suggestion on how this group could keep in touch?

2.14 Comments:

Annex VIII – Examples of maps (Cambodia edition)

FROM RIDGE TO REEF
APPROACH

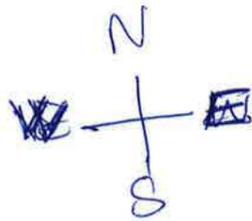
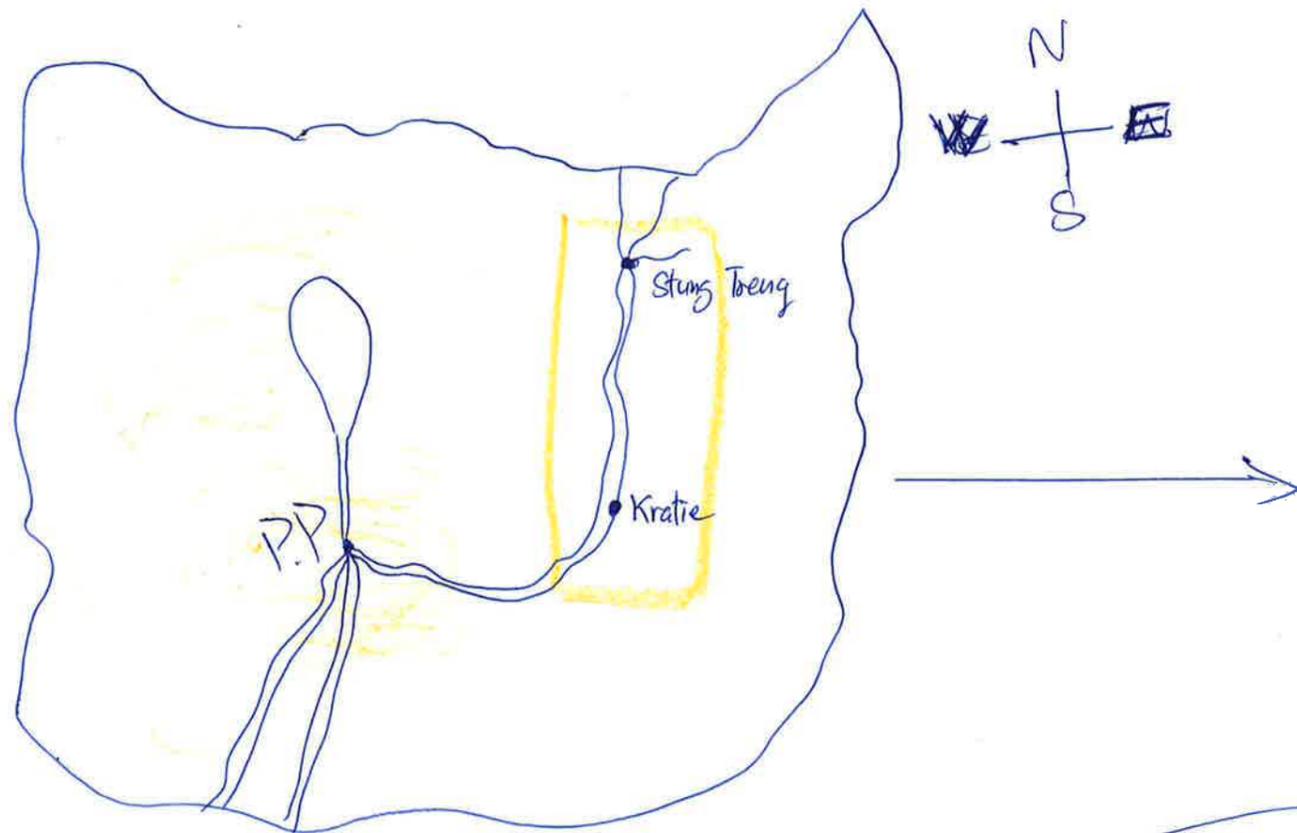
KOH TAO, THAILAND



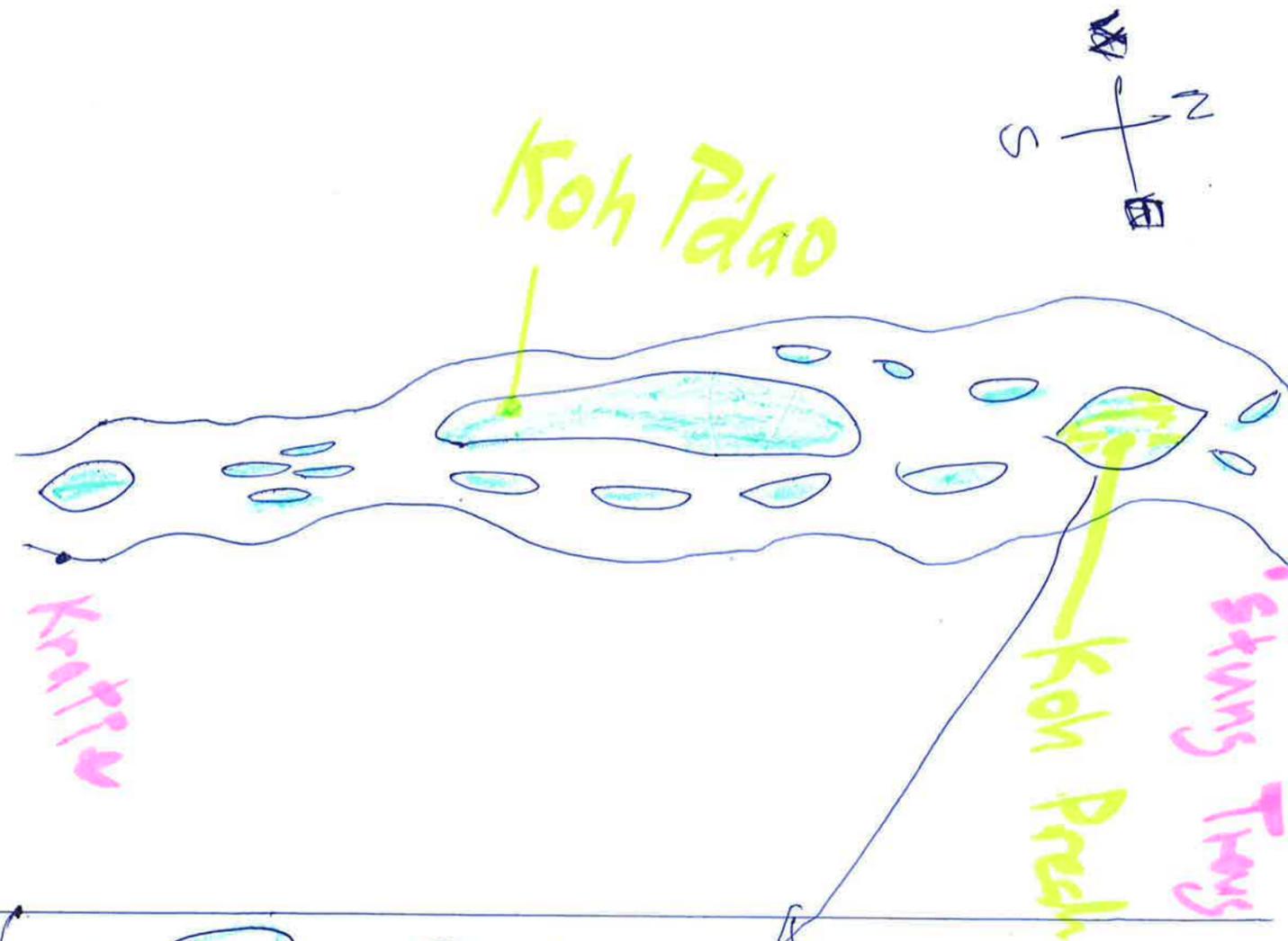
• Diving Schools
• Resorts

— Beach
Coral Reef
Dive sites

Whale Shark
RAPPAN
IUCN-TH



Tola

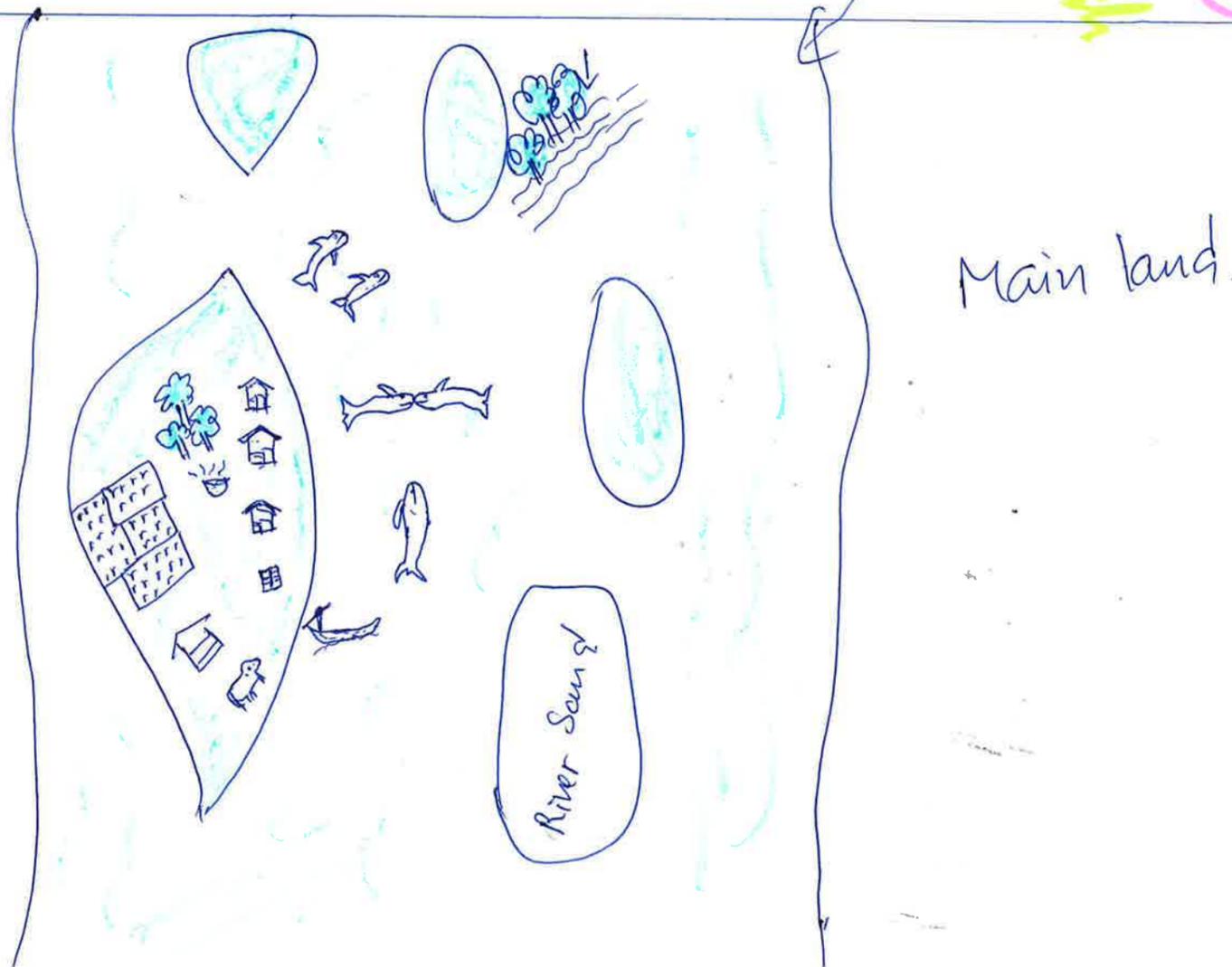


Attractions!

- ❄️ Involve in volunteer activities
- ❄️ viewing dolphin
- ❄️ Community life style & culture -
- ❄️ Mekong River scenery & Flooded forest
- ❄️ Swimming,
- ❄️ work with local people -
- ❄️ local food -

Cambodian Rural Development Team
(CRDT)
Kratie & Stung Treng.

Project: Dolphin for Development:
chance for survival
: Community Based Ecotourism



Main land.