TOURISM AS A DRIVER OF DEVELOPMENT

Tourism for All: Design for inclusion and shared benefit.

ADB HQ, 18 November 2026

Nguyen Thanh Giang, Senior Social Development Officer (gender) (ADB)
Bimbika Sijapati Basnett, Senior Social Development Specialist (Disability Inclusion), ADB.
Dr. Eylla Laire M. Gutierrez, OIC - Executive Director; Dr. Andrew Tan Center for Tourism

Mentimeter survey

- Inclusive Tourism Project Experience - Mentimeter

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Session objectives

Participants will :

- Have ideas on good practices from tourism projects that promote inclusion and shared benefits.
- Apply practical tools to strengthen local participation and economic opportunities.
- Identify entry points for integrating inclusion into tourism investment design.
- Develop measurable indicators to track inclusive and equitable outcomes

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Facilitators and Speakers



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TOURISM AS A DRIVER OF DEVELOPMENT

Designing Tourism for Shared Benefits: Women-Led Enterprises at Sambor Prei Kuk, Cambodia

ADB Tourism Forum 2026 · Tourism for All: Designing for Inclusion and Shared Benefits · 18 November 2026

Presented by:

Mr. Yin Nat

Director, Tourism Investment Department, Ministry of Tourism, Cambodia

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Project at a Glance

PROJECT
Improving Market Access for the Poor in Central Cambodia (JFPR Grant 9156-CAM)

LOCATION
11 villages (about 12,000 people) along rural road 262B to Sambor Prei Kuk, Kampong Thom Province

FINANCING
US$2.15 million: US$1.9M Japan Fund for Poverty Reduction grant (ADB-administered) + US$0.26M Government and community in-kind

AGENCIES
Recipient and executing agency: Ministry of Tourism. Implementing agency: Kampong Thom Provincial Department of Tourism

TIMEFRAME
Approved February 2011, effective April 2011, closed April 2015. Rated Successful at completion

DELIVERY MODEL
Inter-ministerial steering committee, ministry coordination team, provincial implementation team, 22 village focal points



Project site, Kampong Thom Province (photo: ADB)

Road 262B
paved under ADB's Rural Roads Improvement Project (Loan 2670-CAM), linking Stung Sen City to Sambor Prei Kuk

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Objectives, Outputs and Beneficiaries

OBJECTIVE

Reduce poverty by raising income and local jobs from quality Khmer crafts and locally processed food sold to visitors and urban markets

WHO BENEFITS

- About 12,000 people in 11 villages, where poverty was 42% at baseline
- Predominantly women-led micro and small enterprises
- Producers of baskets, silk scarves, organic cashews, palm sugar, soy milk and aromatic rice
- Young people, offered local jobs instead of seasonal migration

1 **Output 1: Enterprise skills and capacity**
Value chain studies, a gender plan, and training in production, marketing and management

2 **Output 2: Market and production facilities**
Sambor Prei Kuk market, Kampong Thom night market, cashew, weaving and food-processing centres

3 **Output 3: Business services, finance and marketing**
Producer groups, village savings and credit, the 'Ke' brand, national and regional trade fairs

4 **Output 4: Management, monitoring and exit**
Gender specialist, sex-disaggregated monitoring and an exit and sustainability strategy

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AFTER: revised slide. Blue underlined = new or changed text

Promoting gender equality: gender design features and indicators: Why and How

Why gender matters

- Most target enterprises were women-led, so backing them brings tourism income to poor households
- 42% of people were poor; over half of families faced yearly rice shortages
- Local jobs offer women and men an alternative to seasonal migration

Gender plan from day one

Gender equity theme, with gender targets set at project approval

62.5%

of 2,727 people trained were women

Target: at least 60% women. Met

Women as master trainers

Village trainers carry on teaching weaving, cashew and food skills after the project

31

master trainers, 90% of them women

Target: 30 trainers, at least 60% women. Met

Women-led enterprises

Training, equipment and producer groups to start and grow small businesses

70%

of 363 new enterprises are led by women

Target: at least 75% women-led. 5% short

Women as main beneficiaries

Women's share tracked across all project activities

61%

of all project beneficiaries were women

Target: more than 60% women. Met

Women in decision making

Gender-balanced management committees, plus village focal points chosen by their communities

62%

of facility managers trained were women

Target: at least 60% women. Met

Targets set at project approval (design and monitoring framework, 2011); results at completion (2014). Gender targets substantially met, except women-led enterprises (70%, 5% short of the 75% target). Source: JFPR 9156 Implementation Completion Memorandum (ADB, March 2016), Appendix 3.

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Results, Stories and Lessons Learned

~800
local jobs, 64% held by women

+8%
real household income (+14% for poorer families)

+9.4%
village-based employment

42% → 38%
poverty rate (33% near the temple)

Results at completion, 2011–2014. Source: JFPR 9156 Implementation Completion Memorandum (ADB, March 2016)



STORY: ORGANIC CASHEWS

371 families formed the Prasaat Sambor Cashew Association and won organic certification. A single order from a Siem Reap trader was worth about US$45,000. Its accountant, Ms. In Layhout, now earns about US$300 a month from cashews.

LESSONS LEARNED

- Public-private-community partnerships open markets and pay for upkeep
- Savings groups, seed capital and life skills widen access to credit
- Agree site-selection criteria for donated land at appraisal

CHALLENGES

- A 3-year road delay held 2014 visitors to 26,334, a quarter of the forecast
- Floods and land delays held up facilities by 1–2 years
- 'Ke' brand little known outside the area. Marketing support still needed

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Conclusion: Designing Tourism for All

1. **Design inclusion in, not on**
   Gender targets in the results framework and a gender plan from appraisal

2. **Put women at the centre of the value chain**
   As trainers, entrepreneurs, vendors, savers and managers

3. **Pair access with livelihoods**
   Roads bring visitors. Skills, finance and markets let communities earn from them

4. **Build partnerships that outlast the project**
   Community-run markets, producer groups and links to buyers

Inclusion works best when it is designed in from the start.

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Thank you!

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TOURISM AS A DRIVER OF DEVELOPMENT

Designing Tourism for Shared Benefits: Inclusive Financing Lessons from Son La and Lao Cai, Viet Nam

ADB Sustainable Tourism Forum 2026 | 18 November 2026, ADB Headquarters, Manila

Learning Session: Tourism for All: Designing for Inclusion and Shared Benefits



Presented by:

Lo Ly, Engagement Manager, Clickable Impact

GREAT Program (Aus4Equality), funded by Australian Aid

Project Overview

An Australian program for ethnic minority women, with a tourism sub-project in five pilot sites

GREAT PROGRAM Aus4Equality
Gender Responsive Equitable Agriculture and Tourism

FUNDER
Australian Aid (DFAT): AUD 67.4M, 2017–2027

PARTNERS
Son La and Lao Cai PPCs; Ministry of Home Affairs; Ministry of Ethnic and Religious Affairs

OBJECTIVE
Better economic and social outcomes for ethnic minority women through market systems in agriculture and tourism

PHASE 1 ACHIEVEMENTS

- **15,378** women with increased income
- **3,657** women with new jobs
- **1,963** women in leadership
- **USD 6.1M** private co-investment

TOURISM DESTINATION MANAGEMENT SUB-PROJECT
Support to Strengthen Tourism Destination Management in Lao Cai and Son La

- **AUD 3.93M** total budget
- **~30%** partner co-financing
- **2025–27** duration
- **5** pilot sites

SON LA Moc Chau, Ngoc Chien

LAO CAI Ban Lien, Den Sang (Bat Xat NP), Van Chan

IMPLEMENTING PARTNER
Clickable Impact, with GREAT's PMUs, provincial DCSTs and local authorities

OBJECTIVE
Strengthen inclusive destination planning, investment and management to increase EMW participation and income

OUTPUTS

1 **Inclusive destination management**
incl. Safeguarding Guidelines

2 **Responsible products linked to markets**
PPCP and tour operator MoUs

3 **Responsible investment development**
incl. RTIG

BENEFICIARIES
EMW (primary); community tourism households and cooperatives; local guides, porters and homestay operators

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Why These Tools Matter

Tourism is growing fast, but growth does not reach ethnic minority women on its own

4.5M
Son La visitors in 2023, up 36%

60%
of Son La's 7,300 tourism workers are ethnic minority

VND 24.6T
registered in 13 Son La projects (2021–25), little disbursed

5.85M
Lao Cai visitors in 9 months of 2026, up 26%

01 Investment screened on legal grounds only

WHY IT MATTERED

No way to assess environmental, cultural, gender or community impact; risk of land speculation and stalled projects

TOOL **Son La RTIG: safety screen + 100-point impact score**

IMPACT SO FAR

22 opportunities screened; 3 shortlisted (34–38/40); tool handed to SITTPC

02 Opportunities listed, not promoted

WHY IT MATTERED

Bat Xat listed 22 opportunities with no priorities or investor information; publishing alone attracted no investors

TOOL **Lao Cai: 100-point site matrix + investment plan**

IMPACT SO FAR

4 priority projects; plan adopted by the Park Board; 2 lease holders preparing LOIs

03 Communities cut off from markets

WHY IT MATTERED

Informal community tourism, with no tour operator links or benefit-sharing for EMW

TOOL **PPCP MoUs + tour operator MoUs**

IMPACT SO FAR

6 PPCP and 13 operator MoUs; VND 32.5M famtrip income to 29 households, incl. 11 EMW

04 Laws on paper, risks on the ground

WHY IT MATTERED

No practical local guidance to protect children, women, EMW and persons with disabilities

TOOL **Safeguarding Guidelines, MoUs and Letters of Agreement**

IMPACT SO FAR

4 commune MoUs; 24 business sign-ups; endorsed by Lao Cai DCST; 166 trained

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Design Features for Shared Benefits

Five design features make sure benefits reach ethnic minority women

01 Responsible investment frameworks

HOW BENEFITS ARE SHARED

Son La RTIG: 11 principles, safety screen, then 100-point impact score. Lao Cai: 100-point site matrix weighing investor appeal, conservation and community

TARGET

AUD 550,000 impact investment committed via LOIs or co-investment

02 Safeguarding Guidelines

HOW BENEFITS ARE SHARED

Practical rules for authorities, businesses, communities and visitors to protect children, women, EMW and persons with disabilities

TARGET

Signed commitments by communes and businesses; 5+ tour operators briefing clients

03 Public–Private–Community Partnerships

HOW BENEFITS ARE SHARED

Cooperatives and household businesses co-design products and contribute labour and funds; MoUs set benefit-sharing and EMW roles

TARGET

Local co-investment in tourism services and infrastructure

04 Market linkages

HOW BENEFITS ARE SHARED

MoUs commit tour operators to sell community products and report sales and guest feedback

TARGET

8–12% increase in revenue from tourism services

05 Inclusion by design

HOW BENEFITS ARE SHARED

EMW are the primary target group; provincial data systems track results by gender and ethnicity

TARGET

490 households and 284 women (228 EMW) with higher income; 160 new jobs for women (128 EMW)

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Responsible Investment Tools in Practice

Tools work when the agencies that promote investment own them

SON LA Investment and Tourism Promotion Centre (SITTPC)

1 Safety screen
Suitable / adjust / not suitable

2 Impact score
≥75 promote; 50–74 advise

3 Investment profile
Shared with investors

HOW IT IS USED

- RTIG and online screening tool handed over; GREAT funds hosting for 5 years
- Built into the Centre's and province's investment promotion and strategy
- Investors self-screen before they apply; agencies share common criteria
- https://congcusangloc.netlify.app

LESSON

An early filter for projects that fit provincial policy, helping EMW take active roles and control their own income

LAO CAI Bat Xat National Park Management Board

22 Opportunities
In the Park's ecotourism scheme

10 Shortlisted
100-point site matrix

4 Priority projects
2 eco-resorts, 2 trekking routes

HOW IT IS USED

- Plan adopted by the Board (MoU, June 2026) as the reference for investor talks
- Market-evidence test before promoting any new trekking route
- 2 investors with signed leases preparing LOIs; investor event Dec 2026

LESSON

Screening helps the Park manage the destination sustainably and inclusively, offer clear terms to investors, and open services to EMW and persons with disabilities

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Case: Two-Step RTIG Assessment

Nam Nghiep Mountain Adventure Basecamp, Ngoc Chien (VND 4.3B) Indicative assessment by the project team using RTIG reference levels; to be validated with SITTPC

STEP 1 Safety screen: "do no harm"

Each criterion: Suitable / Needs adjustment / Not suitable. One "Not suitable" = veto.

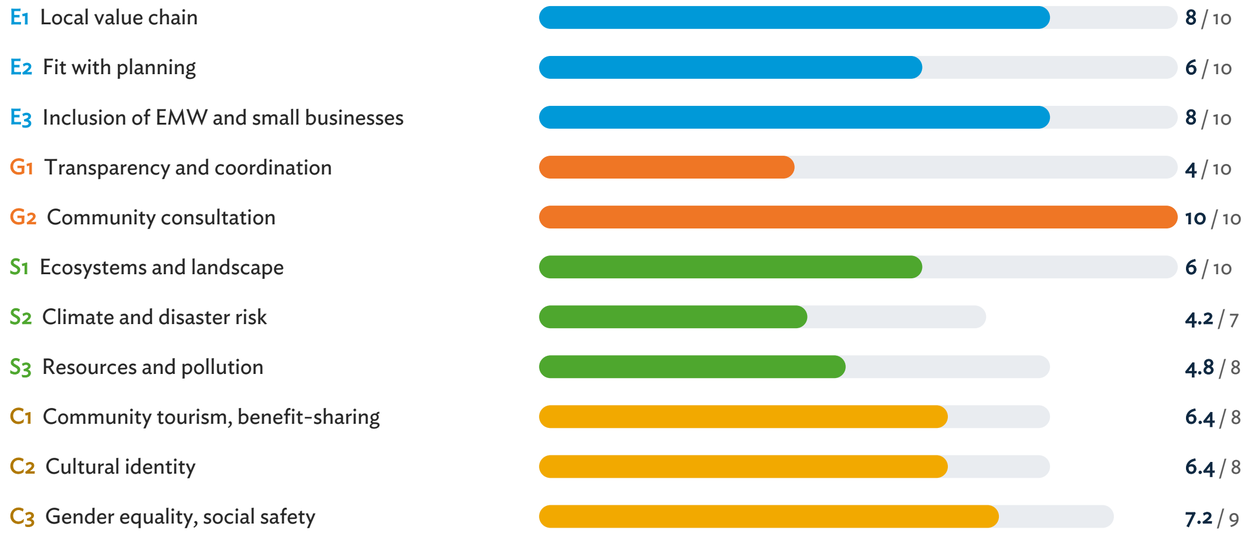
Economic benefit	Suitable
Governance	Needs adjustment
Environment	Suitable, with conditions
Socio-cultural	Suitable

Result: Needs adjustment, no veto. Land papers and route approval to be completed before Step 2.

Inclusive by design

- 25–35% of tour revenue to H'Mong porters and guides; 25–30% to household homestays
- Women manage homestays, bookings and workshops; ≥30% women on oversight boards
- Cooperative (14 households, ~100 workers) keeps control via a business cooperation contract

STEP 2 Impact score: 11 principles weighted to 100



71 / 100 **Potential (50–74): targeted advice**

≥75 High impact = priority promotion. Lifting G1 to level 4 (cooperative accounts, land papers) adds 4 points and reaches 75.

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Key Results in Son La and Lao Cai

Four results per province, from investment to household income

SON LA

22 INVESTMENT	investment opportunities screened with RTIG tools; 3 shortlisted congcusangloc.netlify.app
11 SAFEGUARDING	businesses signed safeguarding MoUs or Letters of Agreement; 2 commune/ward MoUs; 57 trained, 64% women
6 MARKETS	tour operator MoUs; famtrip with 23 operators rated 7.75/10 on likelihood to recommend
29 INCOME	households, incl. 11 EMW, shared VND 32.5M in famtrip service income (Aug 2026)

LAO CAI

4 INVESTMENT	priority projects selected from 22 opportunities with a 100-point site matrix; plan adopted by Bat Xat National Park
13 SAFEGUARDING	businesses signed safeguarding Letters of Agreement; guidelines endorsed by provincial DCST (Aug 2026); 109 trained
7 MARKETS	tour operator MoUs; 13 operators tested Ban Lien products on the Oct 2026 FAM trip, 2 ready to sell
89 INCOME	EMW trained in embroidery in Den Sang; a supply deal followed, with ~25% of Nhiu Co San trainees earning from orders

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The PPCP Approach: Lessons and Challenges

Public–private–community partnership turns guidelines into income for households

1 Partnership (PPCP)

Government endorses and plans; business brings skills and markets; communities and EMW co-design and deliver

6 PPCP MoUs

2 Destination management

Cooperative-led models, commune tourism rules and signed safeguarding commitments

20 training programmes; 650+ places

3 Responsible products

Community-led tea, homestay, trekking and cultural products, with EMW as main providers

15 products; 36 operators on FAM trips

4 Investment and impact

Market-ready destinations attract responsible operators and investors; income reaches households

13 operator MoUs; VND 32.5M to 29 households

Lessons learnt

- PPCP gives each partner a clear role: government enables, business opens markets, communities own the product
- Co-investment builds ownership
- Safeguards hold when authorities and businesses sign and own them
- Products tested early with operators attract responsible investors

Challenges

- Turning investor interest into signed LOIs (both provinces target late 2026)
- Road works limit Ban Lien to vehicles of up to 16 seats; 11 of 12 operators cited access
- Uneven homestay standards (10 of 12 operators)
- Products need time to show measurable income gains

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Key Takeaways for Future Tourism Investments

Five lessons any tourism investment can apply

		PROOF FROM GREAT
1	**Identify target beneficiaries** Define who should benefit before deciding what to finance	EMW named as the primary target group from the design stage
2	**Encourage co-investment** Contributions from communities and local businesses build ownership and sustainability	~30% partner co-financing (AUD 1.17M); cooperatives contribute labour and funds
3	**Embed benefit-sharing in investment criteria** Screen proposals for local benefit and inclusion, not financial return alone	RTIG impact score; Nam Nghiep shares 25–35% of tour revenue with H'Mong porters and guides
4	**Make safeguarding a shared commitment** Signed agreements with authorities and businesses turn guidelines into daily practice	4 commune MoUs and 24 business sign-ups; endorsed by Lao Cai DCST
5	**Build institutional ownership** Hand tools to the agencies that use them so results continue beyond the project	RTIG and online tool to SITTPC; site matrix and plan adopted by Bat Xat National Park

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TOURISM AS A DRIVER OF DEVELOPMENT

Inclusive Tourism Across the Value Chain

ADB Sustainable Tourism Forum 2026 | 18 November 2026

Presented by

Dr Shivani Gupta
Senior Inclusive Design Manager
Global Disability Innovation Hub

Contents

1. Why inclusive tourism matters in Asia-Pacific

2. Inclusion across the value chain

3. Challenges and lessons

4. Roles of different stakeholders

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Why inclusive tourism matters in Asia-Pacific

700M+

persons with disabilities live in Asia and the Pacific

1 in 4

people in the region will be aged 60 or over by 2050

25–35%

lower market performance where accessibility is lacking

Who has access needs?



Older travellers



Families with young children



Travellers with temporary injuries



Persons with disabilities

With families with young children and travellers with temporary injuries, 30–40% of people have access needs: a large, loyal market that also travels off-peak.

Sources: UN ESCAP (2022, 2023); ADB Inclusive Tourism Playbook (forthcoming); WTTC Research Hub

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Inclusion across the value chain

A traveller's journey is only as accessible as its weakest link

UPSTREAM

Skills providers: Disability inclusion in tourism and hospitality training

Suppliers: Universal design and inclusive procurement standards

CUSTOMER JOURNEY

Destination awareness
Accessible marketing and websites

Organising travel
Accessibility filters and clear booking

Transport
Step-free, first to last mile

Tours
Inclusive routes, guides and materials

Hotels and homestays
Accessible rooms and trained staff

Excursions
Audio, tactile and quiet options

Shopping and local economy
Accessible markets and payments

Across every stage: universal design, accessible technology, and heritage experienced through every sense

Organisations of persons with disabilities (OPDs) take part throughout the customer journey

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Inclusion across the value chain

Persons with disabilities belong on both sides of the chain

As travellers

- Reliable accessibility information for planning
- Step-free transport, from first to last mile
- Accessible rooms, sites and experiences
- Staff trained to welcome everyone

Republic of Korea: over 90 tourist sites certified barrier-free (2023)

As workers, entrepreneurs and suppliers

- Inclusive hiring and workplace adjustments
- Microloans and mentoring for entrepreneurs
- Local crafts and services linked into tourism

Cambodia: Artisans Angkor links 750 rural artisans into the tourism market. About 5% of artisans have hearing, speech or physical impairments, working in stone carving, silk weaving, lacquer and silver in adapted workshops

Benefit sharing: jobs and income from tourism should reach persons with disabilities and local communities

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Good practice: Republic of Korea



Beach wheelchair on the tidal flats



Step-free paths at a heritage palace



Wheelchair-lift accessible van



Accessible boardwalk trail



Bus with wheelchair lift



Tactile replica model

Source: Barrier-free tourism gains ground in Korea

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Challenges and lessons

Challenges

- Siloed action and inconsistent standards break the journey
- Little disability-disaggregated tourism data
- Accessibility seen as a cost, not a market
- Uneven private-sector engagement

Lessons

- Coordinate transport, tourism, urban planning and ICT agencies
- Build accessibility in from the start; retrofits cost more
- Involve OPDs throughout, and budget for it specifically in the programme

Singapore: *the Tourism Board worked with hotels, transport operators and OPDs on staff training, accessible tours and infrastructure*

From isolated projects to a connected, accessible journey

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Conclusion: roles of different stakeholders

Governments
Coordinate across sectors; make universal design a condition of procurement and master plans

Tourism industry and private sector
Invest in accessible products, staff training and inclusive hiring

Support sector
Architects, builders and ICT developers: apply accessibility codes from the design stage

OPDs and civil society
Test the journey as users, co-design solutions and hold partners accountable

Academia
Build evidence on demand, supply and benefits, with comparable disability data

Development partners
Finance inclusive infrastructure, de-risk SMEs and support partnerships

Nothing About Us Without Us

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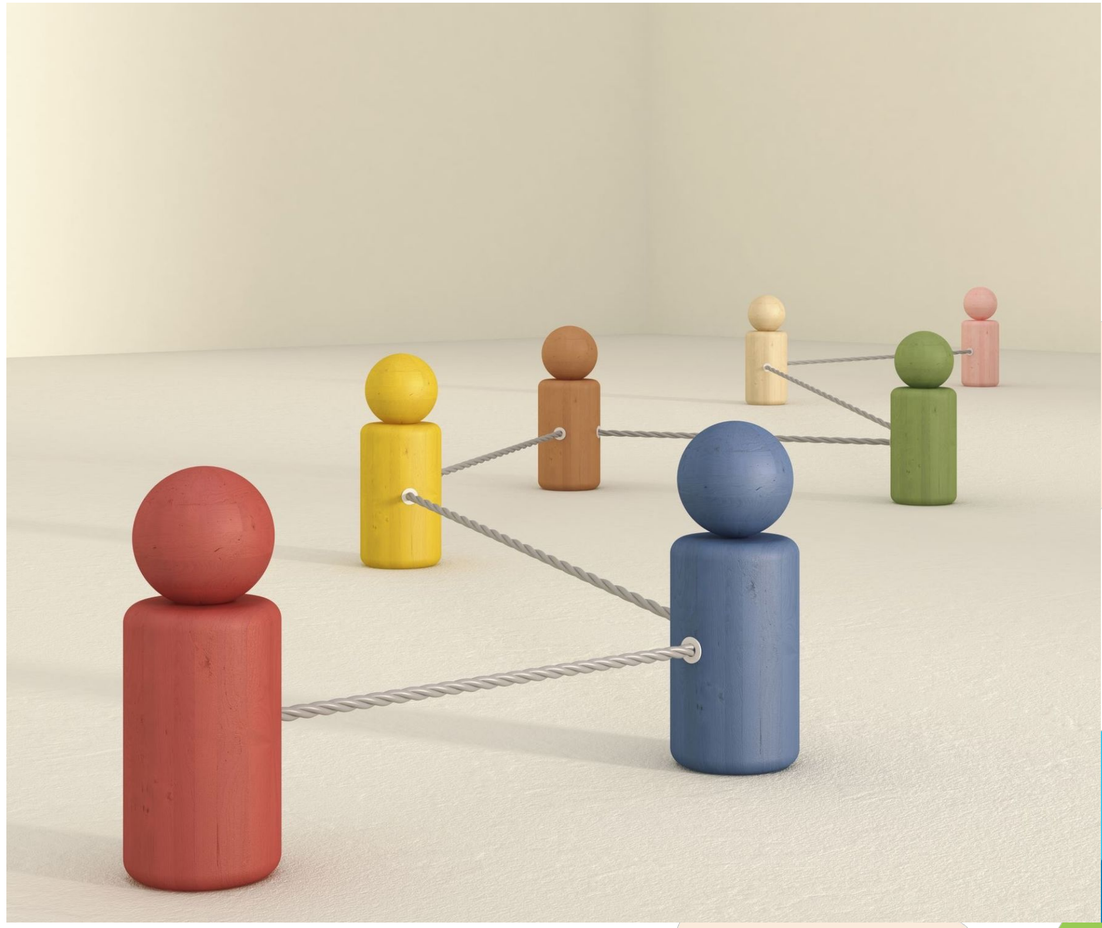
Overview: Three useful tools

Purpose: Facilitate discussion with stakeholder to identify gender and social inclusion interventions

When: At design and during implementation for adjustment if needed.

Target groups: to apply tools with:

- Related disadvantaged groups representatives
- Other stakeholders when required



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Tool 1: Inclusive Tourism Stakeholder Mapping

❑ Questions:

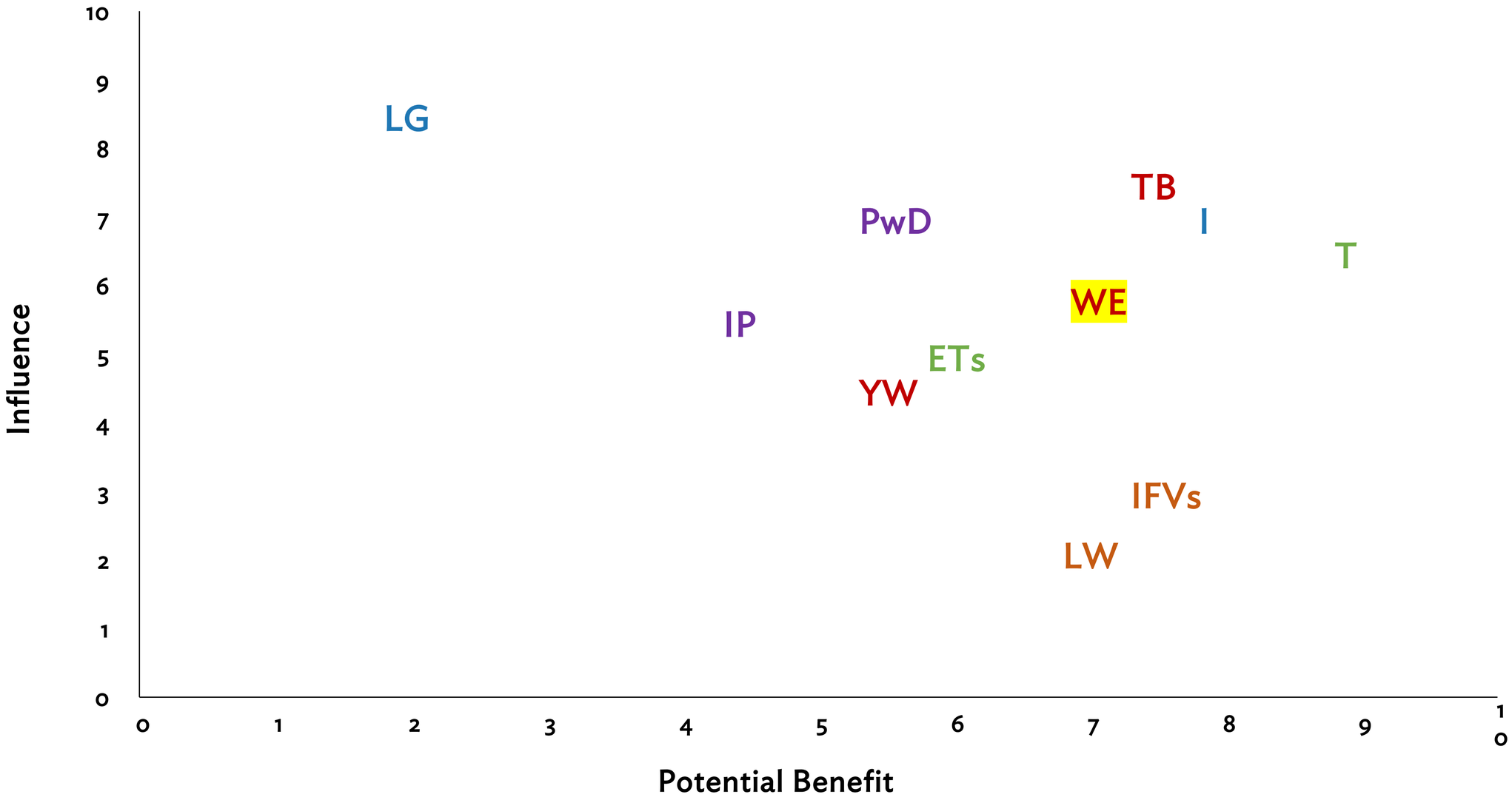
- Who are stakeholders in a tourism destination/project sites:
- Who/which group has power or can influence decision making? Ranking from 0-10
- Who have low or high potential benefit? Ranking from 0-10

❑ Example:

Tourism Businesses (TB owners)	Women Entrepreneurs (WE) (7 on potential benefit (PB) and 6 on Influence capability (IC) scales)	Youth Workers (YW)
People with Disabilities (PwD)	Indigenous Peoples (IP)	Tourists (T)
Informal Female Vendors (IFVs)	Investors (I)	Elderly Tourists (ETs)
	Local Women Seeking Seasonal Tourism Jobs	

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Tool 1: Stakeholder Mapping (example)



Illustrative positions only. Adjust scores with participants.

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Tool 2: Benefit assessment and inclusive intervention identification

Step 1: Complete Matrix

Stakeholder	Potential Benefits	Barriers	Gender & Social Inclusion Intervention
Women Entrepreneurs (WE)			
Youth Workers (YW)			
Persons with Disabilities (PwD)			
Local Women			
Indigenous Peoples (IP)			
Tourists (elderly, etc) .			
Informal Workers/Vendors			

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Tool 2: Tourism Benefit-Sharing Assessment (example)

Stakeholder	Potential Benefits	Barriers	Gender & Social Inclusion Design Measures (and priorities)
Women Entrepreneurs (WE)	Business opportunities	Access to finance; social norms; limited leadership skills	Leadership skills training Access to finance (revolving fund group establishment) Membership in local destination management committee
Youth Workers (YW)	Seasonal employment	Lack of certified skills training	Certified tourism and hospitality skills training (housekeeping, receptionist, tour guiding, etc). Responsible tourism investing financing guidelines (agreement by big tourism investor to source food locally, or recruit/train local youth workers among recruited staff, etc)
Persons with Disabilities (PwD)		Few accessible facilities; limited employment opportunities; lack of tourism and hospitality related skills Limited mobility to access the tourism facilities	Inclusive design features of facilities (wheelchair-friendly access road, elevators,) Responsible tourism investing financing guidelines Inclusive Jobs placement policy
Local Women	Hospitality jobs leading to income	Limited leadership positions; lack of tourism skills; unpaid care burden	Leadership skills training, Certified tourism training provision Membership in local destination management committee
Indigenous Peoples (IP)		Language barrier Tourism skills training Limited job opportunity	Language training Translator app and application guidance Tourism and Hospitality skills training Responsible tourism investing financing guidelines Membership in local destination management committee
Tourists (elderly, etc) .		Limited accessible tourism assets, facilities Safe and security concerns Language	Inclusive design features of facilities (wheelchair-friendly access road, elevators, Safe and security design features (camera, safety alarm, hotlines etc)
Informal Workers/Vendors		Limited access to markets	Commercial space included in designs, and allocated for vendors Sale agreement with tourism investors (hotels, restaurants, shops) Membership in local destination management committee Digital marketing platform support.

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Tool 2: Step 2: prioritize interventions (cont')

- Prioritize the most impactful and feasible gender and social inclusion measures identified through the assessment process (step 1)
  - Each participant have 3 voting dots and place their dots (marks) next to the inclusion measures they consider most important. Multiple dots may be placed on one measure or distributed across several measures.
  - Count the votes and identify the top three prioritized measures.
  - The group then agrees on the final priorities for action.

- Result: Three highly prioritized gender and social inclusion measures for the tourism destination/project.

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Tool 2: Tourism Benefit-Sharing Assessment (example)

Stakeholder	Potential Benefits	Barriers	Gender & Social Inclusion Design Measures (and priorities)
Women Entrepreneurs (WE)	Business opportunities	Access to finance; social norms; limited leadership skills	Leadership skills training Access to finance (revolving fund group establishment) Membership in local destination management committee
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Persons with Disabilities (PwD)		Few accessible facilities ; limited employment opportunities; lack of tourism and hospitality related skills Limited mobility to access the tourism facilities	Inclusive design features of facilities (wheelchair-friendly access road, elevators,) Responsible tourism investing financing guidelines Inclusive Jobs placement policy
Local Women	Hospitality jobs leading to income	Limited leadership positions; lack of tourism skills; unpaid care burden	Leadership skills training, Certified tourism training provision Membership in local destination management committee
Indigenous Peoples (IP)		Language barrier Tourism skills training Limited job opportunity	Language training Translator app and application guidance Tourism and Hospitality skills training Responsible tourism investing financing guidelines Membership in local destination management committee
Tourists (elderly, etc) .		Limited accessible tourism assets, facilities Safe and security concerns Language	Inclusive design features of facilities (wheelchair-friendly access road, elevators, Safe and security design features (camera, safety alarm, hotlines etc)
Informal Workers/ Vendors		Limited access to markets	Commercial space included in designs, and allocated for vendors Sale agreement with tourism investors (hotels, restaurants, shops) Membership in local destination management committee Digital marketing platform support.

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Tool 2: Step 3: Specify prioritized interventions (example)

Action/measures	Target Group	Expected Benefit
Capacity building on tourism and hospitality skills	Women, youth and vulnerable groups	Improved employability and access to tourism jobs for these groups.
Agreement by large hotels to source food locally with local supplier	Women vendors, ethnic minority farmers/producers	Increased sales and income opportunities

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Tool 3: Indicators setting

Setting indicators to measure benefit : SMART indicator (Specific, measurable, achievable, relevant and time-bound)

- Xx % of tourism jobs held by women or youth or ethnic minority
- 30 % of suppliers ($ xx) reported to be sourced locally
- kk women led enterprises supported
- tt% representation of women in destination management committees

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Tool 3: Indicators setting (example)

Inclusive measures	SMART indicator (target)
➢ **Jobs created for youth, women, indigenous people**	➢ Xx % of yy tourism jobs held by women or youth or ethnic minority
➢ **Women-owned businesses supported to enter tourism supply chains**	➢ kk women own enterprises supported/started having sale revenues
➢ **Increase in sales of local suppliers**	➢ 30 % of suppliers (xx $) sourced locally by hotels, restaurants

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Group discussion tasks

A. Group work : (30 mins)

- Tool 1: Stakeholder identification:

Who are stakeholders? Who are disadvantaged in benefiting?

- Tool 2: Benefit Assessment:

What are 3 prioritized inclusive interventions? And beneficiary groups

- Tool 3: Inclusive intervention results Indicator setting:

What are 2-3 inclusive interventions indicators ?

- Tool reflection: what works? What are challenges? Suggestions?

B. Report (3 min/group)

(i) Briefing the group on the scenario,

(ii) Reporting on 2-3 interventions, target groups and related indicators

(iii) reporting on reflection on tools application.

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Key takeaways:

1. **Inclusion Matters**

Tourism investments that incorporate social inclusion and benefit-sharing considerations contribute to poverty reduction, sustainability, and better development outcomes.

2. Practical Tools Exist

Tools such as stakeholder mapping, benefit-sharing analysis, and inclusion monitoring can help project teams identify opportunities and remove barriers faced by local communities, and disadvantaged groups. These tools work best when applied directly with stakeholders themselves.

3. it is important to set inclusive indicators because what Gets Measured Gets Managed

Inclusion objectives should be reflected in project frameworks through clear and measurable indicators so that results can be tracked and demonstrated.

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Thank you!

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