

IV. Developments in Community-Based Tourism

The CBT approach and its profile emerged in the mid 1990s through a combination of progressive actions by governments, donors, non-governmental organisations, tourism companies and communities themselves. Initiatives have not been evenly spread geographically and the level of CBT development appears to be related to the following:

- *The existence of an enabling national policy framework that is effectively implemented.*
- *The positioning or re-positioning of a destination and the branding or re-branding of tourism companies as environmentally and socially responsible.*
- *The availability of technical and financial assistance for CBT development.*
- *The level of local entrepreneurship and/or leadership in communities.*

Some governments have promoted CBT as part of their national development plans for poverty alleviation. In Southern Africa, CBT development has been significantly facilitated by states devolving rights over wildlife, land or other natural resources to rural communities, which has led to the emergence of community/private joint venture partnerships in tourism (Ashley and Jones 2001). In the Caribbean, the Saint Lucia Heritage Tourism Programme (SLHTP) arose out of concerns for the sustainability and equity of tourism development and SLHTP has been one of the more progressive government CBT interventions in the region to date.

Major donors have assisted CBT product, organisational and programme development and include the European Union (EU), United Kingdom Department of International Development (DFID), Netherlands Development Organisation (SNV), United States Agency for International Development (USAID), Canada International Development Agency (CIDA), Ford Foundation, World Wildlife Fund International (WWF), United Nations Development Programme Global Environment Facility - Small Grants Programme (UNDP GEF-SGP) and the United Nations Educational, Scientific and Cultural Organization (UNESCO). Volunteer agencies such as Voluntary Service Overseas (VSO), Peace Corps Volunteers (PCV) and the Japanese International Cooperation Agency (JICA) have provided technical advisors at the local level.


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Several non-governmental organisations supporting capacity building, product development, marketing and advocacy for CBT have developed in the last decade. In Southern Africa, the Namibian Community-Based Tourism Association (NACOBTA) was founded in 1995, the same year as Responsible Ecological Social Tours (REST) began supporting CBT in Thailand. In East Africa, the Uganda Community Tourism Association (UCOTA) was established in 1998 and a rural community tourism organisation (ACTUAR) was set-up in Costa Rica in 2001.

The majority of CBT developments in the Caribbean region have been in Belize, St. Lucia, Dominica, Jamaica, Trinidad and Tobago and Guyana. The European Union (EU) has been instrumental in providing financial and technical assistance for government tourism development programmes that have supported CBT to alleviate poverty.

The SLHTP commenced in 1998 as a co-funded EU and St. Lucian government programme and endeavoured not just to develop CBT products but put the whole tourism sector on a more sustainable footing. The programme operates from micro to macro levels and has developed initiatives in the fields of policy reform, capacity building, product development, marketing and public awareness. Its objectives are to facilitate a broader distribution of benefits of existing tourism (cruise ship passengers and stay-over visitors), develop a complementary sub-sector of community-based Heritage Tourism and strengthen linkages between the tourism industry and other local economic sectors.

The Eco-Tourism Development Programme (ETDP) in Dominica had an important CBT component. The programme developed a Community Tourism Policy that forms part of the national Tourism 2010 Policy, established a Community Tourism Development Fund that disbursed grants to 20 community-based organisations for infrastructure development, and provided skills development and technical assistance in business development.



“The UNESCO Youth PATH (Poverty Alleviation through Heritage Tourism) Programme began in 2002 with a goal to contribute to poverty alleviation in the Caribbean.”

A tourism project to strengthen the National Parks Authority (NPA) and develop 20 tourism sites in St. Vincent and the Grenadines (SVG) identifies local communities as the main beneficiaries. The project is to be co-funded by the EU and the Government of SVG and is expected to commence in 2007.

The UNESCO Youth PATH (Poverty Alleviation through Heritage Tourism) Programme began in 2002 with a goal to contribute to poverty alleviation in the Caribbean. The purpose is to enable young people, aged 15 to 25 years, to gain skills for employment opportunities in CBT and the preservation of natural and cultural heritage sites. The Programme had three

phases: Phase I (2002-2003) was implemented in 5 Caribbean countries (Barbados, Bahamas, Jamaica, St Lucia and St. Vincent and the Grenadines); in Phase II (2004-2005), the Programme was expanded to Belize, Dominica and Suriname; and during Phase III (2006-2007) Grenada and St Kitts and Nevis were included.

The Canada International Development Agency (CIDA), through its Caribbean Regional Human Resource Development Program for Economic Competitiveness (CPEC), funded the Jamaica Community Tourism Project that commenced in 1996. The Project supported the training of trainers and skills development in community tourism, the development of a community tourism website and handbook, and the 1st IIPT Caribbean Community Tourism Conference in 2003.

The University of the West Indies Sustainable Economic Development Unit (UWI-SEDU) in Trinidad undertook a practical research project, supported by DFID, from 2004-5. The project focused on achieving sustainable livelihoods among marginalized communities along the Caribbean coast. It highlighted the potential of tourism in terms of providing product inputs and direct services to enhance linkages between community producers and mainstream tourism in St. Lucia, Belize and Grenada.

The Inter-American Institute for Cooperation on Agriculture (IICA) established an Agro-tourism Linkages Centre in Barbados housed in facilities provided by the government. The mission of the centre is to maximize linkages between agriculture and the tourism industry by facilitating

trade in indigenous fresh and processed foods and non-food agro-industrial products with the hotel, gift, restaurant and food service sectors; and promote the development of agro-tourism and eco-tourism. The initiative is the first of its kind in the Caribbean and serves as a model for other countries. Several projects have successfully linked local producer groups to international hotel chains.

Several non-governmental organisations have also supported CBT development in the Caribbean. The Toledo Ecotourism Association

(TEA) in Belize was founded in 1990. It represents several village associations that offer guesthouse accommodation and other tourism activities. The Toledo Institute for Development and Environment (TIDE) in Belize has also successfully engaged in CBT and both TEA and TIDE have won international awards recognising their contribution to socially and environmentally responsible tourism development.

The Community Tourism Foundation (CTF) in Barbados was set-up in 2000 with a mission to 'Build safer and stronger communities in partnership with the tourism sector.' The CTF mobilises resources, gives small grants and technical advice to social development programmes in low-income communities and encourages the tourism sector to invest in community development.

In Jamaica, Diana McIntyre-Pike has pioneered and promoted community tourism. Ms. McIntyre-Pike helped establish the Sustainable Communities Foundation through Tourism (SCF) that works in collaboration with the Countrystyle Community Tourism Network and the International Institute for Peace through Tourism (IIPT). The vision of the SCF and the network is that communities within central and southwest Jamaica actively participate in the economic, environmental, social and political processes that result in sustainable development leading to an improved quality of life for themselves and future generations.

The Travel Foundation (UK) established an office in Tobago in 2004, which has several sustainable tourism initiatives related to CBT, including facilitating farmers to supply hotels and piloting small revolving loans to tourism micro-entrepreneurs.

Some tourism companies have also helped to establish and support CBT in response to changing trends in the market that demand socially responsible tourism packages. There is also increasing recognition that it is in their long-term strategic interests to demonstrate their commitment to local development. Regional examples include 3 Rivers and Jungle Bay Resort and Spa in Dominica, all-inclusive Sandals resorts in St. Lucia and Jamaica, Ocean Terrace Inn in St. Kitts, Four Seasons Resort in Nevis, Curtain Bluff Hotel in Antigua and Casuarina Beach Club in Barbados.

Widespread stakeholder discussions and documentation of experiences has been limited but is growing. The first regional CBT workshop was held by CANARI and the SLHTP in St. Lucia in 1999. An IIPT conference focused on community tourism in Jamaica in 2001. Interest in the approach is gaining momentum and training workshops were held in Grenada, St. Vincent and the Grenadines, Dominica, and Trinidad and Tobago in 2006.

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Useful publications on CBT for practitioners and policy-makers are now available. Several "how to do" CBT manuals and policy guidelines are freely available online (Ashley, Goodwin, McNab, Scott and Chaves 2006; Geoghegan 1997; InWent 2002; Mountain Institute 2000; Mycoo 2005; SNV 2000, WWF 2001). A CBT handbook has been produced based on experiences in Thailand (REST 2006) and a manual on tourism enterprise development through community/private partnerships has been developed based on knowledge gained in South Africa (Wild Coast SDI Development Support Programme 2005a).

A Good Practice Inventory (GPI) of CBT in protected areas was launched in 2006 by the Asia Pacific Environmental Innovative Strategies - Research on Innovative and Strategic Policy Options (APEIS-RISPO 2006). The World Tourism Organization (UNWTO) and the United Nations Development Programme (UNDP) Equator Initiative (GEF-SGP 2006) have also documented good practices by community-based organisations in alleviating poverty and promoting conservation through tourism.

Marketing initiatives for CBT have rapidly developed in recent years. Guidebooks for consumers promoting community-based and ethical holidays have been produced by Tourism Concern in the UK (Mann 2000; Pattullo and Minelli 2006). Promotional programmes using the Internet are also growing. UNWTO, the Regional Tourism Organization for Southern Africa (RETOSA) and SNV are developing an Internet-based information system to improve market access to CBT in Southern Africa. The UK travel agency, Responsibletravel.com, in partnership with Conservation International, launched an Internet database to boost marketing of 100 CBT enterprises in 2006.

There has also been an increase in the number of international tourism and environment awards that CBT projects are eligible for. These include the UNDP Equator Prize, the TO DO! Award for Socially Responsible Tourism and the First Choice Responsible Tourism Awards. In 2002, a Fair Trade in Tourism South Africa (FTTSA) Trademark was launched - the first time in the history of the fair trade¹ movement that a label for the tourism sector had been created. By 2006, 21 tourism enterprises in South Africa were accredited including several CBT enterprises.

These developments show that the importance of CBT has grown over two decades. Successful CBT enterprises remain isolated and exceptional, however, as the approach has had marginal uptake and implementation challenges have led to a low level of sustainability internationally. CBT impacts on alleviating poverty and providing the incentives for conservation are currently being questioned more thoroughly (Goodwin 2006) and therefore it is important to examine critical factors and key lessons learnt as these guide good practice.

¹ *The Fair Trade movement emerged in Europe in the 1960s with the aim of helping producers in developing countries receive a fair share of the benefits from the sale of their produce.*

V. Critical Factors, Lessons Learnt and Good Practices

An important review of CBT experiences in South Africa, Namibia, Nepal, Uganda, Ecuador and St. Lucia by the PPT Partnership in 2001 identified four critical factors that constrain or facilitate progress that need to be addressed (Ashley, Roe and Goodwin 2001). These are:

- 1. Access to the market:** *physical location, economic elites and social constraints on local producers.*
- 2. Commercial viability:** *product quality and price, marketing, strength of the broader destination and funding mechanisms.*
- 3. Policy framework:** *Land tenure, regulatory context, planning process, government attitudes and capacity.*
- 4. Implementation challenges in the local context:** *filling the skills gap, managing costs and expectations and maximising collaboration among stakeholders.*

The overview presented in tabular form in the following pages draws on seminal international and regional documentation and analyses of CBT experiences. Key sources were the Overseas Development Institute (Ashley, Roe and Goodwin 2001); Pro-Poor Tourism Partnership (PPT Partnership 2005); Dutch development agency (SNV 2000); CANARI (Cooper 2004a); SLHTP (Renard 2004); Sylvester Clauzel (Clauzel 2005, 2006); the Asia Pacific Environmental Innovative Strategies - Research on Innovative and Strategic Policy Options Good Practice Inventory (APEIS-RISPO 2006); and publications on community/private partnerships (Ashley and Jones 2001; Wild Coast SDI Development Support Programme 2005; Mitchell and Harrison 2006). Insights and case studies from these publications were supplemented by information known to the author and the regional case studies profiled.

Overview of critical factors, key lessons learnt and good practices internationally and in the Caribbean

Critical Factor(s)	Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
1. Market access	1.1 Strength of economic elites	<ul style="list-style-type: none"> - Breaking into the market is not easy. 	<ul style="list-style-type: none"> - Government intervention, marketing links and intensive communication. 	<ul style="list-style-type: none"> - St. Lucia Heritage Tourism Programme (SLHTP).
	1.2 Location of the community and level of infrastructure development	<ul style="list-style-type: none"> - Location matters. - CBT does best where the wider destination is doing well. - CBT products are often in areas with poor infrastructure and this undermines viability. - The impact on livelihoods may be greater in remote areas though tourism may be on a limited scale. 	<ul style="list-style-type: none"> - Investment in infrastructure, particularly roads, harbours and communications, as well as vendor markets and sanitation facilities. 	<ul style="list-style-type: none"> - The Cuban government invested in Hotel Moka in Las Terrazas. - The Barbados government invested in infrastructure development for the Oistins Fish Fry. - The Eco-Tourism Development Programme (ETDP) in Dominica built a retaining wall and new jetty for the Indian River. - Walkerswood Caribbean Foods Ltd. made its factory wheelchair accessible for tourists in Jamaica.
2. Commercial viability	2.1 Quality and attractiveness of product	<ul style="list-style-type: none"> - Unattractive products do not sell well. - Ensuring commercial viability is a priority. - A good and thorough knowledge of the industry has proven invaluable. - Creating a unique product concept does not mean the basic concept cannot be borrowed. - Political interests can interfere with the selection of projects. - An area can be made more interesting by interpreting 'hidden' stories in the landscape. - Tourism does not have to be site based. 	<ul style="list-style-type: none"> - Development of objective criteria to select CBT projects to ensure feasibility and non-partisan planning. - Market research with the private sector in product development to ensure viability. - Innovation with authentic craft and agricultural products and cultural events. - Creation of local and regional markets to maintain visitation levels in low season. - Creation of an ongoing review mechanism of product quality. - Development of standards. 	<ul style="list-style-type: none"> - SLHTP developed strategic project selection criteria. - Product quality at Anse La Raye Seafood Friday (ALRSF) in St. Lucia is regularly reviewed. - Grand Fond Village Council and 3 Rivers developed a 'Community Life Package' in Dominica. - St. Helena's Women's Group created an Appleton Rum Estate 'Calabasket' in Jamaica.
		<ul style="list-style-type: none"> - Unattractive products do not sell well. - Ensuring commercial viability is a priority. - A good and thorough knowledge of the industry has proven invaluable. - Creating a unique product concept does not mean the basic concept cannot be borrowed. - Political interests can interfere with the selection of projects. - An area can be made more interesting by interpreting 'hidden' stories in the landscape. - Tourism does not have to be site based. 	<ul style="list-style-type: none"> - The Heritage Trails Project in Uganda developed site selection criteria and undertook focus group market research with tour operators. - Kawaza Village and Robin Pope Safaris Ltd. jointly developed a successful village tour and traditional accommodation in Zambia. - The Associacion Costarricense de Turismo Rural Comunitario y Conservacionista (ACTUAR) is developing CBT product standards in Costa Rica. 	

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2. Commercial viability (continued)	<ul style="list-style-type: none"> - Multiple licensing and public liability insurance requirements can be a barrier to CBT and many remain 'below the radar' of statutory agencies. - Tourism companies may not be able to do legal business with a CBT enterprise that is not registered and the tourist board may not promote it. 	<ul style="list-style-type: none"> - An enabling framework for CBT to be registered and meet standards. 	<ul style="list-style-type: none"> - Modification of standards to meet licensing requirements for homestead stays in several destinations for the 2007 ICC Cricket World Cup including a collective mechanism to obtain public liability insurance. - A NGO BREDS (short for 'Brethren') is helping a group of boatmen in Treasure Beach to obtain public liability insurance in Jamaica. 	<ul style="list-style-type: none"> - SLHTP developed 'Heritage Tours' collective branding and marketing. - The Grenada Tourism Board markets the Gouyane Fish Friday. - Exotica Hotel and Whitchurch Travel Agency market a 'Women's Flower Group' in Dominica. - The Toledo Ecotourism Association (TEA) in Belize won the TO DO! Award in 1996. - The Toledo Institute for Development and Environment (TIDE) in Belize won the Equator Prize in 2002. - Islands Magazine and the CTO annually grant a Sustainable Tourism Award.
2.2 Health and safety	<ul style="list-style-type: none"> - Marketing is critical if CBT is to compete. - It is important to know your product and market. - The development of new products, particularly based on local culture, should be integrated with mainstream products if they are to find markets. - Small CBT projects are most likely to succeed when 'championed' by commercial companies. - Tourism is a highly seasonal and vulnerable industry. - National and international awards can boost the profile of CBT initiatives. - Some markets are more amenable to CBT than others. 'Responsible' or 'Fair Trade' branding will appeal to some market segments but not others. 	<ul style="list-style-type: none"> - Government and tourism company support to develop effective links and marketing strategies. - Creative branding and unconventional marketing to reach niche markets. - Promotion of product(s) to year-round domestic and regional markets. - Development of national tourism and regional awards that recognise CBT. - Monitoring of how tourists hear about and visit CBT initiatives. 	<ul style="list-style-type: none"> - The World Tourism Organization (UNWTO), Regional Tourism Organization for Southern Africa (RETOSA) and Netherlands Development Organisation (SNV) are developing an internet-based information system to improve market access to CBT in Southern Africa. - The UK travel agency, Responsibletravel.com, in partnership with Conservation International, launched an internet CBT database in 2006. - The Fair Trade in Tourism South Africa (FTTSA) Trademark has given market advantage to several CBT initiatives. It certifies fair wages, working conditions; procurement practices; respect for human rights, culture and environment; and community benefits. 	<ul style="list-style-type: none"> - The World Tourism Organization (UNWTO), Regional Tourism Organization for Southern Africa (RETOSA) and Netherlands Development Organisation (SNV) are developing an internet-based information system to improve market access to CBT in Southern Africa. - The UK travel agency, Responsibletravel.com, in partnership with Conservation International, launched an internet CBT database in 2006. - The Fair Trade in Tourism South Africa (FTTSA) Trademark has given market advantage to several CBT initiatives. It certifies fair wages, working conditions; procurement practices; respect for human rights, culture and environment; and community benefits.
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2. Commercial viability (continued)	<ul style="list-style-type: none"> - Communications can be challenging in rural areas. - A donor funded project acting as an intermediary is not a long-term solution. 	<ul style="list-style-type: none"> - Public and/or private sector support to CBT to facilitate communications, bookings and/or payments. 	<ul style="list-style-type: none"> - The Tanzanian Tourism Board in Arusha takes bookings for the community-based Cultural Tourism Programme. 	<ul style="list-style-type: none"> - The Heritage Tourism Association of St. Lucia (HERITAS) takes bookings. - 3 Rivers facilitates communication and bookings in Dominica.
2.5 Funding and access to credit	<ul style="list-style-type: none"> - Costs may exceed the capacity of a company, community or government department making external funding important. - External funding may be justified to cover the transaction costs of establishing partnerships, developing skills, creating infrastructure and revising policies but not for direct subsidies to enterprises. - A lack of understanding of business can be a major challenge in communities. - If organisations do not initially provide funds to communities, they will be left with those members most interested. - In-kind and financial community contributions create a greater sense of local ownership and increase the chances of external funding support. - Donor funding is often shorter than the project life cycle. - Bank interest rates can be prohibitively high for small entrepreneurs. - Character can be a better reference than collateral if cash turnover is quick. 	<ul style="list-style-type: none"> - The provision of technical assistance in the preparation of business plans for CBT. - The provision of start-up funds for CBT through micro-finance that is relatively easy to access. - Soft loan repayment terms that are flexible and take into account the seasonality of tourism. - Workshops to sensitise the financial sector to CBT product potential. - Investment of community equity in a project. - Creative sourcing of funding from within the community, commercial companies and special events. - Sustainable funding mechanisms for CBT organisational and producer association requirements. 	<ul style="list-style-type: none"> - The United Nations Development Programme (UNDP) has been a catalyst for CBT development internationally through the Global Environmental Facility Small Grants Programme (GEF-SGP). 	<ul style="list-style-type: none"> - The European Union (EU) and St. Lucia government co-funded the SLHTP. - Treasure Beach Women's Club 'Calabash Festival' fundraising event in Jamaica. - The EU funded ETDIP in Dominica established a Community Tourism Development Fund. - St Helena's Women's Group deduct 10 percent of sale price for their group fund in Jamaica. - UWI-SEDU held micro-finance trade fairs for CBT within communities in St. Lucia, Grenada and Belize. - Microfin has a successful cycle of short-term loans to expand existing and new businesses of Anse La Raye Seafood Friday (ALRSF) vendors in St. Lucia. This worked through character-based lending, regular client interactions and strict collection practices. - Jungle Bay Resort and Spa launched a Southeast Entrepreneur Loan Fund (SELF) for local business activities in southeast Dominica in 2006.

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<p>2. Commercial viability (continued)</p> <p>2.6 Community/private sector contractual partnerships</p> <ul style="list-style-type: none"> - Joint ventures - Supply chain 	<ul style="list-style-type: none"> - It can be hard for rural communities to develop tourism enterprises as they lack access to capital, business expertise and marketing skills. - Community/private sector partnerships can be a 'win-win' for companies and local communities. - Communities can make greater gains from tourism partnerships that link them with the operations of commercial companies than from donations or development projects. - Partnerships are often difficult, management time intensive and risky. - Sufficient time and support is required to succeed and transaction costs can be high. - Appropriate roles for the community, private sector and government are critical. - Communities may not choose their partner well or be "saddled" with an inappropriate partner by other stakeholders. - The private sector partner may lack ethics, the commitment and community development and technical and operational experience to make the business and/or supply chain work. 	<ul style="list-style-type: none"> - Appointment of a legitimate 'honest broker' to advise and facilitate transactions. - Effective community enterprise development programmes with skills development and job creation. - Preferential procurement by the private sector partner to provide contracts and work for local small businesses. - A transparent bidding process for joint venture tenders with clear rules, a code of conduct, clear set of criteria and standards for the envisaged partnership, and a strong element of competition. - A fair concession fee or rental for the communal land or asset used in a joint venture and a lease that gives the private sector partner enough time to make a return on the investment. - Funding mechanisms to obtain community equity in a tourism company where appropriate and mutually beneficial. 	<ul style="list-style-type: none"> - The Botswana government has developed formal guidelines for the establishment of joint ventures for government agencies assisting communities in negotiating with the private sector and evaluating tender bids. - The second phase of the Wild Coast Spatial Development Initiative (SDI) Pilot Programme in South Africa successfully facilitated community/private partnerships (CPPs). It secured revenue, equity, preferential employment, wages, related small business development opportunities, capacity building and training and concession agreements for rural communities by Mfentu, Node 2 Camps, Shack Backpackers and Kwa Tshezi Lodge. It used a Community Project Fund mechanism to restructure ownership of physical assets and tourism enterprises to make local communities significant partners/owners. The Department of Environmental Affairs (DEAT) and the EU supported the programme. 	<ul style="list-style-type: none"> - The Inter-American Institute for Cooperation on Agriculture (IICA) Agro-tourism Linkages Centre in Barbados promotes partnerships between large all-inclusive and conventional hotels and local agricultural producer associations in the region. - The 'Nevis Model' is an agro-tourism partnership between the Four Seasons Resort and the Nevis Growers Association with technical assistance from the Department of Agriculture. - Peace Core Volunteers (PCV) in Jamaica have helped the St. Helena Women's Group (SHWG) secure orders from commercial companies and meet contractual requirements for their 'Calabasket' crafts.

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<p>3. Policy framework</p> <p>3.1 Government attitude and capacity</p>	<ul style="list-style-type: none"> - Government can be the driving force or stumbling block. - Policy is very important but often there is a difference between intent and implementation. - A proactive approach in tourism statutory agencies is useful but other stakeholders with wider mandates are critical. 	<ul style="list-style-type: none"> - CBT incorporated into tourism development strategies of government and business and broader policy frameworks and initiatives outside tourism, such as land tenure; the use, development and management of common property resources; small enterprise development; and representative government. 	<ul style="list-style-type: none"> - The Dutch agency SNV is working with the Vietnam National Administration of Tourism (VNAT) to draft new tourism legislation that is in line with the Millennium Development Goals (MDGs), provides a framework for tourism development in which community participation is clearly articulated, supports local management and employment, and facilitates participation by poorer people. 	<ul style="list-style-type: none"> - Grenada's tourism policy objectives include more equitable distribution of benefits and development of linkages between tourism and other sectors. - Dominica's Community Tourism Policy forms part of the national Tourism 2010 Policy. - The St. Lucia Tourism Strategy and Action Plan (2005) encourage CBT business advisory services and economic linkages.
<p>3.2 Land tenure and the use, development and management of common property resources (CPR) such as waterfalls, rivers, forests, reefs, wildlife, trails, heritage sites and villages</p>	<ul style="list-style-type: none"> - A lack of physical and financial assets is an obstacle to community participation in tourism. - The use and management of CPR for CBT can improve the conservation of natural resources, diversity and enhance the national tourism product and create new income-generating activities. - Communities can be empowered and assume authority in resource management without becoming 'legal' owners of the resource. - Strong institutional capacities at statutory and community levels are required. - Access rights require due consideration in the design of CBT projects and should be addressed before implementation. 	<ul style="list-style-type: none"> - Policy reform and action to guide the use and management of CPR in support of tourism development that: <ul style="list-style-type: none"> • Optimises socio-economic benefits to local people • Contributes to the conservation of natural and cultural resources • Respects and enhances the rights of communities and promotes their active involvement in management. - Creation of an enabling national policy environment, the formulation of specific sectoral policies, the design and use of appropriate approaches and instruments for planning and management, and the establishment of suitable institutional arrangements. 	<ul style="list-style-type: none"> - Namibia has the strongest legislation in Southern Africa that devolves authority over wildlife and tourism to community institutions. - The Ifotaka Community Forest Project in southern Madagascar is the country's first community-owned tourism resource. - The cooperation and clear policy direction from the Doi Inthanon National Park enables villagers of the Ban Mae Klang Luang Tourism Alliance to undertake tourism activities in the protected area in Thailand. - Visitor centres in Rinjani National Park in Indonesia are co-managed by committees comprising of government, tourism companies and communities. 	<ul style="list-style-type: none"> - The Roxborough Estate Visitor Services Cooperative has a lease for tourism development at Argyle Waterfall from the Tobago House of Assembly. - Nature Seekers (NS) manages tourism activities on the prohibited Matura Beach in Matura National Park in Trinidad. - The Portsmouth Indian River Tour Guides Association (PIRTGA) manages tour guiding on the Indian River in Dominica. - The Anse La Raye Seafood Friday (ALRSF) event is held in an urban coastal village on private and public land in St. Lucia.

Critical Factor(s)	Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
3. Policy framework (continued)	<ul style="list-style-type: none"> - Fiscal incentives generally favour large-scale tourism projects not micro and small enterprises. - Excessive red tape may make incentives (e.g. import duty waiver) not worth applying for. 	<ul style="list-style-type: none"> - The development of fiscal incentives to encourage CBT product development. - Preferential concessions. - Streamlined bureaucratic requirements for micro and small tourism businesses. 	<ul style="list-style-type: none"> - Preferential concessions for community/private partnerships in South Africa. 	<ul style="list-style-type: none"> - Tax incentives for homestead developers in host countries for the 2007 ICC Cricket World Cup.
3.3 Incentives	<ul style="list-style-type: none"> - There is a need to look at the whole supply chain not just the tourism business. - It is often hard for small entrepreneurs to negotiate order and payment conditions. Retailers may drive prices down and be unwilling to pay transport costs for orders. Hotel payments are often not made on delivery and this is challenging for small producers as they lack working capital. - Late payments by ground handler agents to small businesses are problematic. 	<ul style="list-style-type: none"> - Preferential local procurement of agricultural produce and other import-substitution measures by government and tourism companies. - Improved procurement practices, e.g. hotels need to change the payment period as small businesses must be paid cash on delivery or within 15 days. - Economic measures to expand both regular jobs and casual earning opportunities, while tackling both demand (e.g. markets) and supply (e.g. indigenous products). 	<ul style="list-style-type: none"> - Pro-Poor Tourism (PPT) Plots were implemented in Southern Africa by Mboza Tourism and the Overseas Development Institute (ODI) from 2002-2005. It promoted strategies that tourism companies can use to increase the development impact of their business and involved 5 companies. - Gambia Is Good (GIG) is a fair trade horticultural marketing company providing fresh vegetables to the tourism industry in the Gambia. 	<ul style="list-style-type: none"> - The Inter-American Institute for Cooperation on Agriculture (IICA) Agro-tourism Linkages Centre in Barbados. - The Toco Foundation Agro-Tourism Centre has a farm that supplies agricultural produce to its guesthouse in Trinidad. - The Travel Foundation in Tobago advocates for better prices for farmers supplying hotels on the island.
3.4 Economic Linkages	<ul style="list-style-type: none"> - Participation by local people in tourism planning is usually very limited. 	<ul style="list-style-type: none"> - Participatory planning in tourism as part of a development vision that promotes consultative, inclusive decision-making processes and empowerment. 	<ul style="list-style-type: none"> - Multi-stakeholder planning process for CBT development in Corbett National Park and Binsar Wildlife Sanctuary in India. 	<ul style="list-style-type: none"> - Stakeholders Against Destruction (SAD) halted a commercial port development in northeast Trinidad in favour of CBT development. - Extensive participatory planning was used to develop Las Terrazas Complejo Turistico in Cuba. Social researchers interviewed every local resident to seek his or her views on tourism development.
3.5 Local participation				

Critical Factor(s)	Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<p>3. Policy framework (continued)</p> <p>3.6 Institution building</p>	<ul style="list-style-type: none"> - CBT groups are more likely to succeed where institutional structures provide the necessary policies, linkages between organisations, skills or ability to source technical assistance and support for community-based groups. - National producer associations can have an important role but legal and business development expertise and a plan for long term financial sustainability is required. - NGO and/or company registration requirements can be confusing and unclear to community-based organisations. 	<ul style="list-style-type: none"> - Development of supportive institutional structures and arrangements. - Development of sustainable funding mechanisms for CBT umbrella institutions. - Decentralisation by central government to allocate administrative and management resources to local organisations supporting CBT. 	<ul style="list-style-type: none"> - Uganda Community Tourism Association (UCOTA). - Namibian Community-Based Tourism Association (NACOBTA). - Asociación Costarricense de Turismo Rural Comunitario y Conservacionista (ACTUAR), Costa Rica. - Krung Chin Tambon Administrative Organisation (TAO) in Thailand acts as a key local organisation in CBT management and the Thai government allocates investment funds for tourism improvement through TAO. 	<ul style="list-style-type: none"> - St. Lucia Heritage Tourism Programme (SLHTP). - The Heritage Tourism Association of St. Lucia (HERITAS) markets CBT products and is profitable. - Grenada is establishing a community tourism desk in the Ministry of Tourism. - Toledo Ecotourism Association (TEA), Belize. - Sustainable Communities Foundation through Tourism (SCF) in Jamaica. - Community Tourism Foundation (CTF) in Barbados.
<p>4. Implementation</p> <p>4.1 Preparation</p>	<ul style="list-style-type: none"> - Community residents can be unfamiliar with the concept of tourism and what tourists want. - The level and type of community involvement in tourism should be defined by community members but it is important to ensure it is an appropriate role within the capacity of the beneficiaries. - Collective community management and/or ownership should not become a dogma. 	<ul style="list-style-type: none"> - A 'keep it simple' approach gives the community time to adapt the project to suit their circumstances and build skills to improve performance and expand business. - Preparatory community studies, exchange visits, Strengths, Weaknesses, Opportunities and Threats (SWOT) analyses, discussions on the positive and negative aspects of tourism, envisioning and participatory planning, and stakeholder identification are useful tools. 	<ul style="list-style-type: none"> - In the case of /Xai-/Xai in Botswana, small-scale success has been achieved with tourism development based on existing traditional skills and attractions. 	<ul style="list-style-type: none"> - 3 Rivers in Dominica developed CBT on traditional activities in the community. - Jungle Bay Resort and Spa is developing excursions with local fishing boats in Dominica. - The EU funded Eco-Tourism Development Programme (ETDP) in Dominica held a study visit to Costa Rica in 2005. - Tourists to the Toco Foundation in Trinidad are encouraged to be interviewed on the award winning 'Radio Toco 106.7FM'.

Critical Factor(s)	Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
4. Implementation (continued) 4.2 Skills and capacity gap	<ul style="list-style-type: none"> - Capacity building is likely to be an essential part of any CBT initiative. - All partners may need capacity building. - Failure to identify the various levels of management capacity needs can lead to project collapse. - Training should develop participants' knowledge, skills and motivation. - Tour guiding training should be matched to actual employment opportunities. 	<ul style="list-style-type: none"> - Training interventions that are needs based. - Development of 3 levels of management: capacity for project administration, resource management, and product development and marketing. - Training materials in the local language. - Training materials that are interesting, colourful and accessible to local people. 	<ul style="list-style-type: none"> - Capacity building in Rinjani National Park was based on a community needs assessment in Indonesia. - The Nepal Conservation Research and Training Centre (NCRTC) in Chitwan organised training courses for different user groups. Modules include wildlife management, community forestry, conservation education, lodge management, community participation and nature interpretation. 	<ul style="list-style-type: none"> - The Caribbean Tourism Human Resource Council (CTHRC) develops and promotes human resource development training materials used across the region. - The EU funded Integrated Tourism Development Programme developed training skills and awareness manuals in the local Dutch language in Suriname.
4.3 Stakeholder communication and collaboration	<ul style="list-style-type: none"> - CBT is most effective when stakeholders work together. - The encouragement of contributions from all stakeholders adds to a sense of ownership and responsibility. 	<ul style="list-style-type: none"> - Investment in communication and encouragement of broad participation of stakeholders (including the private sector) at an early stage. - Conflict management mechanisms. 	<ul style="list-style-type: none"> - Multi-stakeholder planning process for CBT development in Corbett National Park and Binsar Wildlife Sanctuary in India. 	<ul style="list-style-type: none"> - Jungle Bay Resort and Spa in Dominica began by establishing a NGO, the South East Tourism Development Committee (SETDC) that involved local people in tourism development.
4.4 Meeting expectations	<ul style="list-style-type: none"> - Developing tourism that involves communities is a long-term investment and expectations must be managed as mismatched expectations and benefits can kill initiatives. - It is important to ensure communities understand that tourism may take several years to develop. 	<ul style="list-style-type: none"> - Develop short-term benefits while long-term plans are developing. 	<ul style="list-style-type: none"> - The Heritage Trails Project in Uganda developed craft businesses to generate income whilst land user rights and the infrastructure for on-site tourism activities were being developed. 	

Critical Factor(s)	Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<p>4. Implementation (continued)</p> <p>4.5 Distribution of benefits</p>	<ul style="list-style-type: none"> - CBT may only benefit the elite in a community. - Private entrepreneurship does not necessarily translate into community development objectives, although profits may be re-invested in the community through informal socio-economic linkages. - Direct involvement of the poorest groups will in some cases hamper the effectiveness of tourism programmes so indirect involvement can be a way forward e.g. provision of agricultural supplies. - The distribution of benefits can create friction in and between communities. - Positive local socio-economic impacts of tourism can dilute political differences in a community. 	<ul style="list-style-type: none"> - A clear focus on specific target groups and beneficiaries. - Sustainable mechanisms for more equitable distribution of benefits. - Gender sensitive planning. - Conflict management mechanisms. - The development of transparent and accountable community-based institutions. 	<ul style="list-style-type: none"> - The Sa Pa Tourism Programme in Vietnam has a fee system for future development and implements government policies to facilitate equitable distribution of profits from tourism. - The Tanzania Cultural Tourism Programme developed by SNV and the Tanzania Tourism Board included a community development fee charged by all CBT projects. - The Kibale Association for Rural and Environmental Development (KAFRED) has constructed a secondary school and pays teachers with income generated from the Bigodi Wetland Sanctuary in western Uganda. - A CBT accommodation provider in Lalibela, Ethiopia, keeps 40 percent of tourism payments for reinvestment, depreciation and a collective community fund for development activities (e.g. purchase of a grinding mill). 	<ul style="list-style-type: none"> - Hotel Moka in Las Terrazas Complejo Turistico in Cuba is government-community owned and managed and tourism revenue is shared. Income is divided between reinvestment in the hotel, the company and the community. Two elected community members decide how the community's share - approximately one third of the hotel's net income - is allocated. - A community development fee is charged on La Ruta del Café in the Dominican Republic. - Income mobilised in an annual flower show by the Giraudely Eggleston Flower Group is used for community development projects in Dominica. - The employees of Jungle Bay Resort and Spa in Dominica volunteered to give 10 percent of collective tips to their Community Grant Programme.

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4.6 Mitigation of impacts, awareness building and education	<ul style="list-style-type: none"> - CBT products can have negative environmental, socio-cultural and economic impacts. - Inappropriate behaviour by hosts and/or guests can cause problems. - Guidelines (e.g. 'do's' and 'don'ts') for tourists should be presented in a positive manner. - Environmental issues are best addressed in CBT projects that develop close linkages with environmental management authorities and build community organisational capacity to manage and consult on concerns. 	<ul style="list-style-type: none"> - Educational programmes to build awareness of tourism impacts and management and mitigation measures. - Codes of conduct for hosts and guests. - Cultural awareness information resources for tourists. - Voluntary self-regulatory instruments to ensure appropriate behaviour in environmentally sensitive areas. - Monitoring of environmental impacts and setting of and periodic review of carrying capacity. 	<ul style="list-style-type: none"> - Regular awareness-building meetings in the Annapurna Conservation Area in Nepal inform local people of the importance of tourism management and mitigation measures. The area has been zoned and certain areas only allow controlled tourism i.e. organised trekking groups. - Responsible, Ecological, Social Tours (REST) has a code of conduct for tourists to Thailand. - The Ogasawara Whale-Watching Association (OWA) in Japan developed voluntary rules for members with scientific experts and community guides to promote sustainable whale watching. 	<ul style="list-style-type: none"> - Kiskeya Alternativa and Kalalú have a code of ethics concerning visitor management, local communities, culture and the natural environment and a code of conduct for visitors to the Dominican Republic. - The EU-funded Integrated Tourism Development Programme developed awareness 'do's' and 'don'ts' for tour guides, tour operators, tourists and communities in Suriname. - Nature Seekers (NS) in Trinidad has codes of conduct for tourists, staff and Earthwatch volunteers. - NS has also researched sand compaction by turtle watchers to review the tourist carrying capacity of Matura Beach.
4.7 Monitoring and evaluation (M&E)	<ul style="list-style-type: none"> - Insufficient M&E is undertaken in CBT internationally. - M&E is important for tracking how far an initiative has reached, in creating community ownership of a project, for resource mobilisation, donor reporting and dissemination of experience. 	<ul style="list-style-type: none"> - Baseline studies at the start of a CBT initiative from which to measure progress. - Participatory M&E involving the beneficiaries. 	<ul style="list-style-type: none"> - The Africa Safari Lodge (ASL) Programme undertook 3 extensive baseline studies of communities in Mozambique in 2006. - Good data on poverty impacts at the individual and household levels have been provided through a study on the Gambia by the International Centre for Responsible Tourism (ICRT) and by the work of the Dutch agency SNV in Humla District of Nepal. 	<ul style="list-style-type: none"> - The impacts of the Anse La Raye Seafood Friday on vendor livelihoods have been documented.

