

World Commission on Protected Areas (WCPA)

# Sustainable Tourism in Protected Areas

## Guidelines for Planning and Management

Paul F. J. Eagles, Stephen F. McCool  
and Christopher D. Haynes

Adrian Phillips, Series Editor



Best Practice Protected Area Guidelines Series No. 8

These Guidelines are one of the Best Practice Protected Area Guidelines series. The Series Editor is Prof. Adrian Phillips.

Other publications in the series are as follows:

*National System Planning for Protected Areas*. No. 1. Adrian G. Davey, 1998, x + 71pp.

*Economic Values of Protected Areas: Guidelines for Protected Area Managers*. No. 2. Task Force on Economic Benefits of Protected Areas of the World Commission on Protected Areas (WCPA) of IUCN, in collaboration with the Economics Service Unit of IUCN, 1998, xii + 52pp.

*Guidelines for Marine Protected Areas*. No. 3. Graeme Kelleher, 1999, xxiv + 107pp.

*Indigenous and Traditional Peoples and Protected Areas: Principles, Guidelines and Case Studies*. No. 4. Javier Beltrán, (Ed.), IUCN, Gland, Switzerland and Cambridge, UK and WWF International, Gland, Switzerland, 2000, xi + 133pp.

*Pueblos Indígenas y Tradicionales y Áreas Protegidas: Principios, Directrices y Casos de Estudio*. No. 4. Javier Beltrán, (Ed.), UICN, Gland, Suiza y Cambridge, UK y WWF Internacional, Gland, Suiza, 2001, xii + 139pp.

*Financing Protected Areas: Guidelines for Protected Area Managers*. No. 5. Financing Protected Areas Task Force of the World Commission on Protected Areas (WCPA) of IUCN, in collaboration with the Economics Unit of IUCN, 2000, viii + 58pp.

*Evaluating Effectiveness: A Framework for Assessing the Management of Protected Areas*. No. 6. Marc Hockings, Sue Stolton and Nigel Dudley, 2000, x + 121pp.

*Transboundary Protected Areas for Peace and Co-operation*. No. 7. Trevor Sandwith, Clare Shine, Lawrence Hamilton, and David Sheppard, 2001, xi + 111pp.

# **Sustainable Tourism in Protected Areas**

## **Guidelines for Planning and Management**

# **Sustainable Tourism in Protected Areas**

## **Guidelines for Planning and Management**

Paul F. J. Eagles, Stephen F. McCool and Christopher D. Haynes  
Prepared for the  
United Nations Environment Programme, World Tourism Organization  
and IUCN – The World Conservation Union

Adrian Phillips, Series Editor

**World Commission on Protected Areas (WCPA)**

**Best Practice Protected Area Guidelines Series No. 8**

**IUCN – The World Conservation Union  
2002**

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, Cardiff University or any of the other funding organizations concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. Furthermore, the views expressed in this publication do not necessarily reflect those of IUCN, Cardiff University, Environment Australia, United Nations Environment Programme and World Tourism Organization or any of the other funding organizations.

This publication has been made possible in large part by funding from Cardiff University, Environment Australia, United Nations Environment Programme, World Tourism Organization and IUCN.

Published by: IUCN, Gland, Switzerland, and Cambridge, UK, the United Nations Environment Programme and the World Tourism Organization



Copyright: © 2002 International Union for Conservation of Nature and Natural Resources

Reproduction of this publication for educational or other non-commercial purposes is authorized without prior written permission from the copyright holder provided the source is fully acknowledged.

Reproduction of this publication for resale or other commercial purposes is prohibited without prior written permission of the copyright holders.

Citation: Eagles, Paul F.J., McCool, Stephen F. and Haynes, Christopher D.A. (2002). *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management*. IUCN Gland, Switzerland and Cambridge, UK. xv + 183pp.

ISBN: 2-8317-0648-3

Cover design: IUCN Publications Services Unit

Cover photos: Front: Cheetah in Masai Mara Game Reserve, Kenya, ©Robert Bernard  
Back: Ferry at Heron Island, Great Barrier Reef Marine Park, Australia, ©Paul F. J. Eagles; Birding in Monteverde Cloud Forest Reserve, Costa Rica, ©Jim Boissoneault and Banff Springs Hotel, Banff National Park, Canada, ©Paul F. J. Eagles

Layout by: IUCN Publications Services Unit

Produced by: IUCN Publications Services Unit

Printed by: Thanet Press Limited, UK

Available from: IUCN Publications Services Unit  
219c Huntingdon Road, Cambridge CB3 0DL,  
United Kingdom  
Tel: +44 1223 277894  
Fax: +44 1223 277175  
E-mail: [info@books.iucn.org](mailto:info@books.iucn.org)  
www: <http://www.iucn.org/bookstore>  
A catalogue of IUCN publications is also available

# Table of Contents

---

Foreword by the United Nations Environment Programme	vii
Foreword by the World Tourism Organization	ix
Acknowledgements	xi
About the authors	xiii
Preface	xv
<b>1. Introduction</b>	<b>1</b>
1.1 Purpose of the Guidelines	1
1.2 Tourism terms and definitions	2
<b>2. Protected areas, biodiversity and conservation</b>	<b>5</b>
2.1 A short history of protected areas	5
2.2 The IUCN Protected Area Management Category System	10
<b>3. Tourism in protected areas</b>	<b>13</b>
3.1 Trends affecting the planning of tourism and protected areas	13
3.2 Growth and diversification of market niches	21
3.3 Potential benefits of tourism in protected areas	23
3.4 Potential risks of tourism in protected areas	30
3.5 Tourism in protected areas which are not publicly owned or managed	34
<b>4. Planning for protected area tourism</b>	<b>41</b>
4.1 Protected area plans, policy and planning	41
4.2 Tourism in the Park Management Plan	43
4.3 Developing goals and objectives	44
4.4 Characteristics of successful protected area planning processes	46
4.5 Involving stakeholders	47
4.6 Managing conflict	56
4.7 Plan development and implementation	59
<b>5. Sensitive development of infrastructure and services</b>	<b>61</b>
5.1 Culturally sensitive design and operation	62
5.2 Environmentally sensitive design and operation	65
5.3 Transportation and infrastructure	71
5.4 Evaluating development proposals	72
<b>6. Managing the challenges of tourism in protected areas</b>	<b>75</b>
6.1 Management of risk and safety	75
6.2 Principles of visitor management in protected areas	78
6.3 Protected area management frameworks	80
<b>7. Tools for visitor management</b>	<b>87</b>
7.1 A toolbox of strategies and tactics	87

7.2	Zoning in protected areas	98
7.3	Transportation management	101
7.4	Pricing for visitor management	102
7.5	Regulation of visitor use	104
7.6	Information and interpretation	108
<b>8.</b>	<b>The economics of tourism in protected areas</b>	<b>113</b>
8.1	The economic value of tourism	113
8.2	Measuring the economic impacts of tourism	114
8.3	Communicating economic impacts	116
<b>9.</b>	<b>Financial aspects of tourism in protected areas</b>	<b>119</b>
9.1	Introduction	119
9.2	Fund-raising opportunities for protected area managers	120
9.3	Public and private sector financial relationships	124
9.4	Funding of protected areas through parastatals	127
9.5	International sources of assistance	128
9.6	Tourists' contribution via fees	130
9.7	Corporate contributions to protected areas	137
9.8	Managing concessions and contracts within protected areas	138
9.9	Summary	144
<b>10.</b>	<b>Human resources planning for tourism in protected areas</b>	<b>145</b>
10.1	Introduction	145
10.2	The human asset	145
10.3	Job analysis	146
10.4	Recruitment and selection	147
10.5	Human resource development	148
10.6	Performance evaluation	149
<b>11.</b>	<b>Monitoring tourism in protected areas</b>	<b>151</b>
11.1	Why monitor?	151
11.2	The characteristics of a monitoring system	155
11.3	Developing a monitoring programme	156
11.4	Research	157
<b>12.</b>	<b>Conclusions</b>	<b>159</b>
<b>Appendices</b>		
Appendix A.	Definitions of tourism	161
Appendix B.	Park tourism definitions	163
Appendix C.	Operational policies for tourism for the National Park Service of the United States of America	165
Appendix D.	A comparison of five visitor management frameworks	167
Appendix E.	European Charter for Sustainable Tourism in Protected Areas	173
<b>References</b>		<b>175</b>

# Foreword by the United Nations Environment Programme

---

Tourism is good business, as it produces 4.4% of the world's GDP, and employs around 200 million people globally. It can also help the sustainable management of protected areas, as a market-based alternative catering to the growing number of discriminating travellers trying to find, understand and enjoy a natural environment. Tourism can support the protection of natural resources, as local residents realise the value of their asset and want to preserve it.

At the same time, our global heritage of living species is threatened as never before, as the protected areas that harbour so much of our biodiversity are exposed to the pressures of unsustainable development. The precautionary approach urges us to be especially concerned about tourism in protected areas, given the risk of damage and destruction to this unique natural resource.

Visitor impact management is ever more important as the number of tourists increases, and their distribution is often concentrated in major tourism destinations in ecologically vulnerable areas. The United Nations Environment Programme (UNEP) has been actively supporting protected area managers, working with WTO, UNESCO and IUCN, for over 12 years, through technical assistance to key stakeholders, and capacity building in projects and publications. This publication is the latest in this series, and UNEP is proud to be a partner in this milestone reference work.

Ensuring that tourism follows a truly sustainable path, and that it contributes to the sustainable management of protected areas, whether public or private, will require enhanced cooperation and concrete partnerships among the tourism industry, governments at all levels, local communities, protected area managers and planners, and the tourists themselves. This book describes how this can be done, and UNEP is happy to present it to all interested parties, especially protected area managers, on the occasion of the International Year of Ecotourism 2002.

**预览已结束，完整报告链接和**

<https://www.yunbaogao.cn/report/index/report>