

**IUCN Vietnam  
Capacity Building for Sustainable Tourism  
Initiatives Project**

**SA PA COMMUNITY TOURISM PLANNING WORKSHOP**

**Sa Pa District, Lao Cai Province**

**3-5 December 1998**

**WORKSHOP REPORT**

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## LIST OF ABBREVIATIONS

CBST	Community Based Sustainable Tourism
CEMMA	Committee for Ethnic Minorities and Mountainous Areas
IUCN	International Union for the Conservation of Nature
INGO	International Non-governmental Organisation
NGO	Non-governmental organisation (domestic)
SNV	Netherlands Development Organization
STAS	Sustainable Tourism Action Strategy
ST	Sustainable Tourism
STP	Sustainable Tourism Project
WWF	World Wild Fund for Nature

## 1. BACKGROUND

This workshop was a part of the two-year IUCN "Capacity Building for Sustainable Tourism Initiatives Project", or Sustainable Tourism Project (STP), funded by the Ford Foundation, ICCO, and Oxfam International. The STP goal is to raise awareness of the negative socio-economic, cultural and environmental impacts of tourism, and contribute to the development of sustainable community-based models of tourism that can generate sustainable income for some of the country's poorest and least advantaged communities, while at the same time helping to maintain Vietnam's cultural and biological diversity. The STP aims to raise awareness amongst all stakeholders of the underlying principles and practices of sustainable tourism.

One STP objective is to support a pilot project in an upland area inhabited by ethnic minority groups, assisting the local community to develop a sustainable community-based tourism initiative, or develop strategies for reducing the negative and enhancing the positive impacts of tourism initiatives in their area. Sa Pa District, Lao Cai Province was chosen as the pilot site for such work.

The workshop was conceived by the STP and developed over a period of six or more months. It was organised by the STP in collaboration with Sa Pa People's Committee and with the support of Lao Cai People's Committee.

The workshop was the second 'activity' focusing on the chosen pilot site of Sa Pa: it followed a study tour to Nepal in September for two local leaders (Mr. Nguyen An Toan, Chairman of Sa Pa Peoples Council and Mr. Tran Manh Diem, Head of Lao Cai Trade and Tourism Department) to learn about Nepal's experiences with ecotourism, sustainable tourism, community based sustainable tourism.

The workshop was held at the Hạm Ràng Hotel (the State Lottery Hotel), in Sa Pa. Participants met from 8:00 - 17:00 each day, for three full days. The proceedings were simultaneously interpreted from English to Vietnamese and vice versa using a speaker/headset system.

## 2. OBJECTIVES

### Objectives of the three day workshop were:

- a. To increase local ethnic group participation in tourism (and other) planning and decision making through sharing their experiences, expectation and priorities;
- b. To promote the importance of broad community participation in tourism planning, management and implementation;
- c. To present research findings (many of which have focused on ethnic minority involvement in tourism or the impacts of tourism on the ethnic minorities), gather feedback/responses and evaluate the most important issues facing Sa Pa;
- d. To present on experiences (positive and negative impacts) with tourism from other mountain environments in the region and draw out lessons (what is relevant to Sa Pa);
- e. To analyze the present strengths, constraints, opportunities, risks and expectations for tourism in Sa Pa and identify priority actions to be undertaken;
- f. To consider a simple set of guiding principles for sustainable tourism development in Sa Pa (a local code of ethnic or convention);
- g. To develop a broad framework for a Sustainable Tourism Action Strategy;
- h. To attempt to identify the roles and responsibilities for each step or component of the STAS (to include assessment of the need to establish a forum or body with set responsibilities, membership of the body etc.).

### Expected outputs:

- a. Succeed in raising awareness of the impacts of tourism through presentation of research and presentations of experiences from other countries;
- b. Succeed in raising awareness of the importance of broad community participation in planning and implementation of tourism;
- c. Achieve ethnic minority participation in each part of the interactive workshop;
- d. Draft a set of guiding principles or codes ethics for Sa Pa District;
- e. Finalize a rough framework for a Sustainable Tourism Action Strategy;
- f. Obtain nominations for the composition (representative members) of the body.

## 3. WORKSHOP TEAM

### Key Resource Persons:

Annalisa Koeman - IUCN

Nguyễn VŨn Lôm - IUCN

**Facilitators:**

1. Mr. Nguyễn Ớnh Hoi - Faculty of Environmental Sciences, University of Sciences, Vietnam National University.

Ms. Nguyễn ThỂ Loan - Faculty of Environmental Sciences, University of Sciences, Vietnam National University.

**Discussion Group Resource Persons:**

HỖ Kim Oanh - CEMMA

Nguyễn ThỂ Kiều ViỐn - SNV

LỖ Xuân Hiổu – Frontier Vietnam

Nguyễn Ớc Hoa CỬng - Institute for Tourism Development Research (ITDR)

**Recorder:**

Ly Hong Anh, Consultant

**Participants:**

See annex.

**4. METHODOLOGY**

The workshop aimed to be as interactive as possible in order to break down barriers between different stakeholders, enable broad community involvement, and to make participants feel they were part of a process and had a role and say in achieving a sustainable future for tourism in the district. Several methods were used to ensure active involvement of the participants, such as:

- 1. Oral presentations** of reporters, included slides, overheads on key issues, followed by possibilities for questions and working group sessions (see below);
- 2. Poster display of results:** summary notes of each presentation were made by facilitators on flipcharts for participants to refer to during group discussion or at other times during the workshop;
- 3. Focus group sessions** with H'mong and Dao community members led by resource persons and H'mong and Dao leaders participating in the main body of the workshop;
- 4. Working group sessions using the "Metaplan" technique:** this included discussions and then plenary presentations. Each working group was supported by one resource person.

Originating in Germany, Metaplan has been disseminated worldwide through short training courses. Metaplan is a visualization technique that allows individuals to express their ideas on paper cards that are then organized on pin-boards in accordance with a particular problem/issue. This method is very popular for group work, for project development, problem identification, program planning and conflict resolution.

This method was chosen for group discussion for its many advantages:

- All the ideas are visualized and they are treated equally and fairly (eg: regardless of whether the idea belongs to the boss or an employee);
- It provides an opportunity for everyone to express their ideas, i.e. women, shy people;

- It prevents dominant persons placing pressure on others or imposing their ideas;
- It helps prevent lengthy drawn out discussion;
- It helps to summarize all group ideas and display them to others;
- The cards can be reorganised to clearly describe/illustrate the structure of the plan/ problem;
- It provides an easy way for all participants to introduce themselves to one another (it works as an ice-breaker);
- All the ideas can be kept for use afterwards.

The equipment needed for Metaplan method:

- + Pin boards
- + Paper cards with different colors and shapes
- + White board markers
- + A<sub>0</sub> papers for summarizing ideas or for rearranging the cards

Notes for participants on how to use Metaplan:

- The card must be written in large-size letters for easy reading from afar
- No more than 10 words per card
- Not exceeding 3 lines per card

**4. Group presentation:** Each group pinned their written cards on A<sub>0</sub> paper in a structured format prepared by facilitators. A representative speaker from each group presented the results to all participants in the plenary session. For each group presentation, an attempt was made to select a different representative speaker. On each day a new set of groups was chosen in order to refresh the group dynamics (participants were allocated a 1, 2 3 or 4 around the table and then told to group according to their number).

**5. Voting method:** This was used to chose Ten Principles for Sustainable Tourism in Sa Pa. Each participant was asked to chose 10 issues of the collective number of issues identified by all groups (equally weighted) and place a mark beside them. Facilitators counted the number of marks given to each issue then rearranged the order of issues by number of marks from the highest to the lowest. The ten first issues/principles were selected.

**6. Ranking matrix method:** This was used to choose ten priorities for tourism development in Sa Pa. The procedure was as follows:

- + The issues were displayed on the rows in the table and the weight of each issue was placed in the columns, ranging from 1 (highest priority) to 5 (lowest priority) (see Table below)

Issues	1	2	3	4	5	Q
	(1)	(0.9)	(0.8)	(0.7)	(0.6)	
1.						
2.						
3.						

etc.,						
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+ Every participant was requested to chose 5 issues, ranking them by him/herself from 1 to 5 and making a tick in the appropriate space. Each participant could make only 5 marks, one mark per one box.

+ The qualification of (Q) of each issue was calculated by the equation:

$$Q = \sum a_i \cdot b_i$$

a= number of ticks per each column

b= quality of each weighting score (1= 1.0; 2= 0.9;....5=0.6)

i= number of score (from 1 to 5)

+ The issue of higher priority has a higher qualification.

**7. Learning exercise:** This was a means to convey a message in a lighthearted way; to "warm up" the audience and to impart a message for long-lasting effect ie: in a way that it would be remembered. Two exercises were performed during the workshop:

+ **Exercise 1:** Playing with paper: Every participant was given one A4 paper and told to close their eyes and follow the facilitator's instructions (fold and tear the paper -left or right, top or bottom, middle or corner etc - several times). The result showed that participants created many different paper cutouts, though they had followed the same instructions. The message of the exercise was that there is a big gap between understanding (what sustainable tourism means) and implementation (of sustainable tourism) i.e.:

Talking does not mean listening.

Listening does not mean understanding.

Understanding does not mean agreeing.

Agreeing does not mean doing.

Doing does not necessarily mean doing something the right way.

**Talking ↔ Doing**

+ **Exercise 2:** Receiving guests

Four participants representing four tourism companies (national and international) were chosen to play the exercise.

They were instructed to grab a handful of wooden beads from a total of 25 placed in a tray when the facilitator called "guests are coming". The beads represented renewable natural resources – the tourism resource base.

The four naturally competed to take as many beads as possible in one grab. After the first try, the facilitator added to the tray the same number of beads as remained in the tray: one bead was left so one was added= 2.

The exercise was repeated, with only two tour operators succeeding in grabbing one bead each: no bead remained in the tray.

Message: Tourism companies exploit natural resources to serve their guests in an unsustainable (excessive) way so that the natural resource is not given the chance to recover or replenish in the short term. This is leading to depletion and extinction of natural resources. A strategy is needed to involve companies in a dialogue and discussion about how to rationally use natural resources - if 12 beads are used up, 12 beads need to be replaced - sustainable tourism is when the beads never run out. Companies should protect the environment and natural resources to ensure a sustainable tourism industry, which also ensures long-term economic benefits from tourism.

**8. Combining results:** Every group discussed the same question: to identify the positive and negative impacts of Tourism on Ecology, Socio-economics and Environment. The results of the four groups were combined by facilitators (overlapping ideas were discarded) and displayed on Ao paper.

**9. Sharing results:** During the discussion about lessons learnt from Nepal and Thailand, each group discussed one of four questions, then presented its result to other groups, who were free to contribute additional ideas in answer to the question. Facilitators summarized the findings of the four groups.

**10. Additional/supplementary materials:** articles and documents on Sustainable Tourism concepts, Charter for Sustainable tourism, carrying capacity, community planning, ecotourism, women and tourism in Nepal etc., in both Vietnamese and English, were displayed on tables so that participants could choose documents according to their interest.

**11. Participant's Feed-back:** Participants were asked to write their comments on any aspect of the workshop on cards and pin them to the pin board at the end of each day, for consideration by workshop organisers.

Since the program schedule was very tight, the voting and ranking activities were done during tea-break when participants had more time for thinking.

## 5. PROGRAMME SCHEDULE

3 Dec., 1998

### Morning Session

<i>Time</i>	<i>Objective</i>	<i>Techniques</i>	<i>Instructor/Speakers</i>
8.00 - 8.15	Welcome by Sapa/Laocai	Speech	Mr. Ng. An Toan
8.15 - 8.45	Outline the format of the workshop	Speech	IUCN & Facilitator (Loan)
8.45 - 9.00	Overall programme of the workshop	Speech	IUCN & Facilitator (Hoe)
9.00 - 9.30	Participants introduce themselves	Metaplan	Facilitator
9.30 -10.15	Introduction to ST (Sustainable Tourism)	Speech	IUCN
10.15 - 10.30	Tea break		
10.30 – 11.00	Mountain Tourism in Vietnam and the role of Sa Pa	Report	Mr Nguyen Duc Hoa Cuong, ITDR
11.00 – 11.45	Community based ST	Report + Questions	Mr. S. Thakali (Nepal)
11.45 - 13.15	Lunch		

### Afternoon Session

<i>Time</i>	<i>Objective</i>	<i>Techniques</i>	<i>Instructor/Speakers</i>
13.15 – 13.45	Impacts of tourism in Sa Pa	Report	Mrs Li Thi Se, Sa Pa PC
13.45 - 14.30	Findings from various Research Reports on Tourism in Sa Pa	Report	Frontier
14.30 - 14.45	Tea break		

14.45 - 15.30	H'mong experience with cultural trekking tourism in N. Thailand	Report + Questions	Mr. S. Chuamsakul (Thailand)
15.30 - 16.15	Discuss the day presentations	Group working Metaplan  (4 groups)	Facilitators (Loan - Hoe), SNV, CEMMA, IUCN, Frontier
16.15 - 16.45	Select priority issues	.Ranking matrix  . Metaplan	Facilitators (Loan)
16.45 - 17.00	.Overall summary of the 1st day workshop . Outline for the 2nd day		Facilitators (Hoe)
	Participants make comments, on any aspects of the workshop	Metaplan	

**4 Dec., 1998**

**Morning Session**

<i>Time</i>	<i>Objective</i>	<i>Techniques</i>	<i>Instructor/Speakers</i>
8.00 - 10.00	H'mong & Dao focus groups	. Group working (4group) . Metaplan (local community meeting & discussion)	Resource persons  Facilitators
10.00 - 10.15	Tea break		
10.15 - 11.30	Continued	® group report	
11.30 - 12.30	Lunch (Lunch meeting)		IUCN, facilitators, resource persons, focus group leaders

**Afternoon Session**

<i>Time</i>	<i>Objective</i>	<i>Techniques</i>	<i>Instructor/Speakers</i>
13.15 - 14.45	Lessons learnt from presentations on Thailand and Nepal	. Group working . Metaplan ® group report . Facilitator's feedback	Facilitators
14.45 - 15.00	Tea break		
15.00 - 16.30	SCORE Analysis	. Group working . Metaplan ® group report	IUCN, Facilitators (Loan)
16.30 - 17.00	Summarise findings from SCORE		Facilitators (Hoe) Resource persons
19.00.	Evening optional event	Dance (Music performance)	

5 Dec., 1998

**Morning Session**

<i>Time</i>	<i>Objective</i>	<i>Techniques</i>	<i>Instructor/Speakers</i>
8.00 - 8.45	Introduction to guiding principles for S.T., charter for S.T. etc...	Speech	IUCN
8.45 - 9.30	Principles for S.T. in Sapa	Group working Metaplan	Facilitators Resource persons
9.30 -10.00	Principles for S.T. in Sapa	Ranking matrix Metaplan	Facilitators
10.00 - 10.15	Tea break		
10:15 – 10:30	STAS and STA	Presentation	Frontier Vietnam
10.30 – 12:00	STAS	Group working Metaplan	Facilitators Resource persons

**Afternoon Session**

<i>Time</i>	<i>Objective</i>	<i>Techniques</i>	<i>Instructor/Speakers</i>
13.15 - 15.15	STAS Continued	Group working Metaplan	Facilitators Resource persons
15.15 - 15.30	Tea break		
15.30 - 16.45	Final conclusions		IUCN Facilitator
	Exercise		Facilitator (Hoe)
	Thank by IUCN		IUCN
16.45 ®	Close party		

**6. WORKSHOP EVENTS AND ASSESSMENT OF THEIR VALUE****6.1 Opening of Workshop**

Ms. Annalisa Koeman (IUCN STP) welcomed all participants, followed by Mr. Nguyễn An Tuấn (Sa Pa People's Council) who emphasised the importance of the workshop and the objectives.

Dr. Hans Friederich (IUCN Country Representative) gave a brief overview of IUCN's interests, as they relate to sustainable tourism (environmental concern, cultural aspects, waste management, increased number of tourists as it affects waste, energy, etc.) and wished all participants a successful workshop.

Mr. Giàng Seo Phö (Vice Chairman of Lao Cai People's Committee) noted the importance of the workshop and the relevance of the discussion to Sa Pa. He emphasised that sustainable tourism is for the benefit of the local people. He hoped that with the continued help of international organizations, Sa Pa could adopt and create good models for tourism.

**6.2. Presentation: Introduction to Sustainable Tourism - Ms. Annalisa Koeman, IUCN, Project Advisor**

This presentation addressed all aspects of tourism and ecotourism. The author illustrated the contents in several overheads such as:

Overhead: *Sustainable Tourism*

Overhead: *Ecotourism*

Overhead: *Sustainable Ecotourism Values and Principles Model*

Overhead: *Spectrum of Nature Tourism*

Overhead: *Quote on ecotourism*

Overhead: *Cultural Tourism and Cultural Ecotourism*

Overhead: *Recommendations for cultural ecotourism (CBST)*

Overhead: *Tourism, Development, Culture and Change*

Overhead: *Role of Tourism in Development*

Overhead: *Diagram of Factors Affecting Tourism Development*

Overhead: *Change in Tourism Types over Time*

Overhead: *General Points on Effects on Local People*

Overhead: *Cultural Representation*

Overhead: *Foreign Exchange*

Overhead: *Sustainable Tourism Is Not Easy*

Overhead: *Carrying Capacity*

This presentation was structured very well. At the beginning of the presentation, the author explained sustainable tourism in detail. At the most basic, sustainable tourism is designed to improve the quality of life of the host community; to provide a high quality experience for the visitor; to maintain the quality of the environment on which both the host community and the visitor depend. The guiding principles to achieve sustainable tourism were also presented.

The definition of ecotourism and its principles were quoted from different authors. The sustainable ecotourism principles model illustrated the integration of social, economic, and environmental goals.

Cultural tourism was quite a new concept for almost all participants. The author quoted several definitions and explanations of cultural tourism. Several steps were given for implementation in order to share culture and protect it while maintaining cultural dignity and respect. The author gave an example from Brazil to explain about culture and change that may affect and be affected by, tourism development.

With respect to the role of tourism in development, it was emphasized that tourism, like any other industry, consumes and pollutes. If tourism is managed in sustainable way it will give more positive than negative impacts.

As this workshop was focused on participation of ethnic groups in planning and implementing tourism activities, some negative socio-economic and environmental impacts of tourism on ethnic groups were introduced in order to raise awareness of the potential dangers involved in developing ethnic/cultural tourism, and to highlight the need for careful planning and local community involvement and control.

The author concluded that to achieve Sustainable Tourism is not easy. It requires good management tools, such as: carrying capacity, indicators for sustainable tourism,

participation from all sectors of the community. Hence the rationale behind convening this workshop!

This presentation provided participants with many new concepts of sustainable tourism and the relationship between culture, economics, and development. The author used a lot of references from other authors to provide a broad idea of different concepts. Some examples and illustrations were given making the presentation more interesting.

However, the content of the presentation was quite academic and too many issues were addressed in one presentation so that it created some difficulties in understanding for local participants (especially the ethnic minority members). If it was divided into two shorter presentations, it would have been more easily "digested".

The text of some transparencies was small and tight and so they were difficult to read.

**6.3. Report: The Role of Sa Pa in Vietnam's Mountain Tourism - By Dr. Nguyễn Văn Bình, Dr. Phạm Trung Lương presented by Mr. Nguyễn Ngọc Hoa Cường, Institute for Tourism Development Research - Vietnam National Administration of Tourism (see annex)**

This presentation included two overheads:

Overhead: *Background for Development of Vi Ôt Nam Tourism for Period of 1986-1995*

Overhead (2 pages): *The Development of Mountain Tourism in Vi Ôt Nam*

Firstly, the authors listed the milestones for development of tourism in Vietnam during the period 1986-1995. It emphasized that changes in legislation as well as economic policy has had a good impact on tourism development. (This section was not included in the paper distributed to participants)

Secondly, the authors over-viewed the increasing tendency towards mountain tourism development in Vietnam. The number of tourists has been increasing and infrastructure has been improved. The mountain areas are attractive places for tourism for reasons such as: good climate, cultural-diversity etc., and tourism can improve the living standard of local people and improve infrastructure. The essential priorities for mountain tourism development are:

- Reserve and develop natural and cultural resources
- Ensure economic benefits for the local community
- Maximize the community's participation in tourism activities.

To achieve these objectives, several measures are suggested:

- Set up a plan for tourism development in mountainous provinces;
- Improve the State's management system;
- Carry out scientific research;
- Develop human resources and development projects.

Finally, the authors returned to focus on Sa Pa tourism specifically. Because it has many advantages/attractions, tourism activities have increased rapidly, infrastructure has developed quickly. However, tourism has brought some negative socio-economic, environmental and cultural impacts. The authors proposed several actions for Sa Pa:

- To improve national management mechanisms for Sa Pa tourism;
- To develop a specific master plan as a foundation for well-oriented investment;
- To protect and to promote traditional cultural values;
- To treat strictly violators of forest reservation regulations;

- To increase living standards of ethnic minority groups;
- To organize communication and training programs.

This presentation addressed general issues of tourism development in Vietnam as well as in Sa Pa. The first part was quite official and was a bit far from the objective of the workshop. The second part concentrated on presenting statistics on the number of tourists visiting mountainous area and mountainous provinces, from which it could be seen that Lao Cai Province is placed second and third with respect to the number of international and domestic tourists respectively.

The report would have been more interesting and well received by participants if some more overheads were provided. The figures in the tables could have been illustrated in the form of graphs in order to make the comparison easier.

#### **6.4. Report: Community-Based Conservation and Tourism Initiatives/ Experience of and Lessons from Nepal - Mr. Shailendra Thakali, The Mountain Institute, Kathmandu, Nepal**

The presentation was accompanied by colour slides. The author began with important definitions such as:

Community is a set of people living in the same area

Cooperative is a focus group that enables the maximum benefit of programs or activities to be undertaken in an integrated manner

Development is the process of combining socio-economic activities, tourism, conservation etc. together for improvement across different sectors

Local institutions are a group of committees with specific responsibilities

The author introduced Nepal by slides showing its location on the world map and its geography and rich natural resources, as well as images from integrated mountain/rural development projects. Nepal has 30 different ethnic groups with their own languages. In 1950s when Nepal adopted an open door policy, the mountains and cultural diversity started to become tourist attractions. The number of tourists has grown to 400,000 / year, a large number for Nepal. In 1997, the income from tourism was 114 million dollars. It is a major source of income for local people.

Besides positive impacts, tourism development causes many negative ones:

- Forest depletion, deforestation because of high demand for fuel-wood to serve tourists;
- Problems with waste;
- Socio-economic impacts, social displacement, petty crimes and inclination to western values, particularly among younger generation;
- Change in culture.

To solve the problems, Nepal has paid more attention to the participation of local people in tourism activities. After 3 decades of experience, more attention is now paid to people and problems through integrated projects. Communities become more empowered to address issues affecting them. Many groups and organizations have been created to be responsible for identifying programs and addressing problems. Sustainable tourism should maintain a high quality of culture and protect the environment.

The protection activities that involve local communities include:

- Introducing fuel-saving technologies, micro-hydro schemes to save firewood.
- Local groups and organizations have managed to support alternative fuel campaigns; prohibiting the use of wood and encouraging kerosene and other energy forms;

- Long-term measures are to implement community plans through community organizations and committees – eg: placement of rubbish bins;
- Women have organized themselves into groups, and, for example, formed day-care centres and using the time saved for income-generating activities or adult education classes;
- Village lodges and houses have been improved so that they are clean, efficient, and use local materials;
- Local people who do not own lodges are encouraged to create other sources of income i.e. kitchen gardening, agro-forestry, cash crops which can be sold locally to serve the trekking industry;
- Educational activities target both hosts (including guest house owners, tour guides and porters) and guests. Eg: providing free information to trekkers before they go on treks in order to raise their awareness of the possible impacts of their actions. Thus, the trekkers are informed/encouraged to cooperate with local people to lessen the negative impacts on the environment.

Community-based tourism or conservation is an approach to provide maximum benefits to local people who can use tourism as a tool. Tourists pay fees to visit the areas, and this money can be used to protect the natural and cultural heritage or to help with socio-economic development. We need to protect both nature and culture.

The author concluded that in the last decade, Nepal has gained much experience, and if this can be helpful to ViÖt Nam, he would be very glad.

This presentation was received well by participants. Since it was supported by colourful slides it attracted more attention and helped participants to understand the context/situation easily. The content was simple, with few academic concepts, so it was easily understood by all participants.

This presentation focused on community based tourism by providing many measures to involve local people in tourism activities. People from Sa Pa could learn a lot from the Nepal experience.

#### **6.5. Report: Impacts of Tourism in Sa Pa - Mrs. L<sup>a</sup> ThP SĪ, Sa Pa People's Committee**

Mrs. Se started her presentation by introducing the beautiful landscape, good climate and ethnic composition of Sa Pa and then went on to outline the positive as well as negative impacts of tourism in Sa Pa:

- Positive: per capita income for area has increased to 200 USD per year; Sa Pa is becoming well-known as a tourist attraction.
- Negative: the number of street children is increasing; social problems; environmental pollution, cultural change.

Solutions and Recommendations were suggested:

- More investment in tourist services
- Preservation of national cultural identity
- More policies, schools, and other infrastructure are needed

This presentation addressed the 'on the ground' situation/issues of tourism in Sa Pa in a simple and straight forward manner. All participants understood the content well and agreed with the issues. The presentation was lively, though it did not include any slides or overheads.

#### **6.6. Report: Results of Research on Tourism in Sa Pa - written by Mr. Mark Grindley and presented by Mr. L<sup>a</sup> Xu©n HiÖu, Frontier ViÖt Nam**

Overhead: *Economic impacts*

Overhead: *Socio-cultural impacts*

Overhead: *Environmental impacts*

This presentation included the combined findings of several studies undertaken on the impact of tourism in Sa Pa over the last four years. It focused on three aspects: Economic impacts, socio-cultural impacts, environmental impacts.

Before discussing the most important impacts in those areas the author briefly introduced two important characteristics of Sa Pa's tourism industry:

- Visitor characteristics: the visitors to Sa pa include both domestic and foreign. Both are attracted to Sa Pa for different reasons and undertake different activities while in Sa Pa. Hence, the groups create different demands for goods and services, behave in different ways, and have different impacts on the economy, culture and environment of Sa Pa.
- Ethnic minority groups and tourism: The ethnic minority groups in Sa Pa play a role as major tourist attractions (their traditional dress, housing, customs and other cultural features). Tourism has also provided a source of income for ethnic minority groups through the provision of goods and services to tourists.

#### 1. Economic impacts

- Seasonality of tourists and over-supply of accommodation
- Direct income to district
- Minority benefits from tourism
- High concentration of income from tourism in Sa Pa town
- Economic leakage

#### 2. Socio-cultural impacts

- Changing family/power relations
- The culture of tourism
- Cultural exchange
- Tourist perceptions
- Social evils

#### 3. Environmental impacts

- Fuel usage
- Waste management
- Flora and fauna

In the end, the author concluded that: "Tourism's impacts are cross-sectoral, and for future tourism development to be sustainable, an integrated approach to planning needs to be taken, with all stakeholders being represented".

The presentation stimulated several questions and comments from participants, for example, with respect to

tour operators minimising costs (and hence benefits) in Sa Pa; reasons for the restriction of overnight stays in hamlets; the use of the term 'love market', and evidence of changes in power distribution within families as a result of tourism. Details can be found in the workshop proceedings (page 13).

Frontier conducted a good research about three aspects affected by tourism. Many issues were concerning with ethnic minority groups.

This presentation stimulated question's response from participants because of their broad contents. However some ideas in the presentation had stimulated a debate, partly because the authors' viewpoints were from outsiders, who may not have sufficient ethnic knowledge about minority groups in Sa Pa, as being criticized by some participants who are ethnologists.

### **6.7. Report: Tourism in Thailand - Mr. Songwit Chuamsakul, Tribal Research Institute - Chiang Mai, Thailand**

Mr. Chuamsakul presented a useful report with colour slides dealing with tourism development in Thailand over the last 10 years. The most important part of his report focused on cultural and trekking tourism in hill-tribe areas of North Thailand. Tourism impacts, both negative and positive were clearly showed and analyzed. There has been very little active local participation and control over tourism development, much of which is controlled by outsiders. Sustainable tourism has yet to be achieved.

Many questions were put to the presenter, mainly focusing on how to initiate/enable local participation in tourism development, how to ensure benefits from tourism for local people, how to ensure tourists adhere to local regulations. Mr. Chuamsakul's report and the following discussion were very useful for Sa Pa, not only because the Thai experience had similarities with Sa Pa, but also because the presenter was himself of H'mong ethnicity.

### **6.8. Working Group Session on Tourism Impacts in Sa Pa**

Participants were divided into four groups by counting 1 - 4, consecutively. Group 1 consisted of participants number 1, group 2 consisted of participants number 2 etc. This helped to make each working group as 'balanced' and equitable as possible, with no power clusters dominating (though individuals were noted to dominate at times).

Groups gathered around a table along with one resource person (see the list of group resource persons). Because of time limitations, each group discussed and selected the two most important impacts (2 negative and 2 positive) under three headings: Environment and Ecology, Economy, Human Society. After discussions, the results of each group were written on cards and arranged on the pin board, and a representative of each group presented the group outcomes in a plenary session.

In summary, the impacts of tourism in Sa Pa as discussed actively by working group participants were:

#### **6.8.1 Environment and Ecology**

##### Positive impacts

1. Improve people's awareness of the environment
2. Attract the State's attention and people's involvement
3. Encourage the protection of the landscape and the environment
4. Recreate landscape
5. Increase income from tourism leading to lower pressure on natural resources

##### Negative Impacts

1. Abuse of natural resources
2. Severe environmental pollution and degradation by creating waste, noise and overuse of tourism resources.

### **6.8.2 Socio-economics**

#### Positive Impacts

1. Create jobs for the local people
2. Improve economic growth for Sa Pa through increasing income, economic development, goods manufacturing

#### Negative Impacts

1. Pay attention only to short-term benefits
2. Cause imbalances in other economic sectors
3. Cause income differences, unhealthy business, unfair competition, deep gap between the rich and poor and loss of income both for authorities and local people by powerful outside tourism company involvement.

### **6.8.3 Human Society**

#### Positive Impacts

1. Revive and raise awareness of the value of traditional cultural identity
2. Create jobs
3. Exposure to and understanding of other cultures (cultural exchange)

#### Negative Impacts

1. Increase social evils
2. Affect relationships between local people
3. Change lifestyles of local people
4. Commercialize traditional people's relationships and erode traditional ethnicity

### **6.9. Focus Group Discussion with Local Dao and H'mong Community Members**

Prior to dividing participants into the focus groups, Mr. S. Thakali and Mr. S. Chuamsakul once again presented their reports on "Community based sustainable Tourism in Nepal" (Mr. Thakali) and "H'mong experience with cultural trekking Tourism in North Thailand" (Mr. Chuamsakul) to the community participants. Mr. Chuamsakul presented in H'mong, and he then translated Mr. Thakali's presentation into H'mong. This arrangement, plus the use of slides, was highly appreciated and stimulating to participants.

Following the presentations, 32 local participants from villages within eight communes were divided into four working groups - 2 male groups, 2 female groups, 1 each of H'mong and Dao (there were a couple of Giay representatives) - led by one or two commune leaders from the main body of the workshop, and supported by one resource person.

It was intended that the commune leaders were to lead the focus groups, firstly briefing participants on the

reason for the workshop and what had happened on the first day, before asking the groups some questions related to SCORE - Strengths, Constraints, Opportunities, Risks, Expectations. The commune leaders had been briefed by workshop organisers and resource persons the night before and given the questions which had been prepared in advance.

During the course of the focus groups, it was evident that the resource persons in three groups were more active in stimulating discussion and explaining questions than had been anticipated, while the commune leaders tended to be interpreters. This did not, however appear to hinder participation. In some instances, the resource persons played a valuable role in preventing dominance of outspoken persons and encouraging others to speak.

Following are the main outcomes of the focus group's discussion:

1. *"Do you have any comments or questions on what I (focus group leader) told you about the presentations and exercises undertaken at the workshop yesterday?"*

- Tourism coming to Sa Pa is good for raising the revenue and increasing living conditions
- State and international organizations should help Sa Pa much more in order to protect landscape and environment

2. *"What do you think about the strengths/attraction of Sa pa for tourism?"*

- Beautiful landscape, ethnic culture diversity, open and friendly people, convenient transportation, fair climate, clean environment
- Local handicrafts, various attractive tourism objects

3. *"What do you think about the constraints/weakness of Sa Pa in developing tourism?"*

- Lack of ethnic minority people acting as tour guides
- Lack of suitable waste management
- Lack of suitable guest houses for tourists
- Some local residents behave badly towards tourists
- Security is not very good (robbery, fighting)
- Language difference
- Tourism management is not good
- Sanitary conditions in villages is not good
- No knowledge about food preparation for foreign tourists
- Doing business with impolite attitude
- Transportation to communes is bad
- Lack of local shops at communes to sell local goods
- Lack of budget for tourism and for manufacturing of local goods
- Sa Pa market has no place for ethnic minority groups so that they have to sell products at the road side
- Foreign tourist do not respect local traditional customs, they need to be aware or informed

3. *"What do you think about the opportunities of Sa pa tourism?"*

- Opportunity for tourists to stay overnight in communes
- Stimulate handicraft production (need budget)
- Establish an ecotourism program
- Establish guest houses in communes
- Upgrade roads to communes
- Improve local landscapes
- English training for local tourist guides

4. *"What do you think about the risks of tourism for Sa pa?"*

- Change of traditional culture and of living style: Some housewives going to sell handicrafts in Sa Pa do not return home to do their housework, many kids do not like to stay at home. They like to go around in the town to sell products or to make friends with tourists. Some tourist requests children guides
- Illegal religious preaching
- Some tourists and tour guides do not respect local people
- Prostitution and drug injection are happening

5. *"What do you expect from tourism in Sa Pa?"*

- Increased job opportunities; and local production
- Be a source of income
- Recreate beautiful landscapes
- Stimulate cultural exchange
- Conserve local cultural diversity
- Upgrade Sa Pa infrastructure
- Upgrade foreign languages ability of local people

The long list of compiled answers offered by focus groups clearly showed that commune participants are paying much attention to tourism development in Sa Pa. It also shows the open-democratic atmosphere of the focus group discussion, and the active participation of the group members.

## **6.10 Analysis of lessons learnt from Thailand and Nepal**

Four groups were formed randomly in the same manner as previously adopted (1,2,3 or 4). Each group was supported by one resource person.

The groups discussed the following questions:

1. Group 1: "What are the similarities between Sa Pa, Nepal and Thailand?"

2. Group 2: "What are the lessons learnt from Nepal and Thailand that we can apply in Sa Pa?"
3. Group 3: "How can we apply the experiences from Nepal and Thailand in Sa Pa? Could we apply them exactly the same or make modifications? How?"
4. Group 4: "If problems similar to those experienced in Nepal and Thailand arise in Sa Pa, how will the overseas experiences be applied, how will the problems be tackled?"

The Metaplan method was used: cards were distributed to participants. The results of the group's work were displayed on the pin-board and then each group representative presented the outcomes in a plenary session. With the active participation of all participants and excellent guidance of group resource persons, the following were outcomes of the group discussions:

**Group One:** "What are the similarities between Sa Pa, Nepal and Thailand"

1. Similarities in tourism potential and types
2. Cultural tourism, ecology and tourism pressure
3. Environment and culture
4. Promote economic development, create more jobs and income-generating activities
5. Similarities: Nepal - has the world's highest mountain, Sa Pa - Vietnam's highest mountain. Tourists come to both Sa Pa and Nepal for climbing.

**Group Two:** "What are the lessons learned from Nepal and Thailand which we can apply in Sa Pa?"

1. Actively educate people and raise their awareness of tourism development and environmental conservation
2. Join together and coordinate community tourism projects with rural development projects
3. Use non-wood fuels to preserve the forests
4. Have clear organization for tourism management, support and services
5. Natural Resources Conservation Area can be based on tourism business under certain conditions
6. Unified tourism operations
7. Coordinate internal and external Institute for Tourism Development
8. Prevent the erosion of traditional ethnicity
9. Improving the State's budget
10. Women also participate in tourism by producing goods and handicrafts

**Group Three:** "How can we apply experiences from Nepal and Thailand in Sa Pa? Apply them exactly or make modifications? How?"

1. Mountainous tourism
2. Substitute other fuel for firewood
3. Develop traditional local industries
4. Reforestation

5. Build eco-tourist guest houses with eco-tour guides
6. Travel on foot to villages
7. Increase income for locality
8. Control social evils
9. Avoid commercializing traditional ethnicity
10. Complete investment methods for tourism development
11. Find outside support for specific projects
12. Improve power of local groups
13. Introduce tourism development policies
14. Develop a cultural village
15. Significance of outside support and experiences for future

**Group Four:** "If problems similar to those experienced in Nepal and Thailand arise in Sa Pa, how will the experiences of overseas be applied, how will the problems be tackled?"

1. The lesson on fuel substitution has not yet been applied
2. Vegetables and fruit trees have not been developed for tourists
3. Problems in fuel savings (e.g. utilizing steam from water)
4. The utilization of solar-energy has not been applied
5. The operations of conservation agencies is not as well-run as others
6. There are no posters in village
7. People have not been trained in tourism services
8. Lack of awareness of interpretive communication about the original environment for tourists and tour guides
9. A tourism body is necessary
10. A clear action program is necessary
11. Organize management and planning - need capital to make operation
12. Eco-guesthouses - have not been applied yet but it should be in the future
13. How can tourism pay for conservation?
14. How to set up mechanism for tourism income to go to conservation of nature reserves, community projects?

## 6.11 SCORE analysis

The above working groups undertook SCORE analysis in the format of round-table discussion, again using the Metaplan method. Prior to group work, the results of the previous Dao and H'mong focus group works were distributed among participants.

Upon completion of group discussion, one speaker of each group was selected (by participants) to present the outcomes of the group in plenary. Cards of the same category of SCORE were then rearranged by facilitators. The outcomes of SCORE analysis are as follows:

**Strengths:**

- Good climate
- Beautiful landscape
- Various traditional cultural identifications
- Restore the eco-environment
- Enthusiastic local officials
- Solid community
- Historically famous

**Constraints:**

- Inefficient management
- Poor infrastructure
- Low tourism knowledge
- Low business knowledge
- Unsatisfactory services
- Low educational level of people
- No tourism body

**Opportunities:**

- Increase income
- Create more jobs
- Develop ecotourism, culture, trekking
- Shift in economic structure
- Develop handicraft manufacturing
- Broaden people's knowledge
- Cultural exchange
- Improve the environment
- Investment for tourism sectors

**Risks:**

- Destroy nature and the eco-environment
- Cause environmental pollution
- Erode traditional cultural identities
- Commercialize culture
- Social evils
- Aimless development

**Expectations:**

- Create jobs
- Consume products
- Develop social economy
- Better allocation of income
- Integrate the community in tourism development
- Improve ethnic minorities' awareness
- Become a sustainable tourism destination
- Green, clean and beautiful
- Educate children
- Protect the environment

## 6.12. Presentation: Introduction to Guiding Principles for Sustainable Tourism - Ms. Annalisa Koeman

Ms. Annalisa Koeman presented an introduction on Guiding Principles for Sustainable Tourism, including many overheads. Subjects covered:

- What are guiding principles
- The objectives of voluntary guiding principles / codes of conduct
- Examples of guiding principles (eg: WWF/Tourism Concern, Canadian Guidelines, Nepal and Chinese examples and others)
- Advantages of committing to a voluntary set of guiding principles for ST
- Word of warning about deciding to adopt guiding principles
- How to think about developing a set of simple guiding principles for Sa Pa

Guiding principles for ST were quite new to almost all local participants of Sa Pa workshop, so all the participants paid a lot of attention to the presentation. However, the issues were too academic, and limited time was available for the presentation, so not all the material was absorbed or understood. The presenter was aware of this and reminded the participants that subjects/topics presented were included in their workshop compilation of materials.

## 6.13 Vote for Ten Principles for Sustainable Tourism in Sa Pa

Four new working groups were formed by counting from 1 to 4 in the opposite direction than previously. With the support of a resource person, each group discussed and selected 10 guiding principles. As mentioned above, not all participants understood clearly about guidance principles so that facilitators had to move around each group to explain what was required of them, and to give a simple example of a possible guiding principle. Group resource persons also had to do their best to help their group.

The selected principles of each group, written on cards, were put on the pin-board. Later, they were re-arranged by facilitators. A total of 16 guiding principles were selected and displayed on the pin-board and placed in a matrix. Each participant was then asked to choose ten principles that he or she considered as the most important and mark (x) at the proper places on the ranking matrix. In the end, 10 guiding principles for Sa Pa ST were selected as follows:

### Sa Pa's Ten Guiding Principles for Sustainable Tourism:

1. Increase local communities' participation in tourism development
2. Protect traditional cultural identities
3. Develop a planned, controlled tourism
4. Utilize resources sustainably and protect natural resources
5. Utilize tourism income for the locality's social and economic development
6. Preserve and develop tourism resources
7. Educate and improve community capabilities
8. Responsible marketing, advertising, interpreting
9. Prevent environmental pollution

10. Intensify research in tourism

## **6.14. Develop a Broad Framework for a Sustainable Tourism Action Strategy (STAS) for Sa Pa**

### **6.14.1 Proposed Framework for STAS**

Ms. Annalisa gave a short introduction to STAS and outlined a possible/proposed STAS for Sa Pa:

1. Guiding principles for sustainable tourism
2. Priority issues
3. Priority actions
4. Sa Pa Tourism Management Body
  - Functions and Tasks
  - Local authority support
  - NGO support
  - Local communities and people support
  - Resources - Finances - Mechanisms
5. Action Plan Schedule
6. Define locality regulations
7. Develop Sa Pa Tourism Charter (like the guiding principles already determined)
8. Develop an Environmental Charter for Hotels (Hotel participants and tourism management organizations)

Participants were divided into 3 groups, Metaplan was used again with the support of the group resource person. Groups were asked to consider points 3, 4 and 5 (1 and 2 already having been completed in previous exercises).

Each idea was written down on one card, which was pinned on the pin-board. Afterwards, one speaker of each group was nominated to present the group's results (see below, and the record, pages 25-28).

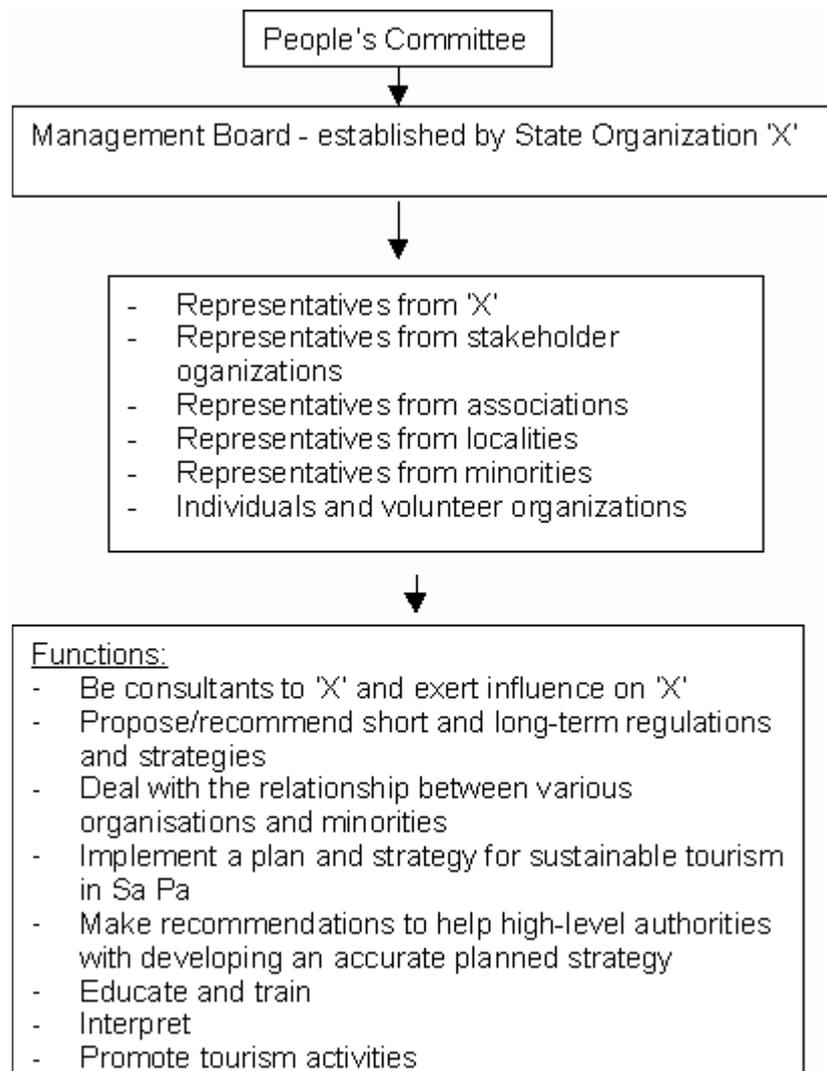
### **6.14.2 Presentation of Action Plans**

#### **Group One:**

##### Priority Actions

- Raise community involvement/ participation: empower them to express ideas, undertake training, make decisions, obtain/receive profits;
- Tourism must be seen as a catalyst for development: increase handicraft production and consumption. Take advantage of investment from state and international organizations.

##### Planning Structure



## Group Two:

### Priority Actions

- Set up a "Department for Sustainable Tourism Development"
- Define actions and management regulations
- Train immediately tourism personnel
- Launch a campaign for improved sanitation - from towns to communes

Name of organization - "Department for Sustainable Tourism Development"

### Functions/Tasks:

- to define regulations and responsibilities of parties
- to develop a development plan for each stage
- to guide, encourage, control and supervise tourism related activities

Role of local authorities (District People's Committee):

- Issue decisions on establishment of Department, and resolutions
- Supervise activities - support policies – make approvals and recommendations

### Organizational Structure

- 1 district people's committee representative

- 1 planning/finance department rep
- 1 women's union rep
- 1 youth union rep
- 2-3 commune representatives rep
- 1 nature reserve rep
- 2 hotel reps
- 1 rep from Lμo Cai Tourism Company

#### Role of International Organizations

- Consulting
- Support through technology and experience, training and study tours

#### Roles of local people

- Understand - support - monitor

### **Group Three:**

#### Priority Actions:

- Establish an introductory program about Sa Pa
- Set up a program group (perform local festivals, etc.)
- Protect the environment eg: waste management, regulations at tour sites
- Set up tourism centers at communes, including production activities and marketing handicraft products
- Develop a model of community tourism
- Establish a guiding/direction system and posters at tour sites
- Establish a tourism management and support board
- Hold study tours/site visits and research for commune representatives
- Establish an association of hotel and restaurant businesses
- Help communities receive guests - provide funds for building houses and lodges, promote local manufacturing
- Before the tourist season, organise, promote and introduce the authentic picture of Sa Pa.

#### Name: Centre for Sustainable Tourism Promotion

#### Functions:

- interpreting, encouraging, providing consultant services, training
- support the development of sustainable tourism - supervise, recommend and propose sustainable tourism methods
- implement cooperative relations

#### Government Support:

- in terms of legal aid, operation sites and offices
- provide a proportion of operation costs
- reduce tax on organization's beneficial/philanthropic actions

#### NGO Support:

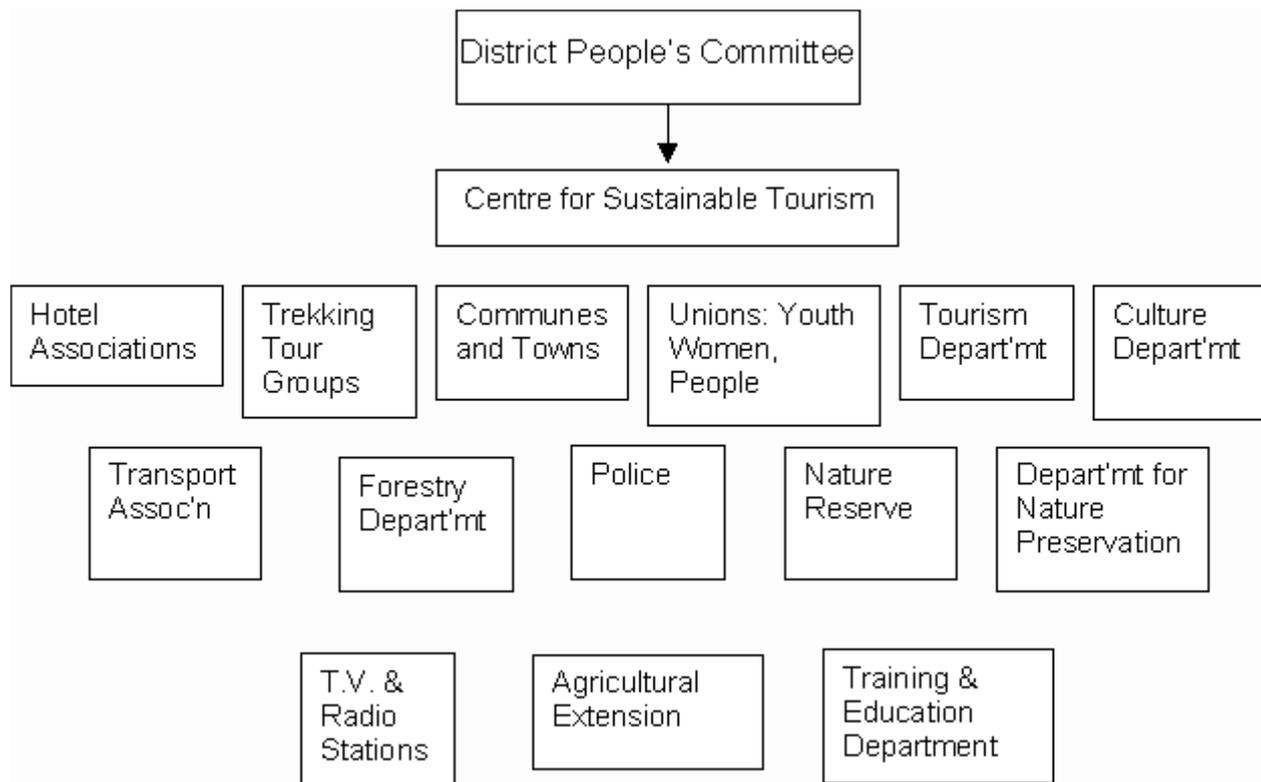
- provide consultation services, impart knowledge on operational methods, etc.
- provide some financial aid

#### Local People's Support:

- Approve the organisation's activities
- Cooperate with the organisation to establish a centre for selling local products to get money for the organisation's operations

- Provide some financial voluntary support

Group Three diagram:



Body receives support from:

- Support from local authorities: financial and administration
- Support from different governmental sectors: consultation
- Support from NGOs: consulting, financial support, training, project implementation
- Support from local people: involvement in implementation
- Support from local associations: voluntary contributions

### 6.14.3 Agreement on the need for a Tourism Body for Sa Pa

All groups overwhelmingly agreed on the need for a tourism body, and one that would have broad community (stakeholder) representation. However, the ideas of each group differed from one another, especially with respect to the structure of a Sa Pa Tourism Body vis a vis the District People's Committee, and the Body's specific membership, authority, function, tasks and name (eg: "Centre for Sustainable Tourism", "Sustainable Tourism Management Board" and "Department for Sustainable Tourism Development").

The concretisation of the proposed framework of a STAS and a final agreement on the form of a Tourism Body could not be completed during this last session of the workshop.

IUCN STP Advisor, Ms. Annalisa Koeman, presented an overhead of the form another possible body - a "Sa Pa Tourism Association" – could take, and mentioned that time had already been dedicated to drafting a document on the formation of this Association. She went on to say that based on the results of the workshop, the document could be revised and shared with all participants prior to another forum which would aim to reach a definitive decision on the form and establishment of the tourism body.

IUCN STP emphasised the need to follow up and complete the process that had been initiated during a very hard working and successful workshop. In order to keep the momentum going, IUCN STP encouraged participants to meet again in the next couple of months.

## 7. SUMMARY ACHIEVEMENTS OF THE WORKSHOP

Through active, relaxed and free discussion and the sincere participation of the participants and workshop organizers, the workshop achieved some notable and important outcomes:

1. Awareness of sustainable tourism and guiding principles for ST was raised amongst all participants, from the Provincial to the commune and village level.
2. Some valuable experiences and lessons were drawn from Nepal and Thailand, which can be applied to present or future problems/situations in Sa Pa;
3. The negative and positive impacts of tourism on the environment and ecology, economy, society, traditional culture and identity were identified, in general as well as specific to Sa Pa;
4. Participants chose ten top priorities for Sa Pa tourism development, among which the two priorities that got the highest number of votes were:
  - Increase the community involvement in tourism, and
  - Establish a tourism body with broad community involvement, to ensure a unique and equitable management of tourism in Sa Pa. The general agreement/consensus on the need for such a body was in fact the highlight of the workshop. The conclusion and decision was reached by the participants themselves, and met the hopes of the workshop organisers;
5. SCORE analysis for Sa Pa was conducted for focus groups of Dao and H'mong community members as well as workshop participants;
6. Ten guiding principles for sustainable tourism development in Sa Pa were selected and voted upon. These principles reflect clearly the above-cited priorities for tourism development, Sa Pa's characteristics and the hopes of the locality's populace;
7. The workshop empowered the participants in the forum to express their hopes for tourism and their private assessment on the current status of tourism in Sa Pa. The workshop successfully brought a variety of stakeholders together (ethnic minorities, private and state owned tourism operations, governmental offices, scientists and researchers, INGOs and NGOs) who felt comfortable to share freely their own ideas in an atmosphere of tolerance;
8. Participants proposed various strategies for sustainable tourism development in Sa Pa, and defined the number one priority for follow-up to the workshop – the establishment of a broad community based tourism body.

## 8. OVERALL ASSESSMENT OF THE WORKSHOP

1. This was the first workshop with international participants from overseas held in Sa Pa. The workshop was a friendly, co-operative, equitable and open atmosphere forum involving a variety of participants from varied backgrounds and positions. Many honest feelings and ideas were offered and discussed freely. The grassroots democratic process and community participation contributed to the achievement of many of the workshop's objectives;
2. It is noteworthy that most of the anticipated outcomes of the workshop were successfully achieved. The majority of, and most important of the problems and issues pertaining to tourism development in Sa Pa were identified; of which increased community participation and establishment of a Sa Pa Tourism Body were given the highest priority;
3. Participants actively analyzed the positive and negative impacts of tourism in Sa Pa and much attention was paid to local cultural and social degradation by tourism.
4. This is the first kind of workshop held in Sa Pa focusing entirely on tourism, and, given the rapid and largely uncontrolled growth in tourism development over the 1990's, it was much appreciated by local authorities and local community members alike;

5. This is the first time in Vietnam that the issues of sustainable tourism, eco-tourism and community-based tourism were addressed at a grassroots level. Through the active discussion of participants during the three days, it became evident that they wish tourism to Sa Pa to be re-oriented/directed towards 'community based ecotourism';
6. It was recognized that tourism should be a part of integrated rural development programmes, to include a pilot 'homestay' initiative which can meet the demands of foreign tourists for close cultural contact with the ethnic minority communities and provide those communities with another income generating opportunity;
7. Local participants became more aware of their role on conserving the natural and human resources on which they depend.
8. The workshop appeared to successfully advocate the need for tourism to invest in local communities and for developers, businesses, scientists/researchers, NGOs and government to forge links and establish a cooperative dialogue with local communities;
9. The role of INGOs - as technical advisors - was made clear to all the participants. The efficient cooperation and diligence of the workshop team, the high standard of interpretation, the high quality of equipment, and good organization created a feeling of goodwill that helped make the workshop a successful one;
10. All participants were interested in the Metaplan techniques applied at the workshop. Together with the excellent organization by IUCN and the application of Metaplan, the responsible facilitation by Dr. Hoa and Dr. Loan was a third key to the success of the workshop.

## **9. RECOMMENDATIONS FOR IMPROVEMENT**

The shortcoming of the workshop was the long set of workshop objectives and expected outcomes, which were too ambitious for the three day workshop. To fulfill all the expected outcomes, at least one more day was required. Hence, the STAS was not defined and consolidated as well as the workshop organizers had hoped for.

The social scientists/researchers who participated in the workshop were not given sufficient opportunity to share their knowledge. No chance was offered for presentations or speeches, so that their ethnic or other research knowledge could not be shared widely with the forum. This again was a problem of lack of time in the very tight schedule.

The terminology used at the workshop was of a high academic level (for example: sustainable tourism, ecotourism, carrying capacity, guiding principles, waste management, environmental degradation etc.). Some of these issues were not fully understood by commune participants or local leaders. This at times was a barrier to local participants sharing their ideas with more informed/trained participants.

## **10. FOLLOW UP**

An ad hoc committee should be established, comprised of some active key-participants of the workshop, to be involved in the continuation of the project, specifically: to draft in detail the Sa Pa STAS, and to make the final decision on the composition, role, responsibilities etc of the Tourism Body of Sa Pa.

The mandate of the tourism body, once established and formalised by the Lao Cai Provincial authorities, would be as follows:

1. To finalize the action strategy which must be ratified and approved by authorities;
2. To implement the action strategy and develop project proposals - in accordance with the objectives and guidelines of the strategy;
3. To be responsible for coordinating tourism efforts;

4. To identify local and international agents to assist the projects;
5. To make recommendations to the People's Committee

The Tourism Body would bring through its membership a forum that could implement the following tasks:

- To discuss issues and solve conflicts
- To work with the nature reserve to develop initiatives for tourism to benefit conservation, and environmental education
- To work with local communes to broaden opportunities for local people to participate in tourism
- To be involved in coordinating and marketing the district
- To develop further guidelines and rules/ ethics for development and tourist behaviour
- To recommend rules if necessary
- To be responsible for raising awareness across all sectors
- To operate an interpretive and/or tourist information centre

## ANNEX

### 1. List of Participants

Name	Organization
1. LÝ Hạng Anh	IUCN consultant
2. Nguyễn ọc Hoa CŨng	Institute for Tourism Development and Research - VNAT
3. Sơn - Chĩng	Sa Pa Culture, Information and Sports Department
4. LÝ May ChỐn	Commissioner, TÌ PhÈn Commune People's Committee, Sa Pa
5. Lở Thổ ChYnh	BÈnh Minh Guest House, Sa Pa
6. Sĩng A Chóng	Chairman, S Pĩn Commune People's Committee, Sa Pa
7. ồio Mạnh CŨ	International Relations, Lao Cai People's Committee
8. Trđn MỐnh Diom	Lao Cai Trade and Tourism Department
9. Nguyễn Thi DỄu	Chase Manhattan Bank
10. ọc Trung Dồng	Lào Cai Centre for Agricultural Extension
11. Nông Thanh Hội	Sa Pa Committee for Ethnic Minority Motivation
12. Lở Xuân Hiủ	Frontier Viot Nam
13. PhỐm ThỄ Mẻng Hoa	Human Geography Research Centre
14. Nguyễn ốÈnh Hỏ	Hỉ Nẻi National University
15. Lở Trẻng Hĩng	Sa Pa Culture and Information Centre
16. Nguyễn Lờm	IUCN
17. Nguyễn Thanh Lũnh	Hỉm Rẻng Hotel Sa Pa
18. Nguyễn ThỄ Loan	University of Natural Sciences
19. Ma Quang Lĩ	Tộ Van Commune People's Committee, Sa Pa
20. ồoỈn ọc Lu	Committee for the Health and Protection of Children

21. Võ Minh	Lào Cai Police Department
22. Ớc ThỂ Nhung	Sa Pa Women's Union
23. Hồng Ninh	Lào Cai Police Department
24. HỈ Kim Oanh	International Cooperation – Committee for Ethnic Minorities and Mountains Areas
25. GiỂng Seo Phồ	Vice Chairman, Lào Cai People's Committee
26. Phan The PhỦng	Sa Pa Trade, Tourism and Finance Department
27. LỖ ThỂ Sĩ	Vice Chairperson, Sa Pa People's Committee
28. Thao A Seng	Sa Pa Forestry Department
29. Mai Thanh SỦn	Museum of Ethnology, HỈ Néi
30. NguyỜn Tiỏn SỦn	Sa Pa Culture and Information Department
31. MỈ ThỂ Sĩ	San Sộ Hạ Women's Union, Sa Pa
32. VỦng Tiỏn Sủ	Lào Cai Department of External Affairs
33. Trủn DoỈn ThỔng	Sa Pa Town People's Council
34. NguyỜn An ToỈn	Sa Pa People's Council
35. NguyỜn MỒnh TuỂn	Ministry of Agriculture and Rural Development
36. ớng Trung	Dang Trung Guest House, Sa Pa
37. NguyỜn ThỂ Kiờu Viỏn	SNV - Netherlands Development Organization
38. Claude Baland	Victoria Sa Pa Hotel
39. Songwit Chaumsakul	Tribal Research Institute - Thailand
40. Hans Friederich	IUCN
41. Mark Grindley	Frontier ViỔt Nam
42. Annalisa Koeman	IUCN
43. Richard Sobey	Program Manager, Frontier
44. Shailendra Thakali	The Mountain Institute - Kathmandu, Nepal

## 2. List of Dao and H'mong focus groups

### Group One

1. LỖ Mẻy ChỒu - Team 1, Tộ PhỀn
2. Phầu PỈ Mẻy - Team 2, Tộ PhỀn
3. Chộo Mẻy QuỖy - Team 3, Tộ PhỀn
4. Tẻu Mẻy Pham - Team 2, Tộ PhỀn
5. LỖ Ta Mẻy - Tộ Chội
6. LỖ ThỂ Lủ - Tộ Van

### Group Two

7. MỈ ThỂ Sĩ - San Sộ Hạ
8. LỖ ThỂ Mủ - Tộ Van

9. Giằng ThỀ Mủ - Lao Chội
10. Giằng ThỀ So - Lao Chội
11. Giằng ThỀ Phình - Lao Chội
12. Thồ ThỀ Vu - Lao Chội
13. Mĩ ThỀ Vu - Lao Chội
14. HÓng ThỀ Mc - San Sộ Hạ
15. Giằng ThỀ Giũ - San Sộ Hạ
16. Ớc ThỀ Nhung - District Women's Union

### Group Three

1. Mộ Quang Lĩ - Day - Tộ Van
2. Giằng A Giang - Mõng
3. Lạ Chừ Giộ - Mõng - Lao Chội
4. Giằng A Vọng - Mõng - Lao Chội
5. Lạ A Chinh - Mõng - Lao Chội
6. Vầng A Quang - Tđy - Bộn Hß
7. MỈ A Dưa - Mõng - San Sộ Hß
8. Sỉng A Cộu - Mõng - San Sộ Hß
9. HÓng A Sinh - Mõng - San Sộ Hß

### Group Four

1. Hßng Móc - Tộ PhÈn
2. Sỉng A Chóng - Sö PỈn
3. Giằng A Tĩng - Hđu Thồ
4. Thồ A VỈng - San Sộ Hạ
5. Lß Tộ Chu - Lao Chội
6. LỖ A Tó - Lao Chội
7. Lß Sộ Chu - Lao Chội