



**CTO**



**EUROPEAN COMMISSION**



**CARIBBEAN REGIONAL SUSTAINABLE TOURISM  
DEVELOPMENT PROGRAMME**

**Competing with the Best:**

## **Good Practices in Community-Based Tourism in the Caribbean**

### PHOTO CREDITS

3 Rivers	– DOMINICA
Walkerswood	- JAMAICA
SLHTP – Anse la Raye	- ST LUCIA
La Ruta del Café Ucodep	- DOMINICAN REPUBLIC

### ***The Caribbean Regional Sustainable Tourism Development Programme***

This manual is an output of the 8th European Development Fund (EDF) Caribbean Regional Sustainable Tourism Development Programme (CRSTDP), which is a five-year (2003-2008) programme funded by the European Union. The overall objective of the Programme is to contribute to economic growth and poverty alleviation in the 15 Caribbean Forum of African, Caribbean and Pacific (ACP) states (CARIFORUM) through increased competitiveness and sustainability of the Caribbean tourism sector. CARIFORUM comprises Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, the Dominican Republic, Jamaica, Grenada, Guyana, Haiti, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

### ***The Caribbean Tourism Organization***

The Caribbean Tourism Organization (CTO), with headquarters in Barbados and marketing operations in New York, London and Toronto, is the Caribbean's tourism development agency and comprises 32 member governments and a myriad of private sector organisations and companies. The CTO's mission is to provide, to and through its members, the services and information needed for the development of sustainable tourism for the economic and social benefit of the Caribbean people. The organisation provides specialised support and technical assistance to member countries in the areas of marketing, human resource development, research, information management and sustainable development.

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## Acronyms

ACP	African, Caribbean and Pacific
ACTUAR	Asociación Costarricense de Turismo Rural Comunitario y Conservacionista
ALRSF	Anse La Raye Seafood Friday, St. Lucia
APEIS-RISPO	Asia Pacific Environmental Innovative Strategies – Research on Innovative and Strategic Policy Options
BWA	Bureau of Women's Affairs, Jamaica
CANARI	Caribbean Natural Resources Institute
CARIFORUM	Caribbean Forum of ACP states
CBT	Community-Based Tourism
CPP	Community/Private Partnership
CPR	Common Property Resources
CRSTDP	Caribbean Regional Sustainable Tourism Development Programme
CTF	Community Tourism Foundation, Barbados
CTO	Caribbean Tourism Organization
DFID	Department for International Development, UK
EDF	European Development Fund
EU	European Union
ETDP	Eco-Tourism Development Programme, Dominica
FTTSA	Fair Trade in Tourism South Africa
GEF-SGP	Global Environment Facility - Small Grants Programme
GPI	Good Practice Inventory
HERITAS	Heritage Tourism Association of St. Lucia
HTU	Heritage Trails Uganda
IICA	Inter-American Institute for Cooperation on Agriculture
IIED	International Institute for Environment and Development
IIPT	International Institute for Peace through Tourism
JIDC	Jamaica Industrial Development Corporation
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MTPNP	Morne Trois Pitons National Park, Dominica
NACOBTA	Namibian Community-Based Tourism Association
NDC	National Development Corporation, Dominica
NS	Nature Seekers, Trinidad
PCV	Peace Corps Volunteers
PIRTGA	Portsmouth Indian River Tour Guides Association, Dominica
PPT	Pro-Poor Tourism
REACT	Rural Enterprise Agricultural Community Tourism
REST	Responsible Ecological Social Tours, Thailand
SAD	Stakeholders Against Destruction, Trinidad
SCF	Sustainable Communities Foundation, Jamaica
SHWG	St. Helena's Women's Group, Jamaica
SLHTP	St. Lucia Heritage Tourism Programme
SNV	Netherlands Development Organisation
SOS	Save Our Sea turtles, Tobago
SWOT	Strengths, Weaknesses, Opportunities and Threats
TEA	Toledo Ecotourism Association, Belize
TIDE	Toledo Institute for Development and Environment, Belize
UCOTA	Uganda Community Tourism Association
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
USAID	United States Agency for International Development
UWI-SEDU	University of the West Indies - Sustainable Economic Development Unit
WIDECAST	Wider Caribbean Turtle Conservation Network
WWF	World Wildlife Fund International
Youth PATH	Youth Poverty Alleviation through Heritage Tourism

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At the heart of this publication are the practical experiences of the community-based tourism projects themselves. The case studies are the result of creativity, hard work and perseverance in often challenging circumstances. Community-based organisations, donors, non-governmental organisations, tourism companies and statutory agencies have given generously of their time to respond to requests for information, answer questions, provide photographs and review case studies prior to publication. Without their support this manual would not have been possible.

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## Foreword

Community-based tourism is not a new concept. International experience has been documented in several destinations in Africa, Latin America and Asia yet community-based tourism development is not well known in the Caribbean. There is an emerging chorus of voices, however, exchanging experiences, gaining momentum and trying to define what this concept means to our diverse region.



*Photo of SG?*

There is a sense that international definitions are too narrow, not tailored to small island developing states and that the interpretation of community-based tourism should be broader in the Caribbean. It should encompass economic linkages such as farmers supplying hotels in St. Kitts and harvesters of sea moss in St. Lucia as well as a tour guide cooperative in Tobago, fish fry vendors in Barbados, weavers in Jamaica and village excursions in the Dominican Republic.

It is my belief that all tourism in the Caribbean should be community-based tourism. Tourism should be of, by, for and with the full consent and embrace of the community. Defining it in any other way marginalises an effort that should be at the heart of our sustainable development. Communities are the carriers of our culture and our lifeboats to the future.

This manual introduces community-based tourism developments in the Caribbean and the international arena. It highlights critical factors and instruments, key lessons learnt and profiles good practices. The ten case studies give practical examples of how communities have successfully used tourism as a tool for sustainable development and gained market advantage by doing so. This publication is not exhaustive but aims to help guide and inspire you to better practice. I encourage practitioners and policy-makers to use this resource to put local people back in the picture and truly make a difference to the region.

### ***Scanned signature***

Vincent Vanderpool-Wallace  
**Secretary General and Chief Executive Officer**  
Caribbean Tourism Organization

## Introduction

The Caribbean is more dependent on tourism to sustain livelihoods than any other region of the world. Globalisation has left most Caribbean small island nations limited alternative economic options. Tourism is the main foreign exchange earner in most Caribbean countries and employs about one third of the region's labour force. CTO member countries have only 1 percent of the world's population but attract 3 percent of global tourism arrivals and expenditure. According to the World Tourism Organization (UNWTO), the Caribbean received 22.5 million stay-over arrivals, 19.8 million cruise passenger visits and about US\$21.5 billion in expenditure in 2005.

The trend of development that characterises the region's dependency on tourism, however, has seen the resources of numerous communities utilised by the state and companies with community members receiving marginal benefits. In view of the high level of visitor arrivals to the region, community-based tourism is relatively undeveloped in the Caribbean. ***The importance of community-based tourism is its emphasis on active participation and empowerment of local people in the tourism opportunity.***

Several good practices in community-based tourism have recently emerged in the Caribbean, particularly in less developed tourism destinations and repositioned markets. Documentation of regional experience to date, is limited, yet the approach is gaining increasing attention from governments, donors and progressive tourism companies in their pursuits of sustainable development agendas.

The CTO has a mandate to promote sustainable tourism in the Caribbean and disseminate good practices to its membership. The purpose of this manual therefore is to showcase community-based tourism case studies in the region that have enabled local people to participate in the tourism opportunity and brought benefits to the wider community. The manual should assist member countries and other interest groups to adopt and adapt strategies to enhance community-based tourism and the sustainability of the tourism industry in the region.

# Objectives and Methodology

The main objectives of the assignment were to:

- (1) Assist in establishing a clearer understanding of the terms 'community-based tourism' and/or 'community tourism' and present acceptable working definition(s).
- (2) Identify and compile good practices in community-based tourism through a review of regional and international case studies.
- (3) Develop a manual of community-based tourism in the Caribbean that highlights good practices in critical areas, provides guidelines to initiatives and encompasses the widest possible representation of case studies from CTO member countries.

The duration of the assignment was three person-months and the research was undertaken between June and October 2006.

The methodology was comprised of the following:

## **1. Literature Review**

Relevant published and unpublished documents were reviewed to develop acceptable working definition(s), identify critical factors, lessons learnt and compile good practices.

## **2. Call for Submissions**

A template to identify case studies of good practice in community-based tourism was developed. It was translated into Spanish and French and sent to CTO member countries in July 2006 by email, fax and post. Responses from member countries were encouraged by email and telephone. Responses were assessed in consultation with the CTO and by additional follow-up (email, telephone) and a list of destinations and projects to be subject to field visits was drawn-up.

## **3. Field Visits and Stakeholder Interviews**

Three weeks were spent on verification visits in the region and this was essential to ensure field realities were consistent with the information provided. Experience demonstrated that information on community-based tourism initiatives requires verification in most cases as the situation on the ground can change quickly over time. All case studies were subject to field visits except an initiative in the Dominican Republic that was given local verification. Field visits were undertaken in St. Lucia, Dominica, Trinidad and Tobago, Jamaica and Barbados.

Data was collected at the community level using key informant interviews and direct observations. Where practical, the consultant participated in the tourism activity, for example, staying overnight in accommodation or participating in a guided tour. Digital photographs were taken to illustrate the case studies. Site visits were combined with interviews with key stakeholders including government agencies, non-governmental organisations and tourism companies.

#### **4. Selection of Case Studies of Good Practice**

Successful case studies were selected for the manual on the basis of objective criteria. Initiatives were selected if they demonstrated most of the following:

- a) Active participation of local people in the planning, implementation, management and/or ownership of the tourism enterprise.
- b) Aspects of innovation and/or demonstration value.
- c) Positive and tangible net socio-cultural, economic and environmental impacts.
- d) Access to the tourism market.
- e) Commercial viability.
- f) Support of any relevant community-based tourism policy frameworks.
- g) Implementation issues (e.g. skills gap) adequately addressed and mitigation measures for tourism impacts introduced where necessary.
- h) Sufficient documentation to profile the case study.

There were several significant research limitations that included:

- Time and field visit resource constraints.
- Low response from CTO member countries (9 out of 32) to the call for submissions.
- A lack of documentation and/ or dissemination of community-based tourism experiences in the Caribbean.

## Defining Community-Based Tourism

'Community-based tourism' and 'community tourism' are generally used interchangeably by both international and regional stakeholders to describe the same phenomena. 'Community tourism' is often used as an abbreviation of 'community-based tourism'. The more prevalent and preferred term of community-based tourism (CBT) is used in this manual. A plethora of definitions of CBT exist and many are eager to lay claim to the legitimacy of their own model and definition. Interpretations often reflect the focus of the stakeholder such as conservation or rights-based development and paradigm shifts occur. ***The overriding difference between CBT and other approaches is its emphasis on community participation in the tourism opportunity.*** CBT that delivers net socio-economic and/or environmental benefits is considered a *form* of tourism that falls under the umbrella of the leading paradigms of pro-poor tourism (PPT), responsible and sustainable tourism.

Several stakeholders in the Caribbean find international definitions of CBT restrictive as the approach has been focused on developing CBT attractions i.e. tourism products and services provided by community members directly to tourists and has not encompassed the supply of goods and services i.e. inputs such as agricultural produce to the industry. This is particularly relevant to small island developing states where the entire population may be seen as one community. For example, Nevis has a population of 10,000 - starkly different to the demographics of other destinations where CBT initiatives have developed such as Costa Rica (4 million), Uganda (25 million) and Thailand (63 million).

The Saint Lucia Heritage Tourism Programme (SLHTP), the University of the West Indies Sustainable Economic Development Unit (UWI-SEDU), the Caribbean Natural Resources Institute (CANARI) and the Inter-American Institute for Cooperation on Agriculture (IICA) consider agro-tourism linkages to the tourism industry as part of CBT. These organisations concur with the Pro-Poor Tourism (PPT) Partnership that isolated 'alternative' and small-scale CBT initiatives are important but unlikely to deliver sustainable development. Changes in the way mainstream tourism is structured and operates are more likely to have the impact or create the market linkages needed to deliver the scale of net benefits to communities that would promote their sustainable development.

There have been various initiatives to develop enterprises and bring local producers into the tourism supply chain in the Caribbean. Yet much more could be done to ensure the tourism industry contributes to poverty alleviation through developing agro-tourism linkages and opportunities for the informal sector (Meyer 2006). Good practice guidelines to encourage tourism companies in the Caribbean to contribute more to the local economy are available (see Ashley, Goodwin, McNab, Scott and Chaves 2006). Therefore, to prevent duplication, agro-tourism initiatives are not represented in the case studies in this manual.

## A Selection of International Definitions of Community-Based Tourism

*“Community-based tourism consists of tourism initiatives which are owned by (one or more) communities, or as joint venture partnerships between communities and the private sector. Furthermore, it is based on four principles, being:*

- *Economically viable;*
- *Ecologically sustainable;*
- *Institutionally consolidated; and*
- *With equitable distribution of costs and benefits over participants.”*

SNV (no date) *Background Paper on Sustainable Tourism.*

*“Community-based tourism initiatives aim to increase local people’s involvement in tourism. They are mainly small-scale (campsites, guesthouses, craft markets, local excursions) although can include partnerships with the private sector.”*

Dilys Roe (no date), International Institute for Environment and Development (IIED).

*“Community-based ecotourism is where the local community has substantial control over, and involvement in, its development and management, and a major proportion of the benefits remain within the community.”*

WWF (2001).

*“Community-based tourism is a visitor-host interaction that has meaningful participation by both, and generates economic and conservation benefits for local communities and environments.”*

Mountain Institute (2000).

*“Community-based tourism is tourism that consults, involves and benefits a local community, especially in the context of rural villages in developing countries and indigenous peoples.”*

Mann (2001).

*“Community-based tourism is tourism that takes environmental, social and cultural sustainability into account. It is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about the community and local ways of life.”*

REST (2006).

*“Community-based tourism is defined by its objectives as to gain local economic development, reach some forms of participation, provide socially and environmentally responsible experiences for visitors, and bring a positive effect on the conservation of natural and/or cultural resources in national parks.”*

APEIS-RISPO (2006).

*“Community tourism is both an integrated approach and collaborative tool for the socio-economic empowerment of communities through the assessment, development and marketing of natural and cultural community resources, which seek to add value to the experiences of local and foreign visitors and simultaneously improve the quality of life of communities.”*

Jamaica Community Tourism Manual (2004) quoted in Pantin, D. and Francis, J. (2005).

CTO's proposed working definition of *sustainable* community-based tourism is:

***“A collaborative approach to tourism in which community members exercise control through active participation in appraisal, development, management and/or ownership (whole or in part) of enterprises that delivers net socio-economic benefits to community members, conserves natural and cultural resources and adds value to the experiences of local and foreign visitors. This encompasses both tourism activities in a community and goods and services supplied to the tourism industry by one or more community members.”***

At the product level CBT can encompass tourism activities that may also be described as ‘eco-’, ‘cultural’, ‘indigenous’, ‘agro-’, ‘homestead’, ‘rural’ or ‘heritage’ tourism and it is important to note that products are not necessarily:

- *Small-scale*  
Las Terrazas Complejo Turistico in Cuba is a government-community owned and managed resort destination that includes a 26-room hotel in 5,000 hectares of replanted forest.
- *Rural*  
The Oistins Fish Fry in the urban parish of Christ Church is very popular with tourists in Barbados.
- *A collective effort*  
This can be referred to as ‘classical CBT’ and more recent focus is on community/private partnerships, micro-entrepreneurs and the supply chain to the wider tourism economy.
- *A product delivered at the community-level and/or centred on guest-host interaction*  
Tourists do not visit St. Helena Women’s Group in Jamaica but purchase ‘calabaskets’ in gift shops in all-inclusive hotels.

Furthermore, international experience demonstrates that if critical issues are not adequately addressed, weaknesses in the development process will mean that CBT products may not be:

- *‘Environmentally friendly’, ‘culturally sensitive’ or ‘equitable’*  
For example, issues can arise with inappropriate garbage disposal, a lack of authenticity and/or poor organisational governance where benefits are not shared appropriately.
- *Profitable*  
Recent research has shown that few international projects generate sufficient benefits to either provide incentives for conservation or contribute to local poverty reduction.
- *Sustainable*  
The failure rate is high and under-development of poor communities can be perpetuated.

## 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.

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 organization (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.

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 1<sup>st</sup> 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.

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 Organisation 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 trade<sup>1</sup> 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.

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<sup>1</sup> 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.

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.

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

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<b>2. Commercial viability (continued)</b>	<b>2.2 Health and safety</b>	<ul style="list-style-type: none"> <li>- Multiple licensing and public liability insurance requirements can be a barrier to CBT and many remain 'below the radar' of statutory agencies.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- An enabling framework for CBT to be registered and meet standards.</li> </ul>		<ul style="list-style-type: none"> <li>- 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.</li> <li>- A NGO BREDS (short for 'Brethren') is helping a group of boatmen in Treasure Beach to obtain public liability insurance in Jamaica.</li> </ul>
	<b>2.3 Marketing</b>	<ul style="list-style-type: none"> <li>- Marketing is critical if CBT is to compete.</li> <li>- It is important to know your product and market.</li> <li>- The development of new products, particularly based on local culture, should be integrated with mainstream products if they are to find markets.</li> <li>- Small CBT projects are most likely to succeed when 'championed' by commercial companies.</li> <li>- Tourism is a highly seasonal and vulnerable industry.</li> <li>- National and international awards can boost the profile of CBT initiatives.</li> <li>- Some markets are more amenable to CBT than others. 'Responsible' or 'Fair Trade' branding will appeal to some market segments but not others.</li> </ul>	<ul style="list-style-type: none"> <li>- Government and tourism company support to develop effective links and marketing strategies.</li> <li>- Creative branding and unconventional marketing to reach niche markets.</li> <li>- Promotion of product(s) to year-round domestic and regional markets.</li> <li>- Development of national tourism and regional awards that recognise CBT.</li> <li>- Monitoring of how tourists hear about and visit CBT initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- The World Tourism Organization (UNWTO), Regional Tourism Organisation 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.</li> <li>- The UK travel agency, Responsibletravel.com, in partnership with Conservation International, launched an Internet CBT database in 2006.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- SLHTP developed 'Heritage Tours' collective branding and marketing.</li> <li>- The Grenada Tourism Board markets the Gouvane Fish Friday.</li> <li>- Exotica Hotel and Whitchurch Travel Agency market a Women's Flower Group in Dominica.</li> <li>- The Toledo Ecotourism Association (TEA) in Belize won the TO DO! Award in 1996.</li> <li>- The Toledo Institute for Development and Environment (TIDE) in Belize won the Equator Prize in 2002.</li> <li>- Islands Magazine and the CTO annually grant a Sustainable Tourism Award.</li> </ul>

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<b>2. Commercial viability (continued)</b>	<b>2.4 Bookings and communication</b>	<ul style="list-style-type: none"> <li>- Communications can be challenging in rural areas.</li> <li>- A donor funded project acting as an intermediary is not a long-term solution.</li> </ul>	<ul style="list-style-type: none"> <li>- Public and/or private sector support to CBT to facilitate communications, bookings and/or payments.</li> </ul>	<ul style="list-style-type: none"> <li>- The Tanzanian Tourism Board in Arusha takes bookings for the community-based Cultural Tourism Programme.</li> </ul>	<ul style="list-style-type: none"> <li>- The Heritage Tourism Association of St. Lucia (HERITAS) takes bookings.</li> <li>- 3 Rivers facilitates communication and bookings in Dominica.</li> </ul>
	<b>2.5 Funding and access to credit</b>	<ul style="list-style-type: none"> <li>- Costs may exceed the capacity of a company, community or government department making external funding important.</li> <li>- External funding may be justified to cover the transaction costs of establishing partnerships, developing skills, creating infrastructure and revising policies but <i>not</i> for direct subsidies to enterprises.</li> <li>- A lack of understanding of business can be a major challenge in communities.</li> <li>- If organisations do not initially provide funds to communities, they will be left with those members most interested.</li> <li>- In-kind and financial community contributions create a greater sense of local ownership and increase the chances of external funding support.</li> <li>- Donor funding is often shorter than the project life cycle.</li> <li>- Bank interest rates can be prohibitively high for small entrepreneurs.</li> <li>- Character can be a better reference than collateral if cash turnover is quick.</li> </ul>	<ul style="list-style-type: none"> <li>- The provision of technical assistance in the preparation of business plans for CBT.</li> <li>- The provision of start-up funds for CBT through micro-finance that is relatively easy to access.</li> <li>- Soft loan repayment terms that are flexible and take into account the seasonality of tourism.</li> <li>- Workshops to sensitise the financial sector to CBT product potential.</li> <li>- Investment of community equity in a project.</li> <li>- Creative sourcing of funding from within the community, commercial companies and special events.</li> <li>- Sustainable funding mechanisms for CBT organisational and producer association requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- The United Nations Development Programme (UNDP) has been a catalyst for CBT development internationally through the Global Environmental Facility Small Grants Programme (GEF-SGP).</li> </ul>	<ul style="list-style-type: none"> <li>- The European Union (EU) and St. Lucia government co-funded the SLHTP.</li> <li>- Treasure Beach Women's Club 'Calabash Festival' fundraising event in Jamaica.</li> <li>- The EU funded ETDP in Dominica established a Community Tourism Development Fund.</li> <li>- St Helena's Women's Group deduct 10 percent of sale price for their group fund in Jamaica.</li> <li>- UWI-SEDU held micro-finance trade fairs for CBT within communities in St. Lucia, Grenada and Belize.</li> <li>- 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.</li> <li>- Jungle Bay Resort and Spa launched a Southeast Entrepreneur Loan Fund (SELF) for local business activities in southeast Dominica in 2006.</li> </ul>

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<p><b>2. Commercial viability (continued)</b></p>	<p><b>2.6 Community/private sector contractual partnerships</b></p> <p>- <b>Joint ventures</b> - <b>Supply chain</b></p>	<ul style="list-style-type: none"> <li>- It can be hard for rural communities to develop tourism enterprises as they lack access to capital, business expertise and marketing skills.</li> <li>- Community/private sector partnerships can be a 'win-win' for companies and local communities.</li> <li>- Communities can make greater gains from tourism partnerships that link them with the operations of commercial companies than from donations or development projects.</li> <li>- Partnerships are often difficult, management time intensive and risky.</li> <li>- Sufficient time and support is required to succeed and transaction costs can be high.</li> <li>- Appropriate roles for the community, private sector and government are critical.</li> <li>- Communities may not choose their partner well or be "saddled" with an inappropriate partner by other stakeholders.</li> <li>- The private sector partner may lack ethics, the commitment to community development and technical and operational experience to make the business and/or supply chain work.</li> </ul>	<ul style="list-style-type: none"> <li>- Appointment of a legitimate 'honest broker' to advise and facilitate transactions.</li> <li>- Effective community enterprise development programmes with skills development and job creation.</li> <li>- Preferential procurement by the private sector partner to provide contracts and work for local small businesses.</li> <li>- 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.</li> <li>- 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.</li> <li>- Funding mechanisms to obtain community equity in a tourism company where appropriate and mutually beneficial.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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 Mtentu, Node 2 Camps, Ocean View Hotel, Coffee Shack Backpackers and KwaTshezi 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.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> </ul>

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<b>3. Policy framework</b>	<b>3.1 Government attitude and capacity</b>	<ul style="list-style-type: none"> <li>- Government can be the driving force or stumbling block.</li> <li>- Policy is very important but often there is a difference between intent <i>and</i> implementation.</li> <li>- A proactive approach in tourism statutory agencies is useful but other stakeholders with wider mandates are critical.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- The Netherlands Development Organisation 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.</li> </ul>	<ul style="list-style-type: none"> <li>- Grenada's tourism policy objectives include more equitable distribution of benefits and development of linkages between tourism and other sectors.</li> <li>- Dominica's Community Tourism Policy forms part of the national Tourism 2010 Policy.</li> <li>- The St. Lucia Tourism Strategy and Action Plan (2005) encourage CBT business advisory services and economic linkages.</li> </ul>
	<b>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</b>	<ul style="list-style-type: none"> <li>- A lack of physical and financial assets is an obstacle to community participation in tourism.</li> <li>- The use and management of CPR for CBT can improve the conservation of natural resources, diversify and enhance the national tourism product and create new income-generating activities.</li> <li>- Communities can be empowered and assume authority in resource management without becoming 'legal' owners of the resource.</li> <li>- Strong institutional capacities at statutory and community levels are required.</li> <li>- Access rights require due consideration in the design of CBT projects and should</li> </ul>	<ul style="list-style-type: none"> <li>- Policy reform and action to guide the use and management of CPR in support of tourism development that: <ul style="list-style-type: none"> <li>o Optimises socio-economic benefits to local people</li> <li>o Contributes to the conservation of natural and cultural resources</li> <li>o Respects and enhances the rights of communities and promotes their active involvement in management.</li> </ul> </li> <li>- 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</li> </ul>	<ul style="list-style-type: none"> <li>- Namibia has the strongest legislation in Southern Africa that devolves authority over wildlife and tourism to community institutions.</li> <li>- The Ifotaka Community Forest Project in southern Madagascar is the country's first community-owned tourism resource.</li> <li>- 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.</li> <li>- Visitor centres in Rinjani National Park in Indonesia are co-managed by committees comprising of government, tourism companies and communities.</li> </ul>	<ul style="list-style-type: none"> <li>- The Roxborough Estate Visitor Services Cooperative has a lease for tourism development at Argyle Waterfall from the Tobago House of Assembly.</li> <li>- Nature Seekers (NS) manages tourism activities on the prohibited Matura Beach in Matura National Park in Trinidad.</li> <li>- The Portsmouth Indian River Tour Guides Association (PIRTGA) manages tour guiding on the Indian River in Dominica.</li> <li>- The Anse La Raye Seafood Friday (ALRSF) event is held in an urban coastal village on private and public land in St. Lucia.</li> </ul>

		be addressed before implementation.	establishment of suitable institutional arrangements.		
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Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<b>3. Policy framework (continued)</b>	<b>3.3 Incentives</b>	<ul style="list-style-type: none"> <li>- Fiscal incentives generally favour large-scale tourism projects not micro and small enterprises.</li> <li>- Excessive red tape may make incentives (e.g. import duty waiver) not worth applying for.</li> </ul>	<ul style="list-style-type: none"> <li>- The development of fiscal incentives to encourage CBT product development.</li> <li>- Preferential concessions.</li> <li>- Streamlined bureaucratic requirements for micro and small tourism businesses.</li> </ul>	<ul style="list-style-type: none"> <li>- Preferential concessions for community/private partnerships in South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>- Tax incentives for homestead developers in host countries for the 2007 ICC Cricket World Cup.</li> </ul>
	<b>3.4 Economic Linkages</b>	<ul style="list-style-type: none"> <li>- There is a need to look at the whole supply chain not just the tourism business.</li> <li>- 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.</li> <li>- Late payments by ground handler agents to small businesses are problematic.</li> </ul>	<ul style="list-style-type: none"> <li>- Preferential local procurement of agricultural produce and other import-substitution measures by government and tourism companies.</li> <li>- 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.</li> <li>- Economic measures to expand both regular jobs and casual earning opportunities, while tackling both demand (e.g. markets) and supply (e.g. indigenous products).</li> </ul>	<ul style="list-style-type: none"> <li>- Pro-Poor Tourism (PPT) Pilots 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.</li> <li>- Gambia is Good (GiG) is a fair trade horticultural marketing company providing fresh vegetables to the tourism industry in the Gambia.</li> </ul>	<ul style="list-style-type: none"> <li>- The Inter-American Institute for Cooperation on Agriculture (IICA) Agro-tourism Linkages Centre in Barbados.</li> <li>- The Toco Foundation Agro-Tourism Centre has a farm that supplies agricultural produce to its guesthouse in Trinidad.</li> <li>- The Travel Foundation in Tobago advocates for better prices for farmers supplying hotels on the island.</li> </ul>
	<b>3.5 Local participation</b>	<ul style="list-style-type: none"> <li>- Participation by local people in tourism planning is usually very limited.</li> </ul>	<ul style="list-style-type: none"> <li>- Participatory planning in tourism as part of a development vision that promotes consultative, inclusive decision-making processes and empowerment.</li> </ul>	<ul style="list-style-type: none"> <li>- Multi-stakeholder planning process for CBT development in Corbett National Park and Binsar Wildlife Sanctuary in India.</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholders Against Destruction (SAD) halted a commercial port development in northeast Trinidad in favour of CBT development.</li> <li>- 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.</li> </ul>

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<b>3. Policy framework (continued)</b>	<b>3.6 Institution building</b>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- National producer associations can have an important role but legal and business development expertise and a plan for long term financial sustainability is required.</li> <li>- NGO and/or company registration requirements can be confusing and unclear to community-based organisations.</li> </ul>	<ul style="list-style-type: none"> <li>- Development of supportive institutional structures and arrangements.</li> <li>- Development of sustainable funding mechanisms for CBT umbrella institutions.</li> <li>- Decentralisation by central government to allocate administrative and management resources to local organisations supporting CBT.</li> </ul>	<ul style="list-style-type: none"> <li>- Uganda Community Tourism Association (UCOTA).</li> <li>- Namibian Community-Based Tourism Association (NACOBTA).</li> <li>- Asociacion Costarricense de Turismo Rural Comunitario y Conservacionista (ACTUAR), Costa Rica.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- St. Lucia Heritage Tourism Programme (SLHTP).</li> <li>- The Heritage Tourism Association of St. Lucia (HERITAS) markets CBT products and is profitable.</li> <li>- Grenada is establishing a community tourism desk in the Ministry of Tourism.</li> <li>- Toledo Ecotourism Association (TEA), Belize.</li> <li>- Sustainable Communities Foundation through Tourism (SCF) in Jamaica.</li> <li>- Community Tourism Foundation (CTF) in Barbados.</li> </ul>
<b>4. Implementation</b>	<b>4.1 Preparation</b>	<ul style="list-style-type: none"> <li>- Community residents can be unfamiliar with the concept of tourism and what tourists want.</li> <li>- 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.</li> <li>- Collective community management and/or ownership should not become a dogma.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- In the case of /Xai-/Xai in Botswana, small-scale success has been achieved with tourism development based on existing traditional skills and attractions.</li> </ul>	<ul style="list-style-type: none"> <li>- 3 Rivers in Dominica developed CBT on traditional activities in the community.</li> <li>- Jungle Bay Resort and Spa is developing excursions with local fishing boats in Dominica.</li> <li>- The EU funded Eco-Tourism Development Programme (ETDP) in Dominica held a study visit to Costa Rica in 2005.</li> <li>- Tourists to the Toco Foundation in Trinidad are encouraged to be interviewed on the award winning 'Radio Toco 106.7FM'.</li> </ul>

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
<b>4. Implementation (continued)</b>	<b>4.2 Skills and capacity gap</b>	<ul style="list-style-type: none"> <li>- Capacity building is likely to be an essential part of any CBT initiative.</li> <li>- All partners may need capacity building.</li> <li>- Failure to identify the various levels of management capacity needs can lead to project collapse.</li> <li>- Training should develop participants' knowledge, skills and motivation.</li> <li>- Tour guiding training should be matched to actual employment opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>- Training interventions that are needs based.</li> <li>- Development of 3 levels of management: capacity for project administration, resource management, and product development and marketing.</li> <li>- Training materials in the local language.</li> <li>- Training materials that are interesting, colourful and accessible to local people.</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity building in Rinjani National Park was based on a community needs assessment in Indonesia.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- The Caribbean Tourism Human Resource Council (CTHRC) develops and promotes human resource development training materials used across the region.</li> <li>- The EU funded Integrated Tourism Development Programme developed training skills and awareness manuals in the local Dutch language in Suriname.</li> </ul>
	<b>4.3 Stakeholder communication and collaboration</b>	<ul style="list-style-type: none"> <li>- CBT is most effective when stakeholders work together.</li> <li>- The encouragement of contributions from all stakeholders adds to a sense of ownership and responsibility.</li> </ul>	<ul style="list-style-type: none"> <li>- Investment in communication and encouragement of broad participation of stakeholders (including the private sector) at an early stage.</li> <li>- Conflict management mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>- Multi-stakeholder planning process for CBT development in Corbett National Park and Binsar Wildlife Sanctuary in India.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>
	<b>4.4 Meeting expectations</b>	<ul style="list-style-type: none"> <li>- Developing tourism that involves communities is a long-term investment and expectations must be managed as mismatched expectations and benefits can kill initiatives.</li> <li>- It is important to ensure communities understand that tourism may take several years to develop.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop short-term benefits while long-term plans are developing.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> </ul>	

Critical Factor(s)		Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)
4. Implementation (continued)	4.5 Distribution of benefits	<ul style="list-style-type: none"> <li>- CBT may only benefit the elite in a community.</li> <li>- Private entrepreneurship does not necessarily translate into community development objectives, although profits may be re-invested in the community through informal socio-economic linkages.</li> <li>- 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.</li> <li>- The distribution of benefits can create friction in and between communities.</li> <li>- Positive local socio-economic impacts of tourism can dilute political differences in a community.</li> </ul>	<ul style="list-style-type: none"> <li>- A clear focus on specific target groups and beneficiaries.</li> <li>- Sustainable mechanisms for more equitable distribution of benefits.</li> <li>- Gender sensitive planning.</li> <li>- Conflict management mechanisms.</li> <li>- The development of transparent and accountable community-based institutions.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- The Tanzania Cultural Tourism Programme developed by SNV and the Tanzania Tourism Board included a community development fee charged by all CBT projects.</li> <li>- 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.</li> <li>- 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).</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- A community development fee is charged on <i>La Ruta del Café</i> in the Dominican Republic.</li> <li>- Income mobilised in an annual flower show by the Giraudel/ Eggleston Flower Group is used for community development projects in Dominica.</li> <li>- The employees of Jungle Bay Resort and Spa in Dominica volunteered to give 10 percent of collective tips to their Community Grant Programme.</li> </ul>

Critical Factor(s)	Key Lesson(s) Learnt	Good Practice(s)	International Example(s)	Caribbean Example(s)	
<p><b>4. Implementation (continued)</b></p>	<p><b>4.6 Mitigation of impacts, awareness building and education</b></p>	<ul style="list-style-type: none"> <li>- CBT products can have negative environmental, socio-cultural and economic impacts.</li> <li>- Inappropriate behaviour by hosts and/or guests can cause problems.</li> <li>- Guidelines (e.g. 'do's' and 'don'ts') for tourists should be presented in a positive manner.</li> <li>- 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.</li> </ul>	<ul style="list-style-type: none"> <li>- Educational programmes to build awareness of tourism impacts and management and mitigation measures.</li> <li>- Codes of conduct for hosts and guests.</li> <li>- Cultural awareness information resources for tourists.</li> <li>- Voluntary self-regulatory instruments to ensure appropriate behaviour in environmentally sensitive areas.</li> <li>- Monitoring of environmental impacts and setting of and periodic review of carrying capacity.</li> </ul>	<ul style="list-style-type: none"> <li>- 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.</li> <li>- Responsible, Ecological, Social Tours (REST) has a code of conduct for tourists to Thailand.</li> <li>- The Ogasawara Whale-Watching Association (OWA) in Japan developed voluntary rules for members with scientific experts and community guides to promote sustainable whale watching.</li> </ul>	<ul style="list-style-type: none"> <li>- Kiskeya Alternativa and Kalalú-Danza have a code of ethics concerning visitor management, local communities, culture and the natural environment and a conduct of conduct for visitors to the Dominican Republic.</li> <li>- The EU-funded Integrated Tourism Development Programme developed awareness 'do's' and 'don'ts' for tour guides, tour operators, tourists and communities in Suriname.</li> <li>- 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.</li> </ul>
	<p><b>4.7 Monitoring and evaluation (M&amp;E)</b></p>	<ul style="list-style-type: none"> <li>- Insufficient M&amp;E is undertaken in CBT internationally.</li> <li>- M&amp;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.</li> </ul>	<ul style="list-style-type: none"> <li>- Baseline studies at the start of a CBT initiative from which to measure progress.</li> <li>- Participatory M&amp;E involving the beneficiaries.</li> </ul>	<ul style="list-style-type: none"> <li>- The Africa Safari Lodge (ASL) Programme undertook 3 extensive baseline studies of communities in Mozambique in 2006.</li> <li>- 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 Netherlands Development Organisation SNV in the Humla District of Nepal.</li> </ul>	<ul style="list-style-type: none"> <li>- The impacts of the Anse La Raye Seafood Friday on vendor livelihoods have been documented.</li> </ul>



# Case Studies of Good Practice

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## CASE STUDY #1

### Portsmouth Indian River Tour Guides Association (PIRTGA), Dominica

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Infrastructure development**
- ⇒ **Institutional support**
- ⇒ **Use of common property resources**
- ⇒ **Capacity-building and skills development**
- ⇒ **Tourism impact management**

#### BACKGROUND

Dominica is situated at the northern end of the Lesser Antilles, lying between the two French islands of Guadeloupe to the north and Martinique to the south. The island is 29 miles long and 16 miles wide and marketed as 'The Nature Island of the Caribbean'. It is volcanic in origin and ruggedly beautiful with towering mountains and 365 rivers. The Indian River runs through dense forest into Prince Rupert Bay at Portsmouth town in the northwest. River tours commenced informally in the 1970s but have since become an organised and important tourism attraction in Dominica.

#### DESCRIPTION OF TOURISM ACTIVITY

Guides give visitors a one-mile up-river tour while interpreting the nature. There used to be a popular Bush Bar en route selling 'dynamite rum' but a new modern catering facility is under development. Different types of tourist markets are catered to including cruise ships that dock at Cabrits Berth, yachts, tour operators, self-drive, schools and residents. Yacht visitors are a more profitable market than cruise tourists as tour operators pay lower rates per head and as most cruise liners dock at the capital, Roseau. PIRTGA has 30 male members who are certified tour guides and have local wooden boats. Guides work on a rota basis.

#### IMPACTS

The Indian River tour is a major economic activity in the area and has had a significant impact on local livelihoods. Estimated tour fees injected into the local economy were approximately US\$80,000 in 2006. Start-up capital for boat purchase is low and can be repaid in one season. Positive economic impacts include job creation and income-generation for river guides and souvenir vendors, reinvestment of profits into other local enterprises (e.g. housing construction and accommodation rentals) and an increase in skill levels in tour guiding, hospitality services, business management and organisational development. A stronger organisational capacity has increased the ability of the tour guides to influence national decision-making. Environmental impacts have included a greater local

appreciation of biodiversity, stronger collective management of natural resources and improved infrastructure (retaining wall) to prevent erosion.

## **CRITICAL FACTORS AND INSTRUMENTS**

### **Market Access**

Investment in infrastructure development has been important for product development and improved physical access to the river. A building constructed with donor assistance that is owned by the Forestry Division is used as a reception area and by vendors. The EU-funded Eco-Tourism Development Programme (ETDP) has built a retaining wall to stabilise the embankment and upgraded the embarkation jetty.

### **Commercial Viability**

PIRTGA is successful due to its proximity to a natural attraction and clientele. The Association offers an attractive quality product and has addressed health and safety issues. Life jackets are provided. Tour operators and the National Development Corporation (NDC) successfully market the product.

### **Policy Framework**

Dominica's Community Tourism Policy was prepared by the ETDP and forms part of the national *Tourism 2010 Policy*. The policy states, "actively open up opportunities for rural communities, local people and the informal sector to increase their involvement in the tourism industry, particularly in tourism planning and the running of enterprises". Institutional support from the Forestry Division, NDC and ETDP has enabled PIRTGA to successfully operate the tour guiding business. Access rights to the Indian River have been crucial as the tourism activity takes place in a protected area.

### **Implementation**

Capacity building has developed skills and all PIRTGA members are certified tour guides. The National Development Corporation (NDC) has trained members in tourism awareness; quality customer services and has certified guides. The Forestry Division has improved environmental awareness and nature interpretation skills.

Tourism impact management by members is notable. Advocacy by PIRTGA successfully changed the law to prohibit the use of outboard motors on the river (Act 10 of 2002 Power Craft Prohibition) as this was diminishing visitor experience and negatively impacting on water quality, flora and fauna. Members advise yachts on where to anchor to prevent damage to the coral reef and police the harbour on a voluntary basis. PIRTGA continues to lobby for the installation of mooring buoys for yachts to improve environmental management and security. The Association also has responsibility for cleaning up any debris on the river.

## **KEY LESSONS LEARNT**

1. An enabling tourism policy and supportive institutional arrangements can facilitate CBT development.
2. Location matters and proximity to clientele is important.
3. Tourism income is highly seasonal and variable.
4. Organisational development of a CBT association can require long term external support for capacity building and product development.
5. Stakeholder communication, collaboration and capacity building are required to ensure the sustainability of natural resources on which tourism depends.
6. Sensitisation improves community cooperation in the collection of government user fees for protected areas.
7. Advocacy by community-based organisations can influence national decision-making.
8. Social issues in the wider community can compromise the quality of a tourism product.

## **CONTACT DETAILS**

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## **INFORMATION SOURCES**

Portsmouth Indian River Tour Guides Association.

Eco-Tourism Development Programme, Ministry of Tourism and Private Sector Relations.

Forestry Division.

Commonwealth of Dominica (2006) *Tourism 2010 Policy*. Ministry of Tourism and National Development Corporation.

CTO (1997) *Role of the Indian River in Dominica's Ecotourism*. Presentation by Andrew 'Cobra' O'Brien. First Sustainable Tourism Conference, Dominica.

## CASE STUDY #2

### Giraudel/Eggleston Flower Group Inc., Dominica

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Funding mechanisms**
- ⇒ **Product development on traditional activity**
- ⇒ **Support of tourism companies**
- ⇒ **Institutional support**
- ⇒ **Capacity-building and awareness**
- ⇒ **Community leadership**
- ⇒ **Collective benefit distribution**

#### BACKGROUND

The neighbouring villages of Giraudel and Eggleston are close to Roseau, high up beneath Morne Anglais, the third highest mountain in Dominica. The communities are adjacent to the Morne Trois Pitons National Park (MTPNP), which was enlisted as a UNESCO World Heritage Site in 1998. There was a need to develop alternative income-generating activities as the designation of the conservation area conflicted with traditional livelihoods such as fishing, hunting, farming and logging. Furthermore, the cultivation of bananas (previously the 'green gold' of the Windward Islands) was reducing due to the removal of protected markets.

A 'Women in Agriculture' Group began in 1984 comprising 10 women with average individual farm sizes of 1.5 acres. It promoted traditional flower growing and other horticultural activities. The group has grown into an 18 member community-based organisation, the Giraudel/Eggleston Flower Group, registered as a NGO in 2005.

The Group secured support from the United Nations Development Programme/Small Grants Programme (UNDP/SGP) in 2003, supplemented by the Community Tourism Foundation (CTF) in Barbados and the EU-funded Eco-Tourism Development Programme (ETDP), to develop community tourism to conserve the area, diversify economic activity and reduce poverty.

UNDP/SGP Project objectives were:

- a) To educate and train farmers in environmentally friendly agricultural practices.
- b) To educate villagers about the Morne Anglais area.
- c) To protect, preserve and cultivate rare and useful plants and trees.
- d) To develop a recreational and educational centre to enhance the area.
- e) To provide and augment community income.
- f) To provide an additional ecotourism attraction for Dominica.

Activities have included the establishment of an annual flower show, the development of a botanical garden and visitor reception, home garden tours, improvement of a Morne Anglais hiking trail, village beautification and training and sensitisation.

### **DESCRIPTION OF TOURISM ACTIVITY**

The Giraudel Flower Show was held in 2004 to much acclaim and attracted approximately 4,000 domestic, regional and international visitors over 2 days. When the botanical garden and multi-purpose permanent buildings are fully developed, annual flower shows and other events, guided tours, a creole café, plant nursery and vegetable production are planned.

The flower show was not held in 2005/6 due to factors outside the control of the Group. These included drought and the lack of a permanent water supply, storm damage to temporary structures, inaccessibility due to water pipe development and the lack of a permanent site. These constraints are being resolved.

Home garden tours for cruise passengers on the Princess and Holland-America cruise lines and stay-over visitors began in 2005 at the request of Whitchurch Travel Agency, the largest tour operator in Dominica. Tours have a maximum of 10 tourists to ensure product quality and authenticity. Income is also generated by flower sales and displays for events and hotels.

Guiding on the Morne Anglais trail has been complicated by land ownership issues and multiple entry points and routes. The Group has recommended that the Village Council is in a better position to further develop and manage this tourism activity.

### **IMPACTS**

The income-generating potential of cut flower and vegetable production is being maximised through diversification into tourism. These are important economic activities in the area for women and increasingly men with the reduction in banana production. Tourism has also generated collective income for rural development projects - entrance and stall fees from the flower show in 2004 raised approximately US\$10,000, some of which was used to provide refrigeration in the local health centre. The project has also led to stronger organisational capacity from improved group management, the provision of a community recreational and training facility in the botanical garden, greater environmental awareness and better knowledge of flora in the area and the cultivation of rare useful plants and trees.

### **CRITICAL FACTORS AND INSTRUMENTS**

#### **Market Access**

Giraudel and Eggleston communities have the good fortune of being adjacent to Morne Trois Pitons National Park (MTPNP) and close to cruise and stay over markets in the capital.

## Commercial Viability

*"I told the donors, this project will succeed with or without your funding – you will just speed development up!" Group Coordinator*

Funding for product development has resulted from innovative resource mobilisation. The Group managed to raise enough funds from events, donations and loans from within the community to purchase a 2.6 acre plot of land to develop the botanical garden - an asset crucial to future tourism development. Small grants have accelerated initial infrastructure development.

Imaginative diversification of the traditional activity of flower growing has developed attractive, quality, unique tourism products. This attraction meets a niche market demand in keeping with the branding of Dominica as the 'Nature Island of the Caribbean'.

*"We are growing faster than we thought possible" Group Coordinator*

The support of tourism companies in product conceptualisation, development and marketing has been crucial. Whitchurch Travel Agency and Exotica Hotel champion the garden tours and this has generated visitor numbers in a relatively short time.

## Policy Framework

Dominica's Community Tourism Policy was prepared by the Eco-Tourism Development Programme (ETDP) and forms part of the national *Tourism 2010 Policy*. The policy states, "actively open up opportunities for rural communities, local people and the informal sector to increase their involvement in the tourism industry, particularly in tourism planning and the running of enterprises". Institutional support from government has been provided through an ETDP Community Tourism Development Fund grant to construct a reception centre.

## Implementation

Capacity building has led to improved group management, an increase in hospitality, tour guiding, craft and culinary skill levels and improved environmental awareness.

Strong community leadership, mobilisation and organisation significantly facilitated the tourism project, which is characterised by a high level of participation and community contributions in voluntary labour, donations and loans. Giraudel/Eggleston is fortunate as it has several local residents with leadership, mobilisation, organisational development, networking, resource mobilisation, project management, business and public relations skills to effectively develop tourism.

Benefit distribution is equitable as both the flower growers and the wider community benefit from income-generated as project donations fund local development initiatives.

## **KEY LESSONS LEARNT**

1. Good local governance, strong community organisation, mobilisation and contributions are important success factors.
2. Some commercial tourism operators are increasingly interested in high quality CBT activities and such 'champions' are essential to success.
3. Building partnerships within the community and between the community and carefully selected external agencies helps overcome traditional divisions and tensions in small communities.
4. The lack of available and/or affordable land in small island developing states can constrain CBT. The Group's need to obtain funds quickly to purchase land for tourism development exemplifies the importance of the availability of finance (e.g. soft loans) that is relatively easy to access.
5. Inadequate infrastructure in an area makes CBT more vulnerable to natural disasters such as droughts and tropical storms.
6. Access rights to common property resources and permission to use private land for access can facilitate CBT and requires stakeholder collaboration.
7. Special events require traffic management to reduce congestion.

## **CONTACT DETAILS**

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## **INFORMATION SOURCES**

Giraudel/Eggleston Flower Group Inc.

Eco-Tourism Development Programme, Ministry of Tourism and Private Sector Relations.

Exotica Hotel.

United Nations Development Programme Small Grants Programme – [www.sgp.undp.org](http://www.sgp.undp.org)

Commonwealth of Dominica (2006) *Tourism 2010 Policy*. Ministry of Tourism and National Development Corporation.

CTF (2004) *Community Tourism Foundation Programme Report*. Barbados.

## CASE STUDY #3

### Rivers Community Life Package in Grand Fond Village, Dominica

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Product development on traditional activities**
- ⇒ **Support of a tourism company**
- ⇒ **Participatory planning**

#### BACKGROUND

3 Rivers is an award winning ecotourism lodge in the southeast of Dominica that opened in 2002. All staff members are from surrounding villages. The founder was impressed by the welcome reception of guests in the area, realised how it boosted visitor enjoyment and had potential to generate additional income for local families. This seeded the idea to develop CBT and a 'Community Life Package' was established with the villagers of Grand Fond. No external funding was required just mentoring and simple training in hospitality from 3 Rivers.

Peace Corps Volunteers (PCV) and the Eco-Tourism Development Programme (ETDP) in the Ministry of Tourism have also assisted CBT development in the area. Grand Fond is developing a 'Bamboo Café' and trail to Derniere waterfall. The lodge is keen for the Café to open to give 3 Rivers guests more dining options. Another neighbouring village, Riviere Cyrique, requested 3 Rivers to help them develop CBT. The lodge provides technical advice and ensures there is a community contribution to CBT development.

*"I'll give you my time making the plan  
If you give your time digging the hole"*  
Jem Winston, Manager 3 Rivers

#### DESCRIPTION OF TOURISM ACTIVITY

The 'Community Life Package' offers a wide range of activities including visits to an organic herb farm, coffee and cocoa plantations, bay leaf oil factory, a primary school, waterfalls, reggae and calypso band practice. Activities are hands on, for example, harvesting dasheen and learning how to cook callaloo soup or harvesting coconut and bamboo to make crafts. Approximately 25 percent of guests take part in a half-day activity and the school and herb garden are most popular.

#### IMPACTS

In the first year of operation between October 2005 and August 2006, 233 tourists took part in different community activities and US\$4,315 was paid to village hosts. This is an important new form of supplementary income and creates meaningful visitor-host interactions.

## **CRITICAL FACTORS AND INSTRUMENTS**

### **Market Access**

Tourism development in southeast Dominica is relatively new and CBT would most likely not be viable without supportive tourism companies, such as 3 Rivers, developing tourism infrastructure and bringing clientele to the area. The number of stay-over tourists is growing and villagers have been enabled to participate in the tourism opportunity.

### **Commercial Viability**

Product development based on traditional activities has several advantages. It meets tourist demand for authentic cultural excursions and the activities do not require capital start-up or extensive capacity building and do not have running costs.

The support of 3 Rivers has been crucial. The lodge helped the Grand Fond community conceptualise and develop the product and markets the excursions on the Internet and through promotional literature in the lodge. Communications, bookings and payments are also managed by 3 Rivers, which takes a modest commission to cover costs and pay taxes.

### **Policy Framework**

The 3 Rivers and Grand Fond partnership supports Dominica's Community Tourism Policy that "encourages the formal tourism sector to cooperate and work with the informal sector, and to recognise that as well as being in the long-term self-interest of the tourism industry, this is a social responsibility and contribution to Dominica's national development objectives of improved equity, poverty alleviation and sustainable growth".

### **Implementation**

Participatory planning initiated by the lodge has been instrumental. A meeting was held between 3 Rivers and the Grand Fond Village Council to discuss possible tourism activities in the community. Initially villagers thought they needed to develop a new tourism activity to be staged for visitors, as everyday activities were not thought to be of interest. Following sensitisation, it was agreed that the emphasis would be placed on every day activities to give an authentic insight into village life rather than developing new or staged activities. The community came up with a list of potential attractions that formed the package and 3 Rivers provided basic hospitality training.

## **KEY LESSONS LEARNT**

1. There is often a lack of understanding of tourism in communities.
2. CBT is usually an 'add-on' activity and does better when the wider destination is doing well.
3. Tourists are becoming more discerning and some market segments prefer authentic cultural experiences rather than staged tourism products.

4. Tourism companies can be valuable 'champions' of CBT and private sector driven initiatives are more likely to succeed. A common constraint for companies championing CBT is a lack of management time to devote to its development.
5. CBT can be successfully developed with no external funding but in-kind technical advice, training, marketing and communications support from commercial tourism companies.
6. International volunteers living in the community can be utilised effectively to help develop CBT.
7. Community contribution (e.g. time, labour, locally available building materials) is important as it increases the community's sense of ownership of and responsibility for the project.

### **CONTACT DETAILS**

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### **INFORMATION SOURCES**

3 Rivers.

Grand Fond Village Council.

Eco-Tourism Development Programme, Ministry of Tourism and Private Sector Relations.

Commonwealth of Dominica (2006) *Tourism 2010 Policy*. Ministry of Tourism and National Development Corporation.

## CASE STUDY #4

### La Ruta del Café, Dominican Republic

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Infrastructure development**
- ⇒ **Product development on traditional activities**
- ⇒ **Support from tourism company and NGOs**
- ⇒ **Skills development**
- ⇒ **Local economic linkages**
- ⇒ **Collective benefit distribution**

#### BACKGROUND

Salcedo is the smallest province in the Dominican Republic, part of the Cibao region in the northeast of the country. The population of the province is approximately 90,000, half of who live in 3 cities. Over the last 20 years, there has been high emigration (estimated at 30,000) to the USA as well as rural to urban migration. This has reduced human resources available to support local socio-economic development. The local economy is dependent on agriculture. The main crops are coffee, cocoa and tropical fruits. Agricultural productivity is poor due to low skill levels, fluctuations in international markets and hurricanes.

Tourism is concentrated on the coast and international tour operators control most local excursions. Therefore, it has been challenging for inland rural communities to participate in the industry. Salcedo has no tourism development plan but a project, '*La Ruta del Café*', is pioneering alternative income-generating activities based on CBT. The project began in 2005 and is being implemented by the Comitato Aretino per la Cooperazione Decentrata, Ucodep and a local NGO partner, Coscafe. It is financed by the Tuscany Region and the Province of Arezzo in Italy. Development activities are focused on several rural communities who cultivate coffee in the mountainous area of Salcedo, Loma de Salcedo. The project is part of a wider development program and its main objectives are:

1. To develop sustainable responsible rural tourism in Salcedo Province.
2. To strengthen the organisational, productive and trade capacities of small enterprises to derive income from traditional crops for export and rural tourism.
3. To promote local products (coffee, handicrafts and local gastronomy) and traditions and safeguard cultural identity.
4. To increase the number of families and communities that can accommodate tourists and upgrade homesteads to offer higher quality tourism accommodation.
5. To diversify tourism by creating trails that value cultural and environmental assets.

6. To promote “La Ruta del Café” at national and international levels.

### DESCRIPTION OF TOURISM ACTIVITY

La Ruta del Café is based on the concept of a wine route in Tuscany, Italy. Visitors to Loma de Salcedo stay in 7 homesteads of coffee producers. Maximum group size is 14 visitors. Guided walks are offered on 3 routes of varying degrees of difficulty interpreting the nature and culture of the area. Tourists eat traditional foods at local restaurants, see demonstrations of coffee roasting, purchase coffee and crafts, and watch folk dance performances. The *El Cafetal* path leads to a coffee plantation and museum. *La Cueva* path leads to a cove with stalactites and stalagmites. *La Confluencia* path takes visitors by mule to a recreational bathing spot where the rivers Partido and Jamao meet. Tourists have mainly been domestic (60%) but international visitors come from Italy (30%) and the USA (10%).

### IMPACTS

It is important to note that before the project no tourism existed in Salcedo. From January 2005 to August 2006, 150 tourists visited La Ruta del Café and the average length of stay was 2 days. Total net income was US\$9,600 and the main beneficiaries were 7 families accommodating tourists, 6 young guides, several mule owners, artisans and food vendors. A community levy is charged per tourist to benefit residents not involved in tourism and the 100 members of Coscafe are indirect beneficiaries as tourism contributes to the promotion of *Jamao* coffee. It is anticipated that tourism will reduce out-migration particularly of the youth, strengthen cultural exchange and provide incentives for the conservation of traditional culture and natural resources.

#### **La Ruta Del Café 2006 prices:**

US\$23/ day homestead stay  
US\$7.5/ day guide  
US\$6/ day mule owner  
US\$6/ day community levy

### CRITICAL FACTORS AND INSTRUMENTS

#### **Market Access**

Infrastructure development has been important to enable access to the market. Salcedo is strategically located close to coastal tourism centres thereby enabling the formation of packages combining visits to coastal and mountainous areas. Most tourists to Salcedo combine a trip to La Ruta del Café with a visit to the beaches at Las Galeras in Samana. Investment in the construction of trails to develop the route has been important for tourists to reach natural attractions and outlying villages. The reconstruction of a road linking the nearby city of Tenares to tourism zones on the northern coast by government will open up the area further.

#### **Commercial Viability**

Ruta del Café has been successfully developed based on traditional activities with NGO and tourism company support. The trust built up over the years by Ucodep with coffee producers living in Jamao

resulted in a high level of interest and motivation for the tourism project. Ucodep also helped build a relationship with a leading Italian fair trade tour operator, Viaggi Solidali that markets the product and brings tourists to stay in Loma de Salcedo.

### **Policy Framework**

La Ruta del Café has demonstration value, as it is a model of alternative tourism development in a destination where CBT is relatively undeveloped in view of the high number of visitor arrivals.

### **Implementation**

Critical instruments include skills development, economic linkages to local producers and collective benefit distribution. A hospitality course was provided to host families and six individuals have qualified as tour guides. Training in handicrafts and English language skills has also been provided. The tourism activity is closely linked to the production and promotion of the organic Fair Trade certified *Jamao* coffee brand produced in the area. The Fair Trade label provides an independent guarantee that the local farmers get a fair share of the income generated from their coffee production. Collective benefit distribution is enhanced further through a community levy charged per tourist to benefit the wider community and those not directly involved in tourism.

### **KEY LESSONS LEARNT**

1. A unique CBT product can be developed even if the initial concept is borrowed from local, regional or international experience.
2. Small rural tourism enterprises are more successful when part of holiday packages marketed by tour operators.
3. Fair Trade branding is increasingly recognised internationally and can add market value.
4. There is a need to train local entrepreneurs and support the establishment of indigenous tour operation businesses.
5. It is important to promote the product to the domestic market, as the international market is seasonal.
6. Local homesteads may have to be upgraded for use as tourism accommodation.
7. Expectations need to be managed as it is challenging to involve large numbers of community members in small-scale tourism and a funding mechanism for collective income may be required.

### **CONTACT DETAILS**

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## **INFORMATION SOURCES**

Ucodep.

Ucodep y Movimondo (2005) *Rural Tourism and Sustainable Development: Notes*. Project Promoting Small and Micro Rural Enterprise through Pro-Poor Ecotourism Policies in Developing Countries.

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GEF Small Grants Programme/UNDP <http://www.sgp.undp.org>

## CASE STUDY #5

### St Helena Women's Group (SHWG), Jamaica

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Product development on traditional activity**
- ⇒ **Institutional support**
- ⇒ **Capacity building and skills development**

#### BACKGROUND

The St. Helena Women's Group (SHWG) in Retrieve lies in the Santa Cruz Mountains in the parish of St. Elizabeth. The women are subsistence farmers who used to weave baskets individually in their homes. The Bureau of Women's Affairs (BWA) engaged their interest in the idea of coming together as a group. SHWG was established in September 2000 with the support of the BWA to foster social and economic development of the women and their families and raise awareness of gender issues.

The women came together and shared weaving techniques and calabash gourd carving skills to create a larger market for their baskets. During 2002 SHWG devised their intricate 'Calabasket' weaving style. The creation of a Calabasket begins with a raw calabash, which is cut, carved and polished. It is then used as a base to weave a basket top with great palm grass thatch and coloured raffia designs inserted.

There are 9 female members (8 weavers and 1 calabash carver) who come from the communities of Retrieve and Roundhill. They have a small workshop in Retrieve. Partners are responsible for management of the business in terms of production of goods and marketing and sales of products. It is one of the local development projects facilitated by the BWA still in operation as its income-generating potential has been realised.

SHWG as an affiliate group of the BWA has received annual grant support from the government since 2001. To fulfil government requirements SHWG was registered in 2006 with the Registrar of Companies as a community-based micro-enterprise. The BWA has enabled SHWG members to participate in local and national workshops and exhibit the merchandise.

SHWG has participated in a variety of events throughout the island. These include the annual Devon House 'Kumba mi yabba', Denbigh Agricultural Show, Woman Incorporated Trade Fair, Jamaica Business Development Centre's Trade Fair and the Treasure Beach Calabash Literary Festival. SHWG received a national tourism award for its Calabasket product from the Ministry of Tourism, Culture and Entertainment in 2003.

Several Peace Corps Volunteers (PCV) have worked with SHWG providing technical assistance. In 2006, SHWG received marketing support from the USAID Rural Enterprise Agricultural Community Tourism (REACT) programme.

### **DESCRIPTION OF TOURISM ACTIVITY**

SHWG make finely woven and unique handicraft souvenirs such as purses, place mats, bowls, vases, picnic and laundry baskets, bread trays, wall decorations and bags. Some of these are made as special order items. The goods are sold at a variety of gift shops including Sandals Whitehouse, YS Falls, Appleton Estates, Mar Blu Guesthouse, Treasure Beach Women's Benevolent Society on the south coast and Tropical Expressions in Kingston. Goods can also be purchased in Montego Bay and Westmoreland.

SHWG has also given weaving demonstrations at special events; for example, in 2005 the women participated in Sandal's Whitehouse Heroes Day Celebration. Their products were also part of the Office of the Cabinet Heritage Week Display in 2004. Tourists can also visit the SHWG workshop in the Santa Cruz mountains to view and purchase goods.

### **IMPACTS**

The main livelihood activity is farming but craft making is a valuable supplementary income, particularly when agricultural production is limited by poor weather conditions. Ten percent of income generated from items sold is pooled in a group fund.

### **CRITICAL FACTORS AND INSTRUMENTS**

#### **Market Access**

Retrieve and Roundhill are isolated mountain communities yet the SHWG has successfully made market linkages to local commercial companies with the support of BWA and PCV.

#### **Commercial Viability**

Product development, diversification and branding innovations have produced unique craft products. The high quality and innovative designs have enabled the weavers to demand higher prices than lower quality competition. Special orders are commissioned from private businesses, sponsors of fundraising events and weddings. For example, a special order for Appleton Rum Estate featured a carved rum bottle on the Calabasket. Members have learned business operations and are more confident and successful in marketing to potential retail outlets.

#### **Policy Framework**

Institutional support from the BWA came from its mandate under the National Poverty Eradication Programme to work with poor women.

## **Implementation**

Capacity building and skills development has improved business operations, marketing and group administration. BWA provided guidance and support in leadership, group dynamics, planning, networking and marketing. Several Peace Corps Volunteers (PCVs) have worked with SHWG providing technical assistance in bookkeeping and accounting, product standardization and diversification, sales and marketing.

## **KEY LESSONS LEARNT**

1. Expanding supplementary earning opportunities in rural areas can reduce the vulnerability of poor producers.
2. Business and management skills are required to negotiate order and payment conditions.
3. It is difficult for small producers when payments are not made on delivery as they lack working capital.

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## **INFORMATION SOURCES**

St. Helena Women's Group.  
Ministry of Tourism, Culture and Entertainment.  
Tourism Product Development Company.  
Bureau of Women's Affairs.  
Peace Corps Volunteers.

## CASE STUDY #6

### Walkerswood Jerk Country Tour, Jamaica

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Infrastructure development**
- ⇒ **Funding mechanism**
- ⇒ **Product development on traditional activity**
- ⇒ **Skills development**
- ⇒ **Community leadership**
- ⇒ **Local economic linkages**
- ⇒ **Collective benefit distribution**

#### BACKGROUND

Tucked away in the hills of St. Ann, Walkerswood Caribbean Foods Ltd. is rooted in a rich history of community action, which characterises Walkerswood village. Registered in 1978, the company began as part of a rural community effort to create employment. The Jamaica Industrial Development Corporation (JIDC) aided the project and 2 people were employed to sell 'jerk' seasoned pork locally.

From humble beginnings, Walkerswood has come of age. It has 14 product lines across a range of seasoning, sauces, spices and other food products. It exports 80 percent of its sales, about US\$4 million. Raw materials such as thyme, scallion and peppers are purchased fresh from farmers.

The company has also sought to break new ground and established a farming and restaurant division. More recently, it has created a new tourism product, the 'Walkerswood Jerk Country Tour – A Jamaican Epicurean Experience' that opened in July 2005. The tour is marketed to cruise and stay over tourists.

#### DESCRIPTION OF TOURISM ACTIVITY

Visitors are given a one-hour tour at Walkerswood to learn about the traditions of Jamaican cuisine. The tour includes a walk through a demonstration spice garden, sampling seasoned barbequed pork and chicken at the jerk pit, viewing a traditional house and the factory at work. The tour ends at the kitchen craft shop in the visitor centre that sells various spices, cookbooks and local arts and crafts.

#### IMPACTS

Fourteen local people are employed as guides and projected visitor numbers for 2007 are 20,000. Walkerswood has a full time staff of over 100 people and approximately 100 local farmers were guaranteed a market for all their produce in 2006.

## **CRITICAL ISSUES AND INSTRUMENTS**

### **Market Access**

The village of Walkerswood is 9 miles from Ocho Rios, a major tourism centre in Jamaica. Aggressive strategic sales and marketing have helped the company break into the tourism market. Emphasis has been placed on making the tourism attraction accessible to all and investment in infrastructure has made the factory wheelchair accessible.

### **Commercial Viability**

Walkerswood Company has a history and culture of self-reliance and prudent financial management. For example, the company paid JIDC for its help in starting up the food business and in times of financial difficulties (from drought and interest rate hikes) employees decided on a collective salary cut.

Product diversification into tourism was based on the company's production of traditional foods and its commitment to authenticity, quality and community development. Future tourism plans are to hold cookery classes using locally grown spices and other ingredients in a demonstration kitchen, market a new hall for functions, develop a small museum and include the community farm and local school in the Country Tour. Corporate social responsibility and fair trade are important aspects of Walkerswood product branding.

### **Implementation**

Skills development in tourism was addressed and 30 local guides were well trained by Walkerswood to lead the tour.

The Country Tour strengthens economic linkages between tourism and local agricultural production. Walkerswood mentors and supports local farmers supplying agricultural produce to the factory and agricultural land belonging to the company is cultivated rent-free by villagers close to the factory.

Strong community leaders who envisioned collective benefits from enterprise development founded Walkerswood. The approach centred on employment and wealth creation rather than cash generation and the company's objective was to ensure that everyone in the community who wanted to work could get a decent job. Company shares can only be held by employees.

### **KEY LESSONS LEARNT**

1. Agricultural production can progress to agro-processing and successfully diversify into agro-tourism over time.
2. Value of a long-term approach to rural employment creation that is not solely dependent on tourism.

3. It can take several seasons to break into the tourism market, particularly in a mature destination where ground handler monopolies exist.
4. The development of a new product, particularly based on local culture and tradition, should be integrated with mainstream products if they are to find markets.
5. The launch of a new product should be timed to coincide with the start of the tourism season.
6. It is important to match guide training to actual employment opportunities.

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### **INFORMATION SOURCES**

Walkerswood Caribbean Foods Ltd.

Ministry of Tourism, Culture and Entertainment.

Tourism Product Development Company.

## CASE STUDY #7

### Anse La Raye Seafood Friday, Saint Lucia

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Infrastructure development**
- ⇒ **Funding mechanism**
- ⇒ **Product development on traditional activity**
- ⇒ **Multi-stakeholder design and planning**
- ⇒ **Institutional support**
- ⇒ **Use of common property resources**
- ⇒ **Participatory planning**
- ⇒ **Capacity building and skills development**
- ⇒ **Community leadership**
- ⇒ **Local economic linkages**
- ⇒ **Tourism impact management**

#### BACKGROUND

Anse La Raye Seafood Friday (ALRSF) was conceived from an idea to replicate the successful Oistins fish fry event, popular with tourists in Barbados. The rationale was to diversify the tourism product and spread the benefits of tourism. Anse La Raye was strategically located for such an event; rich in natural and cultural assets and a relatively poor community. At the request of the local government authority, the St. Lucia Heritage Tourism Programme (SLHTP) facilitated the development of ALRSF. The event was launched in July 2000 and is widely regarded as a success. Grenada has since replicated the fish fry concept in the small coastal fishing village of Gouyave.

#### DESCRIPTION OF TOURISM ACTIVITY

International tourists join local patrons on the village waterfront on Friday evenings. The street is cordoned off from traffic and vendors sell seafood such as conch, reef and pelagic fish, crab, octopus and lobster cooked in a variety of ways, as well as beverages and crafts. Recorded and live music also feature.

#### IMPACTS

The socio-economic impacts on vendors of ALRSF have been documented. The event has had a major impact on the village economy. Most vendors were unemployed women and the business provides income for household needs and investment. Local economic linkages are strong and the event provides a market to fisherfolk along the south west coast. Other entrepreneurs who benefit include performers, restaurant owners, craft vendors and taxi drivers.

### **ALRSF Vendor Profile**

- 72% Female
- 83% Primary education
- Average age 35 years
- Unskilled
- 61% single parents
- Average 2 children
- 61% children in school
- 77% Vending 2+ years
- 83% Primary income
- 94% Increased income
- 50% Sourced loans
- 25% Expanded into other businesses
- 93% Purchase local food and drink inputs

*Source: Clauzel (2005)*

## **CRITICAL FACTORS AND INSTRUMENTS**

### **Market Access**

Infrastructure development to enable a quality event was funded by the SLHTP and included the construction of toilet facilities and vending booths. Anse La Raye is easily accessible and in close proximity to major centres of tourism. The village is situated between the tourism-oriented towns of Gros Islet and Soufriere. It caters to cruise visitors who stop to purchase crafts, international stay over tourists, visiting nationals and villagers.

### **Commercial Viability**

A regional micro-finance organisation, Microfin, provided a successful cycle of short-term loans to expand existing and new businesses of ALRSF vendors. This has worked through character-based lending, regular client interactions and strict collection practices (Clauzel 2005).

The product development idea for ALRSF was borrowed from Barbados but it is based on traditional livelihood activities and the occasion has become a unique event. The event resembles a street party held in the nearby town of Gros Islet but ALRSF has developed into a unique product as it attracts more discerning and higher spending markets. A safe and healthy environment has led to a growth in popularity of the event and ALRSF has become a lucrative business opportunity.

### **Policy Framework**

The creation of ALRSF required multi-stakeholder design and planning, institutional support and the use of common property resources. St. Lucia developed a national heritage tourism programme, the SLHTP, which endeavoured to help develop CBT and deliver increased benefits for rural community development. The SLHTP provided important financial and technical assistance to the local government authority spearheading the development of the Anse La Raye fish fry event in collaboration with the Fisheries Division. Cabinet also supported the project through the declaration of a priority economic development area. The event is dependent on the use, development and management of common property resources, as it is held on public and private property in an urban coastal village (Renard 2004).

## **Implementation**

Participatory planning was based on a visioning approach. Following a visit to Barbados in 1999 by 3 fisherfolk and the District Representative, the Anse La Raye Village Council sought assistance from the SLHTP to develop the seafood event. A participatory process with the Village Council and wider community members developed a vision for tourism based on the event.

Skills training successfully established the quality and sustainability of ALRSF and local capacity to manage the event. Initially the Village Council and Vendors' Association were given the responsibility of managing the ALRSF. Concerns over organisational weaknesses and political divisions were overcome by strong community leadership and a new entity, the Anse La Raye Seafood Friday Committee, comprising of Council and Association members plus 5 other community representatives manages the weekly event. The Committee receives a fixed sum from each vendor for administration and musical entertainment and oversees lighting, solid waste management and security.

The ALRSF has created local economic linkages between seafood vendors and other local micro-entrepreneurs. Most vendors purchase food ingredients and drinks locally and the event provides business to fisherfolk, farmers, shop owners, craft vendors and taxi drivers.

Sensitisation to and implementation of mitigation measures to address the environmental impacts of tourism have been undertaken. Concerns about the sustainability of the harvesting of certain marine species to supply the ALRSF have been addressed through sensitisation of fisherfolk and vendors by the Fisheries Division and this has helped implement a closed lobster season. Food safety and waste disposal measures have also been introduced through training, protective clothing, garbage bins and improved storage.

## **KEY LESSONS LEARNT**

1. Local government can play a central role in facilitating CBT initiatives.
2. Political support can be critical to the early success of an initiative and the speed at which it develops.
3. Inclusive consultation, a shared vision of tourism, a holistic approach to product development and building local management capacity are important.
4. Skill training is important in establishing a quality tourism product and building the management capacity to sustain it.
5. Technical and financial assistance and ongoing support from other stakeholders can make or break a project.
6. The combination of market intelligence, consistent product concept and standards, and business entrepreneurship are crucial to success.
7. A regular review process to maintain product concept and quality is important.

8. There may be trade-offs between authenticity and income-generating activity, particularly where there is a lack of local craft tradition and imported crafts are retailed.
9. Tourism development does not have to be based on a natural attraction. Well-organised events can create new economic opportunities for a wide cross-section of the community.
10. Environmental impacts need to be managed.

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### **INFORMATION SOURCES**

Saint Lucia Heritage Tourism Programme.

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## CASE STUDY #8

### Plas Kassav, Saint Lucia

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Product development on traditional activity**
- ⇒ **Institutional support**
- ⇒ **Capacity-building**
- ⇒ **Local economic linkages**

#### BACKGROUND

Cassava farine and bread are traditional foods in St. Lucia but the cultivation of cassava and its consumption were in decline. *Plas Kassav* (Creole for Cassava Place) is located in Anse La Verdure on the west coast, between the villages of Anse La Raye and Canaries. It is a family business founded in 1998 that has expanded rapidly and significantly boosted the cultivation and consumption of cassava. Demand for the cassava bread from residents and tourists have been increasing through word-of-mouth.

#### DESCRIPTION OF TOURISM ACTIVITY

Taxi drivers and tour operators stop at Plas Kassav and tourists purchase the novel coconut, peanut butter, cherry and raisin, and cinnamon flavoured cassava bread. A guided tour of the premises demonstrates traditional preparation methods. Other food, drink and condiments made by members of the wider community are sold including dried bananas, honey, pepper sauces and flour.

#### IMPACTS

The business has 7 employees with plans to employ a tour guide. The enterprise is the largest purchaser of cassava from local farmers on the island and buys other food products from local people to sell in its shop.

#### CRITICAL FACTORS AND INSTRUMENTS

##### Market Access

Plas Kassav does good trade from tourists as it has a well-signed roadside shop on a main tourism route between the capital city, Castries, and the town of Soufriere.

##### Commercial Viability

Product development is unique, supports the evolution of creole cuisine and has a strong customer base. Plas Kassav has developed 13 flavours of cassava bread and maintains traditional non-mechanised methods of food preparation. The business has a mixed customer base – most clients are local but approximately 25 percent of customers are tourists.

## **Policy Framework**

The St. Lucia Tourism Policy sets out broad national tourism policy goals that include (1) to expand local participation directly or indirectly in the tourism sector and (2) to strengthen the backward and forward linkages between tourism and agriculture and other sectors of the economy. The St. Lucia Heritage Tourism Programme (SLHTP) is providing technical advice to Plas Kassav in line with the policy and the St. Lucia Tourism Strategy and Action Plan (2005) that encourages CBT business advisory services and further development of linkages.

## **Implementation**

Capacity building by SLHTP centres on further development of the business, tourism attraction and the strengthening of agro-tourism linkages including research into different types of cassava and their uses in the region.

## **KEY LESSONS LEARNT**

1. Authentic demonstration of an indigenous production process is an attraction and enriches visitor experience.
2. Processing of primary agricultural products increases value added and returns from agro-tourism linkages.
3. A strong customer base can result from domestic clients and international visitors.
4. Record keeping of agriculture products processed is important to inform policy decisions.
5. Adaption of an indigenous product does not necessarily weaken its appeal.
6. Free tours where the visitor can purchase goods can be a valid business strategy in the right circumstances.

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## **INFORMATION SOURCES**

Plas Kassav.

Saint Lucia Heritage Tourism Programme.

Government of St. Lucia (2005) *Tourism Strategy and Action Plan*. Ministry of Tourism.

## CASE STUDY #9

### Roxborough Estate Visitor Services Cooperative, Republic of Trinidad and Tobago

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Institutional support**
- ⇒ **Use of common property resources**
- ⇒ **Capacity building**
- ⇒ **Community leadership**
- ⇒ **Tourism impact management**

#### BACKGROUND

The triple-tiered Argyle Falls are on the Argyle River, just west of Roxborough in the east of the small island of Tobago. At 117 feet (54 metres) the waterfall is the highest on the island and cascades down on different levels, creating pools of spring water that have long been used for recreational bathing and picnics.

In the past, there was an informal network of young men from the neighbouring Roxborough and Argyle communities who would guide visitors to the falls. The Division of Tourism encouraged the communities to formalise visitor management at the falls and the Roxborough Estate Visitor Services Cooperative was founded around 1990.

#### DESCRIPTION OF TOURISM ACTIVITY

International visitors pay a US\$5 entrance fee, which includes a guiding fee, at the reception area. Souvenirs such as t-shirts, postcards and refreshments are retailed in the Cooperative shop/office complex. Uniformed guides are available at the entrance but tourists are not obliged to take a guide. When the falls are busy about 6 guides are on duty. It is a 20-minute walk along gently undulating trails through the rainforest to reach the waterfall.

#### IMPACTS

Income is generated from entrance fees and souvenir sales. In high season the Cooperative's revenue is approximately US\$8,000 a month. Income has been used to upgrade the trail to the waterfall and profits are shared between 16 members, half of whom are female. Guiding provides valuable supplementary local employment. The formation of the Cooperative created stronger social organisation at the community level and garbage management has been introduced to reduce negative environmental impacts.

## **CRITICAL FACTORS AND INSTRUMENTS**

### **Market Access**

The upgrading of the trails by the Cooperative has improved accessibility to the falls.

### **Commercial Viability**

Argyle Falls is a well-known and popular attraction in Tobago and receives domestic, stay-over and cruise tourists. Guest management at the falls is highly organised and diversification of activities should create new income generating opportunities. There are plans to open 4 self-contained tourism accommodation units in a wooden guesthouse in 2007, construct a vending complex, and develop additional products such as hikes further up the river, camping facilities and picnic sites, and rehabilitate a cocoa estate.

### **Policy Framework**

A community-based tourism policy is being developed by the Department of Tourism in Tobago. The Department facilitated the Roxborough and Argyle communities to develop a local institution for tourism and supported the use, development and management of the waterfall and environs for community benefit. The Cooperative is responsible for managing tourism and developing tourism activities and infrastructure. It has a 25-year lease for 15 acres of land from the Tobago House of Assembly and the Department of Tourism provided a grant for the construction of the guesthouse, which will open in 2007.

### **Implementation**

The community-based organisation ensures guides are trained and manages tourism impacts. A Board of Directors governs the Cooperative and interested persons can apply to become a member. Guides are salaried employees and have to be trained by the Tobago Campus of the Trinidad and Tobago Hospitality and Tourism Institute in conjunction with the Department of Tourism. The trails are well maintained and the provision of garbage collection keeps the falls and environs clean.

## **KEY LESSONS LEARNT**

1. Government can play a central role in facilitating CBT initiatives.
2. Sensitisation of the wider community can reduce reservations about new approaches/ organisations to manage natural common property resources.
3. Squatters on land can pose a challenge to tourism development.
4. The use, development and management of common property resources for community benefit can create new income-generating activities and improve environmental management when there is effective organisational capacity at the community level.

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**INFORMATION SOURCES**

Roxborough Estate Visitor Services Cooperative.

Department of Tourism, Tobago House of Assembly.

Ministry of Tourism, Trinidad.

## CASE STUDY #10

### Nature Seekers (NS), Republic of Trinidad and Tobago

#### SUMMARY OF GOOD PRACTICES

- ⇒ **Funding mechanism**
- ⇒ **Support of NGOs**
- ⇒ **Institutional support**
- ⇒ **Use of common property resources**
- ⇒ **Capacity building and skills development**
- ⇒ **Community leadership**
- ⇒ **Local economic linkages**
- ⇒ **Tourism impact management**

#### BACKGROUND

Matura Beach on the East Coast of Trinidad is a globally important nesting site for the endangered Leatherback Sea Turtle. Due to high rates of slaughter of egg-bearing females for turtle meat, the poaching of eggs and sand mining during the 1970s and 1980s, the nesting beach was designated as a Prohibited Area during March to August every year in 1990 and as Matura National Park in 2004.

To ensure implementation of this conservation measure an integrated project was developed through collaboration between the Wildlife Section of the Forestry Division and the Matura community. A tour-guide training course was held and led to the formation of Nature Seekers (NS) in 1990. This community group was commissioned to perform nightly beach patrols and provide a guide service to visitors who purchase permits to visit the beach. The objectives of Nature Seekers are to:

1. Reduce the negative impacts of humans on turtles with attention to prevention of slaughtering, egg poaching and reducing species harassment by supervising the visitor viewing process.
2. Develop the community through training and education to realize economic potential.
3. Develop and promote community tourism as a tool for conservation, job creation and linkages to local services.

#### DESCRIPTION OF TOURISM ACTIVITY

On arrival at the Matura Beach Visitor Centre, tourists pay tour fees after presenting their permits obtained from the Forestry Division. Tour groups receive a briefing that prepares them for turtle watching, which includes appropriate conduct i.e. the 'do's' and 'don'ts'. The Tour focuses on the extraordinary wonders of turtle nesting rituals and behaviour, turtle biology and conservation. Nature Seekers also offers a Turtle Tagging Tour that presents an exciting opportunity of participating in

efforts to protect the endangered turtles by helping tag and record information under the supervision of trained staff. The tours are conducted in the late evening for a period of 2½–5 hours.

Nature Seekers launched new tourism activities in 2006 that include a Howler Monkey Tour, Matura and Rio Seco Waterfall tours in which tour guides accompany visitors and interpret the flora and fauna.

## **IMPACTS**

Nature Seekers has had the most significant impact on Matura village in terms of alternative income generation activity. Visitors over the last 15 years have provided new livelihood opportunities in cottage tourism enterprises such as a bed and breakfast, food and beverage, handicrafts and nature tours.

Seasonal job creation has also been important. Members patrol and guide on the beach for about US\$18 per night. There are 14 guides of which 3 are women (the number of female guides is low due to evening childcare commitments). Income generated from turtle-viewing averages approximately US\$30,000 per season. In 2005, approximately US\$7,000 was injected into the local economy through the provision of stipends to guides. For most, guiding is a seasonal supplementary income.

Positive social impacts include stronger social organisation, improved confidence of members and cultural exchange between hosts and guest. The benefits to environmental conservation have been significant. The prevention of slaughtering, harassment and disturbance of turtles has been achieved – slaughter rates were reduced from 30 percent in 1990 to 0 percent by the mid-1990s.

## **CRITICAL FACTORS AND INSTRUMENTS**

### **Market Access**

Nature Seekers draws visitors to see the nesting of rare turtles even though it is not located near to main tourism centres and routes. The access road to Matura Beach is in poor condition but for many visitors this adds to the sense of adventure and remoteness.

### **Commercial Viability**

There are over 9,000 visitors to Matura Beach annually and approximately 10 percent are international visitors. A visitor survey showed that over two-thirds heard of the award-winning attraction through word of mouth. In 2006, 4 community-based organisations involved in tourism and turtle conservation in Trinidad and Tobago came together to develop a business plan to leverage resources for research, attract more tourists and improve livelihoods from tourism. The 'Turtle Village' project includes Nature Seekers, Grande Riviere, Save Our Sea Turtles (SOS) Tobago and the Fish Pond Conservation Group. The project is supported by the Forestry Division and BHP Billiton Trinidad and Tobago. Turtle Village is planning to approach commercial tourism companies for support.

International NGO support has helped to fund Nature Seekers activities and to make tourism a commercially viable option. Nature Seekers collects important scientific data for many research projects. The organisation has partnerships with the Wider Caribbean Sea Turtle Conservation Network (WIDECAST) and the Earthwatch Institute. Earthwatch is an international non-profit organisation that engages volunteers in scientific field research and education to promote the understanding and action necessary for sustainable development. In 2006, Nature Seekers received 9 small groups of Earthwatch volunteers who stayed for 10 days. Volunteers, researchers and tourists stay in a family owned guesthouse next door to the Nature Seekers office.

Nature Seekers offers a quality tour and monitors standards of service. In recent years the organisation has made good progress in achieving financial self-sustainability. In 2006, over 50 percent of the annual operational budget came from the Earthwatch Institute. This includes the purchase of equipment for scientific research. The remaining budget comes from guided tours (25%), the Forestry Department (20%) and grant support (5%). Nature Seekers is not in a position to increase the Turtle Tour price, which is relatively low for international tourists (US\$10), as it is set in partnership with the Wildlife Section of the Ministry of Agriculture.

### **Policy Framework**

Institutional support that enables community participation in tourism on the protected Matura Beach to improve conservation and livelihoods has been a critical instrument of success. Activities are undertaken through a collaborative, co-management agreement in which the duties and responsibilities of the Forestry Division and Nature Seekers are clearly understood. This enables the community to realise livelihood benefits from natural resource management.

The Ministry of Tourism is in the process of developing a sub-policy on community based-tourism for Trinidad. Research for this policy was undertaken in CBT workshops. The Tourism Development Company will assist in the implementation of this policy in collaboration with relevant stakeholders.

### **Implementation**

Capacity building, strong community leadership and mobilisation, and the development of cottage industries have made tourism and conservation happen. Training was initially provided by the Forestry Division in tour guiding and conservation. Skills in scientific research methods have been further developed with assistance from statutory agencies, partner organisations and researchers.

When the project began, the members of Nature Seekers worked on a voluntary basis and walked 3¼ miles every night to patrol and guide on the beach. In 1994, enough funds were raised to purchase a vehicle to get to and from the village and the beach. Most guides have day jobs so patrolling the beach in the evening is challenging. Turtles mainly nest at night when visibility and temperature are

reduced and the beach is 5½ miles long. The spirit of volunteerism has been maintained as new recruits undergo 30 days of voluntary training to demonstrate commitment before they can become apprentice guides. Nature Seekers registered under the Companies Act in 2001 and has a gender-balanced Board.

The development of additional income-generating activities in accommodation, food and beverages and tours has increased local commitment to tourism and conservation.

Nature Seekers has excelled in voluntary self-regulation and the monitoring and management of tourism impacts. Carrying capacity is regularly reviewed. It was initially set at a maximum of 200 turtle watchers per night but this was reduced to 150. The limit may be increased or decreased in the future pending study results on the impact of sand compaction by visitors on nests. Each guide supervises a maximum of 30 visitors. Codes of conduct have been developed for tourists, Earthwatch volunteers and the staff of Nature Seekers.

### **KEY LESSONS LEARNT**

1. Government can play a central role in facilitating CBT initiatives.
2. Community participation and sustained livelihood benefits are necessary for effective conservation.
3. Commitment of members and voluntary contribution can be essential.
4. It takes time to realise livelihood benefits from conservation and tourism.
5. The support of an international NGO can be crucial for resource mobilisation, capacity building and promotion of a CBT project.
6. Seasonality and under-employment of guides is a challenge but can be addressed through diversifying activities.
7. Partnership building makes resource mobilisation easier.
8. Participatory decision-making ensures organisational unity.
9. Linkages need to be developed with commercial tourism companies.
10. Domestic tourists can be an important market for CBT.
11. Legal requirements of NGOs and/or non-profit companies should be clearly spelt out and disseminated.

*“A shining example for replication - this effort encouraged the development of two other strong turtle conservation community-based programmes in Trinidad and Tobago and another in Sri Lanka.”*  
UNDP GEF 2002

## **CONTACT DETAILS**

Nature Seekers.

P.O. Box 4535, 101/4mm Toco Main Road, Matura, Trinidad.

Tel/Fax: +868 668 7737

Email: [natseek@tstt.net.tt](mailto:natseek@tstt.net.tt) Website: [www.natureseekers.org](http://www.natureseekers.org)

## **INFORMATION SOURCES**

Nature Seekers.

Ministry of Tourism, Trinidad.

Caribbean Natural Resources Institute.

Sankar-Oyan, R. (2006) *Nature Seekers Inc.* [www.trinidad-tobago.net](http://www.trinidad-tobago.net)

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## Concluding Remarks

CBT in the Caribbean is growing and there are case studies of good practice in the region. These provide a range of organisational models and high quality goods and services. Natural and cultural excursions, regular and special events, accommodation, food and craft products are provided by a turtle conservation and tourism organisation, waterfall cooperative, river tour guide association, villagers supported by an eco tourism lodge, a village event committee, women's flower and craft groups, a family cassava business and a community-based international food company.

The ten case studies illustrate imagination and commitment and demonstrate how communities, with appropriate support from stakeholders, can develop viable businesses that result in community-based attractions and local producers and service providers being successfully integrated into the tourism industry. They demonstrate how distinct enterprise models, product development innovations, funding mechanisms, marketing and branding approaches, policy and institutional reforms and programmes, participatory planning processes, community leadership, capacity building and skills development, and tourism impact management are required at both micro and macro levels.

Many critical factors faced by CBT entrepreneurs in the Caribbean are similar to those experienced in Africa, Latin America and the Asia-Pacific region. Foremost is achieving commercial viability, which requires close attention to demand, product quality, investment in business skills, inclusion of the private sector, promotion and finance.

The case studies presented in the manual may not always be replicable and do not contain a blueprint but draw attention to critical factors and instruments that could guide good practice. Moreover, they demonstrate that ***CBT is a unique, participatory model of tourism, which offers the potential to create tangible and lasting net socio-economic and environmental benefits for a wide range of stakeholders, inside and outside the community.*** Stakeholders in the Caribbean have an opportunity to learn from documented international and regional good practices in CBT and refine and maximise the effectiveness of their approach.

***CBT can only achieve its role in delivering sustainable development, however, if due consideration is given to policy reform and action to create an enabling national policy environment.*** This requires integrated sectoral policies, participatory approaches and instruments for planning and management, and suitable and supportive institutional arrangements. Priority attention must be given to the development and promotion of high quality, commercially viable, community-based products; linkages between the tourism industry and other economic sectors; community/private partnerships; funding mechanisms and fiscal incentives; and the use, management and development of common property resources for community benefit.

# Additional Information

# Examples of Criteria for CBT Project Selection

## St. Lucia Heritage Tourism Programme (SLHTP) Criteria for Strategic CBT Project Interventions

The identification of specific criteria for project interventions was done via a stakeholder consultation comprising community development practitioners, public sector agencies including the SLHTP, heritage tourism private sector entrepreneurs and other interested parties. The criteria developed were determined by several factors, but two dominated the criteria selection. These included the need to assess **feasibility** given the project time frame and other local conditions, as well as the need to **demonstrate** what works. This latter condition was critical given the reality that despite several years of discussion and practice on CBT, there were not many success stories to confirm that this approach was a workable and desirable path for achieving community development.

### ● **Community selection – Feasibility**

- experience and accomplishments
- tested entrepreneurship
- access to financial resources
- marketability
- overall interest
- experience in community-based projects
- role of partisan politics.

### ● **Community selection - Demonstrativeness**

- combination of natural and cultural sites
- opportunities for geographical expansion
- not exceptionally unique

Source: Clauzel, S. (2005) *Community development through tourism: Feasibility and demonstrativeness – lessons learnt from the Saint Lucia Heritage Tourism Programme*. Paper presented at, 'Improving coastal livelihoods: Lessons learned from experience and priorities for future research in the Caribbean', July 2005, St Lucia.

## **Heritage Trails Uganda (HTU) Criteria for Short-Listing CBT Sites**

The Heritage Trails Project (1999-2004) focused on developing CBT at traditional cultural heritage sites in Uganda. Following a pilot trail, a countrywide extension phase required criteria to be developed to ensure objectivity in site selection, the commercial viability of projects and to gain consensus amongst stakeholders. The criteria were developed through a consultative process involving key stakeholders from government, NGOs, the private sector and traditional kingdoms in 2001. The criteria were as follows:

1. Potential to develop a unique and highly marketable cultural tourism product on the Uganda Tourism Board's 'Uganda Trail' for domestic and international markets.
2. Viability of business development (e.g. level of site development required, range of income-generating activities and projected number of tourists).
3. Potential for the local community to secure land user rights and a guarantee that they will be the prime beneficiaries of income generated through tourism development (within the project time frame).
4. Potential and willingness of the local community to engage in tourism development and meet standards (e.g. number and capacity of community-based organisations, availability of English speakers, entrepreneurial spirit, co-operation of cultural guardians and Local Councils).
5. Potential for tourism to reduce poverty in the local community through improving individual livelihoods (e.g. basket sales) and providing funds for a community development project (e.g. a clinic). The latter is dependent on criteria number two (2).
6. The physical state of the site.
7. The historical and/or cultural significance of the site and the corresponding need for conservation.
8. Potential of tourism to generate sufficient incentives and resources to conserve the natural and/ or cultural heritage. For the most part dependent on criteria number two (2).
9. Potential to promote cross cultural exchange, cultural renewal and cultural education.
10. Suitability in terms of time and resource constraints of the implementing agency, Heritage Trails Uganda.

Source: HTP (2001) *National Stakeholder Meeting Minutes on the Future of Heritage Trails Uganda* (HTU). Heritage Trails Project, Kampala.

# Recommendations for Financing CBT Development in the Caribbean

## Recommendations regarding Lenders:

1. Soft loan packages should be developed that involve a moratorium and creative repayment terms.
2. Loans should be designed with repayment terms that take into consideration the seasonality of the tourism industry.
3. An invoice financing mechanism can be set up with the banks/financial institutions to grant up to 85 percent of the receivable, pending collection from the supplier.
4. Regular workshops should be held with the major players of the financial sector in order to sensitize them to the various attractions in the CBT sector.
5. Visits to CBT sites by lenders should be encouraged.
6. The National Insurance Corporation, insurance companies and credit unions should be encouraged to 'give back' to the community by setting aside funds to re-lend to the CBT sector.

## Recommendations regarding Site Owners, Investors/Borrowers:

1. Projects (proposals, feasibility studies, business plans) should be thoroughly researched, prepared and professionally presented to financial institutions.
2. Financial data must be accurate and provide a realistic picture of the viability of the project.
3. Site owners/investors must understand the importance of contributing equity to their projects.
4. Site owners who have existing businesses must keep updated records at all times.
5. Site owners should develop a data collection system on visitor receipts.
6. Site owners should align themselves to large tour operators and hotels.
7. Clusters should be formed within the sector based on the type of attractions.
8. Site owners should be encouraged to develop a cooperative.
9. Site owners must be trained in marketing and promotion.

**Recommendations regarding Government:**

1. Technical support should be provided to assist the preparation of proposals and business plans for CBT development.
2. Government should encourage financial institutions to reduce interest rates for the CBT sector.
3. Community participation in the tourism opportunity should be encouraged and a conducive environment for CBT developed.
4. A list of professionals, including financial, marketing and environmental experts for CBT, should be drawn up.
5. A public education programme should be carried out so the population will be aware of their heritage and the attractions that have been developed in the sector.
6. Commercial companies should be encouraged to become shareholders in CBT enterprises.

Source: Edited extract from Clauzel, S. (2006) *Challenges and lessons in financing community based tourism projects: A business perspective*. Paper presented at the 8<sup>th</sup> Sustainable Tourism Conference.

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## Relevant Organisations

### **Agro-Tourism Linkages Centre**

Inter-American Institute for Cooperation on Agriculture (IICA)

Chelsea House, Chelsea Road, St. Michael, Barbados

Tel: +246 427 4740/1 Fax: +246 429 350

Email: [barbados@iica.com.bb](mailto:barbados@iica.com.bb)      [www.iica.int](http://www.iica.int)

### **Asociacion Costarricense de Turismo Rural Comunitario y Conservacionista (ACTUAR)**

Rural Community Tourism Association, Apartado 719-1260 Escazu, San Jose, Costa Rica

Tel: +506 248 9470 Fax: +506 248 9731

Email: [info@actuarcostarica.com](mailto:info@actuarcostarica.com)      [www.actuarcostarica.com](http://www.actuarcostarica.com)

### **Caribbean Alliance for Sustainable Tourism (CAST)**

1000 Ponce de Leon Ave., San Juan, Puerto Rico

Tel: +787 725 9139 Fax: +787 9108

Email: [cast@cha-cast.com](mailto:cast@cha-cast.com)      [www.cha-cast.com](http://www.cha-cast.com)

### **Caribbean Natural Resources Institute (CANARI)**

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Tel: +868 626 6062 Fax: +868 626 1788

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### **Caribbean Tourism Human Resource Council (CTHRC)**

C/o CTO, One Financial Place, Lower Collymore Rock, St. Michael, Barbados

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Email: [ctobar@caribsurf.com](mailto:ctobar@caribsurf.com)

[www.onecaribbean.org/information/categorybrowse.php?categoryid=334](http://www.onecaribbean.org/information/categorybrowse.php?categoryid=334)

### **Community Tourism Foundation (CTF)**

'Halsworth', Welches Road, St. Michael, Barbados

Tel: +246 228 6828 Fax: +246 437 3381

Email: [ctf@sunbeach.net](mailto:ctf@sunbeach.net)      [www.ctfonline.org](http://www.ctfonline.org)

### **Countrystyle International Ltd./ Countrystyle Community Tourism Network**

Astra Inn, Mandeville, Manchester, Jamaica

Tel: +876 488 7207/ 962 7758

Email: [countrystyle@yahoo.com](mailto:countrystyle@yahoo.com)      [www.countrystylecommunitytourism.com](http://www.countrystylecommunitytourism.com)

**Fair Trade in Tourism South Africa (FTTSA)**

Email: [info@fairtourismsa.org.za](mailto:info@fairtourismsa.org.za)    [www.fairtourismsa.org.za](http://www.fairtourismsa.org.za)

**Namibian Community Based Tourism Association (NACOBTA)**

Email: [office.nacobta@iway.na](mailto:office.nacobta@iway.na)    [www.nacobta.com.na](http://www.nacobta.com.na)

**Pro-Poor Tourism (PPT) Partnership**

Email: [info@propoortourism.org.uk](mailto:info@propoortourism.org.uk)    [www.propoortourism.org.uk](http://www.propoortourism.org.uk)

**Responsible, Ecological, Social Tours (REST)**

Email: [rest@asiaaccess.net](mailto:rest@asiaaccess.net)    [www.rest.or.th](http://www.rest.or.th)

**Saint Lucia Heritage Tourism Programme (SLHTP)**

Sir Stanislaus James Building, The Waterfront, Castries, St. Lucia

Tel: +758 451 6220/ 6967    Fax: +758 451 6940

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**Sustainable Communities Foundation Through Tourism (SCF)**

62 Ward Avenue, Mandeville, Jamaica

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Email: [scfttourism@hotmail.com](mailto:scfttourism@hotmail.com)    [www.uwimona.edu.jm](http://www.uwimona.edu.jm)

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**Toledo Ecotourism Association (TEA)**

Reyes Chua, Punta Gorda, Belize

[www.belizehome.com/toledomaya](http://www.belizehome.com/toledomaya)

**Tourism Concern**

Email: [info@tourismconcern.org.uk](mailto:info@tourismconcern.org.uk)    [www.tourismconcern.org.uk](http://www.tourismconcern.org.uk)

**Travel Foundation Tobago Ltd.**

Email: [fttobago@tstt.net](mailto:fttobago@tstt.net)    [www.thetravelfoundation.org.uk](http://www.thetravelfoundation.org.uk)

**Uganda Community Tourism Association (UCOTA)**

Email: [ucota@africaonline.co.ug](mailto:ucota@africaonline.co.ug)    [www.ucota.or.ug](http://www.ucota.or.ug)

**UNESCO Youth PATH (Poverty Alleviation through Tourism and Heritage) Programme**

Email: [youthpath@unesco.org](mailto:youthpath@unesco.org)    [www.unescocaribbean.org/culture\\_youthpath.htm](http://www.unescocaribbean.org/culture_youthpath.htm)

## Related Tourism and Environment Awards

<b>Equator Prize</b>	
Organisation	United Nations Development Programme Equator Initiative
Award recognition	Outstanding local efforts to reduce poverty through the conservation and sustainable use of biodiversity.
Award categories	<ol style="list-style-type: none"> <li>1. Latin America and the Caribbean</li> <li>2. Africa</li> <li>3. Asia and the Pacific</li> <li>4. Community-based project in a UNESCO World Heritage Site.</li> <li>5. Sustainable biodiversity-based business.</li> </ol>
Prize	US\$30,000 for each winning organization.
Eligibility criteria	Initiatives must be located within the equatorial belt and in a developing country. Nominations may be submitted for community-based organizations and entrepreneurial initiatives, indigenous groups, non-governmental organizations and others but not for individuals.
Selection criteria	<ul style="list-style-type: none"> <li>- Impact</li> <li>- Partnerships</li> <li>- Sustainability</li> <li>- Innovation and transferability</li> <li>- Leadership and community empowerment</li> <li>- Gender equality and social inclusion</li> </ul>
Entry process	Nomination form.
Entry dates	Call for nominations in August and the submission deadline in October
Past regional winners	2002 Toledo Institute for Development and Environment (TIDE), Belize
Website	<a href="mailto:www.equatorinitiative@undp.org">www.equatorinitiative@undp.org</a>
Email	<a href="mailto:equatorinitiative@undp.org">equatorinitiative@undp.org</a>

<b>TO DO! Contest for Socially Responsible Tourism</b>	
Organisation	Non-profit organization, Studienkreis für Tourismus und Entwicklung (Institute for Tourism and Development), Germany.
Award recognition	Socially responsible tourism
Award categories	Not specified
Prize	TO DO! Trophy and cash prize.
Eligibility criteria	Tourism development projects and measures whose planning and realization ensured broad local participation.
Selection criteria	<ul style="list-style-type: none"> <li>- Broad participation of the local population in planning and implementation</li> <li>- Awareness raising</li> <li>- Wide-ranging benefit</li> <li>- Qualified jobs in tourism</li> <li>- Strengthening of identity</li> <li>- Minimization/avoidance of damage</li> <li>- Environmental compatibility and sustainability</li> </ul>
Entry process	By nomination and application form
Entry dates	Nomination and application deadline in August
Past regional winners:	1996 Toledo Ecotourism Association (TEA), Belize
Website	<a href="http://www.todo-contest.org">www.todo-contest.org</a>
Email	<a href="mailto:info@studienkreis.org">info@studienkreis.org</a>

<b>First Choice Responsible Tourism Awards</b>	
Partner organisations	First Choice, The Times, World Travel Market, Geographical Magazine
Award recognition	Contribution to conservation, the economies of local communities and minimization of the negative impacts of tourism.
Award categories	<ol style="list-style-type: none"> <li>1. Best in a Marine Environment</li> <li>2. Best for Mountain</li> <li>3. Best Protected Area</li> <li>4. Best Tour Operator</li> <li>5. Best Small Accommodation/hotel (&lt;50 rooms)</li> <li>6. Best Larger Accommodation/hotel (&gt;50 rooms)</li> <li>7. Best for Poverty Reduction</li> <li>8. Best for Innovation/Technology</li> <li>9. Best Transport Initiative</li> <li>10. Best for Conservation of Endangered Species</li> <li>11. Best Personal Contribution</li> <li>12. Best Volunteering Organization</li> <li>13. Best Destination</li> </ol>
Prize	Members of the public who nominate a successful entry are automatically entered into a competition (open to UK residents only).
Eligibility criteria	World-wide – refer to categories
Selection criteria	Not specified
Entry process	Nominations by members of the public. A minimum of 20 nominations is required for an entry to go through to the consideration stage.
Entry dates	Call for nominations in June and the submission deadline is in August
Past regional winners	2004 Best Hotel Casuarina Beach Club in Barbados
Website	<a href="http://www.responsibletravel.com">www.responsibletravel.com</a>
Email	awards@responsibletravel.com

<b>Islands Magazine - Caribbean Tourism Organization Sustainable Tourism Award</b>	
Partner organisations	Islands Magazine and the Caribbean Tourism Organization (CTO)
Award recognition	Contribution to a better quality of life in the destination and provision of a unique visitor experience as stated in the CTO Sustainable Tourism definition for the Caribbean.
Award categories	Not applicable – one award
Prize	Not applicable
Eligibility criteria	The product should be at least three years in operation
Selection criteria	<p>Projects submitted must cover at least 5 of the following areas:</p> <ul style="list-style-type: none"> <li>- Environmental management</li> <li>- Land use planning and management</li> <li>- Tourism management: visitors and staff</li> <li>- Local community involvement: training, management, benefits</li> <li>- Heritage protection: cultural, built and natural heritage</li> <li>- Education: staff training, communication and public awareness</li> <li>- Safety and security</li> <li>- Financial sustainability</li> <li>- Partnership: support to other environmental or social initiatives</li> </ul>
Entry process	Nominations must be presented by National Tourism Organisations of CTO Member Countries. Only one entry per country is allowed.
Entry dates	Annual
Past regional winners:	<p>2006 Hidden Valley Inn, Belize</p> <p>2005 Runaway Bay HEART Hotel and Training Institute, Jamaica</p> <p>2004 Tiamo Resorts, Bahamas</p> <p>2003 Casuarina Beach Club, Barbados</p>

Website	<a href="http://www.onecaribbean.org">www.onecaribbean.org</a>
Email	<a href="mailto:ctobar@caribsurf.com">ctobar@caribsurf.com</a>