TURNING TOURISM POTENTIAL INTO PROJECTS

Building Stronger Tourism Theories of Change and Results Frameworks

Day 2, Track Blue | 18 November 2026 | 11:00 a.m.–12:30 p.m.



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Session Agenda

1. From Problems to Solutions
2. The design and monitoring framework
3. Models of evidence-informed theories of change
4. Applied Case Study

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Session Overview

You have diagnosed the problem

- How to identify the right interventions to address the problems?
- How will the proposed interventions plausibly lead to the intended development outcomes?
- How will you know whether they did?

Session Learning Objectives

- ✓ Translate a diagnosed problem into a plausible results pathway
- ✓ Translate critical ToC results into a concise design and monitoring framework
- ✓ Use evidence-informed tourism theories of change as a reference
- ✓ Identify indicators that enable the monitoring and evaluating of results

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Designing for Results

Introduction to theory of change and the design and monitoring framework. Applications for tourism development projects.



Presented by:

Mitch Rakusin, ADB

What is a theory of change?

A roadmap of how we expect our intervention(s) to influence change (results).

ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Groups of tasks carried out using project financing	Key deliverables produced from project activities including products, services, reforms	Benefits from the use or application of outputs, Beneficiaries could be people, planet and economy	Long-term economic and social development change, aligned with strategic result
Fully within project control	Fully within project control	Some within the control of project	Outside project control

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Components of ToC for ADB projects

Problem Analysis

- Draws from the Sector Assessment
- Identifies the core problem(s) that the project will address

Causal Pathway mapping

- Identifies the interventions, outcomes and impacts

Evidence Summary

- Assesses the evidence on the project's causal pathway
- Effectiveness of project activities in delivering expected outcomes

Critical assumptions

- Assumptions that are essential for the projects the causal pathway to be valid

ToC Diagram

- Maps the cause-and-effect relationship between activities, outputs and outcomes

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Step 1. Problem Analysis to Solutions Analysis

Impacts

- Local economic benefits from tourism increased
- More resilient and sustainable tourism development

Effects

- Limited private-sector participation and local economic benefits
- Lack of access to destination sites and low quality of tourism experience
- Natural tourism assets remain vulnerable and inadequately managed

Outcome

- Enabling conditions for sustainable tourism development strengthened

Core Problem

- Weak enabling conditions for sustainable tourism development

Outputs

- Tourism planning, coordination, destination management and PS outreach strengthened
- Resilient connectivity, infrastructure and urban services upgraded
- Sustainable conservation and marine management enhanced

Causes

- Weak planning and coordination and private sector development
- Inadequate and climate-vulnerable connectivity, infrastructure and urban services
- Weak conservation and marine management natural assets

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Step 2. Map the Impact Channels and Pathways

Impacts

- Local economic benefits from tourism increased
- More resilient and sustainable tourism development

Outcome

- Enabling conditions for sustainable tourism development strengthened

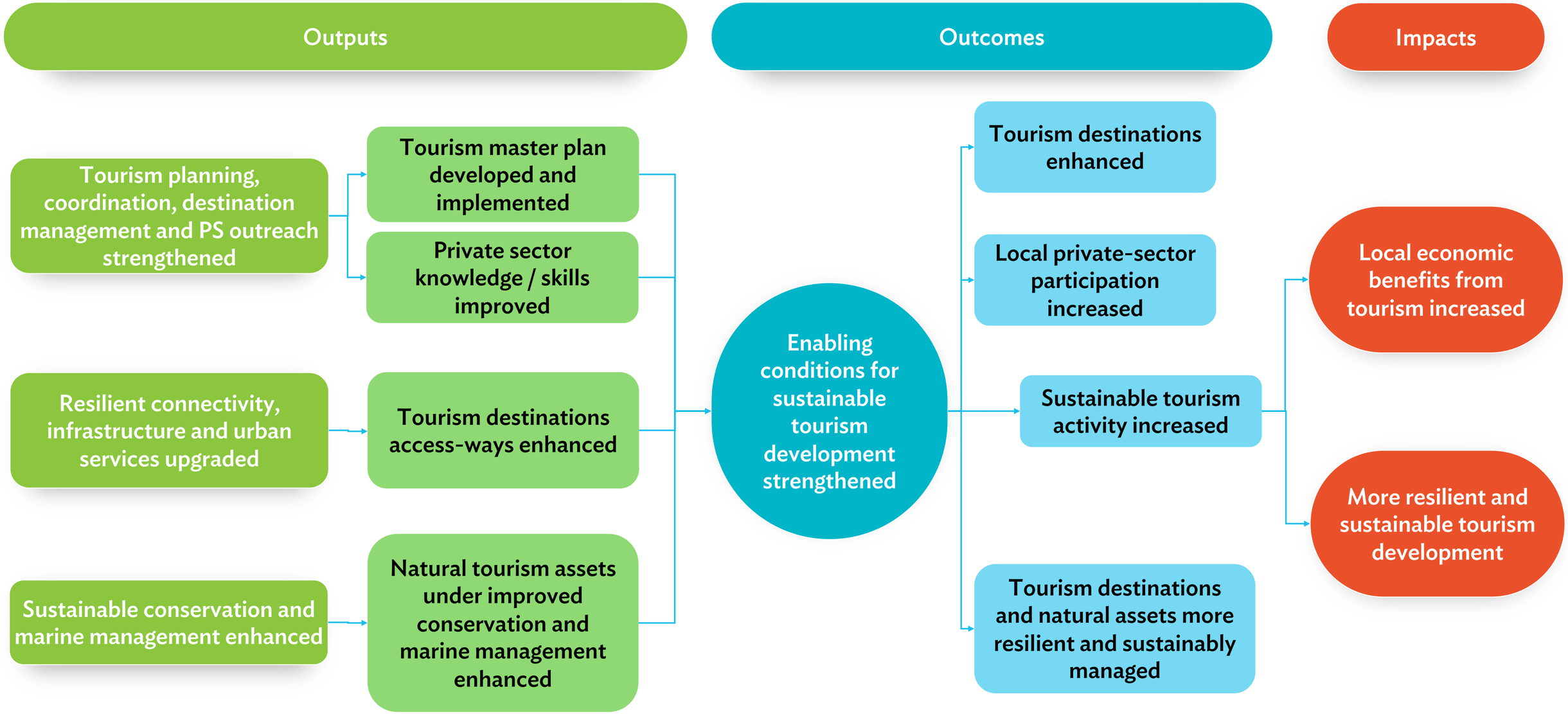
Outputs

- Tourism planning, coordination, destination management and PS outreach strengthened
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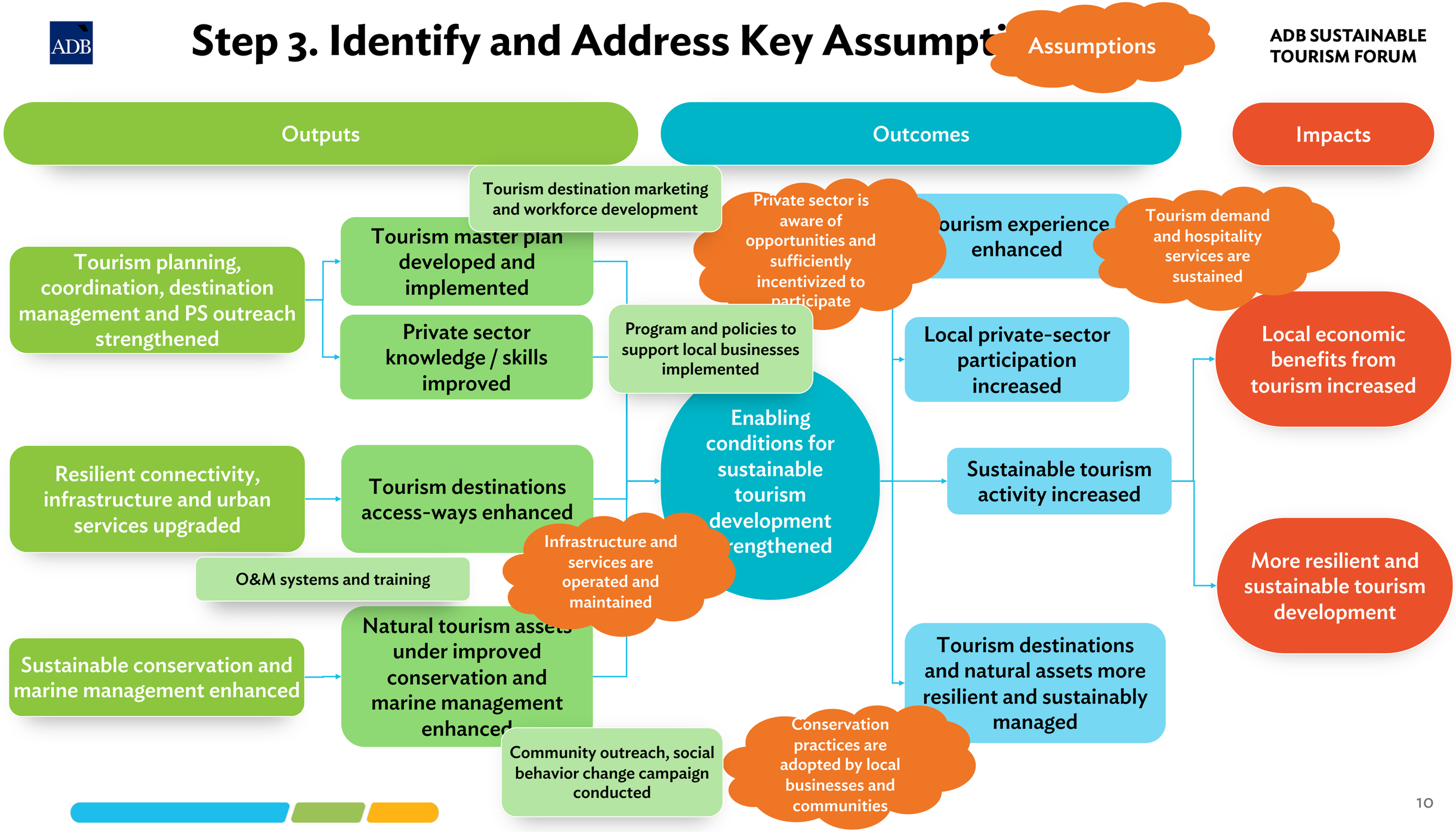
Step 2. Map the Impact Channels and Causal Pathways

ADB SUSTAINABLE TOURISM FORUM



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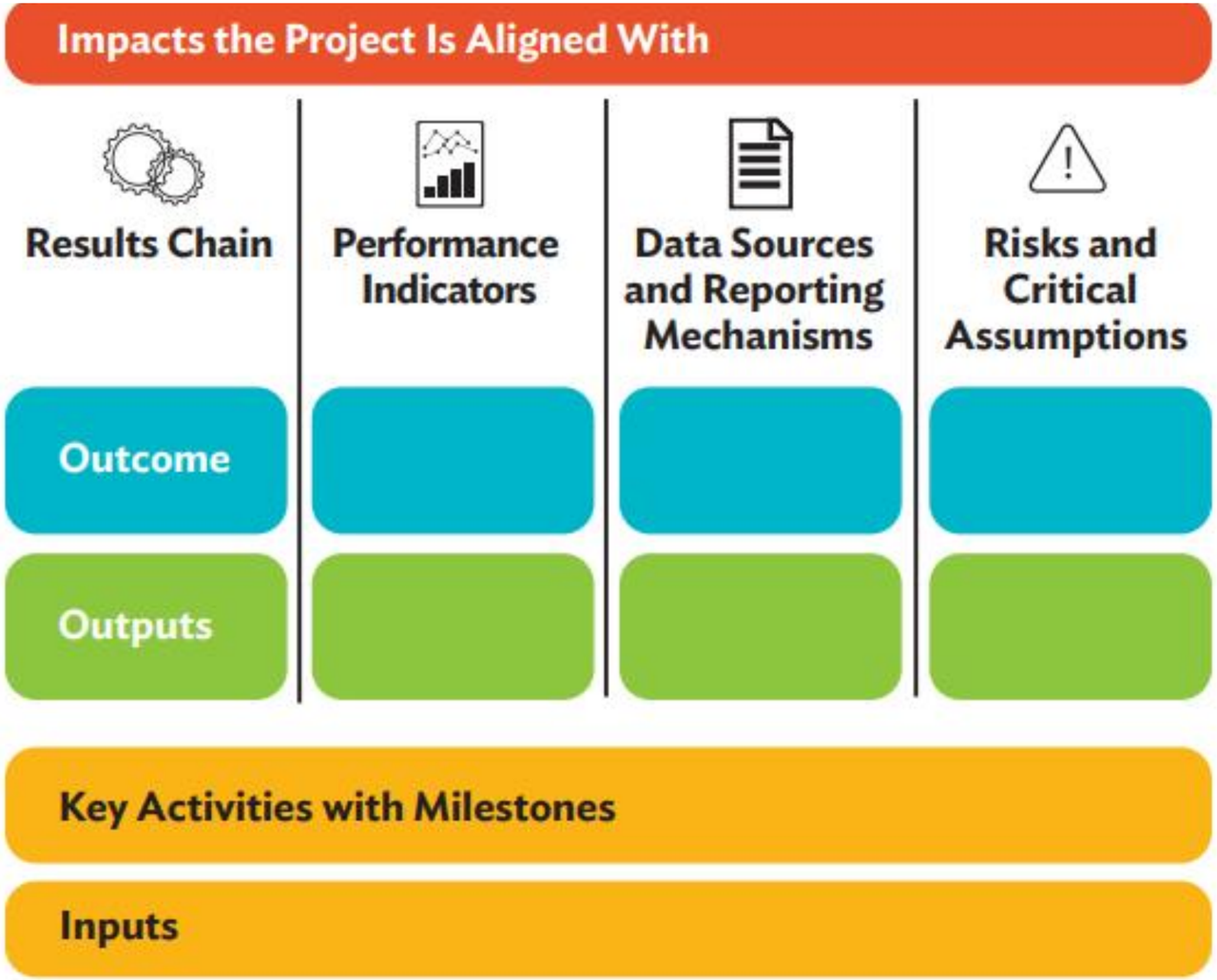
Step 3. Identify and Address Key Assumpti



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The Design and Monitoring Framework

- ✓ ADB's tool for managing for development results and reporting upward on corporate development results
- ✓ Distills the project logical framework and results chains to outputs, outcomes and impacts
- ✓ Governs project accountability, assessed against achievement of indicators and targets



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S	M	A	R	T
Specific	Measurable	Achievable	Relevant	Time-bound

Clearly defines the observable change that the project seeks to achieve and states exactly what will be measured

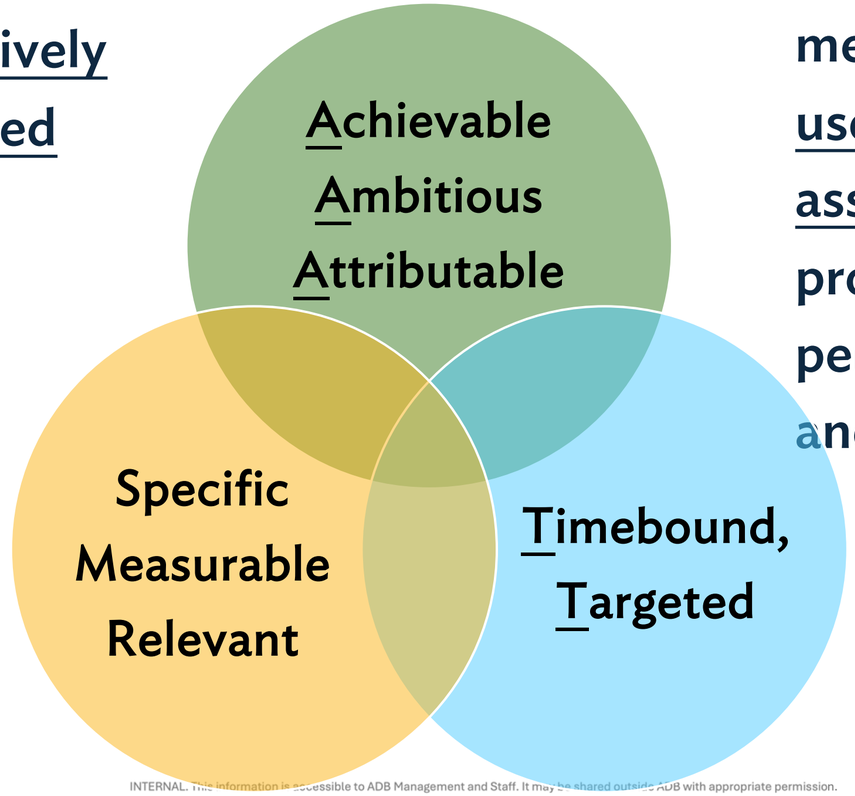
Defined in quantifiable or countable terms; can be objectively assessed

Attainable results with meaningful improvement

Directly aligned with the result that it is intended to measure and useful for assessing project performance and success

Clear baselines and target dates, at appropriate intervals, using feasible data sources for the stakeholder groups directly affected by the intervention.

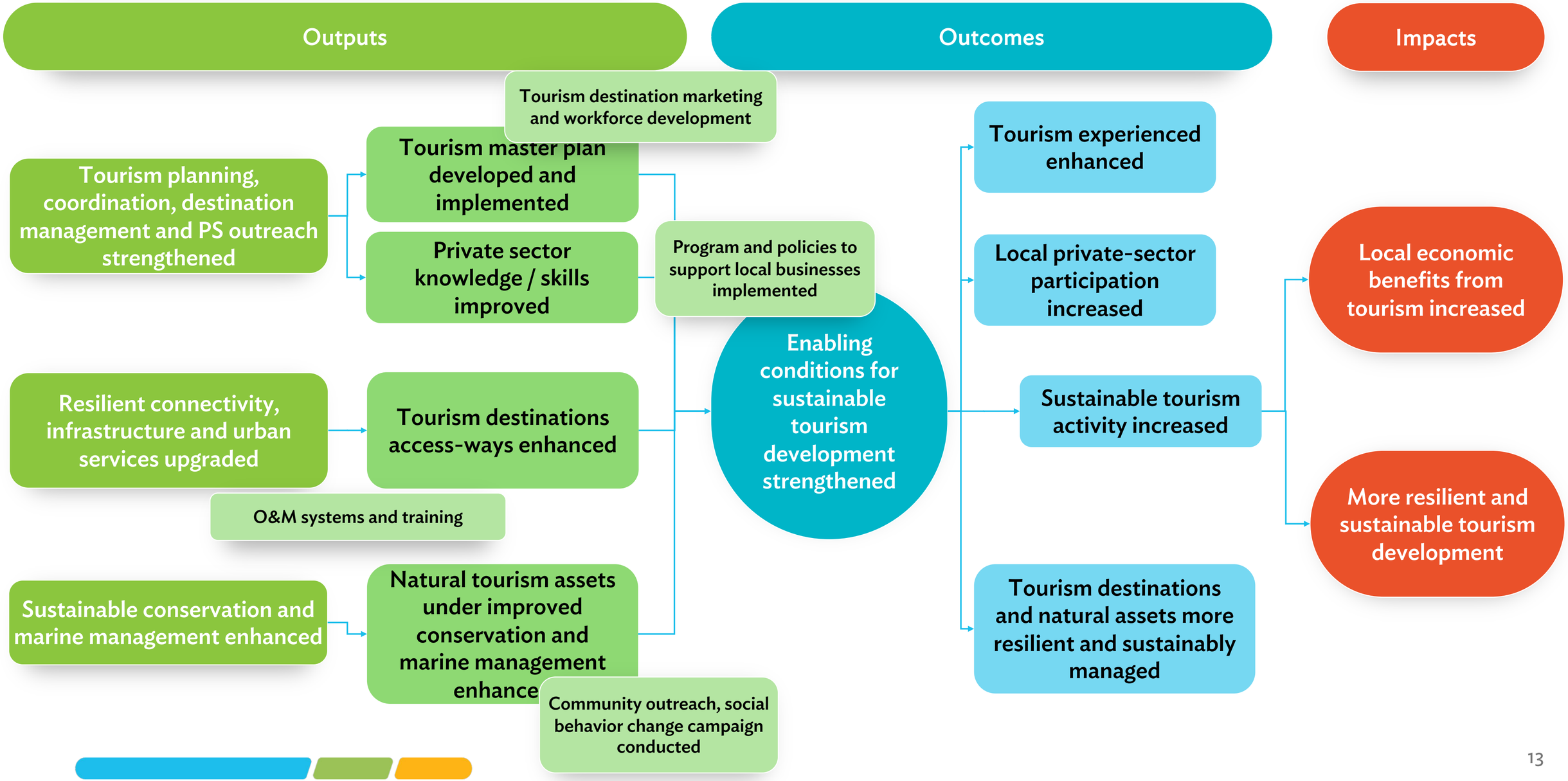
SMART criteria for DMF indicators



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Step 4. Map Theory of Change to DMF Results Chain and Indicators



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Step 4. Map Theory of Change to DMF Results Chain and Indicators

Impacts: Local economic benefits from tourism increased and more resilient and sustainable tourism development

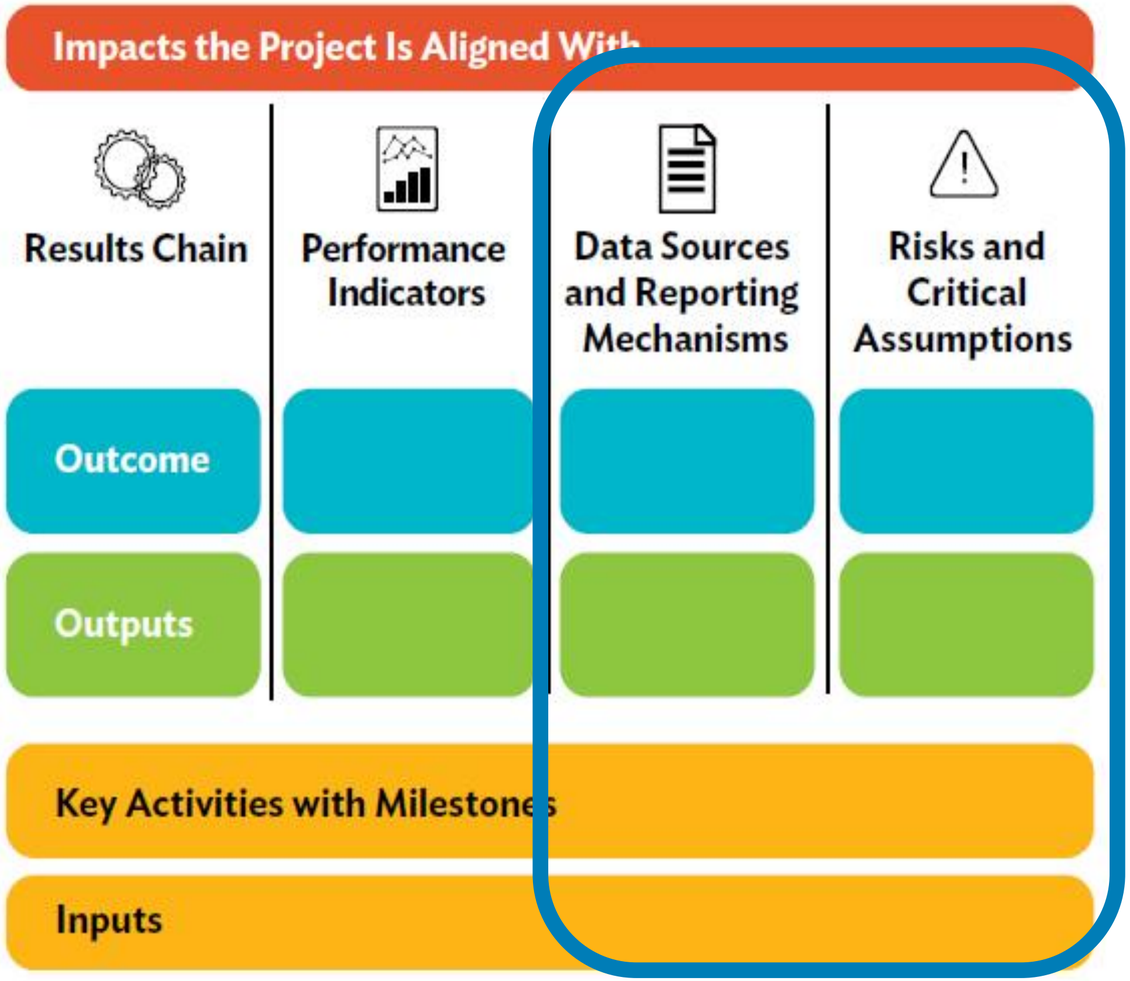
Results Chain	Indicators	Data Sources	Risks and Critical Assumptions
Outcome. Enabling conditions for sustainable tourism development strengthened	Number of tourist destinations sustainably managed; Number of private-sector entities in operation	% of tourists reporting positive experience; Number of tourism days increased	
Output 1. Tourism planning, coordination, destination management and PS outreach strengthened	Number of tourism master plans developed and implemented	Number of programs and policies to support local businesses implemented	
	Number of private sector entities with improved knowledge / skills	Number of O&M staff trained on new systems	
Output 2. Resilient connectivity, infrastructure and urban services upgraded	Number of tourism destinations and access-ways enhanced	Number of tourism destination marketing products developed	
Output 3. Sustainable conservation and marine management enhanced	Number of natural tourism assets under improved conservation and marine management enhanced	Number of community outreach, social behavior change campaign conducted	

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Step 5. Complete the Design and Monitoring Framework

- ✓ Data Sources for each indicator, who is responsible, how frequently the data is reported, and the source of the data (or data collection method)

- ✓ Risks and critical assumptions
  - ➢ Risks describe the events that could occur that could jeopardize the achievement of results
  - ➢ Assumptions describe the events that must occur to ensure achievement of results



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Types of data sources and data collection methods

DATA SOURCES (Qualitative or Quantitative)

- Records and other project documents
- Administrative data compiled by government structures
- Investigations
- Key Informant Interviews
- Community meetings and focus groups
- Observations
- Beneficiary monitoring
- Mobile data, satellite imagery, drones

PRIMARY DATA (ORIGINAL)

Collected directly by the project for the needs of the project. Examples: project surveys, interviews, administrative records, budget data, personnel data, etc.

SECONDARY DATA (AVAILABLE)

Collected by other organizations for other purposes. E.g.

- Census data,
- National surveys,
- Official statistics,
- Demographic data,
- Data from international organisations,
- Financial and economic data, etc.

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Evidence-based Models of Tourism Theories of Change

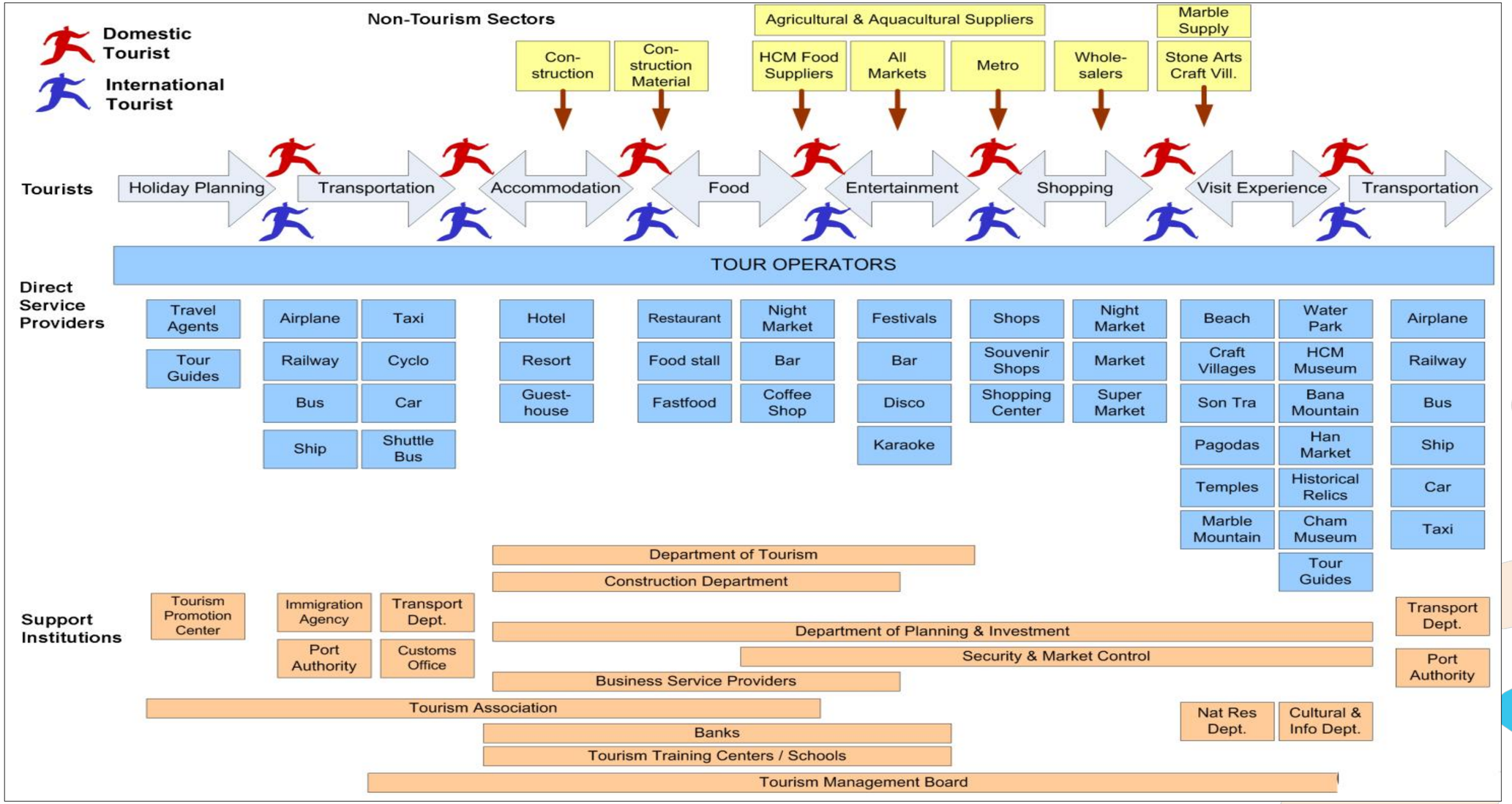
Blue Track – Designing for Results



Presented by:

Vanessa Satur, UN Tourism

The Tourism Value Chain

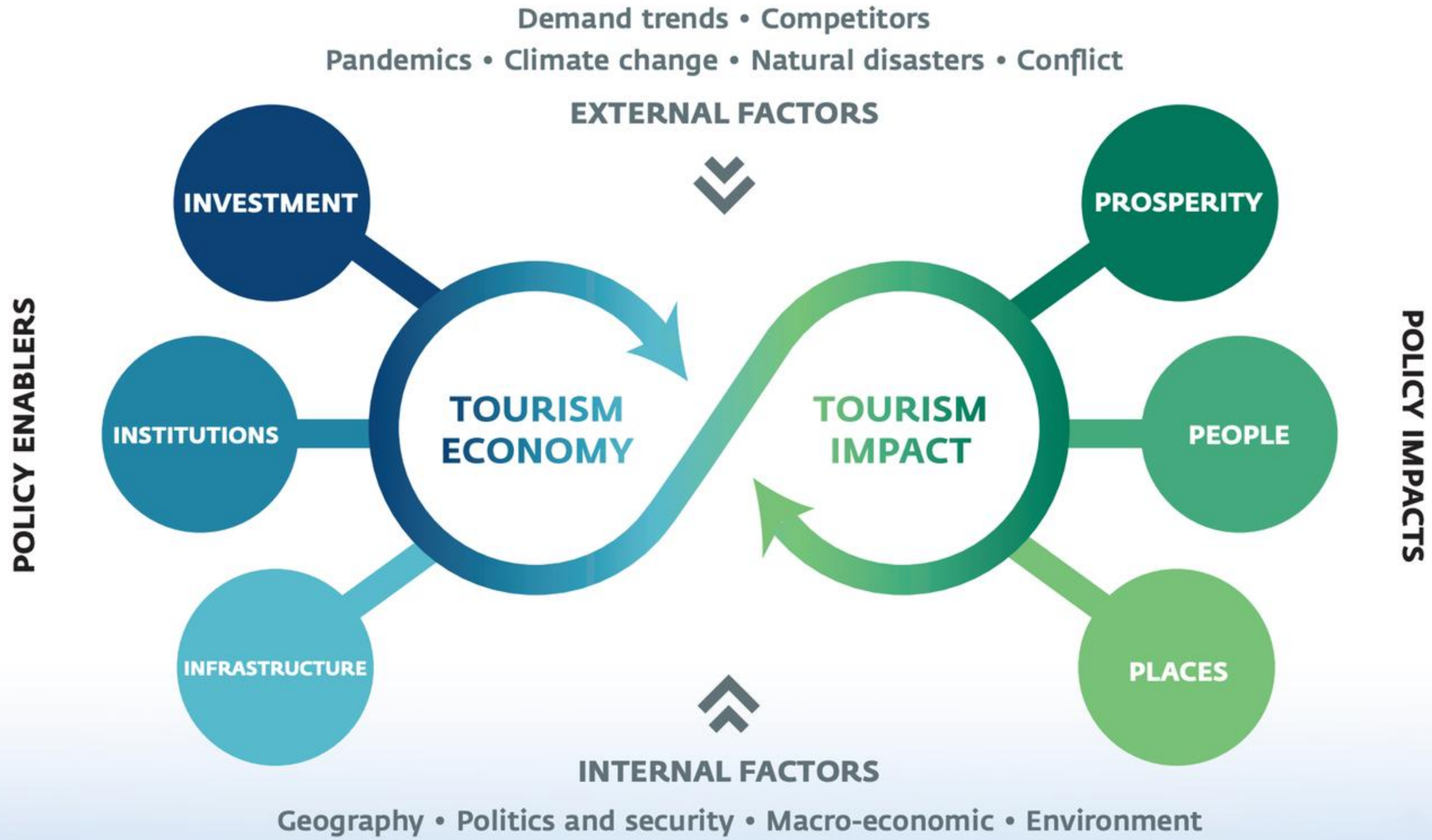


Source: Mitchell and Le Chi, 2007

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TOURISM IMPACT FRAMEWORK

FIGURE 3. Tourism Economy Impact Framework



Source: World Bank

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DESIRED LONG TERM OUTCOMES

- Competitiveness: to improve the economic performance of the tourism sector by enhancing the destination's ability to attract and satisfy tourists
- Sustainability: to ensure tourism takes full account of its current and future economic, social, and environmental impacts; and address the needs of visitors, the sector, the environment, and host communities.
- Inclusiveness: to ensure tourism development brings broad benefits across the population, including women, youth, indigenous groups, and those marginalized through geography, conflict, or climate-related events

Source: World Bank

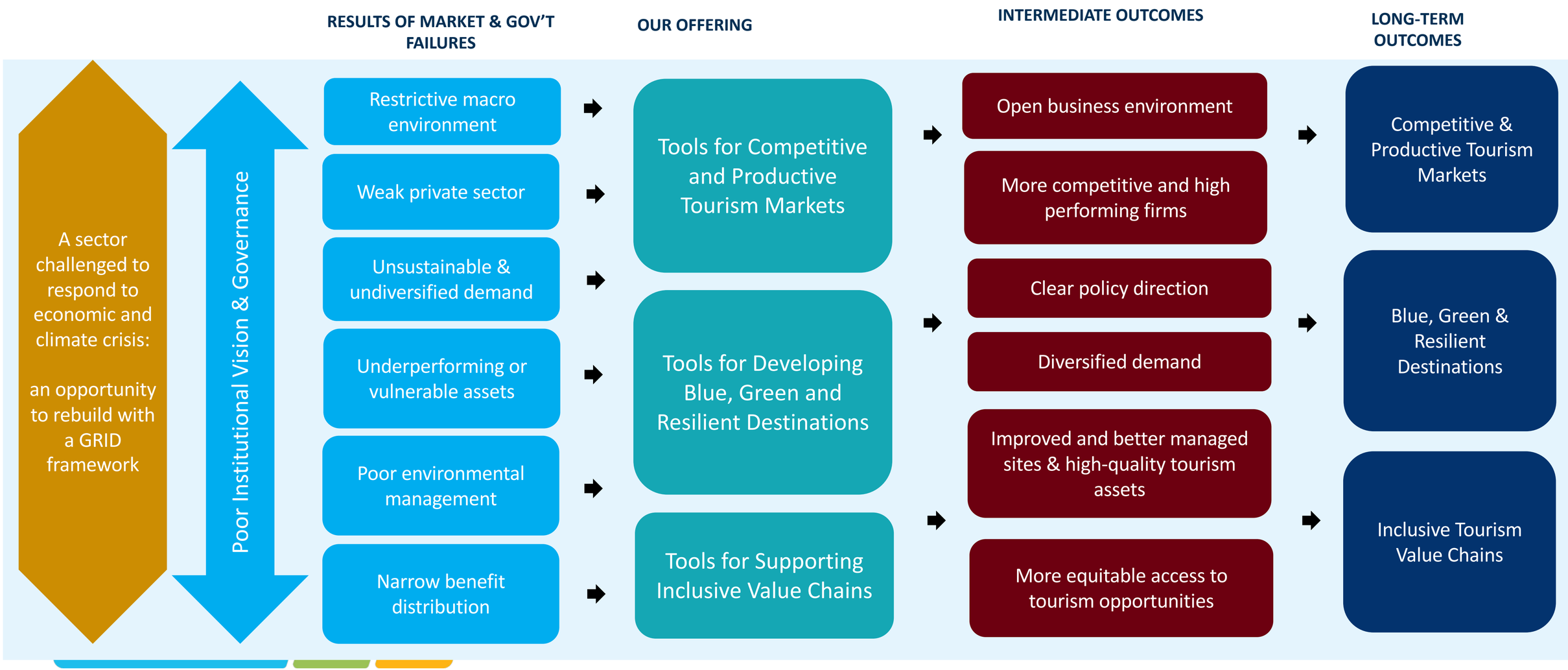
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ADB SUSTAINABLE TOURISM FORUM

TOURISM THEORY OF CHANGE

Tourism for Development



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ADB SUSTAINABLE TOURISM DEVELOPMENT SUMMARY THEORY OF CHANGE

Development Challenges	Tourism Development Challenges	ADB Solutions	Outcomes	ADB SUSTAINABLE TOURISM FORUM Long-Term Impacts
Governance, Institutional, and Market Constraints	• Weak destination management and policies • Market information gaps • Limited investment and business growth, especially secondary destinations. • Under utilized tourism assets	**Strengthen Institution & Market Systems** Institutional capacity building and coordination Marketing and data Policy and taxation Investment reform and facilitation Nature and climate finance	**Positive business environment** **Strengthened and coordinated tourism institutions** **Engaged and empowered communities**	**Stronger Governance, Increased Investment and More Regional Cooperation**
Productivity, Economic Resilience, and Workforce Constraints	• Limited local value capture • Weak supply chain linkages • Low tourism productivity • Limited product diversification • Lower community and economic benefit	**Grow Quality Jobs and Businesses** Access to finance MSME and supply chain development Skills, job-readiness, innovation Gender and inclusion Digital skills development Regional and sustainability standards Product development	**Growing tourism enterprises and jobs** **Inclusive and productive workforce** **Growing visitor spend and high value** **Regionally connected markets**	**Increased quality jobs, sustainable revenue, and inclusion**
Infrastructure, Connectivity, and Resilience Constraints	• Poor connectivity limits demand • High costs constrain investment, growth and value capture • Climate and disaster risks disrupts tourism • Degradation of natural and cultural assets	**Create Resilient & Competitive Destinations** Plan and build resilient infrastructure, connectivity, and cooperation Private sector asset management Health, safety and accessibility Enhance and protect Natural Capital and Cultural Heritage Environmental and social risk management	**Enhanced connectivity and resilient destination infrastructure** **Conserved and profitable tourism assets** **Stronger regional integration** **Improved environmental management systems**	**Resilient destinations, productive assets, and protected environments that benefit residents and tourists**

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Case Study Application: Measuring what matters

Designing a sustainable tourism management framework: lessons from the World Bank STI pilot in Indonesia



Presented by:

Nicolas Pitet, ADB

You cannot manage what you do not measure


Borobudur-Yogyakarta-Prambanan


Bromo-Tengger-Semeru


Lake Toba


Komodo


Lombok


Wakatobi

The context

The World Bank Indonesia Tourism Development Project (ITDP) invests in infrastructure, local economic linkages and private investment in six priority destinations.

There was no shared tool to track whether these destinations were becoming more sustainable.

What the framework had to deliver

Short term	Mid term	Long term
Baseline and time series of data Evaluation tool for destination practices A pilot handed over to government	Inform the national tourism development strategy	Position Indonesia as a competitive sustainable destination in Asia Improve its WEF Travel & Tourism ranking (32nd in 2021)

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4 pillars, 9 criteria, 19 indicators

Built on UNWTO's Sustainable Tourism Observatories (INSTO) framework and GSTC standards, adapted to destination concerns

A Destination management and governance

3 criteria · 5 indicators

- Destination management organisation in place
- Carrying capacity programmes at sites
- Certification of hotels, villages and destinations

B Socio-economic sustainability

1 criterion · 4 indicators

- Local employment
- Gender equity
- Accessibility for persons with disabilities
- Community participation

C Cultural sustainability

1 criterion · 2 indicators

- Preservation and promotion of built heritage
- World Heritage and international agreements

D Environmental sustainability

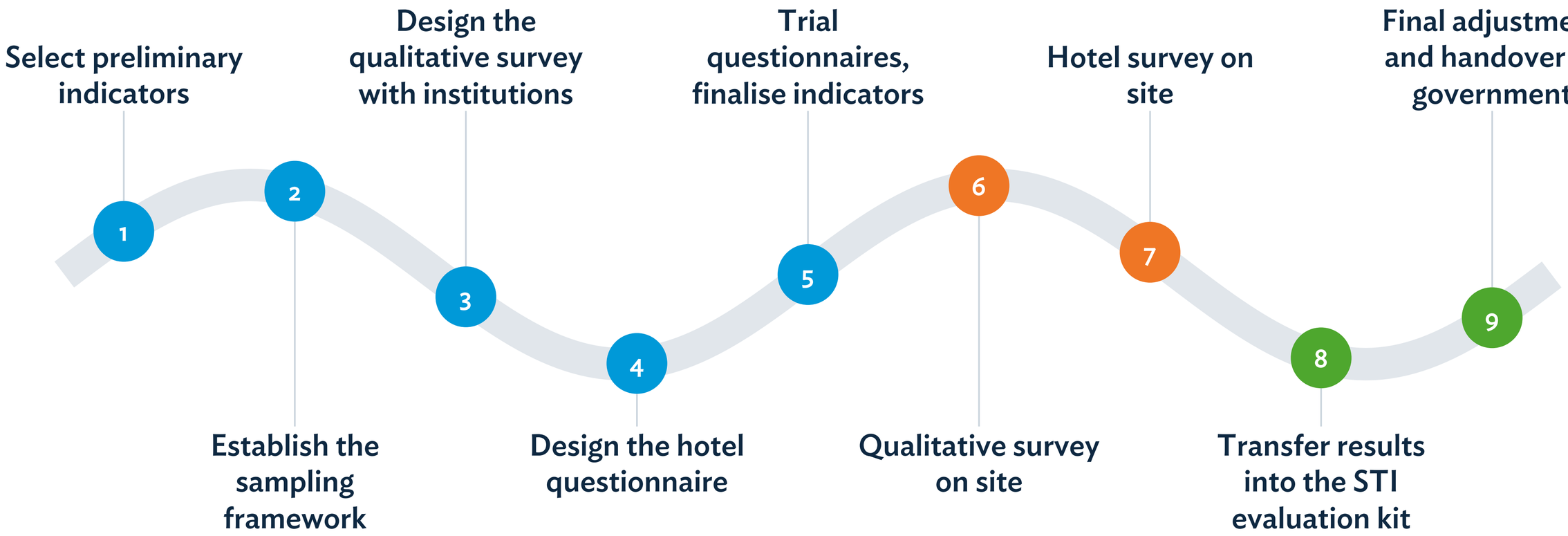
4 criteria · 8 indicators

- Water use and wastewater
- Waste and cleanliness
- Energy use and CO_2 management
- Protected areas, World Heritage, geoparks

The test for every indicator: can the data realistically be collected on the ground, year after year? If not, it was dropped.

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The journey: from indicators to handover



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Defining the data collection

Two complementary surveys

Quantitative

One hotel questionnaire covering the selected pillars, criteria and indicators, tested in two field trials

Qualitative

One interview guide for national, regional and local agencies, NGOs and other key stakeholders, covering governance, environmental and cultural indicators

317
hotels interviewed

59%
small hotels (1–50 rooms)

64%
economy class

A three-step sampling frame

1 — Sample set

Hotels allocated in proportion to room supply per destination and key tourism area

2 — Segmented sampling

Stratified by hotel size (small, medium, large) and price category (economy to upper upscale)

3 — Environmental risk adjustment

High-impact hotels added by judgement: golf, water parks, large pools, coastline, reef, heritage or protected sites

Reusable in any destination in Indonesia

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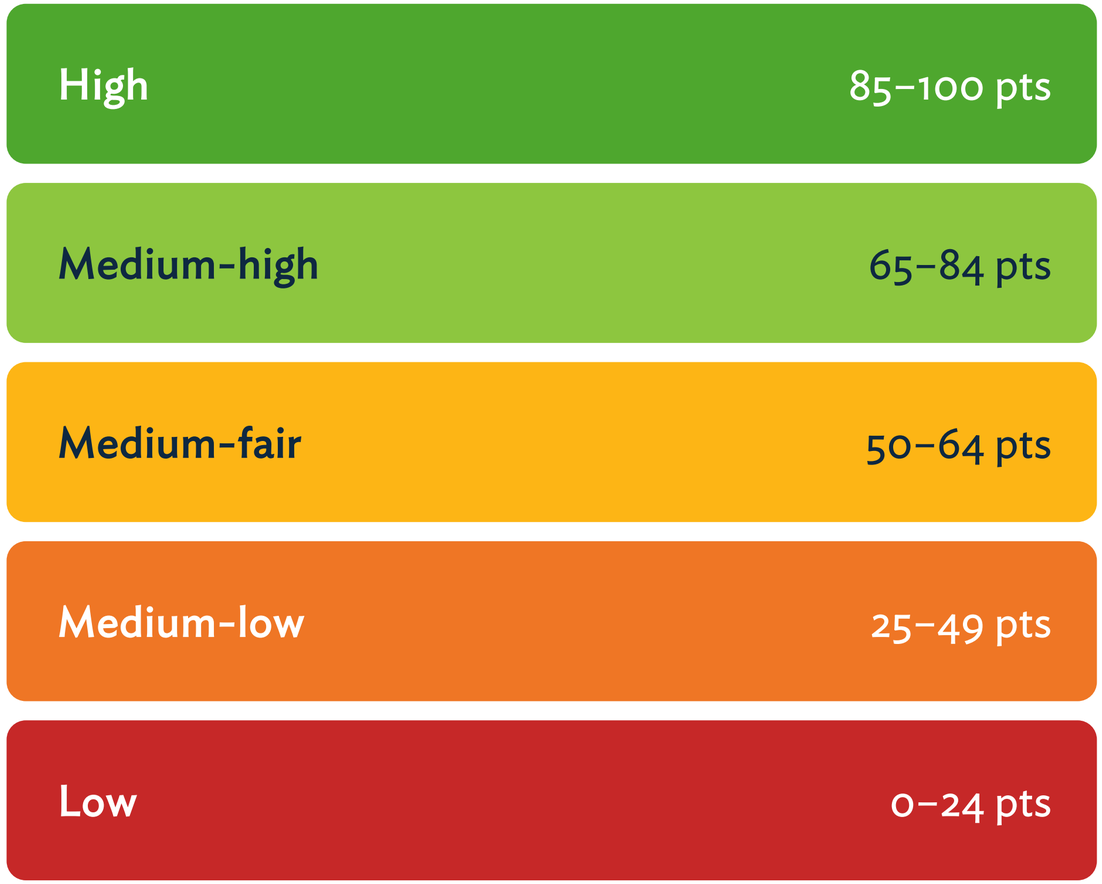
Scoring: one number, five levels

Each destination scores out of 100 across the four pillars.

A global score averages the destinations, giving a national view.

Five sustainability levels turn the score into a message decision-makers understand.

The gap to 100 shows where investment and policy can move the score.



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Ranking 2018–2022: real progress, long way to go

Rank		Destination	2018	2022	Change	Level 2022
1		Borobudur-Yogyakarta-Prambanan	46	55	+9	Medium-fair
2		Lake Toba	38	53	+15	Medium-fair
3		Komodo	34	48	+14	Medium-low
4		Lombok	31	45	+14	Medium-low
5		Bromo-Tengger-Semeru	29	39	+10	Medium-low
6		Wakatobi	29	36	+7	Medium-low
		Average, six destinations	34	46	+12	Medium-low

+12 pts

Average score rose from 34 to 46 between 2018 and 2022

But none reached Medium-high.

BYP and Lake Toba are Medium-fair; the other four remain Medium-low.

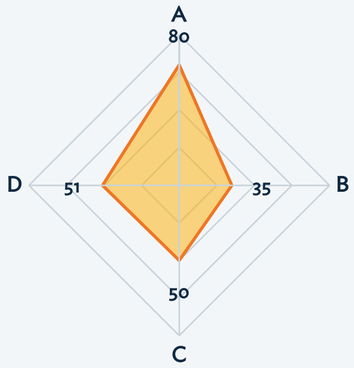
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Each destination has its own sustainability profile

Score by pillar, % of points achieved (2022 scorecard). A Governance · B Socio-economic · C Cultural · D Environmental



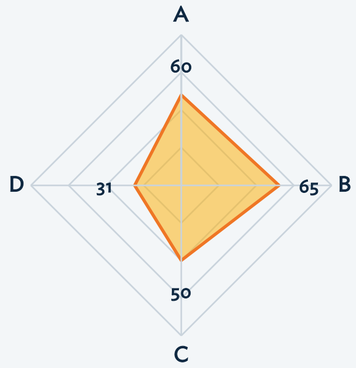
Borobudur-Yogyakarta-Prambanan



55 Overall Medium-fair



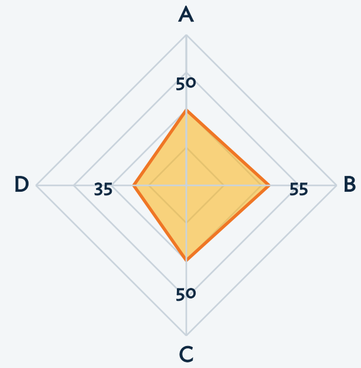
Lake Toba



53 Overall Medium-fair



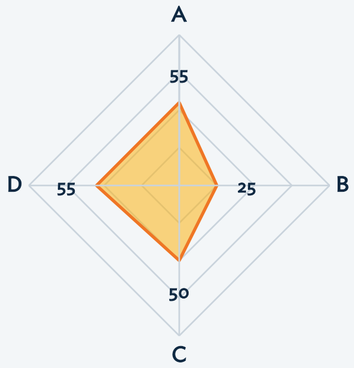
Komodo



48 Overall Medium-low



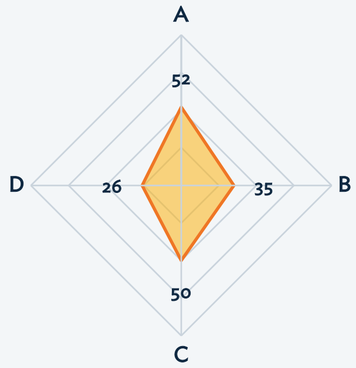
Lombok



45 Overall Medium-low



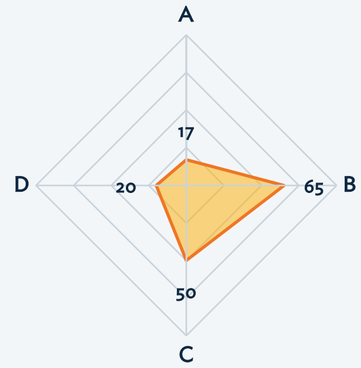
Bromo-Tengger-Semeru



39 Overall Medium-low



Wakatobi



36 Overall Medium-low

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From scores to action

Priority gaps shared by all six destinations

A — Governance

Destination certification scheme; carrying capacity at sites

B — Socio-economic

Community participation; gender equity

D — Environment

CO_2 emission management

Handed over to government: the STI toolkit

Evaluation board (Excel)

Scores 2018–2022 by destination, pillar, criterion and indicator, with a dashboard per destination

Data collection kit

Survey data board, quantitative and qualitative questionnaires, and stakeholder contacts to repeat the survey

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Five lessons for destination managers

1

Choose indicators you can actually collect

Feasibility comes before ambition: an indicator nobody can feed with data is useless.

2

Anchor in global standards, adapt locally

GSTC and UNWTO give credibility; destination concerns give relevance.

3

Design the sample before the questions

Representative, stratified and adjusted for high environmental risk.

4

Make the score readable

One number, five levels and a dashboard turn data into decisions.

5

Build for handover

Government must own the tool. Next step: widen data collection beyond hotels to the whole tourism value chain.

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Group Challenge

Building on the case studies and diagnostics developed from session 1

1. Develop a mini-project theory of change incorporating outputs to impacts
2. Identify the core project results framework based on the solutioning analysis
3. Incorporate at least one or two impact channels derived from the broader tourism model theory of change
4. Address one opportunity to strengthen outcome measurement of the tourism project

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