

# Chapter 6

## Participatory Planning and Organisation

### This chapter covers

- The concept and importance of a participatory process in sustainable mountain tourism planning and development and its link with the project cycle
- Some of the main approaches of the participatory process in sustainable mountain tourism planning and development
- Some important participatory tools: development wheel, participatory resource mapping, seasonal calendar, trend lines, Venn diagram (for detailed descriptions, see Volume 2)

### Introduction: The Importance of Participation in Sustainable Mountain Tourism

Local participation, that is participation of local stakeholders, is a key factor in making any sustainable tourism development programme a success. The reason for this is simple: without involving local people in tourism development strategies, tourism projects may be difficult to implement because local people might obstruct or block the development process due to the lack of benefits that will accrue to them. As a result, tourism will fail to realise its full potential to function as a tool or catalyst for the development of local communities and environments, the reason why many are involved in the process in the first place.

Evidence has shown that, with involvement or control in decision making, people tend to work harder to ensure success. Although there is no guarantee that the participatory approach will always ensure success, evidence based on different projects carried out in different countries in the region provides overwhelming support for this approach. Studies conducted by the World Bank in Asia, Africa, and South America (cited in Banskota and Sharma 1998) show that beneficiary participation in their projects contributed significantly to effectiveness. They concluded that

- participation contributes significantly to overall project effectiveness,
- through participation the equality of access to facilities is assured,
- participation fosters individual and community empowerment,
- participation promotes management and organisational skills in the community, and
- participation strengthens local organisations which can then take up new development activities.

Local participation is not a one-time activity or event to ensure a project's success that can be ticked off before a tourism development project starts. Ideally, it should be a process in which all

beneficiaries have an active role in the identification and formulation of problems and opportunities, in the design and implementation of development strategies, and in the monitoring and evaluation of results, as well as the process itself. Participation is, therefore, intrinsically linked to the project cycle, as it incorporates reflection and action and follows all stages of the cycle from analysis, planning, and implementation to monitoring based on which plans can be adapted. There are different levels of participation, varying from simply being a beneficiary, to fully-developed self-realisation in the form of self-mobilisation without the help of any outside institutions. Box 6.1 provides an example of project failure in Nepal due to lack of participation.

### Box 6.1: Project Failure due to Lack of Participation

Swayambhu Maha Chaitya, a World Heritage Site, was selected as a pilot 'urban attraction' improvement scheme by the 'Partnership for Quality Tourism' project supported by the UNDP. The surrounding areas of the World Heritage Site lacked hygiene and sanitation facilities and were filled with garbage. There was no effective management in place at the site. The project goal was to establish and test an active, functioning, and self-sustaining urban heritage site management model for possible replication in other areas in Nepal. A massive clean-up campaign was undertaken, toilets were constructed, and a participatory process of institution building was launched.

One year after implementation, successes achieved at the beginning could not be sustained. Participatory institutions and their sustainability were identified as one of the critical reasons for the failure of the project. The first critical failure was that initiatives did not originate from within the community, nor was the community in control of the experimental process. Local people had never been consulted or made aware by their leaders of what this social experiment was about.

On the whole, the lack of local initiation and control limited the transparency of project information to local people, led to a lack of coordination between organisations, and, above all, limited the participation of local people in the decision-making process. Participation did not work, as its foundations were on a wrong footing.

Source: Banskota et al. 1995

It is often easier to think of participation as a continuum rather than discrete types. Keeping this continuum in mind, it is useful to identify broad categories of participation types. A useful typology for distinguishing different levels of participation is given by Pretty et al. (1995). He distinguishes between the following types of participation, building on the level of activity and professionalism:

1. **Passive participation** – Being a beneficiary
2. **Providing information** – Answering questionnaires
3. **Consultation** – People are consulted, experts decide
4. **Participation for material incentives** – People are not only consulted, but also provide resources, e.g., food for work
5. **Functional participation** – Group formation, using fixed objectives
6. **Interactive participation** – Joint analysis, making action plans
7. **Self-mobilisation** – People start themselves without outside institutions

Which level of participation is most appropriate depends on the goal and objective of the programme or project, the wishes and capacity of the groups, and the stage of the project cycle that the activity is in. In tourism, as in other economic development activities, participation occurs in different forms. The broadly recognised categories of participation in tourism are summarised below (Shrestha and Walinga 2003):

- **Participation in sharing economic benefits:** A decision is made about the degree of decision making in the choice of the economic activity that generates the benefit.

- **Participation in planning:** Participants play an important role in the generation of information, its analysis, and subsequent use, i.e., in the learning and planning process. A critical aspect in this participation is assessing options and their economic and conservation feasibility.
- **Participation in implementation and operations:** Tourism requires implementation structures and arrangements to conduct activities. Participants play a key role in implementing activities, setting up institutional arrangements, and in enterprise operations.
- **Participation in decision making and management:** Participants play a key role in the choice, design, and management of tourism, including tourism enterprises, conservation activities, and monitoring and evaluation.

## Participatory Approaches in Sustainable Mountain Tourism Development

Over the past three decades, there has been a rapid expansion of new participatory methods, especially in the context of sustainable development. The idea of participation is not without historic antecedents, and while contemporary approaches often focus on issues such as poverty, gender, and social inclusion, they all draw on a considerable legacy of ideals and practical agendas, including action research and adult education. In the wider thrust of development programmes and initiatives, the primary aim of participatory strategies is that local people become active subjects of the development effort, rather than passive recipients. Most community-based tourism development projects are designed and developed using a combination of different techniques, tools, and workshop methods. In this overview, four of the main recent approaches are discussed: social mobilisation (SM), appreciative participatory planning and action (APPA), market analysis and development (MAD), and enterprise support services (ESS). These approaches are for a great part drawn from the toolkit for development practitioners entitled ‘Developing Sustainable Communities’ that was published by ICIMOD for SNV and combine concepts with field-tested participatory learning and action (PLA) tools and games (SNV Nepal 2004).

### Social mobilisation

Social mobilisation can be defined as ‘a process of bringing together all feasible and practical inter-sectoral social allies to raise people’s awareness of and demand for a particular development programme, to assist in the delivery of resources and services, and to strengthen community participation for sustainability and self-reliance’ (McKee; cited in SNV Nepal 2004).

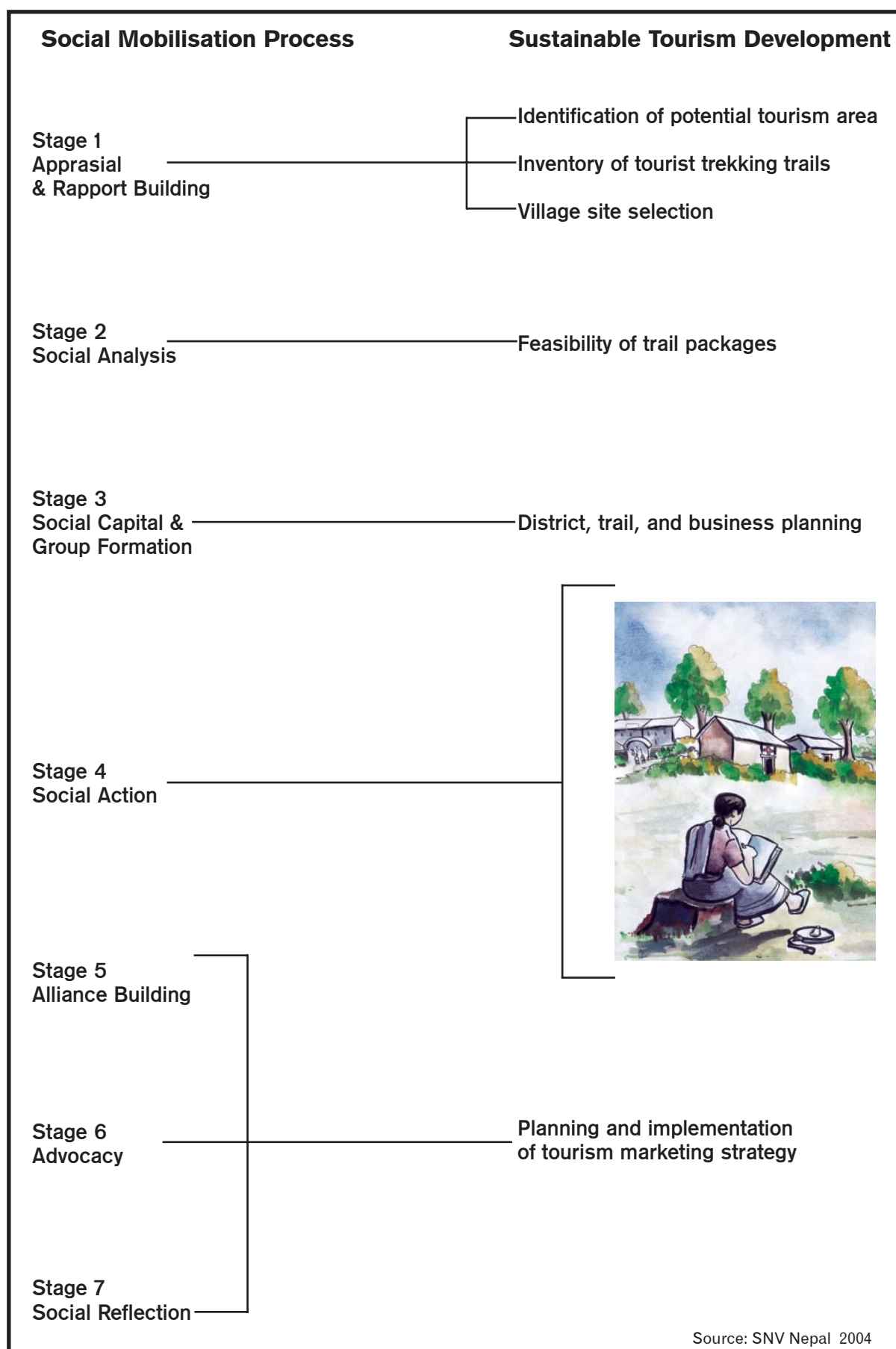
Social mobilisation strengthens the capacity of women and men to address their needs in a socially, economically, and ecologically sustainable manner. It intensifies programming with marginalised groups and includes both intended beneficiaries and the broader society, and it combines community participation with advocacy on selected issues.

In Figure 6.1, an example is given of how the different stages of the social mobilisation process can be used or linked to a sustainable tourism development project.

### Appreciative participatory planning and action

Many community-based tourism development approaches in the past left local people with the impression that their community is full of problems and needs that require the help of outsiders or support from outside agencies. This created a desire to shift away from problem-oriented methods towards processes that build local strength and generate a sense of hope in the community – precisely the goal of the APPA approach.

The appreciative participatory planning and action process focuses on and identifies the best ‘what is’ to pursue dreams and possibilities of ‘what could be’. It focuses on a community’s achievements rather than its problems and seeks to foster inspiration at the grass-roots level. It involves collaborative



**Figure 6.1: Linking social mobilisation with sustainable tourism development**

enquiry based on interviews and affirmative questioning. Although it is a relatively new approach, it builds upon the practice of PRA (participatory rural or rapid appraisal), PLA (participatory learning and action), and group dynamic disciplines that have influenced rural development over the past 20 years. APPA's success has been ascribed to the following aspects:

- It is true to human nature.
- It allows room for emotional responses.
- It allows room for intellectual analysis.
- It allows room for imagination, as well as rational thought.

The APPA process consists of five stages: discovery, dream, direction, design, and delivery. In the **discovery** phase, participants identify their strengths and skills as individuals and recognise assets and opportunities in their community. The emphasis in this stage is on successes that can be strengthened, managed, and marketed to generate local benefits and that also support the conservation of resources. The aim is to inspire self-pride and local initiative, rather than nurturing dependence on outside resources. Box 6.2 illustrates the discovery stage at Yuksam in Sikkim, India.

#### **Box 6.2: The Discovery Stage in Yuksam, Sikkim (India)**

APPA was successfully used to guide a community-based planning process by The Mountain Institute (TMI) in Sikkim, India. The opportunity identified was to promote Yuksam-based activities as a way of increasing local incomes from tourism and of generating incentives to conserve the resources on which such incomes depend. In the discovery phase, villagers identified, mapped, and valued the assets and strengths of Yuksam Village in terms of their tourist potential.

- Lots of greenery
- Community unity seen in actions to help others
- Meeting tourists from many different countries
- Fresh air
- Dense forests
- Yuksam was the first capital of Sikkim
- Historic importance of Yuksam

Source: TMI 2000

The discovery stage is followed by the **dream** stage. In this stage, participants collectively visualise how they would like to see their community develop in the future, how they can benefit from a project, and how they as a community can achieve the dream by building upon the strengths, skills, assets, and opportunities identified in the discovery stage. For many mountain communities, a vision of their community in 10 years is appropriate, whereas longer periods (20 to 30 years) may work for organisations or businesses attuned to long-term planning. The dream stage defines what the community sees as the desirable form and characteristics of pro-poor sustainable tourism development and records a visual image of how these developments can be managed in the future. Box 6.3 illustrates the dream phase for Yuksam.

The dream is followed by **direction**. In this stage a process of dialogue, consensus, and further enquiry is central. Direction clarifies and clusters the dreams identified in the dream stage into potential activities that can be developed. This helps to eliminate pro-poor sustainable tourism development activities and other community development needs that do not directly meet pro-poor sustainable development objectives. In short, direction assesses dreams against objectives and eliminates ideas that do not meet the objectives; directs participants to the most viable ideas; and helps participants to focus their energy, efforts, and resources on viable ideas.

### Box 6.3: The Dream of Yuksam, Sikkim (India)

After having discovered the assets and strength of their village, villagers from Yuksam were asked how they envision their village in 10 years. They envisioned that in 10 years they would have the following:

- More forest cover
- More tourists in Yuksam
- No litter in Yuksam and along the trails
- Local conservation groups or NGOs
- More income from tourism
- Yuksam as a little Switzerland

Source: TMI 2000

After a direction is found, the **design** of a tourism project can take place. In this phase, areas are identified that require further investigation, making use of the participatory learning and action tools (see Volume 2) to help collect data to address key gaps in information. Key factors that will form the framework for deciding and prioritising pro-poor sustainable tourism development strategies for the community are discussed. Based on the final assessment, facilitators and participants can work towards developing a strategy and formulating an action plan(s), as well as monitoring and evaluating these plans.

The design phase is followed by **delivery**. Delivery is the ‘action’ part of APPA, the fifth (but not final) step in the 5-D cycle. It is about making dreams come true; the implementation of action plans so that communities develop and manage community-based projects. It harnesses the positive energy and confidence that is built up during discovery, dream, direction, and design into action, i.e., ‘what works’. Box 6.4 gives an illustration of how the dream of Yuksam was translated into a tourism vision and community plan, and how these were put into practice by the villagers in the area.

### Box 6.4: Materialising the Dream of Yuksam, Sikkim (India): Direction, Design and Delivery

After directing their dream towards the most feasible goals, the villagers of Yuksam jointly developed a vision and community plan. A preliminary report designed by participants included the following:

- A list of their environmental and community attributes
- Ecotourism resource maps
- Local stories about sites and history
- Maps and analyses about the availability and use of forest resources
- Socioeconomic analyses of tourism benefits

After the design of their joint vision and plan, the villagers were empowered and their efforts adjusted and sustained through concrete activities (the delivery). These included:

- Village beautification activities, e.g., planting of native tree species and clean-up campaigns
- Training courses for lodge operators and naturalist guides
- Collection of materials to be used for promotional brochures about Yuksam and its attractions

In addition to these activities, 28 village members organised their own clean-up campaign for the major trekking route, generating a small amount of funds for further activities by recycling bottles and tins. Furthermore, the villagers of Yuksam decided to form a community-based NGO to work on conservation and tourism issues – an NGO that has been active ever since.

Source: TMI 2000

The use of APPA for rural tourism planning is further illustrated in Box 6.5 using the example of the Tourism for Poverty Alleviation Programme (TRPAP) in Nepal. The five stages of the APPA process follow the project cycle stages of analysis, action, and evaluation, leading to the rediscovery of assets. In this way the APPA cycle can be continued over and over again, to assess and reassess, to direct and redirect, as an evaluation tool, and to change the course of action. The use of APPA as a re-evaluation tool by TRPAP is shown in Box 6.6.

### **Box 6.5: Conducting APPAs for Rural Tourism Planning**

With the main goal of alleviating poverty through development of rural tourism in Nepal, TRPAP extensively used APPA exercises to prepare community-based rural sustainable tourism plans in 48 selected village development committees (VDCs) in Nepal. In the first stage of the implementation process, social mobilisers were hired. These social mobilisers were trained on the process and methods of APPA, as well as the Tourism and Environment Awareness Programme. The trained social mobilisers started building rapport with communities in the assigned VDCs, informed them about the programme, and formed community-based organisations (CBO) at the settlement level.

Once the members of the CBOs were aware of the benefits and impacts of tourism through Tourism and Environment Awareness Programme, social mobilisers facilitated the communities to prepare a five-year tourism plan using the APPA method. During the APPA planning exercise, participants worked on the 5-D cycle in detail. At least two social mobilisers were involved in conducting one APPA planning exercise. Each APPA was a three-day long tourism planning process in which 20 to 30 community members participated. Efforts were made to ensure that the participants of the APPA planning exercise consisted of an equal number of men and women from various walks of life from the settlement or village with representation from specially targeted, socially-excluded groups.

On the last day of the APPA, the participants worked on the dream, direction, and design part of the 5-D cycle. Using these techniques, they prepared a five-year community tourism plan. The participants dreamed of how they would like to see their village in the next five years, and planned by, when, and how they were going to achieve their dreams. They prioritised their dreams (planned activities) as per their necessity. The programme gave priority to those activities that were listed in the APPA report. In some reports, activities were listed that were beyond the programme's intended intervention such as the construction of health posts or veterinary clinics. In those cases, the social mobilisers helped the community to contact the right people in the district headquarters for support to construct such centres in their villages. Thus, the APPA report became the main community document for the development of rural tourism in the villages.

Source: Kayastha 2006

### **Box 6.6: Re-APPA as an Evaluation Tool**

In the final year of the project cycle, TRPAP carried out a 're-APPA' in all those villages or settlements where APPA exercises were done at the beginning of the programme. The main objective of the re-APPA was to see what changes had happened since the programme started working with the community by comparing the various PRA tools used during APPA and re-APPA exercises. At the same time, the re-APPA also reassessed to what extent dreams envisioned in the APPA exercises were actually delivered.

The comparison between APPA and re-APPA reports clearly showed the outputs and impacts of the programme in the village, especially through the development wheel and well-being ranking. Even villagers who could not read could see the changes brought by the programme's intervention through the development wheel.

The re-APPA involved the same people involved in the initial APPA. The outcomes of the re-APPA, such as the development wheel and Community-Based Tourism Plan, reflect the consent of the community to the success of the programme's interventions.

Source: Kayastha 2006



## Market analysis and development

In order for tourism to be pro-poor and for local people to truly benefit from tourism development in their area, a market-oriented approach is needed. In the past, many tourism development projects have been limited to a community-based approach, i.e., mobilising communities and putting all their efforts into building their capacities. Such projects, however, did not take into account the economic viability of the envisioned projects, often leaving communities disappointed because the benefits expected did not reach their homes and lead to actual improvements in their lives.

Most of the pro-poor sustainable tourism initiatives are struggling to find the right balance between tourism product and market development (support for the private sector), community development and participatory planning, and supporting the development of an enabling environment. This triangulation is needed to achieve an established link between the local production and service system, and the tourists and tour operators (e.g., through policy development and implementation, institutional development, and the creation of public-private partnerships).

Market analysis and development (MAD) differs from conventional business and enterprise planning, as it assesses enterprises holistically, taking into account environmental, economic, social, and technological factors in the development of enterprises, rather than just their commercial aspects. Using a three-stage approach of assessment, analysis, and action, MAD again follows the project cycle approach, similar to the approaches discussed above. In a tourism context, MAD is an excellent tool for pro-poor sustainable tourism development as it develops tourism enterprises that provide income benefits to entrepreneurs, while explicitly focusing on minimising the negative impacts on the natural and cultural resource base on which the tourism industry depends. On the other hand, the MAD approach may not always be successful in reaching the most underserved groups in the tourism industry.

One of the main criticisms of the MAD approach is that a too strict interpretation of the approach makes it difficult to reach underserved groups such as really small micro enterprises (in the informal sector), women entrepreneurs, and remote rural enterprises. Different strategies have been proposed to achieve economies of scale and reach underserved groups, e.g., the formation of clusters or networks, by cross-subsidising less profitable activities or low-income groups from more profitable or high-income groups, or by treating specific underserved groups such as women entrepreneurs as market niches. Underserved groups often have different demands for services than other micro and small enterprises (MSEs) because they face different constraints. In some cases, they do not have access to services because suppliers have not viewed these groups as viable market niches. Convincing suppliers that these groups are a viable and growing market may be an important part of a tourism market development programme. When programmes and suppliers understand these demands, they can develop service products that appeal specifically to MSEs. Offering appropriate products will help to stimulate demand from underserved groups of MSEs. For example, the business tours developed for free independent travellers (FITs) in East Africa were popular with women entrepreneurs because they viewed the security of travelling in groups as an important service feature. Nevertheless, all these strategies cannot avoid that there is an implicit or explicit selection mechanism at work that discriminates against underprivileged groups (SNV 2003a).

Strengthening the capacity of a range of profitable tourism business development service providers to offer demand-driven, affordable, and high-impact services to a large number of tourism MSEs could be a useful tool to overcome these limitations (see Volume 2, Tool 19).

## Enterprise support services

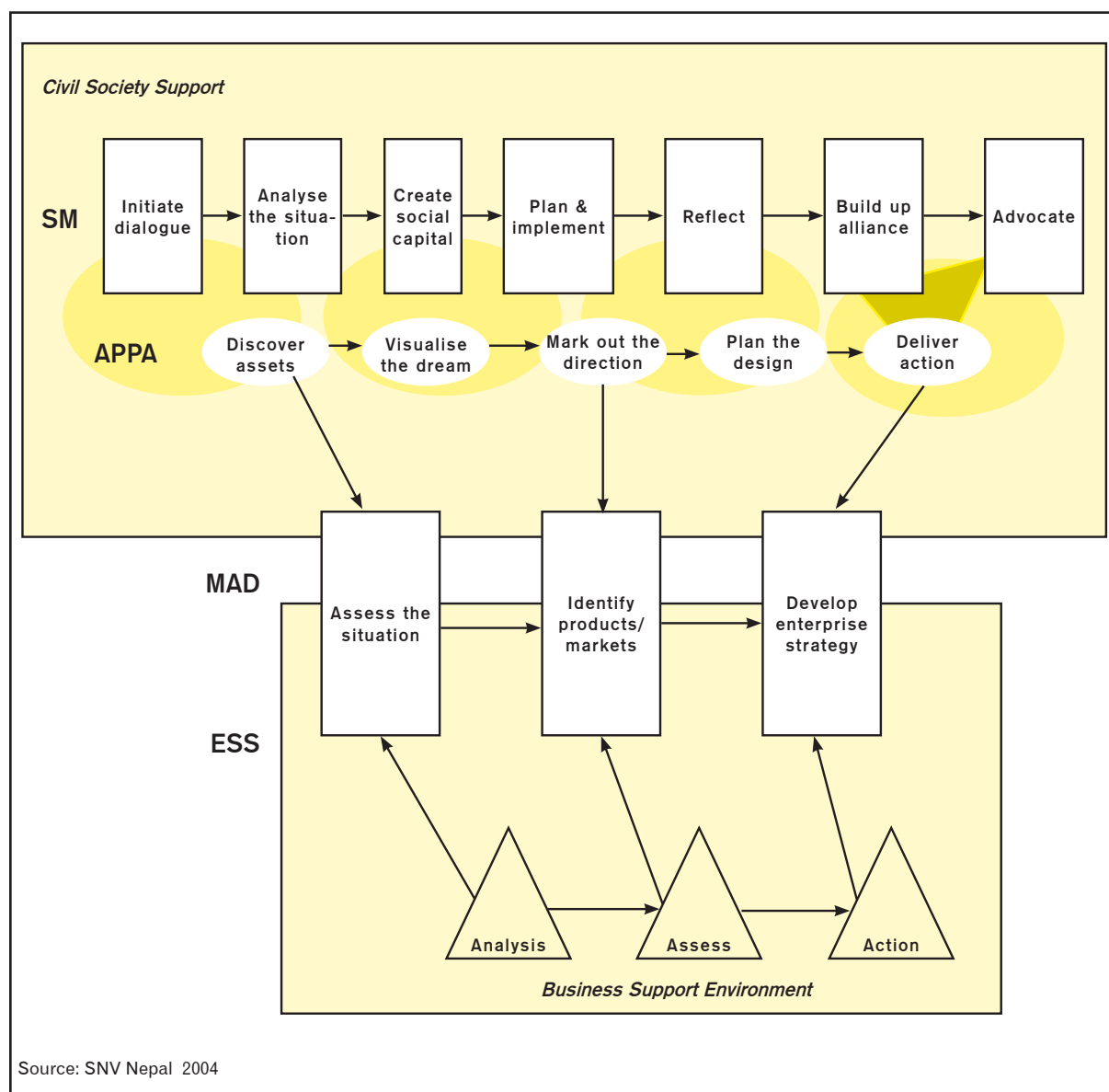
Entrepreneurs and potential entrepreneurs often do not have a clear overview of opportunities and constraints presented by tourism development in their tourism destination. There is a limited understanding of tourist needs for certain products and services (the market). In many places this results in limited product diversification (even lodges or hotels in a certain area look similar). More



awareness of tourist needs and demands is necessary. Innovation or creativity in developing tourism products and activities needs to be supported (based on market analysis and development) (SNV 2003b).

Enterprises support services (ESS) assist entrepreneurs and business groups to improve their enterprises. ESS builds upon and combines the latest insights and techniques about enterprise development and incorporates several tools to strengthen institutional and organisational development, such as institutional development and organisational strengthening (IDOS) and the integrated organisational model (IOM) (described in Chapter 13 and Volume 2, Tool 10).

Following the 'Triple-A' approach of analysis (collection of tourism-related information at various levels), assessment (identification of strategic options and strategies for tourism development), and action (gaining insight into implementation), ESS is also a form of project cycle. This cycle can be linked to other cycles as it can support the process of MAD and can use the techniques of social mobilisation and APPA to reorient participants in the tourism process and help to strengthen their capacity as groups and stakeholders within the tourism industry. In Figure 6.2 these (potential) linkages are illustrated graphically.



**Figure 6.2: Linking enterprise support services with other participatory approaches**

## Participatory Planning and Organisation Tools

In each approach, different participatory learning and action (PLA) tools can be used. Some of the tools have already been introduced briefly above such as the IDOS method and the IOM (explained in more detail in Chapter 13). Some other examples of important PLA tools that are generally used in sustainable tourism planning and development are:

- development wheel,
- participatory resource mapping,
- seasonal calendar,
- daily calendar,
- trend line, and
- Venn diagram.

### Development wheel

The development wheel (Figure 6.3) is a tool to assess the situation of the community and is used to measure the progress and impact of a programme.

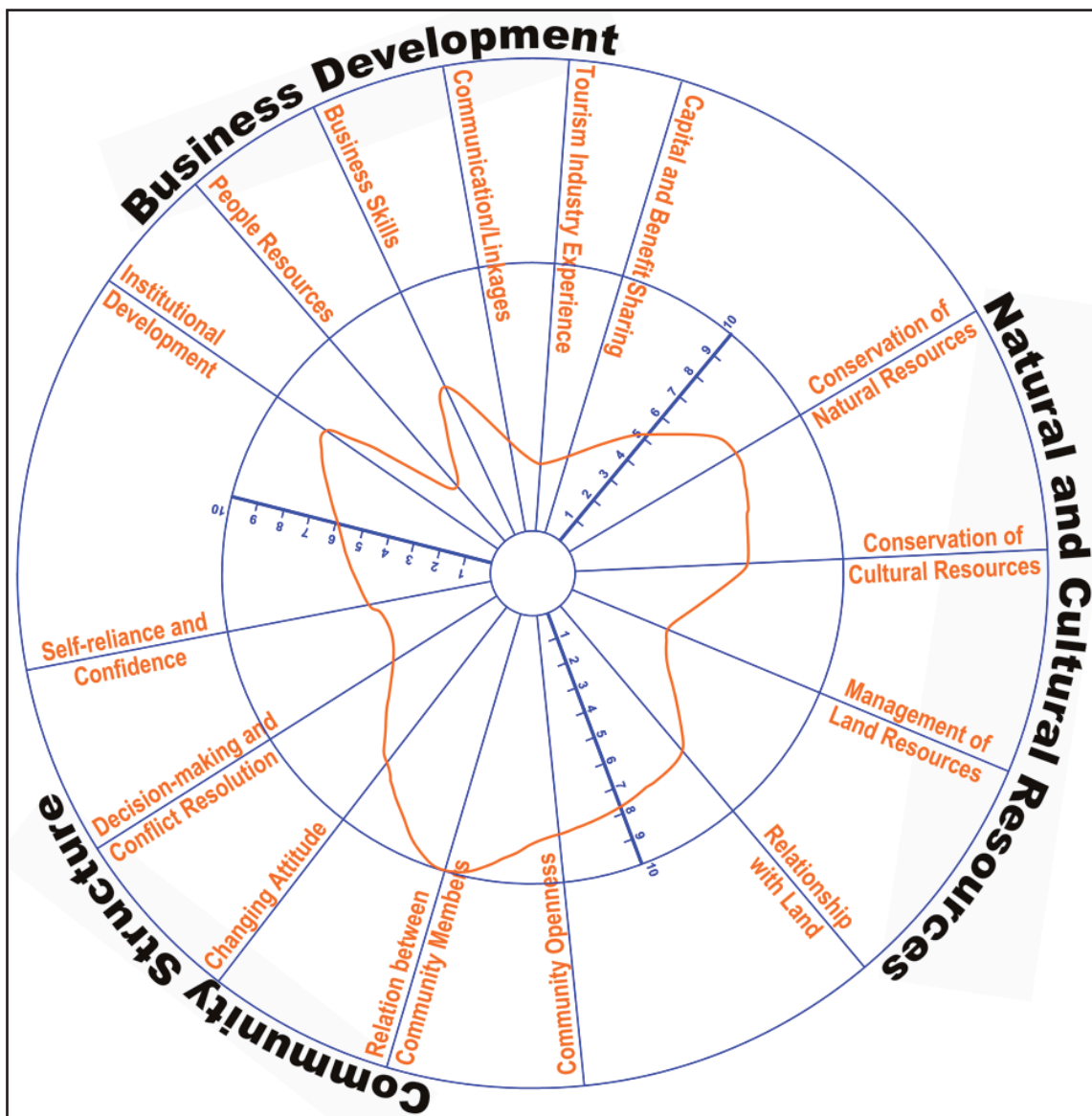


Figure 6.3: The development wheel

The development wheel has three specific components, each of them with their own set of indicators and sub-indicators:

- Community structure
- Business development
- Natural and cultural resources

Box 6.7 shows an example of how this tool was used in the TRPAP programme in Nepal. A detailed description of the different components of the development wheel can be found in Volume 2 (see Tool 24).

### **Box 6.7: Using the Development Wheel in TRPAP**

The Tourism for Rural Poverty Alleviation Programme in Nepal used the development wheel during the APPA process. On the first day of the APPA, the participants worked on the discovery part of the 5-D cycle, using various participatory rural appraisal (PRA) tools. The participants were divided into four to five groups, and each group was allocated a specific time to conduct a specific PRA exercise (tool), such as community resource mapping, seasonal calendar, daily calendar, well-being ranking, access and control, trend line, Venn diagram, historical time-line, and inter-institutional relations. After the groups had done their assignment, they got together and shared their findings. Comments and suggestions from group members were incorporated, after which the participatory tools were finalised and passed. On the second day of the APPA, an exercise on the development wheel was carried out to measure the progress and impacts of the programme based on specific indicators and sub-indicators. After extensive consultation with experts and field staff and after several pilot tests, TRPAP had set five indicators and 20 sub-indicators for community structure, four indicators and 23 sub-indicators for business development, and four indicators and 20 sub-indicators for natural and cultural resources.

Before using the development wheel, the social mobiliser gave a brief introduction about the tool to the participants and explained to them how to work with the tools. Then the participants were divided into three groups. Each group was assigned to work on one of the three components of the development wheel. The groups had to give scores to each sub-indicator ranging from none (0), some (2.5), half (5), most (7.5), and all (10). If different participants in the group gave different scores to the same sub-indicator they were asked to justify their scores and convince the rest of the participants. After discussing with each other, the group unanimously agreed to give one score. The score for each indicator is calculated by taking the average score of its sub-indicators. Thus, each group drew part of the development wheel and shared it with the rest of the group. The group once again commented on the wheel and suggested some corrections with justifications. With the consent of all the participants, the development wheel was then completed. This gave the community a base from which to directly judge the impacts and progress of the programme.

Source: Kayastha 2006

## **Participatory resource mapping**

Resource mapping assists a community or group to:

- understand how women and men see their resources and how these differ from outsiders' views (perception, reports, formal surveys, and so forth);
- draw up a map of the perceived resource situation of the community;
- analyse the steps or process in utilising available natural and cultural resources; and
- analyse the problems and (market) opportunities in relation to natural and cultural resources.

Figure 6.4 shows a participatory resource map being drawn by participants from TRPAP, Nepal. More details are given in Volume 2 (see Tool 13).

## Seasonal calendar

The main objective of a seasonal calendar is to demonstrate ways to explore the changes during the year, generate information about seasonal trends, and identify periods of particular stress and vulnerability. Sheets of paper can be used to make a seasonal calendar, but it can also be made with locally-available materials such as stones, seeds, beans, or sketches on the ground (depending on where the exercise is being conducted). Combining all seasonal patterns into one diagram can help identify periods of particular stress (e.g., harvest seasons, periods of drought, or food shortage), during which tourist arrivals may not be desirable. More details and examples of calendars can be found in Volume 2 (see Tool 14). Figure 6.5 shows TRPAP participants putting together a seasonal calendar.



Source: TRPAP 2006



Source: TRPAP 2006

Figure 6.5: Seasonal calendar

## Daily calendar

Going into more detail, a daily calendar helps to understand how local people spend their day doing different activities, i.e., how time is divided for different household chores. A daily activity chart helps to make a comparison of the daily activities of different groups of people like men, women, children, and elderly people at different times of the year. As with other diagrammatic tools, participants should select whatever materials they feel comfortable using – not necessarily a pen and paper. A balanced representation of key informants and gender is necessary to generate discussion about the various activities that local people do.

## Trend lines

Trend lines are made to analyse the relationship between historical and current trends in selected environmental, cultural, socioeconomic, and market conditions, identifying opportunities and designing community-based tourism products using historical trend lines as an analytical tool. In this case, a trend line represents a time-line of the impacts and benefits of community-based tourism as a result of the implementation of action plans. Future trend lines can also be used as a monitoring, planning, and reporting tool to measure progress in achieving the impacts and benefits of community-based tourism. More details are given in Volume 2 (Tool 33).

## Venn diagram

A Venn diagram shows which institutions are working together on community-based tourism development. It identifies community organisations and institutions and their roles and linkages to community-based tourism. It reveals important linkages and constraints in participants' own institutions or organisations according to the perceptions of different groups of participants. Venn diagrams give a visual representation of different groups and organisations within a community and their relationships and importance in decision making, which is useful for participants with poor literacy skills. The use of Venn diagrams can be illuminating as it may bring certain aspects of institutions and the role they play to the forefront for the first time. Examples and detailed steps can be found in Volume 2 (see Tool 17).

All these tools and other tools that are relevant in sustainable tourism planning, such as wealth ranking (Tool 18), pair-wise and matrix ranking (Tool 11), trend lines (Tool 33), semi-structured interviews (Tool 22), and brainstorming (Tool 1), are explained in more detail in Volume 2. Again, the uses and effectiveness of PLA tools are highly correlated with the project cycle, and different tools can be used for different parts of the cycle process. Which tool to use and how long to allocate for each tool mainly depends on the types of questions that need to be answered in the context of each situation. Different tools and stages can be combined, used as a whole, in parts, or separately, all depending on the local context in which one is working, i.e., the situation of the area, the nature of the groups, and the overall economic and political context of the tourism programme.