



**Asia-Pacific
Economic Cooperation**

SUSTAINABLE
TOURISM

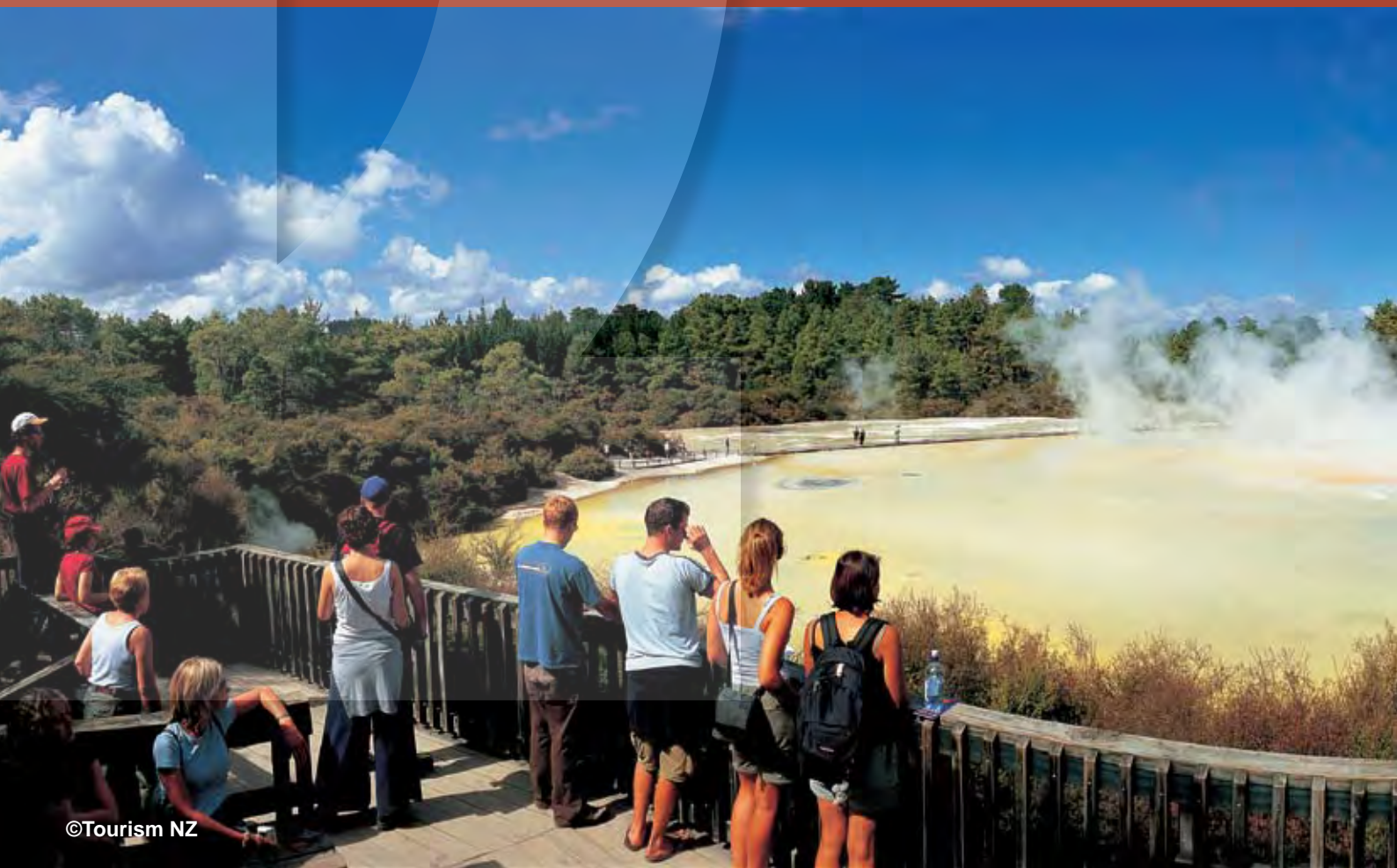


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Effective Community Based Tourism

A BEST PRACTICE MANUAL
JUNE 2010

APEC TOURISM WORKING GROUP



Effective Community Based Tourism: A Best Practice Manual

APEC TOURISM WORKING GROUP

AUTHORS

Sally Asker, Louise Boronyak, Naomi Carrard and
Michael Paddon, Institute for Sustainable Futures,
University of Technology Sydney

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APEC Secretariat

Tel +65 6891 9672 | Fax +65 6891 9689

35 Heng Mui Keng Terrace Singapore 119616

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Prepared by

Sally Asker, Louise Boronyak, Naomi Carrard and
Michael Paddon, Institute for Sustainable Futures,
University of Technology Sydney

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Abbreviations

ADB	Asian Development Bank
APEC	Asia-Pacific Economic Cooperation
AYAD	Australian Youth Ambassadors for Development
CIDA	Canadian International Development Agency
CBT	Community Based Tourism
CIP	Community involvement plan
CO	Community Organisation
CS	Communication Strategy
EU	European Union
GEF-SGP	GEF Small Grants Program
ICRT	International Centre for Responsible Tourism
IUCN	International Union for Conservation of Nature
LLEE	Live and Learn Environmental Education
MTDP	Mekong Tourism Development Project
NGO	Non-Government Organisations
NZ	New Zealand
NZaid	New Zealand Aid Agency
ODI	Overseas Development Institute
OECD	Organisation for Economic Cooperation and Development
PNG	Papua New Guinea
PPST	Pro Poor Sustainable Tourism
PPT	Pro-Poor Tourism
REST	Responsible Ecological Social Tours
SNV	A Netherlands-based, international development organisation

EFFECTIVE COMMUNITY BASED TOURISM

STCRC	Sustainable Tourism Cooperative Research Centre
Tourism Management Plan	TMP
TRAP	Tourism and Rural Poverty Alleviation Programme
UN	United Nations
UNDP	United Nations Development Program
UNWTO	United Nations World Trade Organisation
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VSO	Volunteer Service Overseas
VIDA	Volunteers for International Development from Australia
WWF	World Wide Fund for Nature

About This Manual

This manual was produced by researchers at the Institute for Sustainable Futures at the University of Technology, Sydney, with advice from the University's School of Leisure, Sport and Tourism, for the APEC Tourism Working Group. The Project Coordinator was the Peruvian Ministry of Foreign Trade and Tourism (MINCETUR) and the APEC International Centre for Sustainable Tourism (AICST) managed the research in conjunction with the Sustainable Tourism Cooperative Research Centre (STCRC).

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- John Vasco provided assistance in Spanish translation of documents.
- Community Based Tourism operators of the case studies provided and/or verified information.

1 INTRODUCTION

This manual provides guidance on the issues to be addressed when developing Community Based Tourism (CBT) activities managed by local communities in regional and rural areas. It highlights the practical considerations when planning for and implementing CBT drawing on the experience of CBT activities internationally. It gives particular attention to the potential from and challenges in developing thermal tourism.

The overall objective of this manual is to increase awareness in APEC economies of the opportunities for CBT as a vehicle for social, economic and environmental development. It integrates the general principles of good practice in sustainable tourism and community development, which focus on actual, local community needs. It aims to give guidance on CBT process and practice that facilitate protection of natural and socio-cultural resources and improve the welfare of local people, while enhancing monetary gains and market access.

The manual showcases and draws lessons from good practice in CBT from around the world drawing from case study examples of good practice it identifies the underlying processes and practices that make can make CBT successful while also identifying key challenges and risks.

This is not intended to be a technical manual providing detailed step-by-step instructions for each stage of a process. Rather, it is designed to offer an overview and identify the key questions for those considering CBT. However, it does provide links to a wealth of other documentation on Sustainable Tourism and Community Based Tourism including some of the best-published tools including worksheets, models and questionnaires.

1.1 How the Manual Has Been Produced

The manual has been produced in three phases:

1.1.1 Phase one

The research team at the University of Technology, Sydney in consultation with the Sustainable Tourism Cooperative Research Centre (STCRC) and the APEC International Centre for Sustainable Tourism (AICST) developed a framework for understanding the key issues and barriers to the development of CBT. This was based upon UTS's organisational expertise in sustainable tourism and community development.

The framework was further developed through reviewing relevant international literature. From the framework a template was prepared to obtain information from APEC economies on best practice examples in CBT particularly in rural and remote communities and with consideration of the potential for thermal tourism.

The template was then circulated to APEC economies to collect information on best practice case studies. At the same time ISF researchers used the template to identify other best practice case studies in countries inside and outside APEC.

The research framework and the case studies on the direct experience CBT were used to identify what should be included in a best practice manual for application in APEC economies.

1.1.2 Phase two

The framework for the manual, indicating the overall approach, the general contents and how it could be used, plus the coverage of case studies, was presented at an international workshop organised by the Peruvian Ministry of Tourism, MINCETUR, on behalf of the APEC Tourism Working Group, in Cusco, Peru on March 23rd and 24th 2010.

1.1.3 Phase three

The final phase of the project has been to prepare this manual to include results of the research and outcomes of the workshop in Peru.

1.2 The Focus of and Structure of the Manual

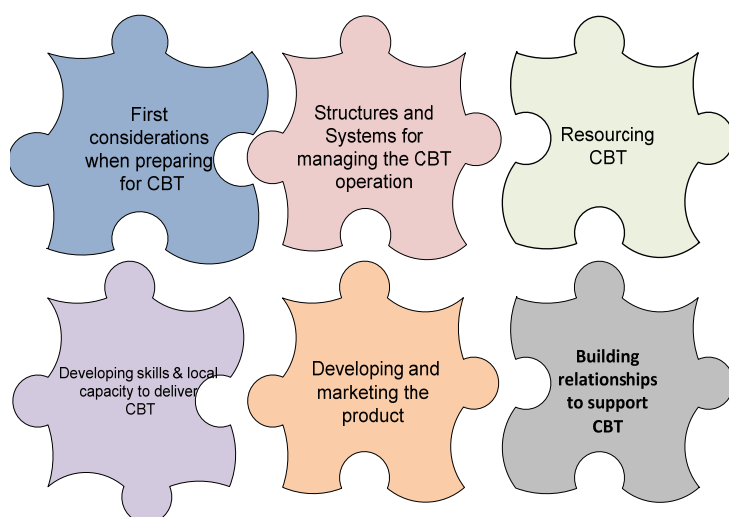
The manual is intended for people and organisations planning, managing, implementing or overseeing community based tourism, either as community leaders in government agencies or non-governmental organisations.

The organisations that will benefit from this CBT manual therefore include:

- APEC governments
- Destination management organisations
- Non government organisations who work in aid development
- Regional Tourism Organisations
- Communities that can develop and manage resources
- Agencies related to development of tourism

The manual is organised according to critical ‘themes’ that are essential to building successful, equitable and sustainable CBT. These themes are drawn from a review of good practice and process CBT internationally including across APEC economies. They are referred to in the manual as ‘pieces in a puzzle’—this is because they do not necessarily have to be completed in the same step-by-step process. Each piece is important yet all pieces are essential to drive successful CBT and aid community development. For example a good resourcing plan will be useless unless there are processes in place for good management of those resources and so on. As such, good practice CBT is about building the complete picture and recognising that the best picture will be different for each context and will most likely change over time. There is not one single path to best practice CBT and best practice and process will vary from place to place, depending on the particular communities, circumstances and contexts involved.

The ‘pieces of the puzzle’ are contained in chapters 3–8 of the manual each of which is arranged in terms of the key messages for each piece. Each of these chapters draws extensively on international case studies of good practice. Also contained in each chapter is a section on the particular considerations in respect of developing thermal tourism.



The chapters of this manual are arranged as follows:

Chapter 2: Why Develop Community Based Tourism—outlines the benefits from CBT and some of the barriers to making CBT successful. It also indicates the potential from the development of thermal tourism.

Chapter 3: Key Considerations When Preparing for CBT—highlights key considerations for assessing the potential for CBT in regional and rural areas. In particular it focuses on the need for an in-depth and participatory assessment and planning phase.

Chapter 4: Structures and Systems for Managing CBT—provides guidance on developing appropriate and context-specific CBT management structures and processes.

Chapter 5: Resourcing CBT—identifies the issues in resourcing the CBT operation, from selecting the right kind of financing strategy for the operation, to making sure that benefits are equitably shared across the community.

Chapter 6: Developing Skills Local Capacity—highlights considerations for developing local community and other stakeholders' capacity to deliver CBT and sustain its legacy.

Chapter 7: Developing and Marketing the CBT Facility—relates to the process of establishing and sustaining a tourism business, in particular focusing on developing and marketing the 'product' or experience being offered to visitors.

Chapter 8: Building Relationships with Tourism Stakeholders to Support CBT—focuses on the main considerations for developing local community and other stakeholders' capacity to deliver the CBT product and sustain its legacy. It highlights skill areas that are necessary to deliver appropriate CBT in different contexts.

Chapters 3–8 are based on the lessons from examining best practice case studies from around the world. In each chapter there is reference to the case studies, which best illustrate the particular key message. **Chapter 9, appendix 1** contains more **detailed information about each of the 17 case studies** referred to.

The appendix at **chapter 10** provides information about **other resources and tools** including more detailed tools on practical and hands on issues.

The appendix at **chapter 11** identifies and provides links to a number of **international knowledge hubs, which networks on CBT**.

2 WHY DEVELOP COMMUNITY BASED TOURISM?

2.1 Trends in Tourism

Tourism is the largest industry in the world and with an annual growth rate of around 7.4% is the fastest growing. The East Asia and the Pacific, has been the global region with the fastest growth (growth rate of 14.7 % in 1999–2000, UNTWO 2006). Tourism has a major impact on both people and the environment, hence the growing awareness of the need for tourism to be sustainable.

According to the World Tourism Organisation: *'The development of sustainable tourism requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.'* (UNTWO 2006)

Sustainable tourism:

- makes optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity
- respects the socio-cultural authenticity of host communities, conserves their built and living cultural heritage and traditional values, and contributes to inter-cultural understanding and tolerance
- ensures viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation
- 'Maintains a high level of tourist satisfaction and ensures a meaningful experience for the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them.' (UNWTO 2005).

Adopting good practice in Community Based Tourism contributes to each of the 'three pillars of sustainability' delivering social, environmental and economic benefits. These three pillars are based on the concept of the triple bottom line for sustainability (often referred to as 'TBL' or '3BL') promoted by many international organisations including APEC and the United Nations. The three pillars of sustainability are represented graphically below, indicating that overall sustainability is best achieved when environmental, economic and social objectives are all being met through the same initiatives. That is, effective Community Based Tourism can address social needs, contribute to building a more sustainable environment, and be commercially viable.

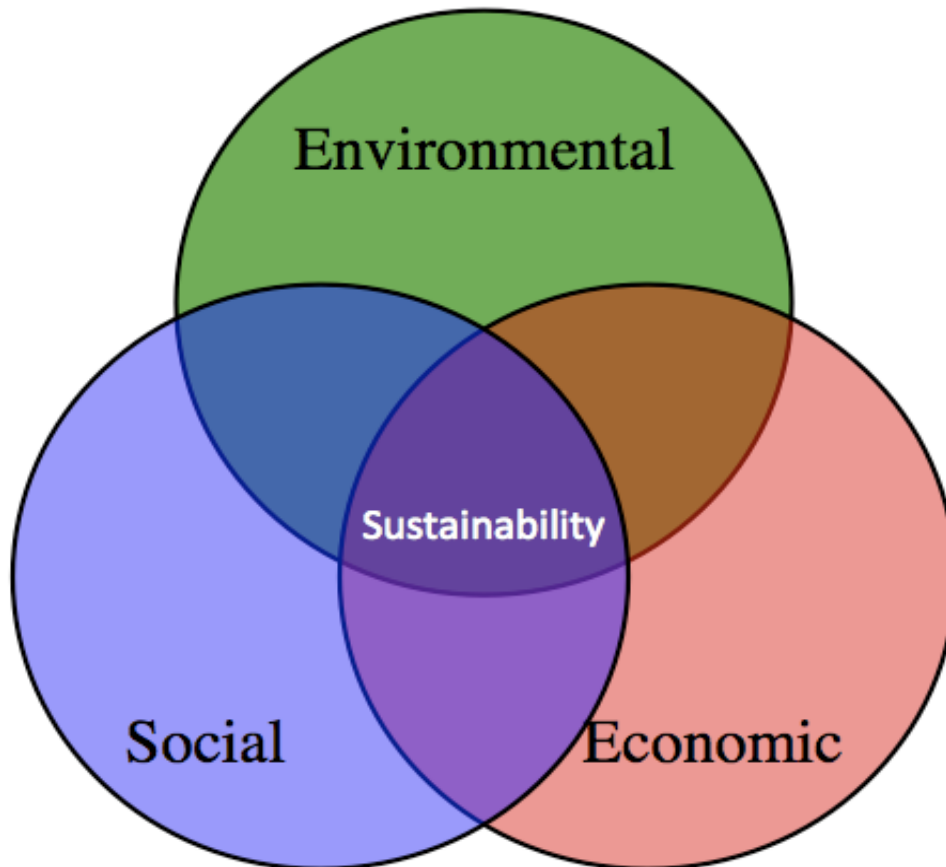


Figure 1 Aspects of sustainability

2.2 Community Based Tourism

The term Community Based Tourism (CBT) emerged in the mid 1990s. CBT is generally small scale and involves interactions between visitor and host community, particularly suited to rural and regional areas. CBT is commonly understood to be managed and owned by the community, for the community. It is a form of 'local' tourism, favouring local service providers and suppliers and focused on interpreting and communicating the local culture and environment. It has been pursued and supported by communities, local government agencies and non-government organisations (NGOs). There are a range of actual legal forms of the ownership and management in which communities participate (see chapter 4 Structures and Systems for managing the CBT operation).

Internationally there are a number of different terms used for very similar activities; for example, in Latin America the term Rural Tourism is often used, alongside CBT. In parts of Asia, Eco-tourism is often delivered via CBT. Typically Sustainable Tourism, Community Based Tourism, Rural tourism and Eco-tourism have similar objectives. Planning tourism to safeguard a destination's cultural heritage and enhance its natural heritage while at the same time improving the socio economic welfare of communities. Eco-tourism, rural and Community Based Tourism are seen as both a set of principles as well as a tourism market segment.

Regardless of the actual terms used, there are some key processes and practices that can ensure CBT is appropriately and effectively considered, planned and managed for the benefit of both people and place.

The following attributes are common to CBT operations:

- aiming to benefit local communities, particularly rural or indigenous people's or people in small towns, contributing to their wellbeing and the wellbeing of their cultural and environmental assets
- hosting tourists in the local community
- managing a tourism scheme communally
- sharing the profits/benefits equitably
- using a portion of the profits/resources for community development and/or to maintain and protect a community cultural or natural heritage asset (e.g. conservation)
- involving communities in tourism planning, on-going decision making, development and operations.

2.3 The Benefits of CBT

Community based tourism has been popular as a means of supporting biodiversity conservation particularly in APEC developing countries and linking livelihoods with preserving biodiversity whilst reducing rural poverty and achieving both objectives sustainably (Kiss 2004).

CBT may enhance social sustainability by empowering local communities to manage their own resources, provide meaningful employment, and assist with capacity building and cultural preservation. Environmental benefits include income generation for communities to actively protect their land from degradation and could enhance conservation efforts to attract tourists especially with regard to eco-tourism initiatives.

Where it is working effectively, CBT

- supports local economic development through diversification of employment
- is financially viable
- respects and encourages equitable participation of local community
- is ecologically sustainable and minimises impact on the environment
- conserves and promotes living cultural heritage and welfare
- educates visitors about culture and nature
- demonstrates good management practices
- ensures a quality and safe experience for all of individuals involved.

However, there are a number of risks associated with the developing CBT particularly where it is introduced to provide a 'quick fix' for communities without diverse livelihoods, resources or capacity. This manual will assist in identifying the important enabling factors for effective CBT, assisting communities to develop them, and identifying the conditions and situations under which CBT can be problematic. The Table 1 Enabling conditions and barriers for CBT, outlines the potential enabling conditions for CBT as well as the potential barriers to the development of CBT.

Table 1 Enabling conditions and barriers for CBT

Enabling conditions for good practice CBT	Barriers to the development of CBT
<ul style="list-style-type: none"> The community is already well organised and cohesive 	<ul style="list-style-type: none"> The foundations of the community and men's, women's and youth organisations are fragmented and unorganised
<ul style="list-style-type: none"> When community members, women, men and youth are, widely involved in decision making processes, and financial management around the CBT 	<ul style="list-style-type: none"> Decision-making is purely the domain of powerful individuals (usually males), and the benefits are not equitably distributed
<ul style="list-style-type: none"> Land ownership and other 'resource' issues are clear and well defined 	<ul style="list-style-type: none"> Land and resource disputes are rife and recurrent
<ul style="list-style-type: none"> 'Bottom up desire', in the community reflected in the facility design, decision-making and management structures. 	<ul style="list-style-type: none"> 'Top down' centralised decision making and management structures where CBT is 'placed' on a community by an outsider particularly if this is from international sources and there is a local perception that the motivations is purely financial
<ul style="list-style-type: none"> Decision for CBT is made by the community based on informed choice, of impact, options, risk, and outcomes 	<ul style="list-style-type: none"> There is no real local decision making or it is based on limited information and no consideration of options
<ul style="list-style-type: none"> High participation levels 	<ul style="list-style-type: none"> Participation wanes during implementation of the CBT facility
<ul style="list-style-type: none"> Driver is not purely income generation but also cultural and natural heritage conservation and intercultural learning 	<ul style="list-style-type: none"> Drivers are solely financial
<ul style="list-style-type: none"> The activity is supported by good marketing mechanisms 	<ul style="list-style-type: none"> Little marketing or misplaced marketing
<ul style="list-style-type: none"> A strong plan for expansion, and/or to limit visitor numbers in balance with the carrying capacity of the community and environment to avoid adverse affects on both 	<ul style="list-style-type: none"> When people think they can invite tourists then sit back and 'the money will roll in' and there is a lack of future planning (to the detriment of the community and the natural landscape)
<ul style="list-style-type: none"> Strong partnership with local NGOs, relevant government bodies and other supporters 	<ul style="list-style-type: none"> Established through external funding mechanisms
<ul style="list-style-type: none"> Approaches are contextually and locally appropriate and not just 'imported' from other contexts 	<ul style="list-style-type: none"> The CBT venture is seen as a 'one size fits all'
<ul style="list-style-type: none"> CBT is part of a broader/wider community development strategy 	<ul style="list-style-type: none"> CBT is seen as a quick fix 'way up and out' of a poverty cycle
<ul style="list-style-type: none"> Linked to visitor education on the value of culture and resources present. Clear zoning of visitor and non visitors areas 	<ul style="list-style-type: none"> No attempt to inform visitors of the specific nature of local natural and cultural heritage so there is no sense of the uniqueness of 'place'
<ul style="list-style-type: none"> There is good existing infrastructure to access the product 	<ul style="list-style-type: none"> Infrastructure is inadequate and there is no potential for investment

2.4 The Potential for Thermal Tourism

Thermal tourism, i.e. travel to experience thermal waters, mud baths, and geysers for health and recreation, is a significant tourist activity with more than 8 million people visiting a thermal spring annually (Hoheb 2008). The spa industry is valued at US\$11.2 billion and is growing rapidly (Glickman 2005).

Thermal tourism is a subset of the larger and growing health tourism sector, where the purpose of the travel is to improve health and indulge in spas and alternative therapies (Henderson 2004). Increasingly thermal tourism is being marketed in terms of 'wellness': the holistic search for improved health and physical, mental and spiritual wellbeing (Bushell & Sheldon 2009). The ageing population of the developed world is a major driver in the growth in the wellness industry.

Thermal tourism is found worldwide though it depends on particular geothermal conditions.

- Global opportunities for thermal tourism tend to exist in areas with a major geothermal belt characterised by active earthquake zones, various rich ores and deep fault lines. Hot and mineralised natural springs are more numerous in these conditions.
- Thermal Tourism is not evenly distributed in the world due to different climatic conditions and geothermal resources. Although present in some parts of The Middle East, Asia and Africa, they are most common in Europe especially in Eastern and Southern Europe.
- The history of utilisation of thermal tourism maintains its popularity worldwide including: Turkey, Hungary, Romania, Czech Republic, Slovakia, Central and East European Countries, Argentina, Mexico, Colombia, Morocco, Tunisia, the Middle East, Japan, Central America and China. In countries such as Germany, France, Italy, Hungary, Romania, and Japan utilisation of thermal spring water has reached particularly high standards.
- Expansion in therapeutic and recreational tourism via the thermal tourism sector is occurring in many parts of the world as mass tourism declines and people gradually move toward alternative tourism offerings. Today's consumer is well travelled and interested in new and different experiences. Wellness, environmental and relaxation concepts stand as alternative products and associate with the appeal of thermal tourism ventures. Increased demand may also be reflective of modern city based lifestyles.

2.5 Challenges for Thermal Tourism

There is significant scope for the development of thermal tourism, including thermal tourism run by and for local communities in APEC economies. However, in addition to the main issues dealt with in this manual for the development of CBT, we can identify a number of challenges in developing thermal tourism drawn from the experience in established locations.

- The majority of 'thermal tourists' tend to be local or national rather than international. International visitors do not tend to travel solely for the purposes of making use of spas, geysers etcetera. This is significant for the business planning and marketing of facilities to international visitors.
- This is in part linked to the fact that there tends to be a general lack of awareness of thermal tourist destinations, which provides further challenges for planning and marketing facilities.

- Utilisation tends to be seasonal particularly where the springs and spas are in temperate climates with cold winters.
- There is often a lack of qualified personnel in the provision of health treatments e.g. hydrotherapy practitioners.

To be run and operated effectively and efficiently, thermal tourism requires particular infrastructure, which will require financial support.

2.6 Further Information

Publications on CBT are now widely available including some 'how to' manuals and policy guidelines that are accessible via the web. Authors that have also documented good practices in CBT include:

- Conservation International and George Washington University. 2005. *Linking Communities, Tourism and Conservation—A Tourism Assessment Process*. George Washington University.
- Häusler, N and Strasdas W. 2002. *Training Manual for Community-based Tourism*, InWENT.
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3 FIRST CONSIDERATIONS WHEN PREPARING FOR CBT



Community Based Tourism development can bring many potential benefits for communities' economy, society and environment, however, if it is not assessed, planned and managed effectively with the communities, it may also come with an undesirable cost to society and the environment and the dynamics between them.

This chapter highlights key considerations for assessing the potential for CBT in regional and rural areas. In particular it focuses on the need for an in-depth and participatory assessment and planning phase. There are likely to be some obstacles encountered when planning for and delivering CBT. Building awareness and education processes into participatory assessment and planning phases is critical to sustaining an effective CBT operation and ensuring all community members have their 'eyes wide open' to potential impacts of tourism.

3.1 Key messages

The key messages of this chapter are:

- when preparing for a CBT venture **all stakeholders need to have their 'eyes wide open'** to the nature of the tourism industry as well as the potential benefits and less desirable impacts of tourism (section 3.1)
- communities will benefit from a **participatory assessment process** in preparation for CBT and in CBT decision-making **inclusive of visioning to develop a CBT plan** (3.2)
- **the type and level of community participation in CBT should be decided and defined by the community** with consideration of existing capacity, skills and other cultural or environmental commitments (3.3)
- **CBT needs to fit with existing development plans** and identify, harness and navigate enabling (or challenging) local, regional and national policies (3.4).

This chapter is divided into sections, each of which focuses on these key messages (as indicated). These sections contain information regarding why the key messages are important, making it happen, lessons from good practice and process as well as case studies and examples.

Each message is supported by the experience of at least one international case study of good practice. The chapter also draws particular attention to the particular considerations involved in developing thermal tourism.

3.2 Key Message: All Stakeholders Need to Have Their ‘Eyes Wide Open’ to the Tourism Industry

3.2.1 Why is this important?

Tourism is a major driver of change and can lead to both positive and less desirable outcomes for communities. Careful planning, awareness and education are required to balance the opportunities in a way that enhances the positive outcomes and minimises the potential for harm.

From the outset communities can be unfamiliar with all the concepts of tourism; what the tourism industry involves and who tourism stakeholders are. As such, communities need to be assisted to understand the mechanisms of tourism as well as the potential impacts before deciding to initiate a tourism operation.

Tourism inevitably brings about changes in a community some of which the community may consider negative. While some negative impacts can be mitigated through good planning, some of these changes will be an inherent consequence of developing the tourism industry and so require the community to have its ‘eyes wide open’ to the potential for change. Decision makers have an important role to play in assisting communities in this capacity. Communities need to appreciate that tourism will bring them in contact with people from other parts of their country or other parts of the world that have different cultures and customs to theirs. The presence of foreign tourists can and will impact the host communities’ culture.

A critical factor for success in CBT includes an understanding and acceptance by all members of local communities that CBT is no panacea or ‘magic cure’ to improving community livelihoods. Talking about, raising awareness and appreciation for sustainable tourism or CBT when the venture is being scoped is important to ensure everyone involved is making an informed choice about their involvement in CBT planning and delivery.

3.2.2 Making it happen

Assessment of attitudes and perceptions toward tourism

From the outset it is important that the community is encouraged to share their attitudes toward CBT and expectations of CBT with each other and with other stakeholders. This initial step needs to be undertaken through open collaborative discussion in a non-threatening atmosphere inclusive of all members of the community (women and men, young and old).

Supporting the community through neutrality

The community need to feel that they own, are involved and are involved in driving the CBT assessment process. While the focus is on the community, outside facilitators may be useful in maintaining a neutral position and ensuring that all community members’ are aware of the impacts of tourism.

Learning by example

Understanding the impacts for tourism can be facilitated through exchange ‘look and learn’ visits between communities considering CBT and other communities who have established CBT operations. This exchange may help communities decide whether to develop CBT and to understand what kind of tourism challenges and opportunities are involved.

What does the community want?

No two communities are the same. Communities have different social, environmental, socio-cultural, economic and political characteristics and structures. Tourism assessment and planning phases should acknowledge these and fit appropriately with the aspirations of the community. First and foremost the community will need to identify:

- what they want from the CBT venture—their desired community development goals (see the next section on visioning as part of the assessment process)
- what they are prepared to accept and what the stakeholders are not prepared to accept to achieve their desired CBT goals.

A useful exercise involves the community considering these same two questions from the tourists' perspective with regard to tourists travel expectations (this is detailed in chapter 7 of this manual on 'Developing and Marketing the Product').

It is also useful for stakeholders to assist the community in determining whether what the community wants from CBT is different or aligned with what they strategically need to meet their development goals. Communities need to think beyond the question, how could the community benefit from tourism? To consider an alternative question, how could the community harness tourism to support sustainable community development in the community?

These processes for beginning to understand the impacts of tourism are supported by a thorough participatory assessment phase as outlined in the next section of this chapter. In all contexts, during the assessment and planning phases, a balance needs to be struck between the needs of the host community, tourists and the surrounding environment.

Chapter 4 of this manual, 'Structures and Systems for Managing the CBT Operation' discusses how having the right structures and systems in place can help to manage the impacts of tourism.

3.2.3 Lessons from good practice and process

Industry vulnerability

'Tourism is an unstable industry, as it is highly sensitive to economic recession on the demand side, to political tension in destination areas, and to consumer taste.' (Cottrell 2001). The success of CBT is not always assured; tourism is vulnerable to unforeseen shocks such as natural disasters, changes in tourists' destination and product preferences and political instability. As such CBT should complement the other activities that the community is involved in and should not be relied upon as the sole mechanism for economic development.

Box 1

Potential threats to CBT to be managed to reduce risk and impact

Cottrell (2001) cites a number of benefits of tourism, but also notes significant threats:

- alienation and loss of cultural identity
- creation of frictions within the community (between generations or between sub-groups e.g. who do and do not profit)
- disruption of socio-economic structures
- conflicts over use of resources (land, hunting rights, infrastructure) which may also create hostility towards tourists
- disturbance to local environments e.g. for building accommodations or to obtain firewood, pollution of water and air.

If stakeholders can identify threats like these in the assessment phase they can be managed to reduce harm during the planning and implementation periods.

Box 2

Potential benefits from community based approaches to tourism

CBT stakeholders contributing to this manual have identified the potential benefits:

- broaden the distribution of benefits from tourism to the community level for various purposes (see Box 4 on CBT drivers)
- diversify a destination's tourism product
- authenticate visitors' experience of an area
- act as a stimulus to local products and a sense of ownership at the community level
- empower local communities
- contribute to poverty reduction/employment
- transfer decision making to a community level
- strengthen community identity and sense of pride.

3.2.4 Case study: Koh Yao Noi—driving community based tourism

Local communities can benefit from CBT through by conducting assessments and developing an eyes wide open' approach to developing tourism. This is illustrated by the case study below.

Koh Yao Noi is 100% community owned CBT operation located in in Phang Nga Province, Southern Thailand. Guests experience this unique sense of ownership directly through the tangible enthusiasm, warmth, and hospitality of their hosts.

Drivers

The KYN CBT Club harnessed tourism as a tool to reverse a social and environmental catastrophe being created by the encroachment of large-scale commercial trawlers into their local fishing grounds. This illegal fishing was destroying the environment and threatening the livelihoods of local people, who rely on fish stocks to feed their families. The KYN CBT Club decided to use tourism as a way of bringing these issues to the attention of the outside world, and this eventually led to the government enforcing the law and protecting local rights.

Club members have received additional income representing up to ten percent of their annual income. Ten percent of all income is directed into a community fund, which supports various conservation and community initiatives in Koh Yao Noi, to ensure equitable income distribution.

REST has worked with the Koh Yao Noi Community based Eco-tourism Club (KYN CBT Club) for many years to develop a model of tourism for conservation, community development and cross-cultural sharing. Other partners include Responsible Travel and Conservation International.

One hundred per cent community ownership motivates CBT club members to make special efforts to control any negative impacts of tourism, and to ensure that CBT gives real support community and environment. Guests experience this commitment through Community Funds Guidelines, and projects, which they can visit during their stay.

The benefits to local communities on Koh Yao Noi include:

- new skills to help local people adapt in a rapidly changing world, where they are increasingly vulnerable: participating in CBT, and the various tasks which are involved has helped community members to develop analysis, planning, consensus, communication, presentation, accounting, management, monitoring, green product development
- increased community cooperation and participation, including new roles and improved voice for local youth, women, and elderly and disadvantaged minority peoples
- supported traditional practices; and created a new social space for cultural expression, and cross-cultural exchange which has boosted the self-confidence of local people
- improved sustainable natural resource management including new areas of mangrove and highland forest, increased biodiversity and increased food security for local people
- community funds built into CBT pricing have provided funds for a variety of community and environmental projects e.g. reforestation, youth camps, advocacy
- additional income—CBT has contributed up to a 10% increase in the yearly income of participating community members.

This case study illustrates the many benefits stakeholders receive from fostering Community Based Tourism.

See chapter 9 for the full case study details.

3.3 Key Message: Enabling a Participatory Tourism Assessment Process with the Community

Why is this important?

Participation by local people and communities in tourism assessment and planning is usually very limited. Effective CBT requires extensive community participation in assessment and planning as well as in implementation/delivery. Community participation in CBT participatory assessment and planning processes has the potential to empower local community members by building the skills, knowledge and confidence needed to direct tourism development in their communities. True participation (as opposed to tokenistic consultation) can also build a sense of ownership and shared responsibility where the community, tourists and other stakeholders all benefit. CBT is a long-term commitment that relies on a strong foundation of participatory assessment, and planning as both are essential components of

tourism development.

Participatory tourism assessment and planning are critical but time consuming processes that require commitment by all tourism stakeholders involved. The process for assessing and planning for CBT will vary between APEC economies depending on the socio-cultural, economical and environmental context of each community and its surrounding area/region. In rural areas of Thailand an assessment of environmental impacts will be very different from the type of environmental assessment carried out in a township in Canada. Similarly in Papua New Guinea the process used to assess socio-cultural impacts will differ from methods used in Chinese Taipei.

An in-depth situation analysis or '360 view' (enabling stakeholders to see the bigger picture like the view from a helicopter), during the assessment phase should be carried out to assess the:

- **social context**—e.g. assessment of cultural heritage that could be marketed as well as the potential positive and negative impacts of tourism on it
- **environmental context**—e.g. assessment of the local environment, plants and animals that could be marketed and the potential positive and undesirable impacts of tourism on them
- **socio-economic context**—e.g. assessment of the socio economic development and plans for development in the area and the potential positive and undesirable impacts of tourism on it
- **tourism industry context**—e.g. assessment of the marketing potential and available mechanisms for the destination and promotion of the 'product' or experience and activities available to visitors.

3.3.1 Making it happen

One size does not fit all

All communities are different and there is no one standard approach to CBT assessment and planning. Presented below are some important elements of the assessment and planning phases that have been stated as good practice by the CBT operators highlighted in this manual.

Undertaking a tourism assessment process

The assessment process includes, but is not limited to; identifying tourism stakeholders, potential partners and/or supporting networks, inviting community members to identify their drivers for CBT, developing a community vision, and analysing the opportunities and risks of developing CBT in the social, physical, policy and tourism industry contexts. The assessment phase proceeds and informs the planning phase.

Identifying CBT stakeholders

Stakeholders are people identified as potentially being directly and indirectly involved or affected by the CBT venture, and they need to be identified and involved in some way during the assessment process. Community members together with any external collaborators and/or partners need to work together to appraise the community's vision, needs and priorities and assess their 'fit' with tourism. Figure 2 below illustrates the range of potential stakeholders who may be involved in sustainable tourism and regional and rural CBT. More information on the different role different stakeholders can play in CBT is discussed in chapter 8 on 'Building Relationships with Tourism Stakeholders to Support CBT'.



Figure 2 Sustainable tourism stakeholders

(Adapted from Linking Communities, Tourism and Conservation)

CBT in rural areas is typically dependant on tourism products that are natural resource based. Consequently additional agencies (government agriculture, parks, forestry, fisheries and mining departments and other organisations) may need to be involved in CBT assessment and planning phases. It is of high importance that good relations are built with these types of stakeholders from the outset as they may have long processes involving bureaucratic processes to navigate.

3.3.2 Identify CBT drivers

Identifying CBT drivers involves identifying community, and where applicable other stakeholders', drivers for CBT. Appropriate and effective CBT ventures are characterised by other drivers aside from the pursuit of making a quick profit such as conservation of natural resources or reinvigoration of an aspect of culture e.g. traditional fishing techniques.

Drivers for CBT are varied according to context and should be decided on and identified upfront by the community together with other stakeholders.

Box 3

Common CBT drivers

From the good practice international case studies reviewed for this manual we have identified the most common drivers for introducing CBT:

- a provider of **economic opportunities** (e.g. lodging, food, activities, transportation) through **meaningful employment** for community members. Note: this driver can also serve as a community retention strategy to **reduce tendency for urban drift** particularly among young people
- a livelihoods and economic alternative development strategy for **poverty alleviation** and/or **women's empowerment** (e.g. through creation of new space for women to take on leadership positions)
- a livelihoods and economic alternative development strategy for **community revitalisation** and development (e.g. rural towns which are experiencing a decrease in services, local industry and may have low employment opportunities)
- a 'value add' to an existing **biodiversity conservation** project to direct benefits of tourism into conservation activities and empower local communities to sustainably manage their resources or eliminate and reduce reliance on unsustainable practices e.g. over fishing, deforestation
- a **source of financing for other projects** (e.g. infrastructure, education or to assist other environmental and social goals)
- a means of **revitalising intangible or tangible culture** (e.g. cultural events and festivals, local handicrafts, traditional farming practices, language, traditional fishing techniques) through making them tourism 'products', which gives them, renewed value and prominence through tourism. Note: This driver has been related to additional outcomes such as, enhanced intergenerational understanding, strengthening of cultural identity and retention of young people in the community.

Some case study CBT operators and contributors related that in their experience CBT grew as a natural progression from another project. For instance, an environmental project implemented through an NGO-community and/or government-community partnership identified CBT as a way of turning a potential liability (e.g. forests marked for logging) into an asset (this situation was experienced by Thai and Cambodia case studies which can be found in full in chapter 9).

The drivers identified for tourism will be intimately linked with development of a community CBT vision.

Visioning

Visioning is an effective tool for forward thinking in tourism assessment and planning phases. Consideration of different possible scenarios and identification of a shared vision for the future is a valuable exercise for communities to undertake and to ensure everyone's views on CBT are actively listened to and considered. Visioning tools help stakeholders consider; where they are now, where they want to be in the future and how they are going to get there.

A CBT vision often forms the foundation of a CBT plan, it provides the community with a reference point into the future and can inform and signal some of the management structures and processes required to achieve the vision.

3.3.3 Case study: Chemainus, linking a vision with a plan and the tourist product

An example of a vision informing tourism planning and product development is illustrated by the case study of Chemainus in Canada. Chemainus is a seaside community of approximately 4500 people located on Vancouver Island, Canada. The town's economy was based on primary industries, in particular forestry. In 1983, the sawmill closed and 700 people lost their jobs forcing the town to rapidly search for a new basis for its economy. The town received a provincial redevelopment fund that it used to setup a mural festival and commission the creation of five murals.

Karl Schultz a member of the community was the originator of the idea of using murals as a way to revitalise the town. His vision was to develop a festival to showcase the murals and attract visitors to the town. The festival is held annually and has grown over the years to turn the whole town into a work of art showcasing 35 murals and 13 sculptures. The murals have proved extraordinarily successful and attracts 400 000 visitors a year to Chemainus. They have led to the establishment of over 200 new small businesses, which has diversified employment and created a cultural hub.

Many members from the town were involved in extensive participative planning that consisted of community meetings and workshops that led to the creation of the Official Community Plan to manage growth, development and tourism in the town.

This case study demonstrates how the rural town of Chemainus linked their vision to revitalise their town by offering an attractive. It also emphasises the importance a 'champion' who is prepared to drive the CBT.

See chapter 9 for the full case study details.

Example: Tirau, New Zealand—capturing community views for the future

Another example of visioning during an assessment and planning phase comes from the small community of Tirau (700 residents) in New Zealand. In concert with the local government of Tirau, the community held open consultation sessions to identify their vision for the small township. In 2006 the 14 year vision identified was that *'by 2020, Tirau is a thriving and growing village recognised throughout New Zealand as a high quality boutique retail centre and visitor destination. The village is proud and confident with unique character and rural charm.'*

The vision became central to a draft community concept plan, which was circulated to capture wide community views on a range of issues to assist with planning, including CBT planning. Stakeholders involved were the Tirau Community Board, Business Association, the local council and local community. In recent years the Tirau community has claimed corrugated-iron art as a tourist product to entice people to stop in the township. Large pieces of corrugated art pieces line the streets. This has been a remarkable transformation for the small rural town, which has now evolved from being a place which traffic passed through, to a vibrant and popular destination in its own right.

More information can be found at the South Waikato District Council website under concept plans <http://www.southwaikato.govt.nz/> and <http://tirauinfo.homestead.com/Tirau.html>.

Short term and longer-term visions

It is important for communities to understand that CBT may take a number of years to develop. To manage expectations and maintain momentum toward goals, it is advised that short-term (e.g. two year and five year) goals as well as long term (e.g. ten year and twenty year) goals are identified. It is also important that appropriate short-term benefits are realised and celebrated while longer terms plans are developing (e.g. women may choose to generate income from a small craft business while lodge infrastructure is being built for on-site CBT activities).

Opportunity and risk analysis

An analysis of community Strengths, Weaknesses, Opportunities and Threats (SWOT) to plan, deliver and manage tourism should involve community led discussion and participation. A SWOT is useful when assessing the prevailing conditions in the social, physical, policy and tourism industry contexts. Tools for conducting a SWOT are listed at the end of this chapter.

The questions above are adapted from a review of CBT experiences in non-APEC economies undertaken by (Ashley, Roe & Goodwin 2001) and form the basis of others chapters in this manual.

Developing a CBT plan

Once the CBT assessment phase is complete, and assuming the community chose to proceed with CBT, a CBT plan can be developed around the vision.

A CBT plan should be a written document produced by community stakeholders who represent a broad spectrum of interests in the community along with any partners or supporters. Plans usually:

- contain a CBT vision, goals and objectives as well as strategies to met the objectives
- identify and analyse tourism resources, infrastructure, services and experiences available and identify which ones will be 'marketed' to visitors and how they will be marketed
- contain a compilation of all baseline information relevant for future decision-making, monitoring and the overall direction of tourism development
- address organisational structure, funding sources and product and destination development strategies
- identify and address how CBT enablers will be utilised and risks will be managed
- identify skills and human capital required and presently available in the community (a skills matrix) and present plans to building capacity to fill skill gaps
- determine future key milestones, actions, timelines and responsibilities
- some tourism plans include a communications plan (e.g. to communicate with tourism stakeholders including local businesses, community members and specialist and regional destination marketing organisations).

In many instances CBT plans form part of an existing community development strategy, and may also form part of regional or national tourism strategies. Guidelines and policies usually start to be formulated during the planning phase. More information on CBT policies and structures can be found in chapter 2, Structures and Systems for Managing the CBT Operation.

3.3.4 Lessons from good practice and process

Managing expectations

During the assessment and planning phase, it is important that all community members and other stakeholders understand that CBT is a long-term investment and expectations are managed accordingly.

Understand the community

From the outset is essential to the long-term sustainability of destinations and is a process that must be undertaken routinely. The important considerations are (Dwyer & Edwards 2004):

- allow 'lots' of time—community groups and individuals operate on different schedules
- get personal with communities—an effective method of communication
- be sensitive to the times that you consult the community
- go in with an open mind—consultation involves negotiation
- avoid over consulting—identify the right contacts.

Box 4

CBT assessment and planning processes should:

- take place at the locations that it affects with the people who will be affected
- contribute:
 - some immediate benefits to the local economy (cash or non cash)
 - long term benefits from the outcomes (cash and non cash)
- engender empathy with the issues raised during the process
- promote equity in participation
- enable whole of community participation where appropriate.

Example: multi stakeholder participation enables strong tourism assessment and planning phases in Thailand—together we are one

An example of regional participatory tourism assessment, planning and alignment with wider planning context is drawn from the experience of participatory tourism planning processes undertaken by United Nations World Trade Organisation (UNWTO) and other tourism stakeholders including communities, provincial tourism authorities and in Thailand.

In 2009, the UNWTO through its Unit on Tourism and Biodiversity was involved in a biodiversity focussed, CBT tourism assessment and planning phase in Phang Nga Province. A series of cooperative tourism planning workshops involved government, regional, local and community tourism stakeholders.

Tourism Management Plans (TMPs) were developed as tools to help local communities identify common visions and tourism products in support of sustainable development and biodiversity conservation of the region. Expectations for financial gains for local communities were assessed, managed and planned for, along with the conservation of biodiversity and coastal ecosystems, which were considered a priority to safeguard against natural disasters such as tsunamis.

The TMP planning process included the formation of provincial and local working groups that identified socio-cultural and ecological strengths and weaknesses of the tourism areas. The tourism products were designed to eliminate the areas' weaknesses and to build upon and benefit from its strengths.

In order to constantly ensure and encourage the continuous contribution of stakeholders from all levels and backgrounds, a community involvement plan (CIP) as well as a communication strategy (CS) was elaborated and disseminated. A participatory approach ensured communication and cooperation between stakeholders. The early involvement of all stakeholders aimed to achieve the acknowledgement of ownership of the project by local authorities and stakeholders—and thus the long-term viability of the project results.

'We are happy about the project that we developed together with the UNWTO because we can participate in and benefit more from tourism in our area. It is important, because we learned how to plan and implement such a tourism project. We hope to continue with follow-up projects in the near future on our own' said Chuan Sripanang, head of the local fisherman group, community of Tablamu.

'I am glad that the Thai people could demonstrate that conservation and the sustainable use of biodiversity for tourism must not contradict one another' said Taleb Rifai, Secretary General of the UNWTO.

The UNWTO Unit's work is based on the Guidelines on Biodiversity and Tourism of the Convention on Biological Diversity (CBD). These guidelines offer a management framework that seeks to conserve and sustainably use an areas' biodiversity by focusing the attention of tourism on the importance and beauty of healthy ecosystems. An important aspect is the recognition that cultural diversity is an integral component of ecosystems.

Source: http://www.directorytourism.com/news_55_Tourism-and-Biodiversity---UNWTO-completes-Key-Projects-in-Thailand.html

3.3.5 Key Message: The Type and Level of Community Participation in CBT Should be Decided and Defined by the Community

Why is this important?

Integral to the success, effectiveness and sustainability of CBT operations is the active support and involvement of all members of the hosting community at a level that they feel comfortable with. If CBT is imposed upon a community in 'top-down' fashion, without the community feeling like they have participated and directly influenced decision making, the CBT venture will be more likely to fail.

The type and level of community involvement in CBT should be decided and defined by the community to ensure it is appropriate for the capacities within the community and in balance with other cultural and obligations e.g. farming duties, religious practices and childcare.

Making it happen

It is important to **assess the community strength and organisation**. Regardless of the type and level of participation in CBT that the community, other tourism stakeholders and individuals decide upon, it is critical that the host community is already organised to embrace, deliver and benefit from CBT. Organised in this context implies that the host community have established groups, trust systems and strengths and assets to build upon. Lack of organisation and existing strengths can often present a delicate and challenging situation for the development of CBT.

Explore different management models and partnership formations that support the communities desired level of participation in CBT. See chapter 8, Building Relationships with Tourism Stakeholders to Support CBT. When determining the type and level of community participation, communities and their partnering and/or supporting tourism stakeholders will

need to consider whether the community has the existing organisation, strengths and foundations necessary for CBT. Box 5 poses some questions to assist in determining if the community is sufficiently organised for CBT.

Box 5

Is the community sufficiently organised and strengthened for CBT?

To assess whether communities have the strengths necessary to plan for and deliver effective CBT consideration of the following question may be useful:

- Does the community have existing infrastructure such as appropriate access, housing and human resources?
- Is the community strong with effective conflict resolution methods and not vulnerable, struggling or rife with disputes?
- Is the community likely to retain key individuals who are able to lead the tourism operation and draw support from the wider community?
- Is the community tourism product marketable? Without a marketable product, CBT is not a viable option.
- Does the community have strong and organised formal and informal sub-groups and/or organisations?
- Does the community have physical and financial assets? Lacking these presents a major obstacle to community participation and ownership of CBT.
- Does the community have sound and transparent management skills (especially asset management and financial management skills)?
- Is the community networked and do they understand how to manage and work with the tourism industry, government and other potential partners and networks?

If any of these foundations are identified as missing during the assessment phase, time needs to be prioritised to ensure that capacity is built prior to commencing CBT planning and delivery.

3.3.6 Lessons from good practice and process

Participation and ownership

Participation levels can vary depending on a number of factors including the extent of financial ownership the community has in the CBT venture e.g. 'outsiders' setting up CBT with a community in a 50:50 profit arrangement with the community is different to CBT where the operation is 100% community owned. From the case studies shared in this manual, there are many different arrangements for ownership, support and partnerships for CBT and the community will need to assess each option for the positive outcomes and implications.

3.3.7 Case study: JED—matching community strengths with CBT

The case study from Jaringan Ekowisata Desa JED Village Eco-tourism Network in Bali, Indonesia shows how their chosen model of CBT is a good fit for their community needs, strengths and vision.

Pelaga is one of only four villages in Bali's Village Ecotourism Network (JED). Like the other villages in the network, Pelaga villagers were prompted to take part in JED after halting government plans to 'develop' the village as a mass tourism attraction. The community wanted to implement community offering in a way that would fit with their village. They wanted to ensure that tourism would operate in a way that wouldn't change the 'face of Pelaga', nor upset the routines of its farming community. Accordingly, JED visitors blend into the landscape and become part of the village for the day, fitting in with the local pace and way of life. In Pelaga, this means wandering around, and learning about, the village and its mixed forest gardens, where wild forest is interspersed with planted chillies, lemongrass, cinnamon, clove, cocoa and, of course, Pelaga's king crop, organic coffee. Far from the culture of mass tourism found in much of Bali, this is tourism that means something to the locals beyond financial reward—JED provides a space for the villagers to present to the world their Bali, unrelated to the distorted international image of 'paradise' promoted in tourist brochures. It also enables some control over tourism for the Balinese. For too long they have felt they were 'objects', profiting investors from outside Bali. Today they have found a balance that ensures cultural integrity and ecological health.

See chapter 9 for the full case study details.

3.4 Key Message: CBT Needs to Fit with Existing Development Plans and be Supported by an Enabling Policy Environment

3.4.1 Why is this important?

CBT is about visitors having a local experience so it's important that it fits in with the communities' preferred method of development. As well as identifying the inward fit, tourism stakeholders need to look externally beyond the community to the broader local and national planning and policy contexts. If planned and managed correctly CBT can serve as a valuable element in diversifying and enhancing existing community, local and regional development plans.

Planning context

Planning frameworks that potentially impact on the destination may include: integrated or rural development plans, conservation or biodiversity plans, regional land use plans, tourism master plans, other livelihoods programs, community based natural resource management plans and coastal management plans.

Policy context

CBT ventures are most likely to be appropriate to the circumstances and succeed where institutional structures provide enabling policies, linkages between organisations, skills or technical assistance to CBT. Countries with national enabling CBT policy framework are more likely to be conducive to supporting effective and appropriate CBT operations.

3.4.2 Making it happen

Identify and assess

The local, national and international landscapes for enabling policy has to 'fit', match and support CBT. Research for this manual found that some countries actively promote CBT as part of their national development plans for alleviation of poverty for communities in rural areas. This action of support has led to a higher prevalence of CBT community-private joint venture partnerships than compared to other countries without such a focus. In countries where an enabling environmental is not present, CBT has grown out of collective concern

and changing trends toward demand for sustainable and socially and environmentally equitable tourism.

Create change

Where policy and planning environments are seen to create obstacles for CBT, tourism stakeholders may have it in their power to support policy development formation that create an enabling environment for rural and regional CBT.

3.4.3 Lessons from good practice and process

Land tenure and property rights

It is important to be aware of planning and policy contexts concerning land tenure, access and property rights when assessing potential for CBT. Access rights should be understood and addressed well before CBT implementation and delivery.

Box 6

Policy and planning contexts that facilitate CBT:

International experience has found policy environments that support CBT development have the following characteristics in common. Enabling policy environments:

- optimise socio-economic benefits to local communities
- respect and enhance the rights of communities and promote their active involvement in management
- contribute to the conservation of natural and cultural resources
- have formulated and implemented specific sectoral policies including: the design of appropriate approaches and instruments for planning and management, and the establishment of supporting and capacity building institutional arrangements.

(Adapted from Competing with the Best: Good Practice in Community Based Tourism in the Caribbean p.16)

Example: Thai Tourism Alliance creates formal institutional arrangements around CBT land use and access

An example of formal arrangements around CBT land use and access can be found in Thailand where the cooperation and clear policy direction from the Doi Inthanon National Park in Thailand enables villagers of the Ban Mae Klang Luang Tourism Alliance to undertake tourism activities on the land in the neighbouring protected area to their village.

This arrangement contributes to effective CBT enabling local villagers to earn benefits from tourism via tourists visiting the park. In turn it reduces conflicts between park officials and the community regarding illegal forest resource use (e.g. wildlife hunting). The arrangement also raises awareness and promotes cooperation between local villagers and park management for protection of the park's natural resources.

Source: <http://enviroscope.iges.or.jp/contents/APEIS/RISPO/inventory/db/pdf/0006.pdf>

Example: New Zealand Government creating an enabling environment for CBT and acknowledging the growth and benefits CBT makes to both communities, the environment and the tourism industry

An example of an enabling national policy context for CBT is drawn from New Zealand where the government recognised and supported the growth of CBT as an important tourism product through the provision of grants. Three grants of over \$75 000 for CBT were awarded in 2009 through the Governments Tourism Facilities Grants Programme to assist with the provision of infrastructure for CBT.

A government official, Dr Coleman remarked: *'I am delighted to be able to present grants to projects, which will provide or improve a nationally significant tourism facility. CBT adds value to our tourism product and is important to the overall success of our tourism industry.'*

The successful recipients used the funds for works such as production and installation of interpretation signs and to build access pathways for visitors.

'These projects are designed to enhance the understanding and enjoyment of New Zealand by overseas visitors' said Dr Coleman.

This kind of support acknowledges the growth and benefits CBT makes to both communities, the environment and the tourism industry.

<http://www.beehive.govt.nz/release/more+75000+community-based+tourism>

3.4.4 Considerations when preparing for thermal tourism

Thermal tourism projects require the exclusive use of a natural resource (the hot springs and mud baths): so, the way the project is planned can have a big impact on the way the resource is used. For example, if the thermal resource were located on community owned land prior to the introduction of thermal tourism, does the development of the baths for tourism restrict local access or force local people to pay a high price to use the resource? If yes, either separating the baths into a public and guests-only facility or having a price discount for the local community should help resolve these issues.

This was a strategy used by Termas de Papallacta a spa and thermal bath health and accommodation facility in Papallacta village, Ecuador. In 1994, a group of Ecuadorians purchased the land which included the Papallacta thermal pools with the aim of developing a sustainable thermal eco-tourism enterprise in harmony with the natural environment and beneficial to the local community. In 1997, the construction of another spa called Jambiyacu was finalised, with the aim of providing thermal facilities to people in the region with fewer financial resources.

It is important that adequate resources are allocated in order to conduct a thorough tourism assessment to determine the feasibility and accessibility of the site. The community will need to be aware if any planning permission must be sought for the development of the thermal tourism facility. The stakeholders will need to consider if thermal tourism will help to achieve community development aspirations.

See chapter 9 for the full case study details.

Source: <http://www.termaspapallacta.com/index.htm>

The following box 7 summarises some of the key considerations when ensuring communities and other tourism stakeholders have their 'eyes wide open' when fostering CBT.

Box 7

'Eyes wide open'—appreciating what works in CBT

For CBT to be effective communities and other tourism stakeholders need to have their 'eyes wide open' to ensure:

- wide and equitable consent and participation of the local community (without unfair involvement of some families, those in positions of power, or unequal weighting of decision making to one sex)
- participation of communities in assessing CBT rather than just some individuals in the communities
- striking a balance between commercial access and cultural and environmental conservation impacts
- mechanisms to help guide communities identify and manage the impact of tourists
- respecting traditional and existing cultural and social structures in determining the level of community participation in CBT delivery and implementation
- designing CBT for environmentally, financially and socially sustainability from the outset
- respect for community decisions should they decide not to implement tourism after completing impact assessment, awareness and education
- alignment with local and regional development plans and policies
- giving an equitable share of profits back to the local community
- designing CBT for both the benefit of visitors and the community through a marketable appealing experience/product.

3.5 Further Information

Journal of Sustainable Tourism www.multilingual-matters.net/jost

Sustainable Tourism Practices World Tourism Organisation
www.worldtourism.org/frameset/frame_sustainable.htm

Tourism Research Innovation Project (TRIP)—Rural Tourism www.trip-project.ca

Lash, G and Austin, D. 2003. Rural Ecotourism Assessment program, A Guide to Community assessment of Ecotourism, As a Tool for Sustainable Development, ElperWood International, <http://www.elperwood.com>

Linking Communities, Tourism and Conservation—A Tourism Assessment Process provides a good overview on the Assessment Phase contains tools to help undertake a tourism destination visioning exercise and a SWOT as well as benefit analysis tools.

Transforming Communities through Tourism: a Handbook for Community Champions features sections on getting started, industry facts, ingredients for success, tools for analysis, and tips on creating a community tourism plan and implementation. Section 3 in *Transforming Communities through Tourism* provides a picture of how the tourism industry is structured and supported at local, provincial, national and global levels giving special attention to sustainable tourism.

Brass, J (Ed.). 1997. Western Rural Development Centre and Michigan State University Extension. *Community Tourism Assessment Handbook*. Edited by Jane L. Brass, Oregon State University, Corvallis.

Caribbean Resources Centre (CANARI). February 1999. Community Based Tourism Workshop Final Report. A workshop held by the Caribbean Natural Resources Institute and the St Lucia Heritage Tourism Programme.

Conservation International and George Washington University. 2005. *Linking Communities, Tourism and Conservation—A Tourism Assessment Process*. George Washington University.

Häusler, N and Strasdas W. 2002. *Training Manual for Community-based Tourism*, InWENT.

There is much healthy debate around the topic of 'Is community based eco-tourism a good tool for biodiversity conservation? Or a good use of biodiversity conservation funds?' to find out more you may like to consult these resources:

Kiss, A. May 2004. Is community-based ecotourism a good use of biodiversity conservation funds? In *Trends in Ecology and Evolution*, Vol 19 No 5.
<http://dss.ucsd.edu/~ccgibson/docs/Kiss%20-%20%20Ecotourism-based%20conservation.pdf>

WWF International. 2001. *Guidelines for Community-based Ecotourism Development*. WWF UK. <http://www.icrtourism.org/Publications/WWF1eng.pdf>

Cuts international. 2007. *Community Based Ecotourism for Sustainable Development in the Mekong Region*, Policy Brief, Hanoi Resource Centre.

<http://www.cuts-international.org/HRC/pdf/PB-1-07.pdf>

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Ashley, C., Roe, D. and Goodwin, H. (2001) *Pro-poor tourism strategies making tourism work for the poor: A review of experiences*. ODI.

Cottrell, S. (2001) *A Dutch International Development Approach: Sustainable Tourism Development*. Parks & Recreation September 2001;36 9.

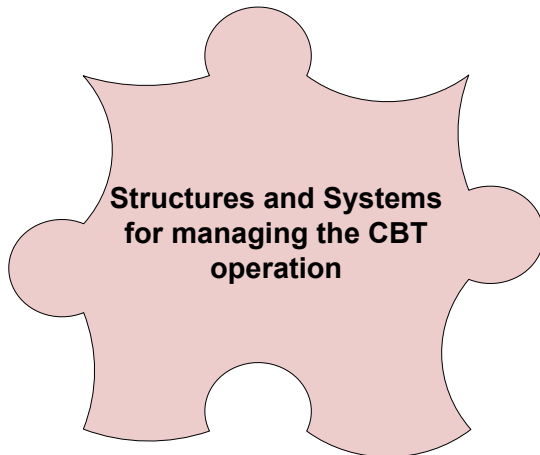
Dwyer, L. and Edwards, D. (2010) Sustainable Tourism Planning in Liburd, J. and Edwards, D. (eds) *Understanding the Sustainable Development of Tourism*. UK: Goodfellow Publishers.

Link BC and Union of British Columbia Municipalities. (2009) *Transforming Communities through Tourism: A handbook for community tourism champions*, Link BC.

Mountain Institute. (2000) *Community based tourism for conservation and development: A resource kit*. The Mountain Institute. USA.

South Waikato District Council website <http://www.southwaikato.govt.nz/> and <http://tirauinfo.homestead.com/Tirau.html>.

4 STRUCTURES AND SYSTEMS FOR MANAGING THE CBT OPERATION



This chapter provides guidance on developing appropriate and context-specific CBT management structures and processes. To be successful, CBT ventures need to establish an effective management team, build quality control into each part of the management cycle, manage for risk and changing circumstances, and constantly evaluate management practices.

4.1 Key Messages

Different organisation and management structures suit different CBT operations and contexts (section 4.1):

- The CBT management team must be **comprised of skilled and motivated people** who understand the need for transparency, equity and accountability (4.2).
- CBT ventures need to **comply with and seek to exceed local standards** for tourism management. Each aspect of the operation should be subject to **continuous quality control mechanisms** (4.3).
- All CBT stakeholders should be **aware of the legal and institutional environment** in which the CBT is operating and **develop a system of monitoring and responding to regulatory change** (4.4).
- Successful CBT operations plan for the long-term and increase their resilience by **managing for change** over time e.g. tourist expectations and impacts, and emergency situations (4.5).
- CBT ventures should build **monitoring and evaluation** processes into all management systems, to enable the CBT to respond appropriately to tourist expectations and stakeholder needs and expectations (4.6).

This chapter is divided into sections each of which focuses on these key messages (as indicated). These sections contain information regarding why the key messages are important, making it happen, lessons from good practice and process as well as case studies and examples.

Each message is supported by the experience of at least one international case study of good practice. The chapter also draws particular attention to the particular considerations

involved in developing thermal tourism.

4.2 Key Message: Identifying Appropriate Organisational and Management Structures

4.2.1 Why is this important?

The organisational structure will determine the real control or say that the community has in CBT. There is no single organisational model that will fit all circumstances and countries. In a review of CBT in Latin America, about half the communities surveyed classified their business as wholly community owned, with half describing shared ownership between the community and NGOs, private operators or corporations (Jones 2008). With the case studies reviewed for this manual the type of ownership arrangement varied from 100% community owned or a joint venture with a private company.

Even where the business is 'owned by the community' there are likely to be a number of legal structures to make this possible: forms of cooperatives trust structures and others. However, the exact legal structures that are available will be determined by the legal jurisdiction and therefore will differ fundamentally around the 21 countries that are members of APEC.

Whatever the formal arrangements, which are legally available, the general guiding principle in any jurisdiction is that stakeholders choose an organisational arrangement that is appropriate to the objectives of the CBT venture. Also, stakeholders should be clear about the organisational arrangements and in particular how the community is represented.

Some of the ventures, which term themselves CBT, are totally owned by a private company. While this legal structure is becoming commonplace it is very difficult to align this form of legal ownership with the key components and considerations for best practice CBT contained in this manual.

4.2.2 Making it happen

Choosing the organisational structures

This depends upon the stakeholders involved and their specific drivers for establishing and growing the CBT organisation.

4.2.3 Case study: Community Based Tourism management structures: 100% community owned and operated

The Breitenbush Hot Springs and Conference Centre in Oregon, USA is run by the Breitenbush Community since 1981. The organisation and management structure is wholly community owned and is comprised of a worker cooperative corporation through which the workers now own the business.

The community staffing the CBT ranges in size from 50 to 70 adults and children (variable as less staff numbers are required in the colder months). Currently, about half of the community members are worker/owners. The worker/owners make the majority of decisions related to business and community affairs and elect a Board of Directors to ensure the retreat is managed effectively.

An open-circle management style was chosen which they describe as a democratic, non-autocratic organisational structure (as opposed to hierarchal). To mainstream this structure

negotiations are required to make it functional. The fact that Breitenbush is a live-in community means that workers and managers are also friends and neighbours. This presents a complex series of relationships and occasional contention within the community and the business. On one occasion it threatened to bring down the worker/owner cooperative. The community now deals with contention within the community or business by referring to the 'Credo', a community moral code.

The community is organised into teams that include office/guest reception, kitchen, maintenance, systems, construction (summer only), guest hosting and security, housekeeping, childcare, administration, events & marketing, and healing arts. Under the structure in place a manager from each team reports to the Board of Directors.

This case study illustrates the important of having a well defined and transparent management structure supported by the participation of the community in decision making around the operation of the venture.

See chapter 9 for the full case study details.

4.2.4 Case study: Community Based Tourism management structures: joint venture arrangement

Hell's Gate Geothermal Reserve (HGGR) was established in 1996, by Tikitere Holdings Limited (TEL). The organisation structure is a 50/50 partnership between the indigenous landowners Tikitere Trust, representing 1020 owners and Tatou Holdings Limited, who are the primary investors and managers of the facilities. Both the Trust and Tikitere Holdings Limited have separate Board and a Director and all profits are split equally.

The management structure ensures that local community and staff are involved in the decision-making process. However, all major decisions go through the Board, and every six months the CEO Bryan Hughes provides a review to the whole of the Trust on performance, future challenges and directions.

The reserve is 20 hectares in size and contains attractions such as geysers, sulphur pools, a mini volcano and a hot waterfall. A series of thermal pools and mud baths have been developed to allow thermal bathing.

See chapter 9 for the full case study details.

4.2.5 Lessons from good practice and process

The **organisational structure** of the CBT venture should fit within the existing structures and goals of the community. This structure might need to be reviewed to ensure that it is facilitating the CBT in the most effective way.

4.3 Key Message: Selecting an Effective and Principled Management Team

A quality CBT operation needs to have a committed and principled management team with skills relevant to the project's needs. All community stakeholders should jointly agree on sound management practices and principles from the outset. This helps to keep the management team accountable and ensures that there is a stakeholder-ratified process for addressing conflicts or management issues that may arise in the future.

4.3.1 Why is this important?

The management team of a CBT venture has enormous influence on all aspects of a project,

from how it is planned and developed to how it is operated and expanded. A motivated and experienced management team in the areas of hospitality or tourism will foster a supportive and inclusive environment and drive the development and growth of the CBT venture.

4.3.2 Making it happen

Ensure the management team upholds the principles underlying the CBT project

The management team of a CBT project can take many different forms according to the needs of the venture and the type of ownership arrangement as discussed in the previous section. A management team might be entirely selected from the community, or might include members of external partnering organisations such as NGOs or tour companies. Whatever form it takes, there are a few key leadership skills that should be actively encouraged including teamwork, accountability, professionalism, equity, safety and transparency (Resilience Alliance 2010). Management systems that are guided by these principles build their resilience over time, allowing them to adapt and change while staying true to their initial goals and values.

Maintain effective communication channels

Once a management team has been selected, it is important to keep the channels of communication open between the leadership of the CBT venture and the community it is serving. This will ensure that all community members and CBT stakeholders see themselves as collaborators and participants in decision-making processes and will improve the likelihood of equitable outcomes. This participatory approach can be a time consuming and challenging process and can incur greater costs, especially at the commencement of a CBT venture. In the long-term this approach pays off by giving stakeholders confidence that the CBT leadership has the community's best interests in mind.

Assigning roles and responsibilities

The roles and responsibilities of the management team should be made very clear from the outset. The way in which community members can participate in and contribute to the direction of the CBT venture must also be made clear. Community involvement can take various forms, including:

- being involved in the visioning and planning stage of a CBT venture
- selecting the management team and deciding on core management principles
- sharing the economic, social or environmental benefits of the CBT project
- participating in the daily service delivery of the project.

When determining the form and level of involvement, it is important to work out what skill level is required. This can be determined by doing a skill matrix or an inventory of people's skills and experience and assigning roles accordingly.

The management team can guide the community in assessing which tasks or services can be provided by people within the community and identifying skill gaps that external organisations or partners could assist in filling. According to the GTZ Guide, 1994 p14, *Sustainable Tourism as a Development Option*, 'the less experience with tourism in the country/region and the lower the level of knowledge of the individual stakeholders, the greater the need for input from the outside'. The leadership team of a CBT venture needs to manage the involvement of external organisations to make sure any contributions fit well with the existing values and goals of the CBT project.

4.3.3 Lessons learned about good practice and process

The difference between a successful or failing CBT operation is a **skilled and accountable management team**.

When **assigning roles** to individuals in the community it is important to consider what responsibilities people already have. If they are heavily burdened, then assigning additional tasks may not be practical. Just as the benefits of a CBT venture should be equally shared, so too should the burdens and workload associated with running that venture.

4.4 Key Message: Maintaining Standards and Quality Control

Good management of a CBT venture is underpinned by structures and systems that promote and maintain high standards and quality control. It is important that the standards and quality control are developed in conjunction with all the CBT stakeholders. These quality control structures or systems can be formal or informal, depending on the community. At the early stages of development, communities might require support from external NGOs or government institutions to develop robust processes.

4.4.1 Why is this important?

Quality and control standards impact on the total visitor experience. They can ensure that visitors have positive interactions with the local community and receive a consistent and attractive offering. Quality controls maintain a CBT venture's reputation in the marketplace, attract and keep visitors returning, as well as manage visitor expectations.

Every part of the tourist experience needs to be regularly reviewed against quality, safety and hygiene controls, including accommodation and facilities, catering, activities and equipment. The standard of quality will vary across CBT projects. What is important is that the standards are agreed upon through a consultation process and that all participants strive to exceed those standards.

One of the most valuable informal ways in which a CBT venture is promoted is through word of mouth from previous visitors, which means that quality standards must be consistently maintained and improved. The Australian based international tourism organisation Intrepid Travel operates under the guiding principle that, *'a traveller who has had a fun and enjoyable experience of their destination will become a positive ambassador for that destination'* (Intrepid Code of Conduct 2009). Without formal quality control standards, a CBT project cannot assess its performance against its stated service goals or against its competitors. Quality controls facilitate a cycle of continuous improvement.

4.4.2 Making it happen

Identify key areas for quality control

The leadership team should initiate and establish standards of service and quality control for aspects of the CBT operation that delivers services to visitors, are consistent with what has been marketed (see chapter 7) and have available staff with skills and experience to run/maintain them. Key areas for attention are likely to include:

- construction, maintenance and upkeep of infrastructure (e.g. facilities or amenities)
- accommodation—should be hygienic, and comfortable
- all identified tourist sites, tours, attractions and activities
- catering, including all aspects of ordering, storage, preparation, presentation and disposal of food and taking into account visitor preferences
- transport—should be as reliable, safe and efficient as possible.

How to ensure quality

The quality standards that a CBT venture develops will largely depend on the resources available to deliver a service that meets the preferred standard. A key to good management is allocating an adequate number of staff to be able to provide quality services. The right infrastructure and equipment needs to be in place to enable service delivery.

These basic decisions and the quality controls associated with them need to be worked out by the management team in detail, with regular input from staff and community stakeholders. Best practice would ensure quality control standards are built into contracts with suppliers especially if they are external to the CBT venture.

Maintaining standards

The management team should familiarise themselves with all national and international standards that might be applicable. For example the Green Globe Certification supports the Global Sustainable Tourism Criteria (GSTC). The '*GSTC is the agreed international standard for the sustainable operation and management of travel and tourism businesses*' (Green Globes' website).

4.4.3 Lessons learned from good practice and process

Foster a cycle of continuous improvement

The CBT venture should build quality controls into every aspect of its operations and continuously strive to maintain and improve standards.

Recruit a quality control champion

A successful CBT management team will agree in advance on quality operating standards, how and whose responsibility it is to achieve them, why they are important and the repercussions should these standards not be met. Once agreed upon, these quality standards also need to be clearly communicated to suppliers or external contractors, and there should be a formal amelioration process to follow in instances when these standards are compromised.

Design visitor surveys to inform quality control

A useful benchmarking and quality control strategy is to ask visitors for constructive comments at the end of their visit. This can give the management team valuable information about whether the stated quality standards are being met and if the venture is living up to the expectations of visitors.

4.4.4 Case study: Green Globe certification

Ecoturismo Kuyima, Mexico received Green Globe certification in 2005 and due to its consistent striving for quality, has since maintained certification status. The process to get Ecoturismo Kuyima certified involved the close cooperation of the company, the community, conservation NGO, and national and international donors seeking to diversify the way they promoted and funded marine conservation efforts in the region. This Green Globe certification status has been important in endorsing the organisation from a wider sustainability perspective.

See chapter 9 for the full case study details.

4.4.5 Case study: Hells Gate—committed to delivering quality

Hell's Gate Geothermal Reserve and Wai Ora Spa are located near Rotarua, on the North Island of New Zealand. It is a partnership between the local Maori community of Tikitere and a private company.

In the first four years of CBT operation investment was focused on developing pathways and barricades to keep staff and visitors safe as the venture moved toward business organisation and development. Extensive research was undertaken to create the CBT vision and strategic future plan. Starting in 2000, the first mud bath complex was built and cultural activities were promoted widely. In 2001, the Wai Ora Spa complex was built, traditional cultural therapies were worked into wellness treatments and personnel were provided with appropriate training in treatment techniques.

To diversify the product base, a range of spa beauty products were developed. Between 2002 and 2005, staff began taking courses in recognised tourism training, offshore marketing began, an international export market opened up for the beauty products and the enterprise obtained the Qualmark 'Endorsed Activity' certification a quality certification provided by the New Zealand official tourism quality agency.

The CBT venture has an ongoing focus on quality service, which underpins the quality of the visitor experience. This has been achieved through effective staff training programs and the open communication lines between the business managers and the landowners many of whom are staff members. Currently, the operation ensures that all staff are trained with industry best practice qualifications and strives to deliver services above the standard. This focus on quality has led to the organisation receiving New Zealand's supreme tourism award.

See chapter 9 for the full case study details.

4.4.6 Lessons from good practice

There is always the risk of shortages when food or other basic goods are locally sourced and produced, and the CBT leadership team needs to anticipate and plan for this to avoid the higher costs being passed on to community members. Two preventative measures are:

- including higher costs for food or other goods as part of the accommodation fee charged to tourists during times of shortage so that tourists absorb the cost of increased food prices
- when possible, CBT ventures should partner with agro-tourism destinations in order for the benefits of an increased demand for locally produced products to go directly to local farmers.

4.5 Key Message: Operating Within a Regulatory Framework

All stakeholders in the CBT venture need to be informed, from the outset, about the local and national government regulations as well as the international regulatory framework with which the venture is expected to comply. The longevity of the CBT operation can be ensured if the management team makes it a priority to stay abreast of changing regulatory requirements.

4.5.1 Why is this important?

Match requirements with structures and systems

Once the community is aware of compliance requirements, the CBT venture can develop its quality controls and standards accordingly. The CBT venture must operate in accordance with local legislative or regulatory requirements. If government regulations or laws are broken, this jeopardises the entire CBT operation and could lead to a forced closure.

4.5.2 Making it happen

Establish links to other tourism stakeholders

By establishing these links the CBT operation can find out about any relevant legal and institutional arrangements (compliance with local/national laws as well as international conventions laws). Best practice would involve the management team establishing contact with local authorities and/or the regional tourist bureaus to understand the legal requirements and limits within which they are operating.

Once these networks or communication channels are established with local or national authorities, the CBT management team will be better placed to be able to track and respond quickly to changes in government policy or international regulatory frameworks that may impact the operation of the venture.

4.5.3 Lessons from good practice and process

Maintaining relationships

The management team should regularly consult with local authorities so they are informed of changes regional and national legislature and policy.

4.6 Key Message: Increasing Resilience Through Managing for Change

Change is an inevitable—and often desirable—part of any CBT venture, as it passes through many stages of growth and development. Managing for change involves not only managing visitors' changing expectations, but also managing the community's changing expectations of what the CBT venture means to them and how it is impacting daily life. This includes giving consideration to managing the visitor experience, managing stakeholders involved in the CBT as well as managing risk.

4.6.1 Why is this important?

It is important for the leadership team of the CBT venture to put in place systems to manage change so that changes that are favourable to the community can be welcomed, while changes that put stress on the CBT venture or its stakeholders can be minimised. A big part of managing for change is anticipating and mitigating future risks to the community.

4.6.2 Making it happen

Managing the visitor experience

One of the biggest changes the management team will face is managing the influx of visitors into a community. This could cause issues for a community that has not been exposed to many visitors from different cultures participating in community life. Best practice would involve the implementation of procedures to minimise the possible negative impacts on the community.

Developing a visitor code of conduct

The community might want to develop codes of conduct to guide visitor behaviour and to ensure that all interactions between visitors and the community are framed as two-way intercultural exchanges. It is vital that good communication with visitors is set up before they arrive into the community to provide visitors with information about appropriate behaviour and dress, or adhering to local customs and beliefs, for example, alcohol avoidance. This is especially important if places of religious worship are included as part of the tour activities. This helps visitors to behave in culturally sensitive and appropriate ways, with the understanding that visitors are there to learn as much as they can about local life and the community is also open to positive learning from outsiders. The community should be clear upfront about what kinds of learning are positive and which are negative and should be avoided; similarly, visitors should be asked what they would like to gain from the experience and what kinds of local knowledge they are particularly interested in accessing.

Manage visitor expectations

One way to successfully manage changes in visitor expectations is to have some knowledge of the standards that foreign visitors might be accustomed to. This will ensure that the CBT venture service providers are aware of visitor needs and standards. Marketing material should also make clear what visitors should not expect (e.g. certain luxuries or conveniences) to minimise visitors getting frustrated if they feel that their expectations have not been met.

Managing personnel with appropriate policies

One of the key drivers in establishing a CBT venture is to provide meaningful employment to people in the community. During establishment, the management team should develop guidelines for employment, including agreement on fair work hours (including the right to rest, limits on working hours and length of holidays), safe and hygienic working conditions, and equal pay for equal work. Safety and respect in the workplace and gender equity should be encouraged through policies that provide equal opportunities for women and men to participate in the CBT operation. However, this can prove challenging in countries with rigid gender roles regarding types of work that are considered normal for different sexes. Codes of practice that specify appropriate behaviour toward visitors should also be developed.

Since most CBT ventures are based around giving visitors the chance to interact with the host community, personnel involved in the venture are at the front line of this interaction and are crucial to fostering an atmosphere of mutual cultural respect. Staff interactions with visitors shape every part of the experience for visitors. It is important that personnel are trained to deliver key services, and that there are established standards for visitor interaction and adequate mechanisms for staff to give feedback to management when problems are encountered.

It is also important that the staff working for the CBT operation feel valued and that all members of the community are given the opportunity to contribute and to benefit from the project. One way to motivate and educate staff is to rotate duties. This was done with in the case study regarding Taquille Peru, where rotation of duties allowed staff members to gain insight into how each component of the CBT worked together to deliver the overall experience and to expand their skill set. A workforce with flexible and multiple abilities also makes the CBT venture more resilient: if staff are no longer able to work due to illness or other responsibilities, other staff members are able to step in with limited disruption to service delivery.

Codes to protect natural assets

The natural assets also attract visitors to CBT destinations. Therefore it is crucial to protect these natural assets. A code for environmentally and socially responsible practices should be agreed upon and applied. A code for environmentally responsible practice is one way of managing natural resources, whereby staff and tourists alike are made aware of what they can or cannot do while in the natural environment (e.g. while on a lake or river expedition).

Managing for risk

A CBT leadership team should have a risk management plan to deal with medical emergencies or natural disasters. Stakeholders should identify and plan for all emergencies that may occur, and will need to communicate this plan to staff and visitors. The leadership team should familiarise itself with the relevant disaster management government agencies and know which policies or regulations are relevant to the CBT operation in dealing with emergencies. Guides should be given training in the administration of first aid and how to identify safe evacuation routes. All safety policies should be communicated to visitors prior to or at the time of arrival at the destination.

4.6.3 Lessons from good practice and process

Best practice would involve cross-training or rotating duties between community members involved in CBT to provide needed services (to prevent staff shortages or disruptions due to illness). It is crucial that the CBT operation hires enough staff to provide the services that have been marketed to visitors, but should not over-hire which can lead to staff members becoming disillusioned if there is not enough work (for example during low season) for everybody to be employed full-time.

Visitors who have been briefed beforehand about culturally sensitive behaviour will be more sensitive to local cultural needs and this can help to maintain positive interactions with the community.

The CBT venture needs to be mindful that the safety of staff and visitors should always be the priority in all aspects of the CBT venture's operations.

Tourism is a highly seasonal industry, and one vulnerable to shocks resulting from natural disasters, economic downturns or changing tourist fashions. When managing the CBT operation it is important to plan around the highs and lows appropriate to the tourism segment.

4.6.4 Case study: policies that protect

Kumul Lodge is located in the Highlands of Papua New Guinea and provides one of the best vantage points for bird watching. The lodge was built on the family's traditional land and provides employment to 15 villagers who are predominantly women. Kim Arut the owner and manager of the lodge is well aware that since birds are the lodge's primary attraction it is

vital that she developed policies to ensure their conservation. Kim does not allow drinking of alcohol, as she fears that it might scare the birds away. She also involves the community by paying adjoining landowners US\$4 for every guest that stays at the lodge and educating them on the importance of protecting the birds

The seasonal nature of the tourist flow also poses challenges as peak tourist season runs from June to September. However, Kim and her husband provide their staff with employment for the entire year. This allows the staff involved in the CBT operation with year round financial security. In the off-season the staff assist with the developing the facilities of the lodge.

This case study exhibit best practice that even small CBT operations can develop policies that protect the wellbeing of the natural assets and foster the participation of the community in implementing these policies.

See chapter 9 for the full case study details.

4.7 Key Message: Continuous Monitoring and Evaluation

CBT ventures need to be continually monitored to maintain quality standards, keep track of any adverse impacts of tourism on the local community and ensure the product is suitable for the market. Effective management involves identifying and mitigating negative tourism impacts while using feedback to improve the performance and outcomes of the CBT project.

4.7.1 Why is this important?

Monitoring the project over time helps to identify issues, track progress, and generates information for decision-making and to identify areas of necessary skill development for personnel.

4.7.2 Making it happen

Measure impact

Identifying and selecting 'impact' indicators will help the community to determine when the acceptable environmental, social or economic limits of change have been breached. The carrying capacity of the environment or the community (i.e. the ability to absorb the impacts of tourism in the area) should be decided on in advance, and impact indicators to measure change should be built into each part of the project's operations. Indicators should be relevant to the CBT venture, quantifiable (quantitative or qualitative), and specific (where and who) (Mountain Institute 2000, p 70).

Systems for continuous monitoring

Best practice would entail the community discussing the systems and structures for monitoring that enable them to measure the effectiveness of management structures.

4.7.3 Lessons from good practice and process

Good risk management practice involves establishing ways to **monitor and mitigate negative tourism impacts** on the community, as well as establishing detailed disaster management plans.

4.7.4 Case study: good practice monitoring and evaluation

The Tamaki Maori Village in New Zealand set up structures to enable the continuous

monitoring and reviewing of the impact of tours on the local tribe and were willing to make changes to minimise interference with the local community. The village was established by two Maori brothers to preserve Maori culture and deliver an authentic tourist experience. One of the tours involved visiting a local tribe and providing access to a marae (a cleared rectangle of land that is considered a sacred place and serves both religious and social purposes in Maori culture).

As part of their tour, the brothers brought tourists to the marae where they were given a traditional meal (cooked in a ground oven) and entertained with live song and dance. The visitor package was delivered to such high quality standard and soon became very popular. As a result, the tour was running seven days a week and began to interfere with the lifestyle of the local tribe. The tour owners recognised the impact this was having and made changes to minimise interference. They identified a piece of land that was owned by the Maori trust where they could develop their own site for a marae and establish a replica village. That way, the local tribe could still be involved in the CBT operation, but it did not impact the lifestyle of the community. This also fostered a good relationship between the CBT operation, the local community and the visitors.

The CBT operation demonstrates best practice in management and monitoring and the operation has been awarded both the Maori Tourism Award and New Zealand's Supreme Tourism Award.

See chapter 9 for the full case study details.

4.8 Considerations for Thermal Tourism

For thermal tourism businesses, technical and process considerations are especially important to take into account to ensure the safety of visitors, staff members and the wider community. Thermal springs are generally found in areas with specific geological features that leave them vulnerable to a series of risks that may compromise visitor and staff safety. Thermal springs are commonly found along fault lines therefore the potential for earthquakes and or volcanic eruptions must be considered when developing risk management plans. Given the inherent risks of thermal resources it is crucial for the management team to develop robust policies and procedures in the event of an emergency. This will involve coordinating with local authorities to develop appropriate evacuation procedures.

Staff and visitors at thermal springs and geysers will be in an environment where they will be in the vicinity of dangerously hot water or steam. Procedures must be developed and communicated to staff and visitors to make people aware of the dangers and prevent accidents. This is especially the case for thermal tourism ventures in remote locations; in these circumstances it is paramount that there are staff members with at least some level of first aid or medical training.

4.9 Further Information

Earthcheck Lite is a simple starter kit for businesses to begin to measure and monitor sustainability [www.ec3global](http://www.ec3global.com) www.crctourism.com.au

Sustainable Tourism CRC. Tourism Risk Management: An Authorative Guide to Managing Crisis in Tourism
<http://www.crctourism.com.au/Page/Tools+and+Products/Tourism+Risk+Management+Guide+AICST.aspx>

Tourism Recreation Research and Education Centre (2006). *Tourism Planning Toolkit for Local Government*.

Community Based Tourism for Conservation and Development: A Resource Kit developed from the Mountain Institute can be consulted for information about the principles of participation.

4.10 References

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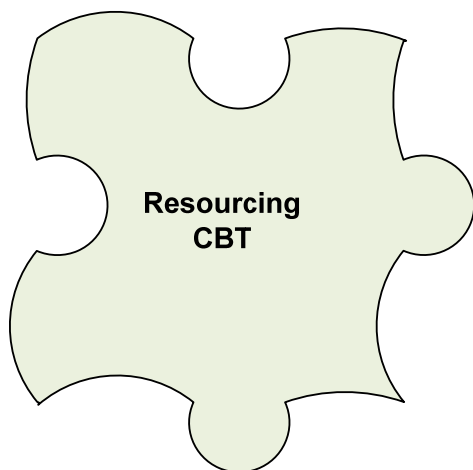
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5 RESOURCING CBT—MECHANISMS FOR FUNDING, ASSET MANAGEMENT AND PROCUREMENT



This chapter highlights key considerations for resourcing the CBT operation, from selecting the right kind of financing strategy for the operation, to making sure that benefits are equitably shared across the community. It also explores how to effectively manage and conserve environmental and cultural assets the community depend on. Finally it raises considerations to ensure that the supply and demand chain is sustainable.

5.1 Key Messages

- Stakeholders in the community should participate in **identifying appropriate funding sources and structures** for the CBT venture (section 5.1).
- **Benefits of the CBT operations should be shared as equitably as possible** to prevent community conflict, through involving community members directly or indirectly (5.2).
- **Equal priority should be given to all forms of assets** including physical, natural and cultural to ensure the development does not favour one resource over the other (5.3).
- **Managing supply and demand for sustainability** to ensure that local and smaller-scale producers can easily and consistently contribute to the CBT operation (5.4).

This chapter is divided into sections each of which focuses on these key messages (as indicated). These sections contain information regarding why the key messages are important, making it happen, lessons from good practice and process as well as case studies and examples.

Each message is supported by the experience of at least one international case study of good practice. The chapter also draws particular attention to the particular considerations involved in developing thermal tourism.

5.2 Key Message: Identifying Appropriate Funding Sources and Structures

5.2.1 Why it is important

The funding strategy for a CBT venture is one of the most important determinants of its future success. The local community should be included in decisions regarding funding to increase the sense of local ownership and responsibility for the consequences of those decisions and to make sure that local realities are taken into account when deciding what forms of finance are best suited to the context. Funding sources can include access to credit, loans or grants from partners or interested external stakeholders.

5.2.2 Making it happen

Finding the right financial fit

The community needs to consider up-front what kind of financing is best suited to their needs and goals. Any CBT venture trying to raise finance should avoid finance options that do not create an incentive for good management performance and practice or that run the risk of causing conflict within or between communities. Community participation in the decision-making about which kinds of loans or grants to apply for is an important part of minimising future friction over benefit dispersal within the community. Local committees can be formed to approve financial plans or funding offers (WWF 2001).

Seeking funding

The business plan should include a financial section which outlines how funding for the CBT operation is crucial to the success of a CBT venture. The business plan should include a funding proposal, which can be used when applying for external funding or access to credit. The management of a CBT venture can seek assistance from stakeholders and partners to draw on external expertise when writing business plans, credit applications or funding proposals. The chances of being successful when applying for external funding are increased if the community is involved in making financial (i.e. community equity) or in-kind contributions to the undertaking and there is a strong sense of local ownership and drive (Caribbean Tourism Organisation 2006).

Funding sources

Start-up funding may be accessible through government institutions, the private sector, or NGO organisations that operate within the relevant country or region. A number of CBT projects have received some financial assistance from major international organisations such as the World Bank and its subsidiary, International Finance Corporation (IFC), as well as by the European Union or the US Agency for International Development. Some CBT projects with a conservation focus have been partly funded by NGOs such as the World Wildlife Fund (WWF), The Nature Conservancy or IUCN.

External funding is useful to cover the set-up costs of building partnerships, developing skills (e.g. training programs for tour guides or first aid courses), or building infrastructure, but CBT ventures should avoid depending on external funding in the form of direct subsidies to the enterprise, and should be aware that donor funding is often shorter than the operations life cycle.

In-kind support

Government tourism boards can play a supportive role for CBT ventures by taking bookings or facilitating marketing or communications. Government bodies can also facilitate the development of policy or financial mechanisms to make the establishment of a CBT venture simple and efficient.

Types of funding

Soft loans or long-term credit, targeted to local needs, fit the needs of CBT ventures. The repayment terms for a soft loan are flexible, which suits CBT ventures since tourism is a seasonal activity and the financial status of ventures can change drastically over time (WWF 2001). Microfinance is one way to access start-up funds for a CBT operation please refer to the case study El Nido Foundation (ENF), Philippines outlined later in this chapter for a practical example of microfinancing a CBT venture.

While a CBT venture is in its development phase, the management team should identify which tourism ideas depend on a budget and which do not. There is always the danger that costs will exceed the financial capacity of the CBT, especially at the beginning. This is something that the management team should consider and plan for as part of their risk management strategy, however if this happens, there are creative ways of generating additional sources of funding, including fund-raising events (e.g. craft fairs or performances by local artists with cover charges), private company sponsors (who might support fund-raising initiatives directly or in kind, by providing a free venue for an event), government subsidies or private company grants, or logistical or financial assistance from NGO partners (Caribbean Tourism Organisation 2006). If the CBT organisation is partnered with an NGO that manages an environmentally protected area, this partnership should be emphasised in fundraising material as it enhances the credibility of the tourism venture.

Financial planning

It is important that the leadership team of any CBT venture takes into account in its financial planning that tourism is seasonal, with peaks and lows, and thus the income generated by the CBT will fluctuate accordingly. Communities involved in a CBT venture could run the risk of becoming dependent on tourism income and lose the ability to generate income using other skills. Diversification should continue to be encouraged as long as the alternative income-generating activities are not socially or environmentally harmful.

Making profit work for the community

Whenever possible, the profit generated by a CBT venture should be reinvested in the community in which it is based, either through direct profit-sharing schemes or by hiring staff from the local community and sourcing goods and services locally. The CBT management team might choose to collaborate with local government authorities to ensure these funds are used to meet the community's needs (such as investment in education or social services).

Celebrate and communicate success

Once a CBT venture has been successful in raising finance, it is important that the management team leverages that success to raise additional or future funding by demonstrating to governments or donor agencies how received funding was used, which community development goals it achieved, and steps the project has taken towards

becoming financially self-sufficient (WWF 2001).

5.2.3 Lessons learned from good practice and process

Private sector partners need to manage risk and **will most likely expect a return on their investments**. Community managers must be aware of these business realities when dealing with private operators. Private firms will not necessarily share community goals relating to development.

Decisions regarding funding produce the best outcomes when they are made in conjunction with the local community. Community participation in the decision-making regarding which loan to obtain is important and might help to minimise friction in the community.

5.2.4 Case study: supporting livelihoods and ecosystems in the Philippines

In 2001, New Zealand AID Agency (NZaid) gave a grant for the Philippine National Eco-tourism Programme (PNEP), with Pamilacan Island as one of the target areas. The community organised itself into the Pamilacan Island Dolphin and Whale Watching Organisation (PIDWWO) and formed a cooperative to conduct Marine Life Tours. The original assets of the enterprise (boats, life jackets, tents, scuba gear), including training resources, materials and courses (life saving, wildlife identification, tour guiding, etc.) were provided by the PNEP, however the current earnings of PIDWWO now cover the maintenance and operation of new gear. The organisation still currently receives technical support from the Department of Tourism, the local government of Baclayon, the provincial government, and the Ayala Foundation (which helped to organise the Pamilacan Island community into a cooperative, for microfinancing and other purposes).

The Marine Life Tours run by PIDWWO has allowed the organisation to become financially self-sustaining and the organisation now has 98 members. PIDWWO now uses profits generated from the tours to fund other environmental and social projects on the island (including establishing of a marine sanctuary surrounding part of the island; investment in a solid waste management program; installation of mooring buoys to protect the coral reef; and initiation of a goat ownership project in the community). The organisation also contributes to local government revenue by paying an environmental contribution fee from visitors for every trip.

See chapter 9 for the full case study details.

5.2.5 Case study: microfinance in the Philippines

The El Nido Foundation (ENF) in the Philippines provides financing for small cooperatives and micro-entrepreneurs through a series of 'lending windows' for individuals, groups of up to six people working as a cooperative, and associations. To date, more than 500 people, some borrowing as individuals or others in groups and associations, have received financing. Almost all of these projects are directly or indirectly related to the development and support of tourism. Examples of projects include small retail stores and stalls, training for farmers in environmentally friendly farming or training for greater productivity in agriculture.

Prior to the financing initiative, large private sector resorts bought vegetables from the capital Manila. They are now able to purchase much of their fresh food from local gardeners and farmers as a result of the financing, which supports local livelihoods. A group of women homemakers recently developed a project to augment their family incomes by developing a business that provides laundry service for the resorts. Instead of being employed as resort labourers, they now operate a business that employs others. The ENF has provided

community members with training in various tourism-related services such as food and beverage, housekeeping, massage therapy and salon services. The ENF has also organised a local market, the twice-weekly 'Tabuan' to provide market support for the agricultural producers and link producers and consumers (households and tourism establishments). The ENF provide the funds as part of their corporate social responsibility program.

See chapter 9 for the full case study details.

5.3 Key Message: Equitably Sharing the Benefits

Effective management is needed to ensure that the socio-economic benefits of tourism are spread equitably throughout the community. Equity and transparency are particularly important when it comes to deciding how the profits from the tourism venture will be shared.

5.3.1 Why it is important?

If the financial equity is not carefully planned and managed, it may end up only benefitting the elite in a community. There is always the risk of community conflict or tension if it's perceived that benefits are not being distributed fairly (Caribbean Tourism Organisation 2006).

It is common for limited resources to be a challenge for CBT ventures especially while it is getting established. The community needs understand benefits might take a long time to accrue. Accordingly the community members need to jointly decide on the level of growth and development they are comfortable with, and how best to achieve it. Basic training and education on cash flow, budget surplus/deficits, and retaining part of the profits to reinvest in growing the organisation should be provided to appropriate CBT staff and their families so that everybody understands why the benefits may not be immediately apparent.

A stakeholder analysis is also useful to understand what tourism stakeholders (from the public, private and non-profit sector) expect from the CBT project and what they can contribute to help it start to become profitable.

5.3.2 Making it happen

Monitoring the flow of benefits

Good practice involves selecting specific target groups or beneficiaries from the most vulnerable sectors of the community to make sure any benefits flow across all community groups (not just to the elite). Also, putting in place management mechanisms to ensure benefits are distributed equitably and in a gender-sensitive way, developing conflict mitigation and management strategies and emphasising transparency and accountability in all aspects of financial management.

Focus on quality over quantity

A CBT venture needs to balance involving all parts of the community and still operating as effectively as possible to create a positive visitor experience. Trying to directly involve the poorest groups in a community could make the overall operation less effective or efficient due to the high levels of training that need to be provided. If this is the case, it might make more sense to involve the poorest groups indirectly, i.e. through providing agricultural supplies (Caribbean Tourism Organisation 2006). It is also important to remember that sometimes the quality of jobs is more important than the quantity of jobs provided (profits will not be generated and reinvested in the community if all financial surpluses are converted into jobs).

5.3.3 Lessons learned from good practice and process

One way to ensure that the **benefits of a CBT venture are equally shared** across the community is by allowing community members to take fixed, scheduled turns to provide services for the tour, for example by rotating who provides guiding, catering, or souvenirs.

Equity and transparency are particularly important when it comes to deciding how the profits from the tourism venture will be shared to ensure no one is victimised through the dispersion of benefits.

5.3.4 Case study: ensuring equitable sharing of benefits in Thailand

Koh Yao Noi Community based Eco-tourism Club (KYN CBT) in Thailand: represents and directly benefits 35 local families with indirect benefits for over 4000 people, including local schools and other institutions. The group decides the direction of tourism development, with careful consideration for environmental, cultural, social and economic sustainability. Club members have received additional income representing up to 10% of their annual income. A further 10% of all income is directed into a community fund, which supports various conservation and community initiatives in Koh Yao Noi, to ensure equitable income distribution.

Other benefits include improved natural resource management and increased environmental awareness and commitment among local hosts and guests; ongoing community skills development (e.g. planning, reaching consensus, communication, management, accounting and 'green product' production); and an enjoyable social activity for the community. The KYN CBT Club supports sustainable coastal resource management, helps to protect the precious environment of Phang Nga Bay, and makes a real and tangible contribution to the food security of the entire island. Since the Club was founded, marine species have increased in number, mangrove forests have recovered and sea grass has been replenished. Villagers have stopped commercial trawlers from entering conservation zones.

See chapter 9 for the full case study details.

5.3.5 Case study: benefit sharing in Taquile

Taquile is an island in Lake Titicaca, a lake located in the Altiplano Plateau in the Andes that traverses the border between Peru and Bolivia. Tacquile is only a small island, roughly 12 square kilometres in area, with a population of around 2000.

Tacquileans use their 'Andean model' of social organisation based on 'community wide reciprocal exchange and participation of all community members' (Ypeij & Zorn 2007) to ensure that the profits are spread throughout the community

The community based model in Taquile also uses rotating governance positions, ad hoc committees and cooperative enterprises has allowed all Tacquileans to have an input into the development of tourism on their island and to share in the benefits it provides. This model derives the maximum benefit to the local population whilst also providing an engaging and fulfilling service for the tourists.

See chapter 9 for the full case study details.

5.4 Key Message: Asset Management

5.4.1 Why it is important?

Asset management should be understood in broad terms and should not privilege one form of asset over another; all types of assets should be equally valued and protected. Natural or cultural assets are vulnerable and can be negatively impacted over time, and any management system for these kinds of assets needs to take into account long-term impacts. Tourism infrastructure should enhance or improve local services or quality of life to ensure that the local community is deriving benefit. Without sound environmental and cultural asset management, it is impossible for a CBT venture to develop in a sustainable way over a long period of time.

Physical infrastructure includes lodging, communications facilities, transport routes, waste, energy or water management systems, or tour equipment. Environmental or cultural assets (biodiversity, a beautiful natural landscape or a community's cultural traditions) are just as valuable as physical assets, yet are often harder to manage sustainably (CREM BV 2005).

5.4.2 Making it happen

Make an inventory of all assets

A useful way to think about the different kinds of assets any CBT venture has and to ensure their conservation is to categorise the venture's operations in terms of people/planet/profit (CREM BV 2005). As a CBT venture grows, it is important to balance growth or profit against the potential damage to people or planetary resources. One method of asset management is the IBISTA system, which stands for 'Integral Biodiversity Impact Assessment System-Tourism Activities. This is one way a tour operator can track the positive and negative impacts on local biodiversity caused by tourism, and adjust tourism activities accordingly. IBISTA gives tour operators the tools to evaluate the impact of tourism, negotiate and communicate the risks of that impact with stakeholders, and modify tourism activities as a result. Keeping an up to date inventory of available resources based on input from all CBT stakeholders is good asset management practice. Whatever method of asset and impact assessment is decided on, it should be made a core part of the operation.

Use asset protection in CBT marketing

CBT does not happen in isolation from the mainstream tourism industry in an area. One of the best ways a CBT venture can set itself apart from tourist companies catering to large volumes of tourists and giving tourists a standard, package experience is by emphasising the sustainable use of natural resources and the meaningful investment in local human and cultural resources (Caribbean Natural Resources Institute 1999).

Directing finances toward improved quality of life

CBT ventures must be aware of the by-products of increased tourism in the area, for example, energy consumption or waste. Whenever possible, linkages should be made between CBT tourism infrastructure and other quality of life initiatives designed to improve local welfare. Tax revenues generated by CBT projects can be used to fund general quality of life or infrastructure programs, which improve local conditions while also strengthening tourism in the region.

Build a framework for sustainable tourism

Natural resources (or nature heritage resources), for example, an environmental asset such as a region with rich biodiversity, need to be managed through building a framework for sustainable tourism, which develops tourism ventures that are sensitive to the local environment.

Government policies that are favourable to sustainable cultural and environmental asset management and protection for CBT ventures may include the following:

- Environmental legislation (establishment of protected areas and buffer zones as well as NRM policies)
- Visitor permits (long length of stay without a visa and lack of restrictions on the movement of tourists)
- Political structures that foster stability and strengthen the land ownership rights of communities to develop and own tourism developments
- Financial incentives for socially and environmentally sound tourism infrastructure investments.

5.4.3 Lessons from good practice and process

All forms of assets-natural, cultural and physical-**need to be carefully managed and protected** to ensure the sustainability of the CBT venture. If a CBT venture does not build asset management into its operations, it runs the risk of destroying the very assets, which attracts visitors. Land use or tenure planning and natural resource strategies are key to sustainably managing the development of an area without impacting adversely on its natural heritage.

5.4.4 Case study: protecting environmental assets in Mexico

Ecoturismo Kuyima in Mexico is a whale-watching venture that has actively applied environmental principles to the use of the all natural resources utilised by the CBT venture. This extends to all of the land and construction practices, equipment and energy use. The venture is located in Vizcaino Biosphere Reserve a UNESCO World Heritage Listed site at San Ignacio Lagoon. Being in a reserve the site does not have an electricity or water supply to the accommodation and campsite facilities. All energy is produced on-site using solar panels and natural resources are carefully managed. Water, a precious resource in the region is carefully managed via a grey-water system that re-uses the wastewater from the showers to flush the toilets.

See chapter 9 for the full case study details.

5.4.5 Case study: serving sustainably in the Cardamom Mountains

The Chi Phat Eco-tourism Site in Cambodia demonstrates the willingness and capacity of the community to manage and protect the natural resources of their region. The Chi Phat CBET Committee has 16 members with representation from each of the four villages and the Commune Council. The CBT Committee was determined to find an innovative and sustainable solution to overcoming food packaging and accommodation issues on mountain biking trips and long treks.

Previously, lunches packed for tourists were provided in layers of plastic and foam and carried in a plastic bag. In order to protect their environment and minimise waste and costs the cooking group decided to use traditionally woven, reusable baskets for transporting the food. As part of their commitment to sustainable practices overnight shelters and other structures are now made entirely from locally grown bamboo, and a community recycling program is being developed for plastic water bottles (and alternatives to bottled water are being investigated).

See chapter 9 for the full case study details.

5.5 Key Message: Managing Supply and Demand for Sustainability

5.5.1 Why it is important?

CBT literature emphasises that the entire economic supply chain in a region—and not just the supply chain linked to tourism—needs to be understood by the management of a CBT venture in order for it to be a sustainable.

5.5.2 Making it happen

Sustainable purchasing policies

Good supply-chain management can be enhanced through ‘green’ or sustainable purchasing policies. Ideally, basic products (such as food or building materials) and contract services (repairs or maintenance) should be sourced from nearby regions. If possible, part of the revenue from the CBT venture can be reinvested in the local community (through providing social services or education), which in turn may enhance the resilience and productivity of local suppliers or enterprises.

Limiting the number of visitors

For some CBT projects, limits are set on the number of tourists who can visit the community at any particular time, for example the Jernigan Ekowisata Desa (JED) Village Eco-tourism Network in Bali has visitor limits, which makes it easier for a small group of visitors to be shown CBT hospitality and ensures that the visitor demand does not outstrip community supply.

5.6 Considerations for Thermal Tourism

The upfront costs of establishing a thermal CBT venture can be high. Costs to consider include the building of the infrastructure such as pools, filtration systems, pumping and water treatment rooms and facilities such showers and toilets, accommodation, restaurants etcetera. The CBT stakeholders need to decide if they want to offer additional wellness services such as massages or treatments. These costs are relatively high and require good financial planning and management to ensure that funds are spent effectively and the provision of the thermal facility meets the goals of the community.

Costs related to land is another key consideration, as a thermal tourism venture requires a specific parcel of land to operate. There may be high costs involved in obtaining the necessary land. If the CBT venture does not require a change in land tenure, for example if the land was communally owned prior to the CBT enterprise, the start up process may be

significantly cheaper and simpler. If it is privately owned, the community may have to purchase the land from an individual, requiring considerable expenditure and borrowing. This was the case with the Britenbush retreat in the United States as the community had to purchase the land from a private owner in order to establish the thermal pools and conference centre. For more information on this case study please refer to the appendix 1.

As thermal tourism deals directly with natural resources, minimising the impact on environmental assets is crucial. Depending on the unique attributes of the geothermal system, altering the natural flow of thermal resources may have impacts for species such as insects, crustaceans and even fish (in lower temperature thermal streams). Furthermore, poorly considered construction that alters the natural water course may increase the likelihood of flooding or slumping of land, either at the site, downstream or above the groundwater table.

Local regulations may affect the way in which the water is utilised. For example, in Turkey, environmental regulations prevent thermal pools being built at the geothermal source. Instead canals or piping must transport the water to the baths. Water treatment to kill harmful bacteria and the use of soaps and detergents may have a negative impact on environmental assets. This is particularly important if the water is discharged directly into the surrounding ecosystem. The operation must consider the downstream impacts of discharging wastewater and sewerage without treatment. The operation could investigate the use of biodegradable and low phosphate detergents and soaps. Alternative non-chlorine based water treatments such as ionisation may be effective in limiting harmful bacteria, depending on individual circumstances and water composition.

Energy might be required to heat and pump water around the thermal pools depending on the location and nature of the thermal tourist facility. Additional heating might also be required for accommodation facilities. If this has to be done artificially, ideally it should be done in a way that minimises environmental impact. For example, can geothermal heat be used to heat rooms or improve the efficiency of a heat pump water heater? Can clean energy technology provide the required energy for the facilities?

5.7 Further Information

Extract the 'people/planet/profit' table on Page 28 of CREM BV 2005, *A toolkit to develop and promote sustainable eco-tourism in Latin America: Version Latin America stakeholders*, Developed in cooperation with Rainforest Alliance.

A useful tool to assess visitor satisfaction can be found in the Tourism Planning Toolkit for Local Government developed by the Tourism Recreation research and Education Centre.

5.8 References

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6 DEVELOPING SKILLS AND LOCAL CAPACITY TO DELIVER CBT AND SUSTAIN ITS LEGACY



CBT is totally dependent on people. Tourists' experiences depend on quality services provided by employees trained in appropriate skills and capacity to deliver the tourism product. Assessing and understanding the required local human resources for a CBT venture is crucial in determining if a community will be able to sustain and meaningfully participate in the development of sustainable tourism. Many communities forget to include human resource development strategies in their tourism plan or don't give it enough attention (adapted from Transforming Communities Through Tourism).

This chapter highlights key considerations for developing local community and other stakeholders' capacity to deliver the CBT product and sustain its legacy. It highlights skill areas that are necessary to deliver appropriate CBT in different contexts. This chapter also identifies some mechanisms, which enable CBT to be sustained into the long-term while leaving a positive legacy for the community and the environment. Building local skills and capacity to deliver into CBT preparation and planning phases, is a critical part of running an effective CBT venture.

6.1 Key Messages

- For a community to develop a successful CBT program, it is necessary to **prepare and strengthen the community to be able to manage the delivery of tourism**. To do this community members require several steps of capacity building supported by ongoing training and skill development (section 6.1).
- Keep it simple from the outset to **allow the community time to adapt their CBT venture to their context and build skills to increase performance before expanding** the CBT business or CBT product (6.2).
- Special attention needs to be given to local capacity development and training to ensure a quality product is delivered and **community members have the confidence and motivation** necessary to effectively deliver the CBT product (6.3).
- **Sustaining a CBT operation and leaving a positive legacy involves compromises in trying to meet multiple objectives**; CBT can generate income and contribute to community development but only with considerable investment of time and resources (6.4).

This chapter is divided into sections each of which focuses on these key messages (as indicated). These sections contain information regarding why the key messages are important, making it happen, lessons from good practice and process as well as case studies and examples.

Each message is supported by the experience of at least one international case study of good practice. The chapter also draws particular attention to the particular considerations involved in developing thermal tourism.

6.2 Key Message: Prepare and Strengthen the Community to be Able to Manage the Delivery of Tourism

6.2.1 Why is this important?

Tourism is a highly competitive and demanding industry in which skills and experience are needed to deliver a high quality visitor experience to ensure sustained viability of the CBT venture. For a community to develop an appropriate CBT venture, it is first necessary to ensure the community is prepared to manage the delivery of tourism. Local staff will require several steps of tourism capacity building and training across a range of areas. In CBT ventures where there are partnerships involved in the delivery of the tourist product, partners are likely to need some form of capacity building too.

Key areas for community and staff capacity building are: understanding the tourism industry (supply and demand side), asset and financial management (appropriate protocols and procedures), knowing how to interact with external tourism stakeholders (government, partners, supporters and funders), and understanding the CBT marketing 'mix' (to be able to get the message 'out there' in the right way).

6.2.2 Making it happen

Conduct a skill inventory and gap analysis

Undertaken in the assessment phase, a skills inventory and gap analysis will highlight the areas in which capacity building is needed. This task is made possible through developing a basic matrix of required skills and then checking off the available skills. It is then possible to identify where skill gaps lie. It is important to identify the various different levels of management needs and capacity for different people with different responsibilities at different levels.

Box 8

Key skills areas required for CBT

Skills can be sorted into three levels: skills relevant to the owner operator, the supervisors and general staff. According to CBT operators and partners who contributed to this manual, the most important areas for capacity building (through education, training and tools) include:

Owner/operator level

- Product development skills
- Working and negotiating with commercial tourism operators (procurement and infrastructure)
- Understanding legal issues (e.g. land use planning, zoning, building codes, registration, health and safety)
- Control of finances and accounting skills
- Continuous monitoring and analysis skills
- Marketing management and pricing strategies
- Marketing communication skills
- Appreciation of how to conduct/administer and participate in a CBT Management Committee

Supervisory level

- Management skills (especially financial, procurement asset management)
- Monitoring and analysis skills
- Skills to assist and show leadership in staff training
- Conflict management and cross-cultural communication

Staff level

- Skills for managing visitors, customer care and hospitality (e.g. lodge management, food and beverage preparation, housekeeping, menu planning etc)
- Guide and interpretation training with a focus on consistent content and delivery
- Good work ethics

Skills that cut across all levels

- Environmental and cultural management skills
- Basic cross-lingual capability
- Ensuring local control of CBT decision-making processes
- Leaderships skills

6.2.3 Delivery of capacity building

Utilise champions within the community

It is common for some members of a community to have more advanced skills or areas of experience than others. These people can champion their skills, show leadership in their skill area, and share their knowledge base with others in the community for everyone's benefit.

Leadership from within the community

Leaders for CBT in the community will naturally be identified by others who are looking to them for guidance. Leaders will be committed to the CBT venture and be able to draw support from the wider community. Tourism partners should look for these people and be aware that some of the best leaders are not people who hold formal power positions in the community but those who hold informal leadership positions (e.g. a community nurse, someone who organises community events or perhaps a sports person). See chapter 9, Appendix 1 for the full case study on Chemainus in Canada, which demonstrates how CBT can be fostered through a community leader.

Capacity building support from non-governmental organisations

Look for support that may be available from local, national and regional social, community development and environmentally focussed non-governmental organisations (e.g. South East Asian examples include WWF, REST, Wildlife Alliance and Live & Learn Environmental Education). Many NGOs have CBT experience and are well placed to support CBT capacity building and skills training, marketing and advocacy at the community level.

Network and identify synergies with major donors

In some APEC regions major donors (e.g. SNV, USAID, EU, UNDP, UNWTO, GEF-SGP and UNESCO) have programs and resources that support CBT at both a macro and micro level when CBT ventures are aligned with donor funding priorities and other projects (chapter 6 on building relationships with tourism stakeholders to support CBT explores relationships with tourism stakeholders further).

Capacity building assistance from skilled volunteer agencies

Some major donors work together with overseas skilled volunteer agencies (e.g. AYAD, VIDA, PCV, VSO) to support the practicalities of capacity building on the ground for CBT with a community development focus. These stakeholders may be able to assist with building skills around CBT product and organisational development at the community level.

Capacity building assistance from established tourism institutions and organisations in the destination

Regional and National Tourism Boards, Ministries of Tourism and local associations can often offer valuable assistance in building capacity across CBT marketing, promotion and human resources planning.

Scope formal and informal training and capacity channels

Tourism education and training courses are often available at technical colleges and through industry associations.

Strength based approaches

As a starting point, ventures that approach CBT by using the skills, experiences and technologies that already exist in the community are most likely to be viable and appropriate from the outset. To enhance and build on these skills, communities may benefit from looking externally to source additional skills from their linkages to other tourism stakeholders as outlined above.

6.2.4 Lessons from best practice and process

Learning by doing

The impact and retention of information during discreet, short training sessions is much smaller than the impact of longer, sustained training through 'learning by doing'.

Linking knowledge to opportunities

Training and skill development needs to be matched to actual employment opportunities in order to meet expectations.

Culturally relevant materials

Training materials need to be provided in the local language, be accessible to communities and communicate in a culturally relevant, interesting and engaging way.

Creating space for women's development

Good practice and process involves ensuring that young people and especially women in the community are given opportunities to learn new skills and actively participate in tourism delivery (beyond positions that relate to traditional gender roles such as cooking and handicrafts).

Avoid financial management chasm

Most CBT that collapse do so due to a lack of management capacity and skills, in particular financial management.

Periodic skill assessments

Regular skills and capacity assessments are advised to keep developing community capacity to deliver CBT to an appropriate and consistent standard.

Skill set diversity

Staff should be periodically rotated through different delivery positions to enhance their skill set diversity and maintain their engagement in the venture. This strategy will also ensure that no single staff member is indispensable should they abruptly leave.

6.2.5 Case study: building local capacity in Cambodia

The Chi Phat Eco-tourism Site is based in the Chi Phat Commune, which comprises 4 villages (with about 550 families or approximately 2500 people). Chi Phat is located in the Cardamom Mountains in the Koh Kong province of Cambodia. The Chi Phat Eco-tourism Site was established in 2007 with the assistance of an international environmental NGO, Wildlife Alliance (formerly WildAid), which played a community development role in Chi Phat Commune and helped the community to set up the Chi Phat community based eco-tourism

(CBET) committee.

Another NGO, Live and Learn Environmental Education (with funding from the National Committee of the Netherlands [IUCN]), is a project partner and provides training in the core components of eco-tourism for the local community.

The training program has focused on the five core elements of the site's eco-tourism activities: eco-awareness, eco-guiding, hospitality, first aid/safety, and mountain biking. They also provide education and training in the main aspects of eco-tourism and guiding: interpretive skills, biodiversity and conservation knowledge, product satisfaction and impact monitoring, and communication/English language.

Within the CBT, there are now 15 eco-guide trainees (who receive training in group management, communication, First Aid, eco-interpretation and GPS navigation), 24 hospitality trainees (food vendors, guesthouse and home-stay operators). Twenty-nine guides and other trainees have successfully completed a Red Cross First Aid course, specifically tailored to the remoteness of the Cardamoms. The education and training has also contributed to the reduction in illegal logging and hunting.

This case study illustrates how the partners and the tourism activities have created substantial benefit in terms of education, knowledge and skill and social benefit.

See chapter 9 for the full case study details.

6.3 Key Message: Allow the Community Time to Adapt Their CBT Venture to Their Context and Build Skills to Increase Performance Before Expanding

6.3.1 Why is this important?

Implementing CBT at a pace and level that is within the comfort zone of the community is important because communities are never entirely market ready from the moment they open their doors to visitors. Many CBT lessons cannot be taught through training and are best learnt through on the job through delivery.

Building local capacity in simple and measured ways develops the skills of local people and increases their sense of ownership for CBT. This enables them to gradually adapt to having a CBT venture into their lives and better cope with, control and drive further expansion in the future.

CBT stakeholders contributing to this manual advised that taking the approach of starting small and then expanding CBT product and business as community experience deepens, ensures that a consistent quality of service can be delivered. In many cases, CBT stakeholders report this has also resulted in a competitive advantage for their CBT business.

6.3.2 Making it happen

Pace expansion

It's important to pace expansion with visitor carry capacity, local skill development and the CBT vision to ensure expansion are aligned with the community goals.

Build and maintain momentum

All staff should be aware of, and have a stake in, realising the objectives and vision set out in the CBT plan. Through building and maintaining momentum toward these it is important for staff performance to celebrate small 'wins' (e.g. a celebration to mark the opening of a visitors lodge, via gathering media attention around an event such as the '100th tourist' prize). Through celebrating small 'wins', staff and the entire community can periodically take stock of what has been achieved rather than what needs to be achieved. Such events can also provide a valuable marketing opportunity.

Equitable skill benefits from tourism

Mechanisms such as rotation of roles in CBT delivery will help to increase the breadth of skills individual community members have and will serve to evenly and equitably distribute the skill based benefits of tourism employment within a community.

Consistent service from 'front' and 'back of house'

When starting out, CBT service can be inconsistent and haphazard at times. All steps should be taken to swiftly address any issues and skill gaps. A visitor's experience of CBT will reflect the service provided to them by front line staff, however strong people management skills are required by 'back of house' and owners, managers and supervisors to ensure the whole CBT experience for visitors is positive.

6.3.3 Lessons from best practice and process

Foresee staff shortages in rural communities

Many rural communities embark on CBT because they have a decreasing population and or changing demographic structure (such as youth migrating to urban centres). This may result in a shortage of people in the potential labour pool for CBT ventures; however, CBT can also be a strategy to address and reverse these trends.

Challenges specific to rural communities

Lack of infrastructure (e.g. unreliable phone reception and Internet for making bookings) can affect rural communities at the outset of a CBT venture and time is required to make necessary adjustments to the day-to-day CBT operation to address such issues (e.g. ensuring a staff member travels to town bi-weekly to obtain bookings).

6.3.4 Case study: Bario pacing its CBT development

Bario is a remote village surrounded by rain forests in the Kelabit Highlands of Sarawak, one of the East Malaysian states on the island of Borneo. Bario is home to the Kelabit people, which are Malaysia's smallest indigenous ethnic minority group.

Given the remoteness of Bario, one of the CBT challenges it faced was lack of accessibility and telecommunications infrastructure. Bario is not connected by roads to the rest of Borneo and there were a limited number of flights. While this restricted the negative aspects of a massive increase in tourism to the area, it prevented growth in the tourism industry. Flight frequency has slowly increased over the years, partly in response to the demand from tourism, and logging roads are now approaching the area, which provide (unofficial and hazardous) access to the distant towns. These developments present challenges as well as opportunities to the CBT operation.

See chapter 9 for the full case study details.

6.4 Key Message: Capacity Development and Training Needs to Deliver the CBT Product

6.4.1 Why is this important?

Without confidence, community members will struggle to deliver the CBT product. Local capacity building should not only raise participants' knowledge and skills to perform a function, but also raise their confidence and motivation to do so. This is important in order to build a sense of empowerment, passion and belief that they can run their own tourism business. High levels of confidence and motivation are likely to increase self-esteem, and strengthen cooperation between community members and other tourism stakeholders, which enhances community governance.

A focus on building confidence is supported by SNV in their toolkit for Monitoring and Managing CBT, 'one of the key differences between CBT and other forms of tourism is the focus on empowering the local community to run their own tourism businesses. The development of local capacity through raising awareness, tourism education and training programs and provision of business advisory support can help build the confidence and ability of the local community to control and manage their own tourism venture' (SNV 2007).

6.4.2 Making it happen

Provide regular staff development opportunities

Regular staff capacity, training and development opportunities have been shown to be both a strategic investment decision through linkages to increased profits as well as a strategic investment in increasing staff levels of happiness and confidence.

Implement staff retention strategies

Tourism as an industry has high rates of staff turnover. In a community context staff often move onwards when an opportunity or threat arises (e.g. once skilled, good staff may start looking for other opportunities within the tourism sector that offer higher individual benefit rather than CBT collective benefit or e.g. in smaller rural communities, a dispute between staff and management could see all staff threaten to leave their jobs even if the dispute is not related to the CBT but another community issue). In order to retain staff, CBT ventures need to ensure they provide an attractive work environment and appealing benefits and conditions to ensure loyal effective staff. Successful CBT ventures talk with staff to work out the conditions they want to work in and build in strong incentives into HR policies to encourage loyalty (e.g. staff award systems and celebration of collaborative achievements).

Create opportunities to build women's confidence

Experience has found women are well positioned to take on key roles in CBT ventures. Through providing women with employment opportunities and key decision-making roles, income derived from tourism can directly increase their family's quality of life in a more beneficial manner than when men are in control of the benefits from tourism. Women's gender roles across many APEC societies place women as primary care givers and women are predisposed to looking after their children's wellbeing before their own. Gender equity in tourism can provide women and men with equal opportunities for employment and well as employment advancement at all levels. Tourism affects the lives of women and men (and their sub groups) differently and this needs to be taken into account when recruiting

specifically if community development or gender equity is a primary driver for initiating CBT.

Identify ‘look and learn’ opportunities

Creating support networks with other CBT ventures in the region increases potential exchanges including ‘look and learn’ visits, which may serve to increase staff confidence and motivation. Such networks can also provide collaborative marketing opportunities and other benefits from collaboration (e.g. setting standards and making a particular CBT product stand out in a specific region).

6.4.3 Lessons from best practice and process

Strategies are needed for overcoming seasonality challenges

All staff will want to have confidence in the knowledge that their job is secure. A recurrent issue in CBT human resources is the need for strategies in overcoming seasonality challenges in staffing. CBT jobs can be seasonal as there may be a distinct ‘off season’ linked to the availability of the tourism product (e.g. a season when a waterfall is not flowing, a season when it’s too warm for people to be enticed by a hot spring). It may be possible to develop a secondary product to cope with seasonality and ensure job security.

6.4.4 Case study: managing for seasonal variability, while enhancing staff confidence in PNG

Kumul Lodge is located in the Enga Province in the Highlands of Papua New Guinea (PNG). Kumul Lodge meaning bird lodge is the second most visited accommodation spot for bird watching in PNG. The lodge provides employment to 15 local villagers, predominantly women, however the benefits from the lodge spread further into the community than just to employees.

The seasonal nature of the tourist flow poses many challenges for the owner and manager Kim Arut. The peak tourist season runs from just June to September with a peak in visitor numbers in August. The Kumul Lodge pays the staff fortnightly even during the off-peak season. This helps to provide its staff with financial security by knowing they have income throughout the whole year, it also assists with staff retention. In the quiet periods, they work to develop the facilities of the lodge.

This is an example of carefully designing HR systems to ensure personnel have the confidence and motivation to deliver the CBT product.

See chapter 9 for the full case study details.

6.5 Key Message: Capacity to Sustain a CBT Operation and Leave a Positive Legacy is Likely to Involve Compromises to Meet Multiple Objectives

6.5.1 Why is this important?

Partners, donors and communities want assurances that their CBT venture will produce lasting benefits and activities that will be sustained well beyond external support may cease. Operational and financial self-sufficiency as a goal is made achievable through mechanisms and processes that focus on building the communities’ capacity to deliver CBT and leave a positive legacy.

Some examples of positive legacy include:

- providing a means to invigorate the supply and demand chain within a local area well beyond a hosting community e.g. creating links between agriculture and tourism
- facilitating trade in locally sourced produce and goods such as fresh food and non food products, accommodation materials and labour, food services, gifts and handicrafts
- designing for environmental and cultural sustainability from the outset.

CBT ventures that are sustained are those, which are perceived by the community to not impinge too greatly on the communities' quality of life. Striking the right balance is important during the CBT planning and review stages. When changes occur too rapidly they can cause undesirable impacts e.g. changes in social values, degradation of the environment, rifts in community fabric and cohesion, or a sharp increase in the price of commodities and basic services. Potential issues and risks like these should be identified in advance, managed and avoided through good policy and practice that foresee and plan how communities will work together to deal with and avoid these challenges well before they occur.

6.5.2 Making it happen

Risk management

Foresee risks and plan to mitigate against them. Potential issues and risks should be identified in advance, managed and avoided through good management plans and structures that set out how communities will work together to deal with and avoid them before they happen.

Design for sustainability

Community sustainability goals and objectives developed in the planning and visioning phase are likely to be broad and extend far beyond financial sustainability to a focus on social and environmental dimensions of sustainability. Action should be taken, both at the planning and development phases and to start designing for sustainability.

Design attention needs to be given to reducing consumption of water and energy to reducing waste and avoiding pollution with a principle of minimal harm. Low energy technologies appropriate to the location need to be considered where possible.

Use of environmentally friendly transport needs to be positively positioned, both in the access planning of CBT and in the marketing information supplied to visitors.

The sustainability in design of all new buildings also needs consideration (WWF 2001). In some communities, useful income can be earned through, for example, the supply of thatching and traditional styles of building. In many contexts the use of existing buildings rather than engaging in new development can be a preferable option. It is important to note that designing for sustainability needs to be supported by sustainable actions and behaviour by all staff and visitors to meet the goals of sustainable tourism. There are several tourism certifications that give recognition to good practice in managing the environment and sustainability issues.

Design for marketability

To ensure that a legacy is possible the CBT product needs to be continuously attractive to visitors. See chapter 7 of this manual for more information on utilising regional tourism expertise to assist in this process.

Ownership and legacy

Strong institutional linkages to local, regional government and non-governmental organisations can be integral to support the communities capacity to deliver and sustain. In this way, communities can be empowered and achieve their vision for CBT without becoming the 'legal owners' of the entire CBT venture.

6.5.3 Lessons from best practice and process

Reinvestment

Communities need to consider reinvestment of a portion of income to maintain the business and protect their CBT asset or the tourism product on offer to visitors (e.g. conservation of environmental or cultural heritage), thereby reducing the need for any external funding. To be able to reinvest, the community must be able to deliver a desirable product to the tourism market.

6.5.4 Case study: reinvesting in the community in rural Mexico

Ecoturismo Kuyima is based on San Ignacio Lagoon, one of several coastal lagoons on the western side of the Baja California Peninsula in Mexico. The eco-tourism enterprise is run by a fishing cooperative from the Ejido Luis Echeverria Alvarez ('Ejido' is the name given to parcels of land owned by rural communities by constitutional decree in Mexico). The fishing cooperative saw the opportunity to incorporate low impact whale-watching activities into a community-based eco-tourism venture to diversify the community's income sources. As a result, they founded Ecoturismo Kuyima, a rural and 100% community owned Eco-tourism venture.

The organisation employs around 10 full time staff, but during the peak season which runs from December to April the number of staff members grows to more than 30 direct employees and many more indirectly employed. Virtually all income generated by the operation is reinvested in local/national conservation or community development projects. The cooperative constantly strives to inject resources into social projects that range from diversifying the involvement of the local community in the yearly operation of the business, to infrastructure and services, outreach activities and education opportunities.

See chapter 9 for the full case study details.

6.6 Considerations for Thermal Tourism

Thermal baths can generate meaningful employment for local community members, particularly if additional offerings such as wellness, accommodation, restaurants and other services are present. Career development opportunities also exist from specialised roles in wellness services. Best practice encourages the use of local labour in the construction and maintenance of the thermal facilities.

Special consideration needs to be given to the thermal specific skill areas such as pool maintenance and hygiene, first aid and lifeguarding, laundry, wellness or hospitality. If not, can appropriate training programs and courses assist in developing the skills required to manage and operate a thermal tourism enterprise? Without the required experience and/or training, the capacity of staff to manage the facility effectively and provide the levels of service required could be inadequate.

6.7 Further Information

Go2, a non-profit industry association in Canada is considered a world leader in tourism human resource development with easily accessible web based information and resources www.go2hr.ca

Green Globe
<http://www.greenglobe.com/>

Global Sustainable Tourism Criteria (UN, UNEP, UNWTO and others)
www.sustainabletourismcriteria.org

Sustainable Tourism Practices, TIAC www.tiac-aitc.ca/english/sustainable_tourism.asp

Green Tourism Ideas and Travel, Green Hotel Association www.greenhotels.com
Community-Based Tourism for Conservation and Development
<http://www.recoftc.org/site/index.php?id=355>

Good Practices in Community-Based Tourism in the Caribbean
<http://ckmportal.eclacpos.org/caribbean-digital-library/tourism/good-practices-in-community-based-tourism-in-the-caribbean>

Design for Sustainability—A Step by Step Approach <http://www.d4s-sbs.org/>

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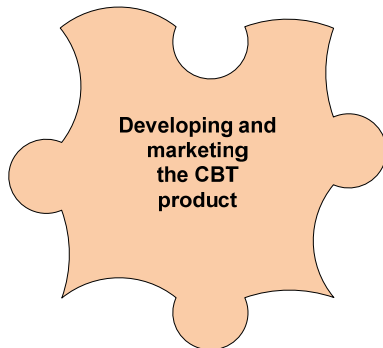
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7 DEVELOPING AND MARKETING THE PRODUCT



The primary product of tourism is not something produced by the industry. The product is often the heritage, wealth, and expected legacy of the community that serves as the tourist destination. The business activity of the tourism industry is to promote the ‘saleable’ or appealing aspects of the community, transport non-residents into the community, manage the hospitality for and guide the activities of these visitors, and provide them with goods and services to purchase during their stay. If these business activities degrade the community’s heritage and wealth, then the community suffers more directly than the consumer, who can return to his or her own community without responsibility for or awareness of the impacts of his tourist activities. ICLEI 1999

This chapter relates to the process of establishing and sustaining a tourism business, in particular focusing on developing and marketing the ‘product’ or experience being offered to visitors. Carefully designing the product, knowing the audience (the visitors) to target and ensuring that marketing strategies reach the right people with the right message is critical to building and sustaining an effective and sustainable CBT operation.

7.1 Key Messages

- **Define the product.** It is important to be clear about community assets the product will be based around and what activities and experiences the community is ‘selling’. This includes ensuring the product on offer is one that will help the community achieve its CBT goals (section 7.1).
- **Know the target market.** What kind of visitors does the community want to attract? Characterising the target market will inform product development and marketing and ensure management of the CBT operation meets community objectives (7.2).
- **Tailor marketing strategies** to the visitors you want to attract. Ensure the marketing message accurately reflects the values the community is seeking to promote through the CBT operation. Make use of forms of communication likely to be accessible and appealing to the desired visitors (7.3).
- Be aware of and develop links with other tourist attractions and experiences in the surrounding area. Consider **how the CBT experience complements other local or regional activities** when designing and marketing the product, and identify what value this particular product adds to other tourist experiences (7.4).

This chapter is divided into sections each of which focuses on these key messages (as indicated). These sections contain information regarding why the key messages are important, making it happen, lessons from good practice and process as well as case studies and examples.

Each message is supported by the experience of at least one international case study of good practice. The chapter also draws particular attention to the particular considerations involved in developing thermal tourism.

7.2 Key Message: Define the Product

7.2.1 Why is this important?

The product or tourist experience on offer is the foundation of any successful CBT venture. Without a marketable product, there is no reason for the visitors to come and CBT will not be viable. Identifying, developing and sustaining the tourism product is therefore one of the most critical aspects of running a successful CBT operation.

To build a successful CBT operation, the product on offer should reflect a shared community vision and be shaped by the objectives the community is seeking to achieve. To be successful, experience has shown that product development should involve the participation of community members including women and young people. A 'do no harm' approach informed by identification of potential risks and pitfalls (as outlined in chapter 3 Key considerations for CBT) should be taken to ensure CBT does not result in unintended adverse impacts on the social fabric of the community or the surrounding environment.

7.2.2 Making it happen

Product development

This should begin with a process to identify the community features or assets of a destination. These may include natural physical features (e.g. waterfalls, forest, hot springs) and/or social and cultural assets and strengths (e.g. local hospitality, crafts and cultural festivals). The tourism product will likely be built around these natural and/or cultural assets. Making an inventory of these features will provide a starting point for the community to determine what tourist experience they want to offer. Box 9 provides ideas on the range of potential assets.

BOX 9:

What will visitors come to see?

Potential features or assets that can form the tourism product

- Natural features, resources and attributes, such as mountains, forests, landscape.
- *Cultural sites, traditions, and history*, including festivals, local food and dress, legends.

These assets or tourist products 'sell' effectively when the following features are also present:

- Location and close proximity to other tourism sites, to build upon regional assets.
- *Accessibility*: distance from main cities, air service, roads, telephone or Internet service.
- *People skills/knowledge, technology*: local knowledge of plants and animals, museums.
- *Popularity or fame of tourism assets*: national or international recognition of the product or destination.
- *Access to tourist attractions or activities*, both within the immediate area and wider.

(Mountain Institute Community Based Tourism for Conservation and Development Resource Kit 2000)

Align assets with community objectives

Developing a tourism product is not just about identifying and selling environmental or cultural assets. Determining what kind of experience a community will offer to visitors needs to consider assets alongside community objectives. Identifying objectives, which might include income generation, conservation, skills development and cultural exchange, will help the community to work out what should be on offer and processes for developing and managing the CBT venture (CBT vision, objectives and planning is explained in chapter 3). To do this, it is necessary to move beyond thinking about '*what* can be sold' to asking '*what* does the community *want* to sell' and '*how* will the product on offer help the community to achieve CBT objectives'?

Build products from assets

Once the community assets and objectives have been identified the next stage is to define

how selected assets can provide the foundation of a tourism 'product'. For example, cultural sites and traditions alone do not constitute a product, however when offered as an experience for visitors including appropriate interpretation (of landscapes and cultural sites) these assets can make the community an attractive destination.

7.2.3 Case study: Eco-tourism in Mexico

In the case of the Ecoturismo initiative in Mexico, in order to diversify the tourist experience and draw in different visitor segments the local fishing community (the Ejido) decided to include a tour to see local cave paintings as part of their whale-watching package. As a result, the Ejido could offer a well-rounded experience that includes whale watching, educational activities and tours of culturally significant sites.

See chapter 9 for the full case study details.

Ensure meaningful community participation in product development

Experience has shown that the best CBT operations are built from a process whereby the community undergoes a participatory process to identify objectives for their CBT venture. Objectives need to include goals relating to sustaining key features of the community and avoiding the potential negative impacts of tourism when poorly designed and managed. This is often used in CBT ventures that have a strong conservation focus.

7.2.4 Case study: conservation through Community Based Tourism

Kumul Lodge (meaning bird lodge) in PNG offers bird watching experiences for visitors and is the 'second most visited accommodation spot for bird watching in PNG' (Haig 2009). In order to maintain the attraction the owner Kim and her partner pays the land fees of PKG10 equivalent to about \$4 per guest to the nearby landowners so they do not harm the birds.

See chapter 9 for the full case study details.

7.2.5 Lessons learned from good practice and process

Managing expectations of the tourism product

Communities need to manage the expectations of visitors. Some visitors can have unrealistic expectations about the extent to which they will be able to spend time with host communities, the standard of accommodation and food on offer etcetera. When developing the CBT product, ensure it is described in realistic terms to potential visitors. It is necessary to inform visitors prior to their arrival of what to expect in relation to the type of food offered and also the standard of accommodation. Pictures and testimonials can also convey this type information to the visitor so they have an idea of what to expect.

Building allies

Government and commercial tour companies can be helpful allies. Make use of resources on offer when developing the tourist product and researching the target market (see chapter 8).

Be aware of competitors- small CBT operations may face competition from larger tour companies. One way to avoid this is to collaborate with other tour operators during the low season, or to emphasise to potential tourists the advantages of visiting during off-peak times (for example, tranquillity or individualised tours). Different tours can be designed for different seasons or weather conditions to attract tourists at all times of the year (CREM BV 2005).

Infrastructure considerations

Stakeholders would need to consider the existing infrastructure when designing the tourism product. Will existing facilities support an influx of visitors or, conversely will a lack of infrastructure undermine the success of the tourism experience?

7.2.6 Case study: finding a niche—promoting cultural conservation through tourism

Manyallaluk is a 3000 square kilometre property near Katherine in Australia's Northern Territory. The property is owned and managed by the indigenous Jawoyn people. The community of around 150 people runs a small community based tourism enterprise.

The indigenous community fully owns and manages the tourism enterprise. They offer a series of niche tours that emphasise learning about their traditions and culture as well as the opportunity to travel to waterfalls, rock pools and ancient rock art sites. The tours range from 1 to 3 days in length and the community also offers bush camping.

The Manyallaluk CBT is an example of how successfully a predominantly cultural based tourist product can be when those who belong to that culture present it.

See chapter 9 for the full case study details.

7.3 Key Message: Know the Target Market

7.3.1 Why is this important?

Clearly identifying what kind of visitors the community is seeking to attract (the target market) underpins many other aspects of developing and managing a CBT operation. Characterising the target market is important so that the community is able to effectively market the experience they are offering, and to ensure that visitors to the community have a shared philosophy with community operators, in terms of respect for local culture and an interest in supporting sustainable and equitable local development. The marketing messages must provide a clear and accurate description of what the visitor experience will be like. This kind of information helps the visitor decide if it is the right destination for them.

7.3.2 Making it happen

Work in parallel

It is important to understand the target market and work on developing the tourism product. These two fundamental aspects of CBT inform and shape each other.

Invest time in understanding market trends

Market potential for the destination and the local operation is determined by tourism trends in and around the destination. It is crucial to assess and determine potential demand for the CBT and its activities before investing in CBT. Tourism boards and bureaus and other bodies will have helpful information about current and future travel markets and segments in the country or region where the CBT is located. Local tourism authorities should be able to assist with understanding tourist travel motivation and behaviour. If funds are available, commissioning a private firm to do a market analysis might be a cost effective way of

learning about the market and how to position a new CBT product.

Characterise the target market

What kinds of travellers will be most interested in visiting this CBT venture? Potential types of travellers include adventure travellers, health or eco-tourists seeking to experience the local natural environment, travellers interested in cultural exchange and education or a combination of each of these. Taking time to characterising the kinds of visitors the community would like to and expect to have visiting will help clarify many aspects of marketing and CBT management. Local or national tourism authorities may be able to assist with understanding tourist markets. The Canadian Tourism Commission, for example, has identified a series of ‘traveller types’ to characterise visitors to Canada and this provides one example of what this might look like—though it will not be directly applicable in other APEC economies (see

Table 2 Traveller types identified by the Canadian Tourism Commission).

Generally, visitors interested in CBT are likely to be seeking a more ‘authentic’ experience than travellers who stay within larger cities or resort style accommodation. This means CBT travellers are likely to be interested in meeting and spending time with community members and in learning about past and present customs and cultures. This following table provides examples of how visitors can be characterised.

Table 2 Traveller types identified by the Canadian Tourism Commission

Traveller type	Travel values
Authentic Experience	<ul style="list-style-type: none"> • Learns everything about a place, time, or culture before, during and after your travel there • Enjoys vast natural settings and wonders • Cultural immersion and integration with the local culture • Travel is about personal development, not escape • Comfortable adjusting to new environments • Seeks self-improvement through understanding others
Cultural Explorer	<ul style="list-style-type: none"> • Journeys with like-minded people • Enjoys ancient history and modern culture • Seeks to learn everything about a place, time, or culture • Constant exploration—always planning for the next trip • Does not need to see every ‘recommended’ site to have a good trip • Experiences the culture as genuinely as possible
Cultural History Buff	<ul style="list-style-type: none"> • Learns everything about a place, time, or culture • Hobbies; pursues personal interests when travelling • Too much comfort detracts from authentic experiences, luxury hotels are not your style • Rejects standard tourist ‘fare’; not afraid to chart your own course • Likes to understand past cultures and their present context • Prefers to visit places alone or in small groups • Little interest in learning about one’s own roots or heritage; focused on the cultures of others
Personal History Explorer	<ul style="list-style-type: none"> • Enjoys sharing experiences with close friends/family • Indulgence—prefers the best money can buy • Likes to see and experience a bit of everything • Not interested in learning about the cultures of others • Constant travel is not a priority • Seeks a deeper understanding of personal heritage
Gentle Explorer	<ul style="list-style-type: none"> • Seek comfort in familiar surroundings • Prefers pre-planned trips that leave little room for error

Traveller type	Travel values
	<ul style="list-style-type: none"> • Selective—wants luxury, exclusivity and pampering • Not sentimental and not concerned about travel memories • Focuses on relaxation, not the local culture • Likes organised tours that leave decision making to others
No Hassle Traveller	<ul style="list-style-type: none"> • Seeks a getaway from everyday stresses and responsibilities • Likes the purity and serenity of open spaces • Prefers safety of familiar places • Not interested in standing out in a crowd or being obvious • Many trips focused on visiting family and friends • Enjoys group travel and socialising with others
Free Spirit	<ul style="list-style-type: none"> • A sampler—likes to see and experience a bit of everything • Indulgence—enjoy the best that is affordable • Constant exploration • Prefers journeying with like-minded people • Assesses several options for the best value • Free & easy—some structure and planned activities are good, if you feel like it
Rejuvenator	<ul style="list-style-type: none"> • Seeks a getaway from everyday stresses and responsibilities • Prefers familiar surroundings • Wants comfort, but is not wasteful • Likes sharing experiences with close friends/family • Leave the culture and history for school, anything that might involve work is not a holiday • Enjoys being pampered and cared for
Virtual Traveller	<ul style="list-style-type: none"> • Enjoys simple, understated pleasures • Seeks comfort in familiar surroundings • Little interest in exploring cultural roots or historical sites • Being part of the group and seeing all the main tourist attractions is not their style • They like following their own schedule

Source: (from <http://uk.canada.travel/traveller-types>)

7.3.3 Lessons from good practice and process

Look locally as well as internationally

Targeting a local or national market in addition to appealing to international travellers can help to build and sustain a critical mass of visitors and can minimise the seasonal lows characteristic of tourism dependent on international markets.

Authenticity is critical for CBT visitors

Invest time in designing appropriate and authentic mechanisms for interpretation of the CBT.

Tourist motivation

This is the most complex and poorly understood aspect of tourism research (Beeton 2006). Acknowledge that any market analysis will have uncertainties and that predicting and characterising the CBT market is an inexact science. Planning for unexpected changes in market trends and preferences will help to build a resilient CBT venture.

7.3.4 Case study: selling the ‘authentic’ Bali- JED village eco-tourism network

JED (Jaringan Ekowisata Desa) Village Eco-tourism Network is owned by the communities of four villages across Bali in Indonesia. The network promotes eco-tourism in the four communities and reinvests revenue in community development. JED recognises that the sacredness of many aspects of Balinese culture is lost within a mass consumption and leisure focused tourism industry. They aim to strengthen cooperation and between villages

and promote cross-cultural understanding between Balinese locals and visitors. The JED sakes pitch puts authenticity at the centre of the CBT experience: ‘until you’ve experienced JED, don’t think you’ve “been to Bali” yet’.

See chapter 9 for the full case study details.

7.4 Key Message: Tailoring Marketing Strategies

‘The aim of marketing is to sell the right products or services to the right customers, at the right place, the right time and the right price, using the right promotion techniques to reach the right type of tourist. Marketing is concerned with bringing all aspects of a tourism project together. It plays an important role from the very beginning of a project and is crucial for its success. Good preparation will prevent errors such as developing a product without a market. A good marketing strategy will result in the identification of the appropriate market for the tourism product and delivery the instruments for selling the product effectively to the market.’ Cottrell (2001)

7.4.1 Why is this important?

To be sustainable, a CBT operation requires an effective and appropriate marketing strategy to inform tourists of the existence of the destination and encourage them to include this experience in their travel itinerary. To ensure marketing efforts reach the right market with the right message, marketing strategies must be tailored to suit the CBT initiative and be attractive to the target audience.

7.4.2 Making it happen

Work with the 5Ps of marketing

Understanding product, positioning, place, price and promotion is the key to developing an effective marketing strategy. Table 3 outlines key questions associated with each of these aspects of successful CBT promotion.

Table 3 The 5P’s of marketing a CBT venture

The ‘5Ps’ of marketing	
<i>Product</i>	What product(s) are the community offering visitors? Is it a high quality and desirable product from the visitor’s point of view? What kind of visitors would this product appeal to?
<i>Positioning</i>	How should this CBT venture be positioned in the market? What makes this product unique? How this tourism experience is different to others on offer in the local area or in places visitors are likely to travel to before and after your destination? In other words, what ‘value add’ does this experience offer?
<i>Place</i>	How do you make your product accessible to visitors?
<i>Price</i>	How do you price your CBT to make it financially sustainable, affordable and competitive in the marketplace?
<i>Promotion</i>	What possible avenues are available for spreading the word about your CBT venture? What is your message? How do you use your networks and partnerships to reach out to visitors and inform them?

Build partnerships to promote the CBT initiative

Working with tourism authorities and/or commercial operators can assist with marketing. Maintaining regular contact with partners and promoters is important so that information about packages and prices is up to date. (See chapter 8 for more about how partnerships can support CBT).

Make a website promoting the CBT destination

If community managers have access to the Internet they may choose to create a dedicated website. If not, tourism authorities can assist in establishing and maintaining websites that promote CBT as one of a number of local destinations. In creating a website, be sure to include images of the destination and keywords that will appeal to the target market. A web designer or non-profit organisation, or regional tourism body may be able to provide advice on website development.

Get listed in appropriate guidebooks

Contact guidebook companies offering the CBT site as a potential destination and inviting travel writers to visit the site when researching for the next guidebook edition. However it is important to be selective about which guidebooks you choose and if they promote values reflected by your CBT venture.

Be clear about what is for sale and what visitors should expect

It is important that marketing material portrays the community's culture in a respectful way and is clear about what the tourism product is. Marketing can be both honest and appealing. Marketing material ideally should inform visitors of what to expect from the CBT experience. This will ensure that the 'right kind' of visitor is attracted to the destination.

Be creative

Communities can employ creative branding and/or unconventional marketing to reach specific or niche markets.

Get online and network

Community managers or tourism authorities can list the destination on travel websites and make use of social networking and media sites to promote CBT (e.g. Facebook, Twitter, YouTube, Flickr). Some more targeted travel networks include Trip Advisor, Responsibletourism.com, Lonely Planet and Thorntree. It is important to recognise that anyone can post on these online travel networks and negative comments need to be addressed swiftly.

7.4.3 Example: dealing with negative online publicity

Hell's Gate Geothermal Reserve and Wai Ora Spa are located near Rotorua, on the North Island of New Zealand. It is a partnership between the local Maori community of Tikitere and a private company. Activities offered to visitors include geothermal walk, thermal pools, mud baths, spa facilities, wellness centre combining modern with traditional Maori techniques as well as cultural and environmental education.

When the Hell's Gate Geothermal Reserve was established in 1996, a lack of diversified tourism offering combined with poor product differentiation resulted in a poor visitor image. The company has responded to some poor customer reviews on Internet travel sites by educating staff of the social media phenomena and the importance of always delivering high quality service to visitors. Extensive research, and subsequent emphasis on clear branding, marketing strategies; product and service quality has differentiated the facilities from others in the region. The management also restructured staff reporting systems so it is easy to track parts of the business where more training and service quality standards will need to be improved.

See chapter 9 for the full case study details.

7.4.4 Lessons from good practice and process

Offering a ‘package’ experiences

Packaged experience can include transport; meals, accommodation and activities, which can attract visitors by making the CBT experience straightforward and safe for travellers.

7.4.5 Example: Eco-tourism Melanesia

Eco-tourism Melanesia offers 5 nights, 2 nights and 1 night package deals taking visitors to the Sepik River area including transfers, meals, activities and interpretation of local customs and cultures. When marketing the deals, they make note of key safety considerations including availability of a satellite phone in case of emergencies when travelling in remote areas, first aid provisions and a 24 hour assistance service provided by the Port Moresby office in PNG.

Tourism authorities can develop national and regional tourism awards that recognise CBT

Awards programs can raise the profile of tourism and establish quality benchmarks by highlighting and rewarding best practice. Hell’s Gate Geothermal Reserve and Wai Ora Spa has received NZ supreme Tourism award.

In general, don’t expect tourists to come back for return visits, but do encourage visitors to share their experience with friends, family and via the Internet. Visitors pleased with the experience will likely recommend the destination to others. ‘Word of mouth’ can be a powerful marketing tool, particularly via the Internet where opinions and recommendations can be distributed far and wide.

Monitor how tourists hear about CBT initiatives

This can be done by undertaking informal surveys during visitor stays. This will help shape future marketing strategies.

7.4.6 Case study: getting connected in Bario—using the Internet as a marketing tool

The community of Bario in Malaysian Borneo were involved in a research project to ‘bring the Internet to Bario’. Project funding came from the International Development Research Council (IDRC) under the Demonstrator Application Grant Scheme (DAGS). The objective of the project was to demonstrate that access to information and communication technology (ICT) could facilitate significant improvements in the living standard of the community. The project installed four Internet accessible computers, printers, a copier and also a fax machine. An IT literacy program is in operation in conjunction with a local IT service provider. The community makes full use of the Internet in the local community telecentre for promoting their tourism to the outside world via ‘e-marketing’. The strategy has been effective and revenue from tourism is now being used to fund operation and maintenance of the telecentre.

See chapter 9 for the full case study details.

7.4.7 Case study: novel marketing methods in Hells Gate, New Zealand

Attracting tourists has required continual investment and innovation for Hells Gate Geothermal reserve in New Zealand. When the CBT venture opened they had limited activities to offer to visitors and they experienced poor product differentiation, which made marketing very challenging. Extensive research, and subsequent emphasis on clear branding, marketing strategies; product and service quality has differentiated the facilities effectively from others in the region.

Product and service

Research has been crucial in guiding the expansion/improvement of the products and services on offer to benefit visitors, management and the landowners. The venture now has a competitive advantage over its rivals as it combines the cultural, physical and geothermal experience to offer a full range of products for many interests.

Location

The facilities are located just outside of Rotorua, a central New Zealand town famous for its geothermal activity. The town attracts 2.7 million domestic and international visitors per year, most of who arrive overland. Being accessible to such a large number of visitors is one of Hells Gate's strengths.

Marketing and branding must be clear

The clear branding used by Hells Gate is achieved by combining the title (i.e. Hell's Gate) with the cultural and natural resources. A clear marketing strategy, which promotes the products through many avenues, has also contributed to the success of the CBT venture, such as:

- developing networks with other tourism operators, government organisations and community groups
- using certification and prestigious awards to promote the quality of the experience
- ensuring product and service matches the visitors' expectation to achieve ongoing word-of-mouth visitations
- creating unique events to obtain free publicity and boost local and international profile such as mud tug of war
- participating in tourism shows and joint ventures to create awareness
- diversifying the product base to target larger groups for education and convention purposes.

7.5 Key Message: Adding value to other tourist activities

7.5.1 Why is this important?

CBT is most likely to succeed where surrounding areas offer complementary tourism experiences. For the international market in particular, tourists are unlikely to invest substantial funds and time to travel and visit one CBT site. This is important for both product development and marketing, as the most successful approach is likely to be one that demonstrates how a particular CBT experience fits with other nearby tourist attractions. In addition, positioning the CBT product as complementary to surrounding tourist activities can assist with marketing.

7.5.2 Making it happen

Review surrounding tourism destinations

An assessment of likely direct or indirect tourism competition in the destination or region can provide a picture of the challenges and opportunities available. If places in the region or on common travel itineraries offer similar products and services then it will be important for CBT operation to consider what they can offer that is different.

Investigate trends and possible future scenarios

Government tourist agencies can provide valuable statistics and data regarding trends in tourism. Use this information to identify future scenarios and consider how CBT fits within the wider tourism landscape.

Identify the CBT as a 'value-add'

Consider how CBT might complement or add value to nearby activities. Is there a particular niche CBT offer that is not already available in the surrounding area? Is the authenticity of CBT a potential selling point and feature that will attract visitors? Identifying how the CBT product both fits with and adds value to mainstream tourism experiences will help to position CBT as an attractive option.

Aim to collaborate rather than compete

Collaborate with managers of surrounding tourist sites. Tourism operators can refer visitors to each other's destinations. Rather than competing, consider ways to work together and encourage tourists to visit multiple destinations in the local area.

7.5.3 Lessons from practice and process

Tourist destinations do not have to be site specific

CBT can be based around a series of sites rather than one specific community; this can be an effective strategy for attracting visitors looking for variety or a 'whole tourism experience'.

The role of government tourism agencies

These agencies have a role to play in coordinating the development of tourism sites. Connecting with tourism authorities and other government stakeholders will help to position CBT in the wider market (for more on this see chapter 8 on 'Building relationships with tourism stakeholders to support CBT').

7.5.4 Case study: adding value through innovation

Chemainus is a seaside village of about 4500 people located on Vancouver Island, Canada. The town's economy was based on primary industries, in particular forestry, when the sawmill closed in the early 1980's the town saw the need to revitalise the town by fostering the development of a tourism industry.

A member of the community Karl Schultz had the idea of developing murals in the town as a way to attract visitors, which led to the development of the annual Festival of Murals. The murals have proved extraordinarily successful attracting 400 000 visitors a year and has led to the establishment of over 200 new small businesses. The town was successful in achieving their vision of a diversified economy.

The challenge became how to 'add value' to their tourism product by developing a destination that people would want to stay for an extended period to maximise the economic return. Karl Schultz developed the concept of an 'artisan village' where tourists could witness master artisans at work. This proposal led to the creation of The Festival Inn that greatly expanded Chemainus' accommodation capacity and a 274-seat theatre to add evening entertainment to Chemainus' appeal. The theatre has played a key role in transforming Chemainus' into an all round arts and culture hub. Consequently, Chemainus has been able to diversify its tourism product, which has increased its interest, and appeal to visitors and spread the economic dividend from tourism throughout the community.

Chemainus demonstrates the importance of continuous innovation and value adding to the product. Whenever the community have sensed that tourism growth was stagnating they have searched for new ideas to broaden the scope of what they can offer.

See chapter 9 for the full case study details.

7.6 Marketing For Thermal Tourism

Whilst thermal springs constitute the primary destination for people who live in local or regional areas they are unlikely, to be the sole reason for people who reside in more remote regions or countries. Claudia Aguirre, sales Director at Puyuhuapi a thermal resort in Chile notes, 'no one will travel from Europe or North America just for a spring' in Chile (Coronado 2007). Thermal operators need to collaborate with other local and regional businesses to make their region an attractive visitor destination of which their spring is one of the attractions. The most common means of achieving this would be to network with other businesses in the area to be incorporated into an already existing or planned tour itinerary. This approach has been used by the town of Aguas Caliente located in Peru, which has integrated their thermal facilities into a number of treks to the Machu Picchu archaeological site.

Thermal tourism operators can attempt to collaborate with one another to promote thermal tourism as a regional specialty. This strategy, known as regional clustering, has been used successfully by small enterprises in a number of industries, a famous example being the wine industry where small businesses have collaborated to develop a brand for their region that has been mutually beneficial. In the thermal tourism sector international private development funds are being used to develop a thermal cluster of around 70 small operators in Chile (US Fed News Service 2008). It is important that operators attempt to obtain government collaboration in marketing their product wherever possible. In Turkey the national government has actively encouraged the development of a number of regional thermal tourism clusters to position Turkey as a global leader in thermal tourism (Turkish Ministry of Culture & Tourism 2007). Collaboration and clustering allows small enterprises the opportunity to market themselves much more widely when compared to what their limited resources would normally allow. Clustering also facilitates knowledge sharing and the diffusion of innovative or successful business ideas.

7.7 Further Information

Responsible Travel.com—travel agent promoting responsible tourism. A potential site through which to market the tourism experience (see more about Responsible Travel in chapter 8 'Building relationships with tourism stakeholders to support CBT').

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8 BUILDING RELATIONSHIPS WITH TOURISM STAKEHOLDERS TO SUPPORT CBT



To deliver and sustain the CBT venture over the longer-term, communities can develop partnerships and networks with relevant organisations to extend outreach, build resilience and create a supportive environment. This chapter provides information about how effective cooperation and networking arrangements between communities and other tourism stakeholders can support appropriate, effective and sustainable CBT in rural and regional areas.

8.1 Key Messages

- **Building positive relationships** between CBT management teams and other tourism stakeholders **build a strong foundation for CBT**. Identifying, developing and managing positive relationships provides a strong foundation for effective and sustainable CBT (section 8.1).
- CBT in many contexts requires engagement with the private sector. Appropriate **relationships between communities and the private sector** can benefit community-managed initiatives (8.2).
- **Collaboration between communities and tourism authorities** (including peak industry bodies) can provide benefits around branding and positioning the CBT operation within the wider tourism marketplace (8.3).
- **Regional community tourism hubs** can be a great source of support CBT managers. These knowledge and networking centres can assist by providing information, facilitating learning and connecting communities with private operators and government agencies, and aid agencies (8.4).

This chapter is divided into sections each of which focuses on these key messages (as indicated). These sections contain information regarding why the key messages are important, making it happen, lessons from good practice and process as well as case studies and examples.

Each message is supported by the experience of at least one international case study of good practice. The chapter also draws particular attention to the particular considerations involved in developing thermal tourism.

8.2 Key Message: Building Positive Relationships to Develop a Strong Foundation for CBT

8.2.1 Why is this important?

Partnerships and other forms of networks can provide critical support for CBT initiatives. A CBT venture that is well networked will be more successful and resilient than one that is internally focused and solely reliant upon CBT managers to build and sustain the CBT venture. Relationships between community tourism managers and external organisations/individuals can be invaluable for many aspects of tourism management from product development through to marketing, resourcing and the development of knowledge and capacity to ensure delivery of a quality CBT experience to visitors. Support can come in many forms, including financial assistance, training in tourism service delivery, networking community managers with other local providers and assistance with marketing.

8.2.2 Making it happen

Identify potential stakeholder relationships

This can be achieved by undertaking a 'stakeholder mapping' exercise. Stakeholder mapping can take many forms and be as simple or as detailed as is useful. Typically, at a minimum this process should involve identifying the name, location, contact details and particular interest in or relevance for the CBT initiative. Stakeholders can also be assessed in relation to their power and capacity to influence. Stakeholders outside the community will typically be from one of three groups: private sector operators, public sector and not-for-profit organisations. Figure 3 identifies types of external CBT stakeholders within these categories. Identifying which of these groups each external stakeholder belongs to is important for understanding both their likely expertise and motivations for playing a role in CBT.

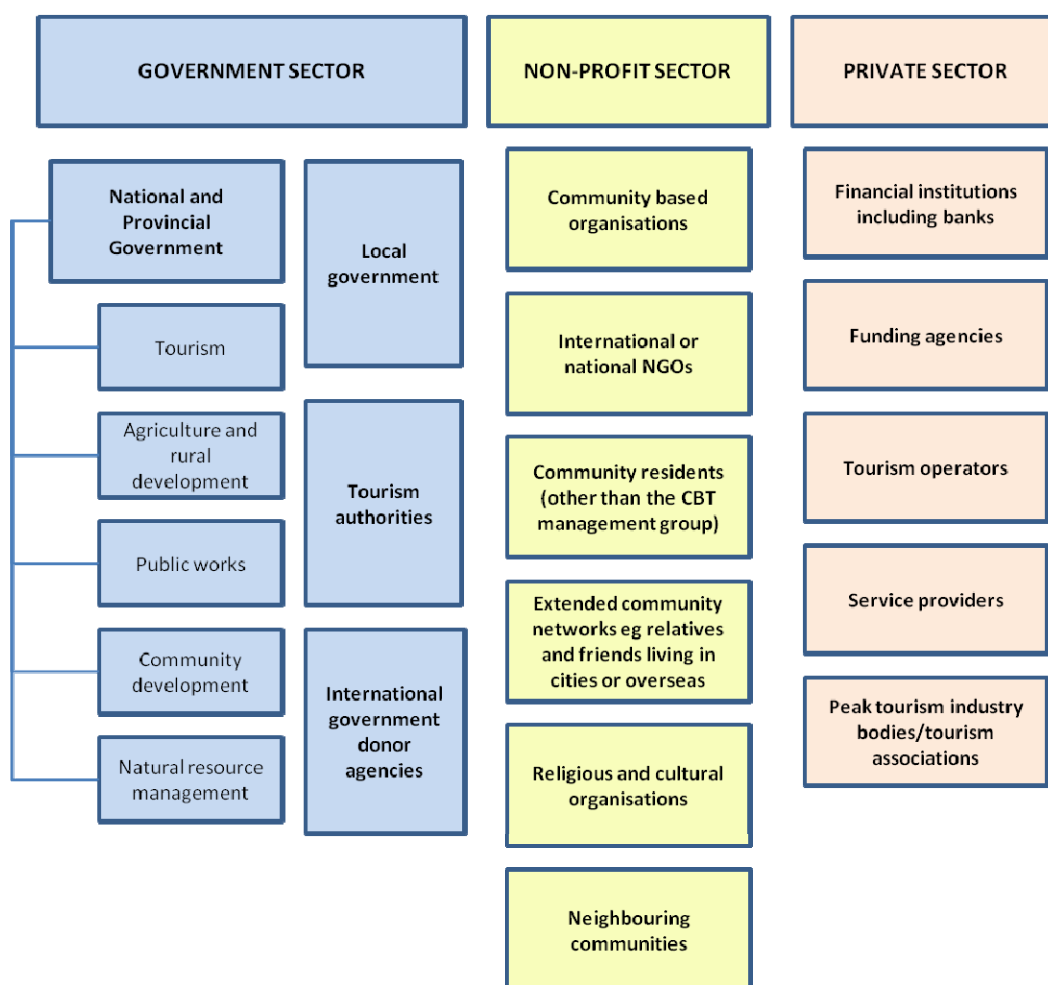


Figure 3 Types of tourism stakeholders external to the community

Identify potential relationships between CBT managers and different stakeholders. Once the stakeholders have been identified and their potential skills and interest in CBT has been assessed, it will be important to identify aspects of the CBT operation that might benefit from building links with different stakeholders. Think about areas where the community might benefit from external input or collaboration and which of the identified stakeholders might be able to play a role in supporting the CBT initiative. Typically, the roles played by organisations in the non government and private sector tend to be operational in nature, for example providing services or direct support for management. For example in a review of CBT in Latin America, 41% of case studies were launched with Non Government Organisation (NGO) support (Jones 2008). Government agencies are likely to provide a different kind of support, providing an oversight or higher-level support role. These broad types of relationships are illustrated in Figure 4.

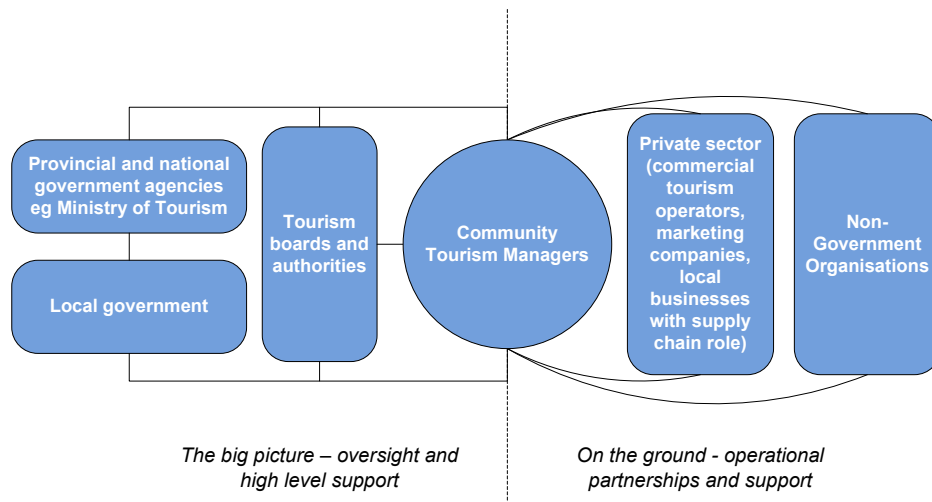


Figure 4 Different types of support given to CBT by tourism stakeholders

Build on the strength of existing relationships and initiate new relationships where appropriate—do community members have any pre-existing relationships with any stakeholders? Build on these relationships first, as relationships that already have trust and shared experiences and views will likely be the easiest to nurture and sustain. The following table outlines the advantages and disadvantages of dealing with different types of community partnerships.

Table 4 Advantages and disadvantages to types of community partnerships

Characteristic	Advantage	Disadvantage
Tourism planning is driven by the community with resources from local authority	Strong involvement & ownership facilitates community involvement in implementation. Good balance between obligation and influence	May result in insufficient local authority commitment to planning initiatives. Responsibility of tourism planning can be burdensome for community groups and can lead to a decline in productivity and exhaustion.
Involve community organisations strategically or on a case basis	Community is involved at key points without a large investment in time, expertise or limited resources. (Local business often prefers this approach)	Where tourism planning becomes too structured it may fail to stir interest or commitment by the community. The local authority may focus on political priorities rather than community priorities.
Involve community in equal partnerships with local authority	Increases direct commitment of community by requiring time and other resources and facilitates community ownership of tourism development	Balancing different interests can lead to slow decision-making. Without 'passionate drivers' the balance may be hard to sustain.

Source: Cotter and Hannan (1999)

Sustain relationships by managing them and letting them change over time

Nominating a particular CBT manager as the main point of contact for each external stakeholder can help to maintain clear communication between groups. It is also important to adapt relationships according to the interests and needs of each party. Stakeholders will change over time and some may not be involved in the CBT in an ongoing way. A critical aspect of effective CBT is being open to changes in stakeholders and adapting as required including initiating new relationships to both fill gaps and open up new opportunities.

8.2.3 Lessons from good practice and process

Community members are central stakeholders in any CBT operation

This includes those directly involved in initiating and managing the venture, as well as those playing a less active role but still affected by tourism. Recognising that community members are *the* central stakeholders and building on the strength of relationships both within the community and with outside groups provides an excellent foundation for CBT.

Relationships develop over time and must be managed

They can be risky and at times laborious to manage. Persistence is required to reap the rewards of effective stakeholder management.

Many international donors support CBT ventures as part of Official Development Assistance. Donors can be a source of grant funds (though this is often short term) or can play a role in capacity building or information sharing programs. Examples of donors that have supported CBT include the European Union (EU), the United Kingdom Department of International Development (DFID), United States Agency for International Development (USAID), Canada International Development Agency (CIDA), the World Bank and the Asian Development Bank.

8.2.4 Case study: working with NGOs—Chi Phat community based eco-tourism Cambodia

The Chi Phat Eco-tourism Site was established in 2007 with the assistance of the international environmental NGO Wildlife Alliance (formerly WildAid), which helped the community to set up an eco-tourism committee. Another NGO, Live and Learn Environmental Education (with funding from the World Conservation Union) is a project partner and provides training in the core components of Eco-tourism for the local community.

Wildlife Alliance provides financial support for local CBET Committee initiatives such as guesthouses, home stays and outdoor equipment, and also works with community members on a reforestation program. The NGO also provides technical assistance to the Royal Government of Cambodia in protecting the forest and wildlife of the Cardamom Mountains.

See chapter 9 for the full case study details.

8.3 Key Message: Relationships Between Communities and the Private Sector

8.3.1 Why is this important?

Appropriate engagement with the private sector can benefit CBT. Realistically, the community may not have all the resources and skills necessary to run an effective CBT venture. It makes sense to work with private sector and private operators when they are able to ‘fill a skills gap’ or offer services in a cost effective way. Private sector partners can provide capital, business and marketing skills and a client base to complement community assets including land, labour and local knowledge. Private firms can be particularly helpful during the early phases of a CBT initiative.

8.3.2 Making it happen

Be clear about the relationship between community managers and private firms

Clear contractual arrangements and taking time to develop a shared understanding of the type and level of service expected will help to ensure the relationship is satisfactory for both parties. This can include discussing with private firms the objectives and philosophy underpinning a CBT venture and ensuring both parties have a shared understanding of values and corresponding modes of operating. For example, if the community is hoping to promote conservation through their tourism venture, it is important that any private sector partners commit to respecting this goal and working in a way that will promote, rather than

compromise, this objective.

8.3.3 Lessons from good practice and process

Partnerships

Partnerships between communities and the private sector are likely to offer greater security for community managers than short term funds or donations from philanthropic and development agencies.

Private sector agencies are often better placed than community managers to undertake market research

This is best undertaken prior to initiating CBT, to ensure there is a market for the proposed tourism experience.

Working with commercial companies to promote the destination

This is particularly important for a small CBT initiative, and is likely to improve the chances of CBT being sustained over the longer-term.

Consider opportunities to support local business

Support for local business can be facilitated by either appointing a local firm directly, or encouraging the private partner to provide contracts and purchase goods from local suppliers.

8.3.4 Case study: adapting private partnerships over time—Manyallaluk in Australia

Manyallaluk is a 3000 square km property near Katherine in Australia's Northern Territory. The property is owned and managed by the Jawoyn people. The community of around 150 people runs a small community based tourism enterprise. The community fully owns and manages the tourism enterprise. They offer a series of tours that emphasise learning about their traditions and culture as well as the opportunity to travel to waterfalls, rock pools and ancient rock art sites. The tours range from 1 to 3 days in length and the community also offers bush camping.

During the early years of operation, the Jawoyn people worked with a commercial tour operator (Terra Safari Tours) to bring visitors to the community. This partnership helped the community to establish the CBT venture and freed the community to focus on developing and delivering a quality visitor experience within Manyallaluk. While this partnership had many benefits during the early stages of CBT, having booking fees go to a private tour operator meant that revenues for the community were small. Having established the CBT, the community sought to promote its own tours and increase the number of visitors booking directly with Manyallaluk. The community printed brochures and commissioned a Darwin based marketing company to distribute flyers on an annual basis. The manager and one guide also undertook to attend tourism trade shows in Darwin and Sydney.

This case study illustrates that partnerships can be useful to accomplish a discrete task especially during the set-up of venture.

See chapter 9 for the full case study details.

8.3.5 Case study: travel agents promoting CBT—responsibletravel.com

Responsible Travel is an online travel agent promoting responsible holidays around the world. Established in 2001, Responsible Travel links travellers with 'locally distinctive, authentic holidays from across the globe, which are better for destinations and local communities'. The site offers travellers the option of searching for particular countries and experiences, ranging from cultural tours to wildlife holidays. For community tourism managers, listing their tourism experience on a site like Responsible Travel can be an effective marketing strategy and one that will help to attract the 'right kind' of visitors. Tour operators listed on the site are considered by Responsible Travel to be 'partners', and the cost of listing a destination or tourism experience is tailored to each partner and based on company turnover and commission per confirmed booking.

See <http://www.responsibletravel.com/> for more information.

8.4 Key Message: Collaboration Between Communities and Tourism Authorities

8.4.1 Why is this important?

Government tourism authorities and industry peak bodies exist in most countries and/or regions. These groups can be a helpful source of information for CBT managers and can provide support for community managers in branding and positioning the CBT operation within the wider tourism marketplace.

8.4.2 Making it happen

Identify the tourism authorities and industry bodies in your area

These groups may have been identified through a stakeholder mapping process. If not, making use of contacts with a role in the tourism industry will help to identify relevant authorities and understand their role and potential to support CBT.

Contact tourism authorities early

Informing them about the intent to develop CBT and seeking their input and advice on how the CBT initiative fits within the wider regional tourism marketplace and strategy. The tourism authority should be able to provide information about other nearby tourist ventures, potential partners including commercial operators, tips and tricks related to developing the tourism product and advice related to marketing.

Seek the support of tourism authorities and industry bodies for marketing

In many cases, tourism authorities and industry bodies will be able to directly assist with marketing, by including the CBT initiative within tourist information brochures and other promotional material. For more CBT information of marketing please refer to chapter 5 'Developing and Marketing the Product'.

8.4.3 Lessons from good practice and process

Depending on the context, tourism authorities may also play a role in monitoring and regulating tourism ventures. If this is the case, CBT managers need to become familiar with relevant policies and procedures and work with the tourism authority to comply with the necessary standards.

8.5 Key Message: Regional Community Tourism Hubs

8.5.1 Why is this important?

In many parts of the world, community tourism networks or knowledge hubs play a key role in supporting CBT, sustainable tourism, rural and eco-tourism. With regards to collating and disseminating knowledge about best practice tourism management and linking different groups that might benefit from sharing experiences and lessons learned. CBT knowledge hubs and organisations can assist by providing information, facilitating learning and connecting communities with private operators and government agencies. The appendix in chapter 9 identifies and provides links to the main networks and hubs operating globally, in the areas cover by APEC and in other regions and countries.

8.5.2 Case study: Community Based Tourism Foundation of Papua New Guinea

The foundation was founded in 2004 to facilitate the development of CBT in Papua New Guinea (PNG). It is intended to be a not-for-profit organisation, operating under a formal constitution. The overall goal of the foundation is to work in partnership with PNG Tourism Promotion Authority and tourism industry stakeholders to promote CBT as an income generating activity for the rural PNG population. It aims to act as an umbrella organisation for CBT in PNG, responding to requests for assistance from people interested in operating CBT ventures. However the foundation is currently experiencing funding constraints which inhibits its full function. Countries with emerging economies, limited infrastructure and many competing community development interests that require funding commonly share such constraints.

Ideally the Foundation seeks to provide technical advice, and support in monitoring and improving quality standards in the sector, conduct promotional campaigns, coordinate local operator associations in each province and provide an information and referral service for travel agents and travellers looking for destinations in PNG. In 2005 the Foundation was funded through grants provided by the Tourism Industry Association Grants Program. The Foundation promotes their role and services through their website at www.cbtf.org.pg

8.5.3 Case study: working together to promote CBT—Thailand CBT Institute

Thailand Community Based Tourism Institute (CBT-I) was established in 2006, and lies under the umbrella of the Thailand Research Fund (TRF) Regional Office, based in Chiang Mai, Northern Thailand. CBT-I was founded based upon the conviction that tourism can be a tool for community development and the knowledge that for rural tourism to be sustainable, community members must participate in and benefit from tourism development.

CBT-I is a partnership, which unites the knowledge, skills and experience of two Thai organisations, which have worked for many years supporting Thai communities to develop small-scale tourism programs, appropriate to their own cultures and environments.

The Responsible Ecological Social Tours Project (REST) worked for twelve years providing training and other support for community organisations to plan, develop, manage, market and monitor Community Based Tourism.

The Thailand Research Fund Regional Office CBT team worked for five years assisting community members to undertake their own community-based research projects, utilising

simple research tools to find their own answers about if and how to develop tourism in their communities.

This work has built the knowledge, skills, and self-confidence of community members across the country, celebrated traditional cultures, supported local rights, contributed towards more sustainable natural resource management, and led to the development of Thailand's largest network of CBT communities. The CBT-I teamwork extends across the country, covering diverse cultural and natural environments.

CBT-I aims to further their goals by stimulating greater support for CBT among stakeholders in rural Thai tourism and inviting them to contribute towards a higher quality Thai tourism industry which values cross-cultural learning, sharing and respect, recognises community stewardship of local resources and allows local people greater opportunities to participate in defining the direction of tourism development in their own communities. To achieve this, CBT-I is working with local communities, the Thai government, NGO's, academics and selected tour operators with a commitment to sustainable, responsible tourism.

8.6 Considerations for Thermal Tourism

In order for a community based thermal tourism operator to maximise the potential success of their CBT operation it is good practice to build networks of collaboration and support. It is beneficial for Thermal tourism to actively seek collaboration with other businesses in their industry, as well as collaboration from a wide range of local businesses. In order to make visitors stay enjoyable and beneficial to the local economy there should ideally be collaboration across a number of industry sectors such as accommodation, restaurants, local handicrafts and tourist operators.

Thermal tourism is especially well suited to collaboration with other businesses in the 'wellness' industry, which includes for example, businesses offering therapeutic services or personal health services such as yoga and meditation. Another key potential area of collaboration is the Eco-tourism sector; as thermal springs are generally located in natural environments, they are likely to be located near other attractions and could collaborate with companies offering trekking, adventure tourism and outdoor equipment sales. An example of a project that combines clustering with Eco-tourism and linking in to regional tour groups is a proposed 'Thermal by Bike' cycleway that will offer tourists a route linking four thermal areas (Rotorua Business 2010).

8.7 Further Information

Mitchell, J. And Harrison, D. 2006. *Community-Private Sector Partnerships: The benefits of working locally*. Keynote address at the Mekong Tourism Investment Summit at Luang Prabang, Lao PDR.

8.8 References

Cotter, B and Hannan, K. (1999) *Our Community Our Future: A guide to local agenda 21*. Canberra: Commonwealth of Australia.

Jones, H. M. (2008) *Community-Based Tourism Enterprise in Latin America: Triple Bottom Line*. Outcomes of 27 Projects, intern report for EplerWood International, available at http://www.eplerwood.com/pdf/Community_Based_Tourism_Enterprise.pdf

EFFECTIVE COMMUNITY BASED TOURISM

Rotorua Business. (2010) *MP says \$3 million cycleway as boost for Rotorua.*
http://www.rotorua-business.com/myfiles/Strictly_Business_February_2010.pdf

Responsible Travel <http://www.responsibletravel.com>

US Fed News Service. (2008) *Private sector network will promote thermal tourism in Chile.*
March 6, 2008

9 APPENDIX A: GOOD PRACTICE CASE STUDIES

Selecting Case Studies

The best practice case studies included here were identified from the following sources:

- direct approaches to members of the APEC Tourism Working Group (including the international workshop held in Cusco, Peru, 23rd and 24th March 2010)
- tourism websites: for example, Green Globe/EarthCheck
- University of Technology, Sydney Tourism and Community Development Networks
- targeted internet searches
- sustainable tourism literature
- tourism websites.

In selecting the case studies, the researchers focussed on the key issues which research has indicated make CBT effective (see chapter 1):

- supporting local economic development through diversification of employment
- financial viability
- respect for and encouragement of equitable participation of local community
- ecological sustainability and minimum impact on the environment
- conservation and promotion of living cultural heritage and welfare
- education of visitors about culture and nature
- demonstration of good management practices
- ensuring a good quality and safe experience for all of individuals involved.

The Case Studies

- Community Based Tourism in Bario, Malaysia
- Breitenbush Hot Springs and Conference Centre, USA
- Chambok Eco-tourism Site, Cambodia
- Chi Phat Eco-tourism Site, Cambodia
- Chemainus, Canada
- Ecoturismo Kuyima, Mexico
- El Nido Foundation, Philippines
- Hell's Gate Geothermal Reserve and Wai Ora Spa, New Zealand
- Koh Yao Noi Community based Eco-tourism Club, Thailand
- Kumul Lodge, Papua New Guinea
- Manyallaluk, Australia
- One Life, Japan
- Pamilacan Marine Life Tours, Philippines
- Posada Amazonas, Peru
- Shui-Li Snake Kiln Ceramics Cultural Park, Chinese Taipei
- Tamaki Maori Village, New Zealand
- Termas de Papallacta, Ecuador

9.1 Case Study: Community Based Tourism in Bario, Malaysia



Location and community

Bario is a remote village surrounded by rainforests in the Kelabit Highlands of Sarawak, one of the East Malaysian states on the island of Borneo, and home to the Kelabit people (Malaysia's smallest indigenous ethnic minority group).

How it operates

Years ago, the village headman's house was the closest to the airstrip (the main entry point to the village), so visiting officials used to stay there for free, which caused some financial hardship for the family. The headman's son eventually had the idea of installing a notice at the front of the house proclaiming it a 'Guest House'. The existence of a guesthouse in Bario came to the attention of the Lonely Planet Guide, and the first tourists started to trickle in.

Many of the people in the community still live in the traditional style communal longhouse, and the village is surrounded by rainforests. Visitors can stay with local families as part of a home-stay, and other community members work as guides on treks, or providing transport and food to visitors. An art gallery and handicraft shops sell local artists' work. Other activities provided by the community include jungle survival courses, treks to other longhouse communities in the area, paddling and fishing, information on longhouse living, talks on the local flora and fauna, jewellery making classes, worshipping with the local Christian community, traditional dance, and visiting the local salt mines or the ancient monoliths.

A recent new development in the village's tourism base has been development conferencing, based on the award-winning e-Bario project, which introduced computers, telephones and the Internet to the village, housed in the community telecentre. The project was coordinated by the University of Malaysia Sarawak (UNIMAS), and financially supported by Canada's International Development Research Centre (IDRC) and the Malaysian Institute of Microelectronic Systems (MIMOS).

The village recently hosted the United Nations Development Program (UNDP) e-Bario Knowledge Fair, a multi-disciplinary conference. The Knowledge Fair was held to showcase how the community has appropriated communication technologies and used them on their own terms and in a way that is compatible with their traditions and culture. The Knowledge Fair is contributing to the development of the Ninth Malaysian Plan by the Government of Malaysia, in which the benefits of technology are to be shared by sectors of society.

Benefits to the community

Tourism in Bario has become one of the cornerstones of the local economy. It has led to the creation of several micro-enterprises that have created employment, particularly for women, and this has in turn re-invigorated the local economy, attracting ex-residents to return to the community and retaining young people who are now able to find paid work. As highland trekking has grown in popularity among tourists, these beneficial effects have also been felt in the more remote communities throughout the area.

The preservation of the rain-forested highland environment as eco-tourism becomes a viable livelihood alternative to logging has had a big environmental benefit.

Challenges faced

One of the first challenges was overcoming the residents' discomfort about charging for accommodation and lodging, which was seen by many to counter traditional Kelabit hospitality.

Another challenge initially was the limited number of flights into Bario, which is not connected by roads to the rest of Borneo. While this restricted the negative aspects of a massive increase in tourism to the area, it prevented growth in the tourism industry. Flight frequency has slowly increased over the years, partly in response to the demand from tourism, and logging roads are now approaching the area, which provide (unofficial and hazardous) access to the distant towns. These developments present challenges as well as opportunities to the tourism industry.

Lessons learned

From the beginning, the community aimed to work together to provide the best experiences possible for tourists, rather than competing among themselves, and to make full use of the Internet in the local community telecentre for promoting tourism in Bario.

The community set up a support and management structure of committees and teams and used the telecentre to build the local tourism industry. Tourism to Bario is now organised under the Tourism Sub-Committee of the village council, which regulates standards and promotes and develops the industry as a whole.

The goal of the community was not just to generate income, but to reinvigorate the local social and cultural life of the community as well.

Further information

Information provided by Mr Roger Harris

Email: harris38@netvigator.com

9.2 Case Study: Breitenbush Hot Springs and Conference Centre, Oregon, USA

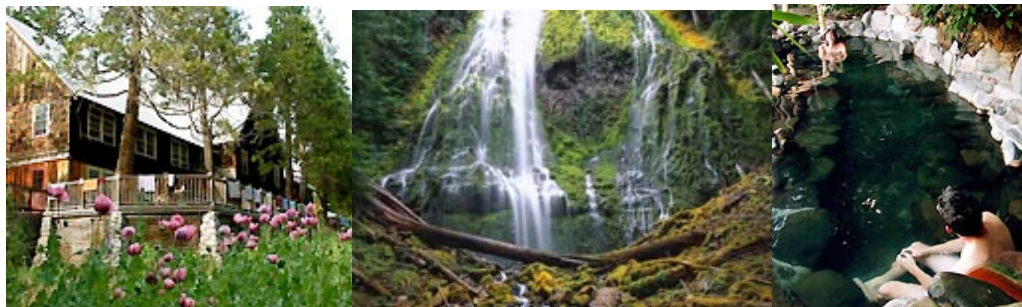


Photo courtesy of Breitenbush Hot Springs Retreat and Conference Centre

Location and community

The Breitenbush Hot Springs Retreat and Conference Centre, Breitenbush Community, Oregon USA.

How it operates

The Breitenbush Hot Springs have been run by the Breitenbush Community (a worker/owner cooperative who live on site) since 1981. The CBT was established with the aim of safeguarding the springs and surrounding forest for future generations and to provide a livelihood for those working and living at the resort.

The hot springs were first used for tourism purposes in the 1920's; however, the site was left largely undeveloped until 1977. It was purchased by a private landowner who, with the help of the Breitenbush Community, restored and constructed the facilities required in order to host guests. Breitenbush Community purchased the land in 1985 and in 1989 a worker cooperative corporation was established, through which the workers now own the business.

Organisation structure

The retreat is managed by a live in community, which ranges in size from 50 to 70 adults and children. Part-time employees are called in for the busy summer period. Currently about half of the community members are worker/owners. The worker/owners make most of the major decisions about business and community affairs. The worker/owners elect a Board of Directors to ensure the facility is managed effectively.

The employees are organised into teams: office/guest reception, kitchen, maintenance, systems, and construction (summer only), guest hosting & security, housekeeping, childcare, administration, events & marketing, and healing arts. A manager from each team must report to the Board of Directors.

The community adhere to the 'Breitenbush Credo'—a set of values created to ensure a harmonious and productive community and business.

To create a wholesome wellness retreat, Breitenbush Springs has developed a variety of activities and amenities beyond the hot springs, such as:

- therapies such as massage, aromatherapy, yoga, meditation, hydrotherapy
- workshops on topics like photography and art, music and performance, massage,
- spirituality and meditation
- music, theatre and dance performances
- a network of hiking trails for guided and self-guided hikes
- individual, small and large group accommodation facilities and conference and workshop facilities
- buffet vegetarian cuisine.

Benefits to the community

The community that lives and works at Breitenbush is 100% financially supported by the business, including accommodation and food. The facility is the largest employer in the local area.

The decision-making process is transparent and democratic, with each worker/owner having equal opportunity to give input into the running of the facility.

The community is completely self-sufficient in power and heating. A small hydroelectric generator supplies sufficient power for all residents and guests, and a direct geothermal heat to keep all of the buildings warm.

Challenges faced

Establishing the community and business required many years of hard work from a core group of people. Breitenbush is a live-in community so all the workers and managers are also friends and neighbours. This presents a complex series of relationships and occasional contention within the community and the business. On one occasion this threatened to bring down the worker/owner cooperative. The community deals with contention within the community or business by referring to the 'Credo', a community moral code, and by adjusting the way in which the community or business is managed if necessary.

Lessons learned

Product

A number of factors ensure the popularity and ongoing viability of the business. The stunning natural beauty of the springs set amongst the forest is crucial. Another important factor is the diverse selection of activities on offer (beyond simply thermal springs), which are underpinned by social and environmental values, which appeal to the target market. Expanding the product base beyond individual guests has also been important; today approximately half of the guests are arriving to participate in workshops or conferences. Finally, service is crucial when generating word of mouth business.

Marketing

Word-of-mouth interest has allowed the facility to spend little on marketing—a biannual catalogue and a well managed Internet site is sufficient to attract up to 20 000 guests each year.

Location

The proximity of the facility to the cities of the Pacific Northwest (Portland is approximately two hours away) provides the springs with a large market from which to draw guests. The open and liberal philosophy that characterises the Pacific Northwest fits well with the resorts target market.

Management

The longevity of the community is in part to the democratic, non-autocratic organisational structure. The 'open-circle management' (as opposed to pyramid) style has been constantly adjusted to achieve ongoing functionality.

Investment

Breitenbush is continually reinvesting in the business to ensure that facilities are well presented and maintained, and that environmental impacts are minimised. For example, a local fire truck and volunteer brigade is used to protect the facilities from forest fire.

Website/contact details

Website: www.breitenbush.com

Personal contact: Tom Robinson (communications manager)

Email: events@breitenbush.com

9.3 Case Study: Chambok Eco-tourism Site, Cambodia



Location and community

The Chambok eco-tourism site is based in the Chambok Commune, which comprises nine villages (with a total population of 2500), and is located on the outskirts of Kirirom National Park in the Kampong Speau province of Cambodia.

How it operates

Mlup Baitong (a local NGO) has developed a model of sustainable community-based eco-tourism (CBET) in Cambodia as a way for communities to generate income, and is one of the founding members of the Cambodia Community Based Eco-tourism Network (CCBEN), which aims to share experience and build capacity for community based eco-tourism initiatives across the country. The NGO initiated a community forestry project Chambok Commune, and soon afterwards discovered that there is a beautiful waterfall in the area.

Since 2002, the waterfall site has been developed into an attractive eco-tourism destination with the community's consultation and participation. Local guides take visitors along a 3-kilometre trail through the natural forest to reach the waterfall, and there are local services and facilities that have been developed in the area catering to visitors.

Benefits to the community

The biggest benefit to the community so far has been reducing the local dependence on logging by providing an alternative source of income and employment.

Community members have participated in skills training, with around 20 local women and men learning English and receiving training in nature awareness and interpretation to improve their abilities as guides. Twenty local families have prepared their homes for home-stays, which generates income for local families.

Members of the women's association and other villagers are actively running and managing various auxiliary services: food and handicrafts are sold, ox-cart rides are offered and bicycles and umbrellas are available for rent. This increased 'tourist offering' helps to include more of the community members and share the benefits of tourism.

A visitors' centre has been constructed where local children, instructed in Cambodian traditional performing arts, provide an authentic cultural experience for tourists while sustaining these performance traditions within the community.

Challenges faced

Mlup Baitong (the NGO) assisted the community in setting up a management structure and helped them to develop a number of facilities and services for visiting tourists. CBET committees were formed and members from the community were elected to them, and the NGO provided skills training to build capacity, enabling the CBET committee to manage the Chambok eco-tourism site. The current committee's aim is to transform itself into an independent Community Based Organisation (CBO) in the near future.

Lessons learned

Any community-based tourism initiative needs to:

- focus on building networks within the community as well as with other communities
- ensure that every part of the community is kept involved and informed about developments.

The community should actively participate in risk awareness activities before the eco-tourism site is developed, so that everybody understands what the future might look like once tourism becomes entrenched in the region or community (both positives and negatives should be discussed, understood and anticipated). The Chambok Eco-tourism site now hosts study tours and serves as a demonstration centre of best practice in CBET in Cambodia for other local communities as well as for international institutes.

Website/contact

info@caben.org

9.4 Case Study: Chi Phat Eco-Tourism Site, Cambodia



Location and community

The Chi Phat eco-tourism site is based in the Chi Phat Commune, which comprises four villages (with about 550 families totally roughly 2500 people), located in the Cardamom Mountains in the Koh Kong province of Cambodia.

How it operates

The Chi Phat eco-tourism site was established in 2007 with the assistance of an international environmental NGO, Wildlife Alliance (formerly WildAid), which plays a community development role in Chi Phat Commune and helped the community to set up the Chi Phat community based eco-tourism (CBET) committee. Another NGO, Live and Learn Environmental Education (with funding from the National Committee of the Netherlands [IUCN]), is a project partner and provides training in the core components of Eco-tourism for the local community.

The project's mission is to create alternative income for local communities so that there is less economic dependence on logging and the region's biodiversity can be protected. The Cardamom Mountains of southwest Cambodia contain one of the last remaining elephant corridors and large predator ranges in the region, and are host to many of Cambodia's 2300 plant species, more than half of its 200 bird species, and 14 globally threatened mammal species. Illegal logging, hunting and clearing for farms are threatening the integrity of the forest ecosystems. The illegal activities are caused by poverty and by commercial exploitation of the animal species for international live trade and animal products markets.

Eco-tourism is a viable alternative livelihood option for communities living in the Chi Phat Commune, since it is surrounded by forest rich in natural attractions: streams, waterfalls, primary rainforest and diverse terrain with trails, tracks and old logging routes to hike or bike along. Chi Phat has easy access to a major international highway and is relatively close to other major tourist destinations. Mountain biking, hiking, kayaking, boat trips, camping, home stays, bird watching, eco-guides and special-interest tours (e.g. long distance treks) are offered as ways for the community to generate income.

Wildlife Alliance provides financial support for local CBET Committee initiatives such as guesthouses, home stays and outdoor equipment, and also works with community members on a reforestation program. The NGO provides technical assistance to the Royal Government of Cambodia in protecting the forest and wildlife of the Cardamom Mountains.

Benefits to the community

The environmental benefits include conserving biodiversity in the Southern Cardamom Mountains through education and training, reducing illegal logging and hunting.

The economic benefits are the development of practical, sustainable livelihoods that are based on the management and conservation of the area's biodiversity. This reduces economic dependence on logging/hunting and gives community member's entrepreneurial skills. There are now 15 eco-guide trainees (who receive training in group management, communication, eco-interpretation, GPS navigation, First Aid), 24 hospitality (food vendors, guesthouse and home-stay operators) trainees, and a number of CBET Committee members who have already received training. Twenty-nine guides and other trainees have successfully completed a Red Cross First Aid course, specifically tailored to the remoteness of the Cardamoms. The eco-guides are also participating in mountain bike training, learning technical riding skills, repairs, maintenance, care and guiding. An intensive course for mountain bike mechanics is currently being developed.

The Chi Phat CBET has also established a community fund into which a percentage of all tourism income is deposited. This Fund is used to maintain the operations of the CBET site and for essential services and facilities for the entire Chi Phat Commune.

There has been a focus on community capacity building: project partner Live and Learn Environmental Education has been working with Wildlife Alliance to develop and implement the eco-tourism training in Chi Phat. The training program has focused on the five core elements of the site's eco-tourism activities: eco-awareness, eco-guiding, hospitality, first aid/safety, and mountain biking. They also provide education and training in the main aspects of eco-tourism and guiding: interpretive skills, biodiversity and conservation knowledge, product satisfaction and impact monitoring, and communication/English language.

Challenges faced

The commune is in the Cardamoms Protected Forest, an area that has been severely affected by guerrilla warfare and bombing, and for decade's economic development of the area stalled due to conflict and economic isolation. Illegal logging, hunting and clearing for farms are still happening in the region, caused by poverty and the commercial exploitation of animal species for international live trade markets. The Chi Phat eco-tourism site is trying to make eco-tourism a viable economic alternative for local communities, but this is an ongoing battle.

The CBET Committee had to come up with an innovative and sustainable way of overcoming food packaging and accommodation issues on mountain biking trips and long treks. Previously, lunches packed for tourists were provided in layers of plastic and foam and carried in a plastic bag. The CBET cooking group decided instead to use traditionally woven, reusable baskets for transporting the food. Overnight shelters and other structures are now made entirely from locally grown bamboo, and a community-recycling program is being developed for plastic water bottles (and alternatives to bottled water are being investigated). The CBET Committee Office now has a ceramic water filter, as do the home-stay houses and guesthouses. There are no cars in Chi Phat, and carts are used for transporting visitors.

Other challenges include: knowledge barriers and how to share decision-making (among local community members); finding strategies to share the economic benefits of eco-tourism (e.g. rotating the home-stay service, guide service and boating service so that more members of the community are involved).

Lessons learned

The Chi Phat CBET Committee has 16 members with representation from each of the four villages and the Commune Council. CBET Committee members take responsibility for the development and operation of specific services and facilities; for example, there is a guide leader, a cooking group leader, a home stay and accommodation leader, etcetera. The Committee must reach consensus on all decisions.

One of the most inspiring components of the project is the growth in the willingness and capacity of the community to manage the natural resources of their region. When Wildlife Alliance first began working with the Chi Phat Commune in 2003, villagers were concerned about the destruction of the local environment, but felt helpless to stop it due to poverty. A survey in 2008 showed that 80% of the villagers had enthusiastically accepted eco-tourism as an alternative livelihood for their community.

Chi Phat CBET has established a 'Friends of Chi Phat' group comprising commercial tourism operators and businesses that have agreed to abide by the Commune's eco-tourism principles.

Wildlife Alliance is now developing a second CBET site in Trapeung Rung, also located in the Cardamom Mountains, not far from Chi Phat.

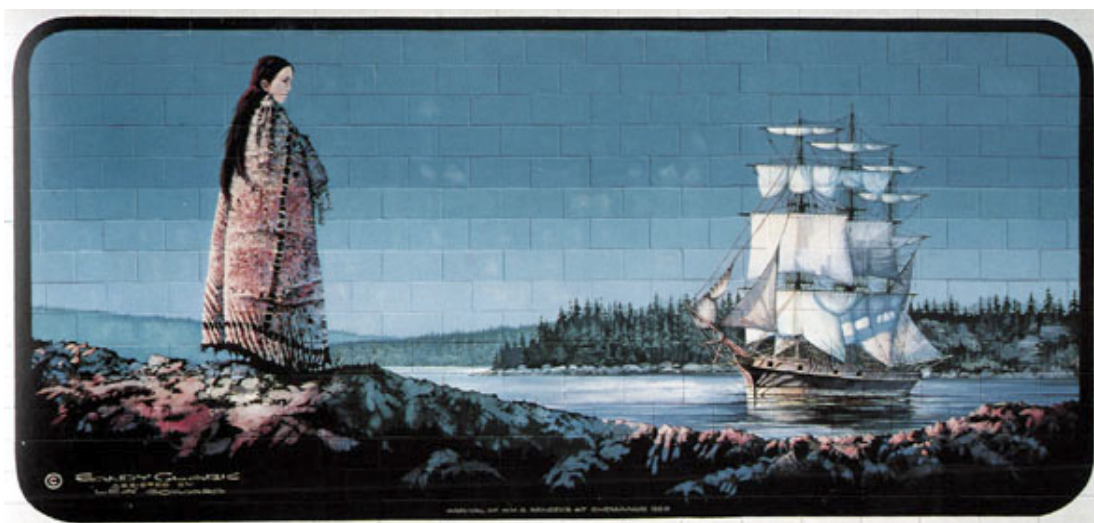
Further information

www.wildlifealliance.org/where-we-work/cambodia-conservation/community-based-eco-tourism/

www.livelearn.org

www.mountainbikingcardamoms.com

9.5 Case Study: Chemainus, Canada



Location and community

Chemainus is a seaside village of about 4500 people located on Vancouver Island, Canada. The town's economy was based on primary industries, in particular forestry. In 1983 the sawmill closed and 700 people lost their jobs forcing the town to rapidly search for a new basis for its economy. The town received a provincial redevelopment fund that it used to set up a mural festival and commission the creation of five murals.

How it operates

Karl Schultz was the originator of the idea of using murals to revitalise the town. His vision was to develop a festival to showcase the murals. This festival started the process of turning the town into a work of art; the streets now have 35 murals and 13 sculptures. The operation of the festival is conducted by the Festival of Murals society, which is a non-profit, volunteer run organisation that coordinates the mural collection, organises the annual festival and promotes arts and tourism in the town. This volunteer nature allows the Festival of Murals to act as a means for the community to maintain a strong role in guiding the development of tourism in the town.

Benefits to the community

The murals have proved extraordinarily successful attracting 400 000 visitors a year. They have led to the establishment of over 200 new small businesses which have created so much employment that the town needs to attract students into town during the peak summer period to deal with demand.

This tourism boom has led to an award winning revitalisation of the town centre. This has been complemented by some major investments such as a \$4 million, 274 seat theatre which now attracts 70 000 patrons a year. It provides employment to 150 artists and staff and has produced 60 productions including 17 new productions since opening. There has also been the construction of the Festival Inn a large accommodation venue that seeks to entice tourists to stay in Chemainus overnight and thus provide the town with the most benefit possible from the tourist arrivals.

Challenges faced

Managing growth in Chemainus and nearby communities was seen as a potential challenge as the community wanted to be able to accommodate growth whilst still maintaining its rural atmosphere. Large tourist infrastructure had to be designed to fit within the existing character of the town.

The town conducted an extensive participative planning program that involved neighbourhood meetings and workshops, which led to the creation of the Official Community Plan to manage growth and development in the town. The residents also have formed the Chemainus Residents Association in order to have a more formalised role in guiding development in and around the region.

For the first few years, visitor numbers were moderate, however once greater numbers of tourists started to arrive the next problem was encouraging them to stay longer. As Karl Schultz noted 'it takes about three hours to look at the murals. That's ok from an artistic sense but it isn't long enough from a hospitality sense' (Barnes & Hayter 1992). The challenge became how to add value to their tourism product by developing a destination that people would want to stay for an extended period to maximise the economic return. Karl Schultz developed the concept of an 'artisan village' where tourists could witness master artisans at work. This proposal led to the creation of The Festival Inn that greatly expanded Chemainus' accommodation capacity and a 274-seat theatre to add evening entertainment to Chemainus' appeal. The theatre played a key role in transforming Chemainus' into an all round arts and culture hub. Today downtown Chemainus is scattered with many galleries, arts and crafts shops, antique stores, cafes and restaurants and the town is home to a variety of professional artisans who welcome visitors to their studios. This has meant that Chemainus has been able to diversify its tourism product that has both increased its interest and appeal to visitors and spread the economic dividend from tourism throughout the community.

Lessons learned

Chemainus was able to foster a high degree of participation across the community. This involvement has developed a sense of civic participation whereby the community is now deeply involved in all elements of planning in the town.

The case of Chemainus also emphasises the importance of a project having a 'champion' who is prepared to push for a project despite initially facing reluctance or resistance.

Chemainus also points out the importance of continuous innovation and value adding to the original product. Whenever the community have sensed that their tourism growth is stagnating they have searched for new ideas to broaden the scope of what they can offer.

Website/contact

<http://www.chemainus.com> and Nicole Vaugeois [Nicole.Vaugeois@viu.ca]

References

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9.6 Case Study: Ecoturismo Kuyima, Mexico

Location and community

Ecoturismo Kuyima is based on San Ignacio Lagoon, one of several coastal lagoons on the western side of the Baja California Peninsula in Mexico. The eco-tourism enterprise is run by a fishing cooperative from the Ejido Luis Echeverria Alvarez ('Ejido' is the name given to parcels of land owned by rural communities by constitutional decree in Mexico).

How it operates

The San Ignacio Lagoon is where Grey Whales migrate to each year after travelling more than 11 000km from the Bering Sea (one of the longest migrations of any animal on earth) to reproduce and nurture their calves. The whales are in the lagoon between the months of December and April, which gives visitors the opportunity to watch the whales from a nearby boat. The lagoon is located within the Vizcaino Biosphere Reserve, which has been listed as a UNESCO World Heritage Site.

A group of local fishermen from the fishing cooperative saw the opportunity to incorporate whale-watching activities into a community-based eco-tourism venture. This would diversify the community's income sources while promoting low impact whale-watching activities in the fishing off-season. As a result, they founded Ecoturismo Kuyima, a rural and community-based eco-tourism company.

Ecoturismo Kuyima operates mostly on a seasonal basis since the main tourism activity is whale watching (which happens in the winter/spring months). The summer months between June and August are very hot since the community is based in the Vizcaino Desert, and this minimises the tour operation during these months. Ecoturismo Kuyima also offers accommodation, camping, educational kayak tours in the estuaries, and visits to ancient painting sites in the San Francisco Sierra mountain range within the UNESCO heritage site.

Ecoturismo Kuyima has collaborated for many years with local, national and international conservation NGOs, all levels of government, research institutions and universities.

Benefits to the community and/or environment

The organisation employs around 10 full time staff, but during the high activity months (December to April) the number of staff members grows to meet high demand, with more than 30 direct employees and many more indirectly employed. There is a well-established network of cooperation between fishermen cooperatives and an intertwined operational dynamic that reaches several stakeholders in the wider community/region. Virtually all income generated by the operation is reinvested in local/national conservation or community development projects.

Ecoturismo Kuyima has applied environmental principles to the use of the land, construction practices (including materials), equipment and energy use. The accommodation and campsite at San Ignacio Lagoon does not have an electricity or water supply. All energy is produced on-site using solar panels and natural resources are carefully managed.

Ecoturismo Kuyima's personnel are involved in several activities to promote environmental conservation outside their own operations. They are members of the advisory committee of the Vizcaino Biosphere Reserve, and members of other national and international conservation movements, organisations and networks. Whale-watching operations in the

lagoon have meant that seasonal fishing activities have been clearly established for several species.

Challenges faced

Ecoturismo Kuyima has faced the challenge of establishing a competitive enterprise in San Ignacio Lagoon, where there are several other whale-watching operators. Some of these operators were established with international capital (for example, companies from the United States), and some are local/Mexican-owned. Ecoturismo Kuyima has had to adapt to this competitive environment.

Other challenges have included:

- helping a group of fishermen create, manage, and operate a tourism venture
- community outreach tasks to mediate between the individual and collective interests of the community
- learning to operate and manage the company in a sustainable and transparent way.

Lessons learned

The organisation is managed on a daily basis by the management staff. However, all decisions for each year of operation are made through consulting the rural community of the 'Ejido' and other regional stakeholders.

Support networks in the community have been crucial to the organisation's success, such as local stakeholders (e.g. fishermen cooperatives) and local sources of experience or income (such as handicrafts, transportation, local food providers, schools). Wider regional, national and international support networks have helped to promote education and research about the preservation of the unique environmental and cultural heritage of the area. Eco-turismo Kuyima has collaborated for many years with local, national and international conservation NGOs, all levels of government, research institutions and universities.

The organisation received Green Globe certification (International Eco-tourism Standard) in 2005 and has since maintained certification status. The process to get Ecoturismo Kuyima certified involved the close cooperation of the company, the community, conservation NGO, and national and international donors seeking to diversify the way they promoted/funded conservation efforts in the region. This Green Globe certification status has been important in endorsing the organisation from a wider sustainability perspective. Ecoturismo Kuyima has kept their marketing simple, however, and strives to maintain a simple, rural, community-based approach to avoid mainstream mass-tourism marketing practices.

Other factors that are important to consider for any CBT venture include:

- identifying a clear tourism niche in the form of a particular attraction (e.g. whale-watching)
- raising awareness in the community and on-going consultation with internal stakeholders
- reaching consensus with the majority of the stakeholders in the community
- in small rural or indigenous communities, grassroots outreach and planning are essential to create a genuine CBT enterprise.

Training and education are fundamental in rural, indigenous and/or marginalised communities

Website/contact details

Website: <http://www.kuyima.com/>

Email: josele@kuyima.com

9.7 Case Study: El Nido Foundation, Philippines



Location and community

El Nido is located in the northern part of Palawan, a Philippine province sometimes described as ‘the last frontier’. Palawan stretches 400 kilometres, but is only 40 kilometres wide and is known for its pristine beaches.

How it operates

Tourism in El Nido is part of a wider community development and livelihood diversification plan, designed to improve the quality of life of the local community while conserving the area’s natural resources.

In 1994, the El Nido Foundation (ENF) was founded through an endowment from the joint owners of Ten Knots, a private company that has developed two private resorts in the region and is committed to developing the local tourist economy. The Asian Conservation Company, the Global Environment Facility and the World Bank-IFC have also provided funding. There are several aspects to El Nido’s community-based tourism model:

- Conservation Management
- Information, Education, and Communication
- Sustainable Livelihood
- Marine Enforcement (including establishment of local Bantay Dagat system)
- Institutional and Financial Sustainability
- Biodiversity Research and Monitoring

From the beginning of the development of the two private resorts (one on Miniloc Island and the other on Lagen Island), Ten Knots has emphasised community participation and involvement, such as buying locally produced products, as well as environmental conservation and education initiatives for the local community. The resorts have led to a greater influx of visitors, which in turn means that there is a spill over effect, and guesthouses, restaurants and home stays have sprung up in El Nido town and the surrounding area.

The ENF provides financing for small cooperatives and micro-entrepreneurs through a series of ‘lending windows’ for individuals, groups of up to six people working as a cooperative, and associations. To date, more than 500 people, some borrowing as individuals, and others working in groups and associations, have received financing; some for more than one project. Almost all of these projects are directly or indirectly related to the development and support of tourism.

Examples of projects include small retail stores and stalls, training for farmers in environmentally friendly, high intensive farming techniques, or training for households in bio-

intensive gardening. Before these efforts were put in place, the resorts bought vegetables from Manila. They are now able to purchase much of their fresh food from local gardeners and farmers. A group of women from the community recently developed a project to augment their family incomes by looking after the laundry of the resorts. Instead of being employed as resort labourers, they now operate a business, which employs others.

The ENF has provided community members with training in various tourism-related services, such as food and beverage, housekeeping, massage therapy and salon services. Agricultural productivity in El Nido has been improved through giving community members training in bio-intensive gardening, organic farming/hog-raising, ram pump technology.

The ENF has also organised a local market, the twice-weekly 'Tabuan', to provide market support for the agricultural producers. This also helps to link producers and buyers (households and tourism establishments).

A Protected Area Management Board of El Nido-Taytay Managed Resource Protected Area was formed, comprising many local stakeholders tasked to manage natural resource-related initiatives in the area.

Community-based eco-tourism project

This is a 3-year program with funding applied for on a yearly basis from the Keidanren Nature Conservation Fund of Japan, to pilot eco-tourism projects and research with fishermen and their families in the region.

The second phase of the project is a tourism-supported reforestation park in the Nasigdan watershed, a major source of potable water. The site has evolved into a 'living classroom' for local in-school and out-of-school youth.

The third phase, which focuses on sustainable tourism-supported livelihood, includes the establishment of a centre for local crafts, which sources and develops local/indigenous crafts from all over the municipality into high-quality marketable products that cater primarily to the developing tourism industry in the area.

Benefits to the community

Women are by far the most successful and numerous of the borrowers using money from the Foundation, and the additional family income they are generating leads to other benefits for the community and especially for children in terms of better education and nutrition.

Challenges faced

Before the ENF initiated eco-tourism in the area, El Nido tourism was limited, with only a few adventurous travellers finding their way to northern Palawan and limited services to cater to the needs of visitors. These initiatives created a small measure of additional income for the most entrepreneurial community members, but broader tourism opportunities for the whole community and protection of the environment were limited.

For more than a decade, Ten Knots has assumed a role in the protection of the environment. Increasingly, however, the direct participation of the community, local NGOs and the various governments, through education and action plans, is critical as the question of sustainability comes to the fore with the growth in tourism.

Lessons learned

The Ten Knots resorts and the community have formed a mutually beneficial relationship. The resorts and the community cater to different types of tourists, and in this regard are not competitors, and all are dependent on the protection of the local environment. The creation of the El Nido Foundation by Ten Knots helped the community to develop a variety of business opportunities including its own capacity for attracting and supporting tourism. Ten Knots is an example of a community-minded, private sector corporation committed to sharing the benefits of development and tourism with the local community.

The El Nido community-based tourism project recognised from the beginning that environmental issues and poverty are interrelated and that only by addressing these two issues in an integrated manner, could enduring economic and environmental solutions be found. The project was designed to combat the problem of dependence on a single industry or employer for livelihoods in the region.

The development of a governance model to address the impact of tourism on the local community was crucial. People's Organisations (POs) were formed throughout El Nido to ensure that all sectors of the community were involved in the development of the region's eco-tourism, and the POs were given training in their area of operation. Examples of POs include: the Bebeladan Water Service Cooperative, The Organisation for the Development and Unity of El Nido (a women's organisation), the Cottages, Resorts, and Restaurants Association of El Nido, and the El Nido Pumpboat Owners and Operators Association.

Website/contact details

www.elnidofoundation.org

9.8 Case Study: Hell's Gate Geothermal Reserve and Wai Ora Spa, Rotorua, New Zealand



Images courtesy of www.hellsgate.co.nz

Location and community

Hell's Gate Geothermal Reserve and Wai Ora Spa are located near Rotorua, on the North Island of New Zealand. It is a partnership between the local Maori community of Tikitere and a private company.

How it operates

Hell's Gate Geothermal Reserve (HGGR) was established in 1996 by Tikitere Holdings Limited (TEL)—a 50/50 joint venture between the landowners Tikitere Trust (representing 1020 owners) and Tatou Holdings Limited (who are the primary investors in the facilities). All major decisions go through the TEL Board members, and all profits are split equally. The reserve is 20 hectares in size and contains attractions such as geysers, sulphur pools, a mini volcano and a hot waterfall. A series of thermal pools and mud baths have been developed to allow thermal bathing.

In the initial four years of HGGR, investment focused on developing pathways and barricades to keep visitors and staff safe as well as business organisation development. Extensive research led to the creation of a vision and strategic future plan. Starting in 2000, the first mud bath complex was built and cultural activities were promoted widely. In 2001, the Wai Ora Spa complex was built, traditional cultural therapies were worked into wellness treatments, and personnel were provided with appropriate training in treatment techniques. To diversify the product base, a range of spa beauty products were also developed. Between 2002 and 2005, staff began taking courses in recognised tourism training, offshore marketing began, an international export market opened up for the beauty products and the enterprise obtained the Qualmark 'Endorsed Activity' certification (New Zealand official tourism quality agency). In 2006 a Wai Ora Spa opened in Bangkok, Thailand. Between 2008 and 2010 the business has diversified its product range again by constructing resort accommodation facilities and a convention centre.

Activities and facilities include:

- geothermal walk and interactive activities (Maori food, carving and weaving etc.)
- thermal pools, mud baths, and spa facilities
- wellness centre combining modern with traditional Maori techniques (massage and skin treatments)
- cultural and environmental education programmes for all levels
- cafe and shop
- resort accommodation
- convention centre and restaurant.

Further product diversification includes:

- beauty products range
- Wai Ora Spa in Bangkok, Thailand.

Benefits to the community

Fifty percent of the profits go directly to the community and the venture is a major employer of local community members. Staff numbers increased by 530% between 2000 and 2008. All staff have been provided with industry best-practice training. The management structure ensures that local community and staff are involved in decision-making process.

The company also funds an education grant that is administered by the Trust so landowners and relatives can access university studies. The Trust has sponsored the purchase of kidney dialysis machines for the Rotorua wider community and sponsors youth organisations associated with Maori performing arts and sports clubs. The company sponsors tree planting activities, actively plants trees, and donates widely to children charities.

Wider benefits provided by the venture include the showcasing of the history and traditions of the local Maori people, and an enhanced knowledge and appreciation for natural geothermal resources through educational activities. The wider Rotorua community receives economic multiplier benefits, and also has a greater number of tourists passing through.

Challenges faced

The recent global recession reduced tourism arrivals in Rotorua by around 15%. To respond, the enterprise cut costs where possible. To counter the tourism downturn, Tourism New Zealand have heavily promoted the newly-branded tourism region around Rotorua, 'Central Park', in conjunction with the launch of a direct flight from Sydney to Rotorua.

Attracting tourists has required continual investment and innovation. The management team has undertaken research and decided to focus on branding, marketing strategies and product and service quality, which has differentiated the facilities from others in the region.

The company has responded to some poor customer reviews on Internet travel sites by educating staff of the importance of social media phenomena and the importance of delivering high service quality to each visitor. They have also restructured staff reporting systems so that it is very easy to assign individual responsibility for problems should they occur in the future.

Lessons learned

Product and service research has been crucial in guiding the expansion/improvement of the products and services on offer to benefit visitors, management and the landowners. The enterprise has a competitive advantage over its rivals as it combines the cultural, physical and geothermal experience to offer a full range of products for all interests.

Throughout its history, an ongoing focus on service has underpinned the enterprise, achieved through effective staff training programs and the open communication lines between the business managers and the landowners (who are often staff members).

Location has been crucial in the success of Hell's Gate and Wai Ora Spa. The facilities are located just outside of Rotorua, a central New Zealand town famous for its geothermal activity. The town attracts 2.7 million domestic and international visitors per year, most of who arrive overland.

Marketing and branding must be clear. The clear brand image is achieved by combining the title (i.e. Hell's Gate) with the cultural and natural resources. A clear marketing strategy, which promotes the products through many avenues, has also contributed to the success of the enterprise, such as:

- develop networks with other tourism operators, government organisations and community groups
- using certification and prestigious awards to promote the quality of the experience
- ensuring product and service matches the visitors expectation to achieve ongoing word-of-mouth visitations
- creating unique events to obtain free publicity and boost local and international profile, such as open days for local people with entrance from a gold-coin charity donation, hosting a mud bath wedding, and charity events such as celebrity mud tug-of-wars
- participating in tourism shows and joint ventures to create awareness
- diversify the product base to target larger groups for education and convention purposes.

Website/contact details

Website: www.hellsgate.co.nz

Contact: Bryan Hughes, Director

Email: Bryan@hellsgate.co.nz

9.9 Case Study: Koh Yao Noi Community Based Eco-tourism Club, Thailand



Location and community

There is a group of fishing communities on Koh Yao Noi, in Phang Nga Province, Southern Thailand (1 hour by boat from Phuket).

How it operates

The Responsible Ecological Social Tours (REST) Project worked for 12 years providing training and other support for community organisations to plan, develop, manage, market and monitor Community Based Tourism in Thailand. REST is an initiative of the Community Based Tourism Institute in Thailand, founded to promote tourism as a tool for community development. REST has worked with the Koh Yao Noi Community based Eco-tourism Club (KYN CBT Club) for many years to develop a model of tourism for conservation, community development and cross-cultural sharing. Other partners include Responsible Travel and Conservation International.

The KYN CBT Club harnessed tourism as a tool to reverse a social and environmental catastrophe being created by the encroachment of large-scale commercial trawlers into their local fishing grounds. This illegal fishing was destroying the environment and threatening the livelihoods of local people, who rely on fish stocks to feed their families. The KYN CBT Club decided to use tourism as a way of bringing these issues to the attention of the outside world, and this eventually led to the government enforcing the law and protecting local rights.

Eighty-five percent of the people living in Koh Yao Noi are traditional Muslim fisher families. Tourists who visit experience a combination of home stays, fishing expeditions and meals with local host families while exploring the white-sand islands of the Andaman sea, swimming and snorkeling.

2002 National Geographic Traveler and Conservation International World Legacy Award for Destination Stewardship (presented by Conservation International and National Geographic Traveler): KYN CBT Club was named as one of the best examples in the tourism industry of the ideal balance between nature conservation, the protection of heritage sites, social responsibility and commerce. They have also won the Thai Airways Kinare Award and Thai Home stay Standard.

Benefits to the community and/or environment

KYN CBT Club represents and directly benefits 35 local families with indirect benefits for over 4000 people, including local schools and other institutions. The group decides the direction of tourism development, with careful consideration for environmental, cultural, social and economic sustainability.

Club members have received additional income representing up to 10% of their annual income. 10% of all income is directed into a community fund, which supports various conservation and community initiatives in Koh Yao Noi, to ensure equitable income distribution.

Other benefits include: improved natural resource management and increased environmental awareness and commitment among local hosts and guests; ongoing community skills development (e.g. planning, reaching consensus, communication, management, accounting and 'green product' production); and an enjoyable social activity for the community.

The KYN CBT Club supports sustainable coastal resource management, helps to protect the precious environment of Phang Nga Bay, and makes a tangible contribution to the food security of the entire island. Since the Club was founded, marine species have increased in number, mangrove forests have recovered and sea grass has been replenished. Villagers have stopped commercial trawlers from entering conservation zones.

Challenges faced

KYN is located in Phang Nga Bay, close to the mass tourism destinations of Krabi and Phuket, and as a result the villagers are aware of the dangers and impacts of unrestricted mass tourism development and are committed to controlling tourism development in their villages. Guests are educated about Muslim culture before arriving to ensure sensitive behaviour, and are asked not to consume alcohol while on the island.

Lessons learned

For tourism to be sustainable, community members must participate in and benefit from tourism development. The club operates a rotation system for tourism activities, guides and home stay accommodation to ensure equal opportunity to participate in tourism, and to spread economic benefits fairly. There must be a focus on diversified income as well as environmental preservation, and a focus on cultural as well as natural heritage.

Partnerships and strategic networks are crucial: the KYN CBT Club is the outcome of a long partnership uniting the knowledge, skills and experience of two Thai organisations which have worked for many years supporting Thai communities to develop small-scale tourism programs, appropriate to their own cultures and environments. REST and the Thailand Research Fund Regional Office CBT team have worked for many years assisting community members in KYN to undertake their own community-based research projects, using simple research tools to find their own answers about if and how to develop tourism in their communities.

Partnerships with local communities, Thai government, NGOs, academics and selected tour operators with a commitment to sustainable, responsible tourism have also been important. This strategic networking and partnership development has built the knowledge, skills, and self-confidence of community members across the country, celebrated traditional cultures, supported local rights, contributed towards more sustainable natural resource management, and lead to the development of Thailand's largest network of CBT communities.

Website/contact details

Email: rest@asiaaccess.net.th

Website: www.rest.or.th

9.10 Case Study: Kumul Lodge, Enga Province, Papua New Guinea



Location and community

Kumul Lodge is located in the Enga Province in the Highlands of Papua New Guinea.

How it operates

Kim Arut and her husband are the owners and managers of the lodge. They built the lodge on his family's traditional land and employ 15 people from their local village.

The lodge started out with a grant for US\$27,000 from the PNG government, which was spent on constructing the lodge. The lodge is the second most visited bird watching destination in Papua New Guinea and is home to many rare and iconic species such as the bird of paradise. The focus on enabling enjoyment of the bird life means that the lodge promotes a quiet atmosphere with no alcohol and television provided. The lodge also helps organise other nature-based activities such as trekking and guided tours.

Benefits to the community

The lodge provides employment to 15 villagers, predominantly women, however the benefits from the lodge spread further into the community than just to employees. Kim was well aware that as the birds were the lodge's primary attraction she works hard to ensuring their protection. Kim pays adjoining landowners US\$4 for every guest that stays at the lodge and educates them on the importance of protecting the birds.

Kim has also helped organise a workshop, hosted at Kumul Lodge, on developing a strategy for tourism in PNG. The lodge also maintains tracks and bird watching facilities in the area. It has a long-term aim of seeing the area turned into a National Park.

Challenges faced

The remote location of Kumul Lodge has meant that it faces many communication-based challenges. The lack of Internet access makes it difficult to attract international visitors. A listing in the Lonely Planet was crucial in spreading the word about the lodge and since then it has consistently grown. In the initial stages of setting up the business the registration of the business was a difficult process and the lodge is still unable to obtain insurance due to its remote location.

The seasonal nature of the tourist flow also poses challenges. The peak tourist season runs from June to September but the Kumul Lodge provides its staff with financial security by employing them year round. The rest of the year is used for developing the facilities of the lodge. This seasonal demand also means that in the peak season there is not enough accommodation for all the tourists who would like to visit.

Lessons learned

The Kumul Lodge shows that unique or high value ecological attributes can be extremely effective in attracting visitors if these attributes are emphasised and care is taken to build the protection and promotion of these elements into all facets of the business. Kumul Lodge recognised that visitors who would be interested in their 'product' (the birdlife and natural environment) would also appreciate a tranquil atmosphere free from the distractions of the city. They also realised that in order to protect the environment of the local area and with it their own core business assets they would need to ensure they had the support of the local community. They have spread some of the economic benefits of the tourism enterprise through the local community and thus been able to ensure that the community as a whole have a stake in protecting the environment.

Website/contact

Email: kumul-lodge@global.net.pg

References

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9.11 Case Study: Manyallaluk, Katherine, Australia



Location and community

Manyallaluk is a 3000 square km property near Katherine in Australia's Northern Territory. The property is owned and managed by the Jawoyn people. The community of around 150 people runs a small community based tourism enterprise.

How it operates

The community fully owns and manages the tourism enterprise. They offer a series of tours that emphasise learning about their traditions and culture as well as the opportunity to travel to waterfalls, rock pools and ancient rock art sites. The tours range from 1 to 3 days in length and the community also offers bush camping.

Benefits to the community

The tourism venture offers employment to members of the community and provides income. The employment opportunities spread beyond the direct tourism jobs for example to artists whose art is sold to tourists. Manyallaluk residents are generally multi-lingual speaking a number of indigenous languages however English is not always spoken to a high level, especially by children. The tourism venture also helps to improve English language skills by expanding the opportunities to use English and interact with English speaking visitors. Being fluent in English also widens the opportunities for Manyallaluk residents when they spend time away from the community. The tourism enterprise has also provided greater opportunities for the local women.

Challenges faced

Whilst predominantly positive the experience of tourism in Manyallaluk has not always been without problems, there have sometimes been problems caused due to tourists having expectations that differed from the reality of the service being provided, this has sometimes resulted in tourists exhibiting a disrespectful attitude towards the local community.

Lessons learned

The Manyallaluk enterprise is an example of how successfully a predominantly cultural based tourist product can be when those who belong to that culture present it. Some problems were encountered due to ambiguity about the differing roles of tourist and resident and more clarity is needed to ensure that the local population is allowed to control which parts of their lives are on show and when privacy is needed.

Website/contact

<http://www.jawoyn.org/manyallaluk.htm>

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Anonymous, (2010) *Manyallaluk* (Eva Valley) accessed at <http://www.jawoyn.org/manyallaluk.htm>

9.12 Case Study: One Life, Japan



Location and community

There are 'One Life' trips offered in rural areas throughout Japan. Most of them are based in Sakae Mura, in northern Nagano province (3 hours from Tokyo), but there are also trips offered in Chiba, Izu, and the greater Kanto area of Japan, and visitors can request bike tours through other parts of rural Japan.

How it operates

Founded in 2006, One Life Japan is a community-based tour service that emerged from a simple desire to create vacation options that allow participants to learn more about the local environment instead of spending money and being processed through popular tourist traps. It has expanded on that idea to create meaningful vacations that help to promote the growth and understanding of rural communities around Japan.

Visitors can create a customised tour for themselves, based on their needs and interests. Bikes are provided, as are maps and all meals (often prepared by local farmers or picnics using locally-grown food). Visitors can choose to spend a night in a local family's home, a 200 year-old family-run inn, or a mountaintop hut. They can set off hiking in the countryside on their own, or work for an afternoon in a rice field or collecting wild vegetables. Bilingual facilitators who have studied the area and culture are available, but visitors can also set off on their own bike or hiking tours and meet up at scheduled meeting points. Group maximum is 8 people.

Services and tours offered:

- Bicycle & Walking Tours
- Local Community Hosts
- Photography and Maps
- Environmental Education
- Local Food
- Japanese language & culture immersion courses

Environmental education

The environmental education provided by One Life Japan is focused not only on natural or agricultural environments, but also on the built environments of cities. Tour participants are taken through a variety of terrains and environments to understand the local geography and ecosystems as well as to see how human activity influences our environment.

Benefits to the community

Social benefits

One Life Japan offers tourists the chance to live with and go on tours led by local people living in Nagano province, which connects the community with travellers from around the world. The tours protect the cultural heritage of Japan by organising programs that restore and protect local heritage, both natural and cultural.

Economic benefits

Local communities can earn income by hosting tourists.

Environmental benefits

Bicycle and walking tours reduce the carbon footprint of visitors. One Life Japan also provides customised educational programs for students (primary & high school as well as university) who are interested in the interaction of the natural and built environment.

Challenges faced

One Life Japan tries to provide an alternative to the urban experience of Tokyo or Kyoto and to other towns that have become very popular with tourists, as a way to share a more authentic side of everyday life in a rural Japanese community. Tourists need to be warned not to expect certain luxuries (five-star accommodation) or conveniences (e.g. cell phone coverage the entire trip), but should also understand that they are not going to discover the 'lost' Japan: this will simply be a different perspective on modern Japanese life.

Lessons learned

Unlike conventional tour programs where customers are the passive audience, to be successful, community-based tourism requires active participation of both visitors and local communities. During a tour, visitors should be involved in activities with local communities, thereby building authentic relationships.

Website

www.onelifejapan.com

9.13 Case Study: Pamilacan Marine Life Tours, Philippines



Location and community

Pamilacan Island, Baclayon, Bohol Province, Philippines

How it operates

The Pamilacan Marine Life Tour was established to provide an alternate livelihood to the community living on Pamilacan Island, in lieu of illegally hunting and killing dolphins or whales for food and other derivatives.

In the 80s and 90s, dolphins and whales were hunted by islanders and sold. In 1997, with the cooperation of the Departments of Tourism, Environment and Natural Resources and the World Wildlife Fund, a study on the migration routes of marine mammals showed that the hunting was having an effect on the marine mammal population. In 1998, whale and dolphin hunting was banned, but many islanders continued hunting illegally as they had no alternate source of income.

In 2001, New Zealand AID gave a grant for the Philippine National Eco-tourism Programme (PNEP), with Pamilacan Island as one of the target areas. The community organised itself into the Pamilacan Island Dolphin and Whale Watching Organisation (PIDWWO) and was formed into a cooperative to conduct Marine Life Tours designed by the PNEP.

The Marine Life Tour is given to tourists to enable them to view dolphins and whales and have a taste of Pamilacan Island community life. The tour is sold through a local tour operator, as a package at a fixed price. This amount is paid to the PIDWWO, and a fixed percent commission is given to the tour operator. The tour itself is conducted by members of the organised community: the boatmen, the guides, the caterers who provide the food, and the souvenir sellers are all from the community, and provide their services via fixed scheduled turns.

The original assets of the enterprise (boats, life jackets, tents, scuba gear, etc.), including training resources, materials and courses (life saving, wildlife identification, tour guiding, etc.) were provided by the PNEP, but the current earnings of PIDWWO now pay for the maintenance and operation of new gear.

The organisation still currently receives technical support from the Department of Tourism,

the local government of Baclayon, the provincial government, and the Ayala Foundation (which has organised the Pamilacan Island community into a cooperative, for micro-financing and other purposes)

Benefits to the community or environment

The most important benefit has been the end to the slaughter of dolphins and whales now that the island community earns its livelihood by providing eco-tourism services, as until 1999, most island residents had no other means of income apart from illegal fishing. Now many of the tour operators are ex-fishermen and illegal fishing has declined drastically.

There has been increased community environmental awareness, civic pride and increased leadership potential. It was also runner-up in the 2006 British Airways Conservation Awards.

The Marine Life Tours run by PIDWWO have allowed the organisation to become financially self-sustaining, and the organisation now has 98 members. PIDWWO now uses profits generated from the tours to fund other environmental and social projects on the island (including establishing a marine sanctuary surrounding part of the island; investing in a solid waste management program; installing mooring buoys to protect the coral reef; and starting a goat ownership project in the community). The organisation also contributes to local government revenue by paying an environmental contribution fee for every trip.

Challenges faced

At the initial stage, it was a challenge to convince both the community and the local government authorities that killing dolphins and whales should stop and that eco-tourism could provide alternative livelihoods.

The next challenge was uniting the community for a common cause and a common enterprise, while identifying leaders and followers. The management of the enterprise has been a constant challenge. PIDWWO formed a partnership with a private tour operator, Travel Village Ltd, who handles most of the marketing and sales, and this allowed them to greatly expand their operations and the number of tourists taking the tours. PIDWWO is a legally registered cooperative with an executive committee and sub-committees.

Currently, there is competition from outside tour operators, which puts pressure on the PIDWWO to constantly improve the tours they are offering. On the other hand, there are now too many tours being given because of their popularity and at the moment the local government are drafting a municipal ordinance to limit the number of tours, and to make sure that all tour operators on the island are accredited.

Lessons learned

Some of the most important factors contributing to the success of the Marine Life Tours CBT project are as follows:

- local government involvement and political will
- full participation and full ownership of the community
- building a community that is enterprise savvy
- ongoing technical assistance from our project partners (training; management, etc.)
- sustained financial management support from our project partners
- sustained marketing and promotion by government and private sector
- information, education and communication programs for the community
- preparing a business plan for the Marine Life Tour
- undertaking training in marine life identification and interpretation
- actively seeking assistance from NGOs and donor agencies in order to train guides, spotters and caterers
- keeping meticulous accounts and running a transparent, auditable bookkeeping system
- the quality of jobs is sometimes more important than the quantity of jobs provided (profits are not generated and returned to the community if all surpluses are converted into jobs).

Website/contact details

judy_quiachon@yahoo.com (Project Coordinator)

9.14 Case Study: Posada Amazonas, Peru

Location and community

Posada Amazonas is an eco-tourism joint venture between the local community of the Infierno and Rainforest Expeditions, a private company. It is located deep in the Peruvian Amazon in the south of Peru. It lies within the Madre do Dios region one of the most biodiverse areas on Earth. The Infierno community comprises 148 families most of whom are indigenous Ese-eja people.

How it operates

The venture is owned 60% by the local community and 40% by Rainforest Expeditions, however the company is training the local community so that they can take over the whole of the enterprise in 2016. An elected 'control committee' forms the peak decision-making body.

Posada Amazonas comprises 30 double occupancy huts and offers many opportunities for hiking and experiencing the spectacular local flora and fauna. It has a conservation focus and so intertwines this into the tourist experience by offering opportunities for learning about the ecology of the area.

Benefits to the community

The community made a profit of around \$US80 000 in 2008, they also earned most of the \$US140 000 by being employees of the CBT Venture. This has helped to significantly diversify the economy of the village. Most people in the community combine their income from the CBT with farming and harvesting forest products. The venture also has important conservation outcomes by protecting a sizeable area of rainforest and also by contributing to research and conservation projects by acting as a host and sponsor for a number of research projects.

Challenges faced

The community faces some severe challenges in the near future, the most pressing of which is the construction of the Inter-oceanic Highway that will link coastal Peru with Brazil. Roads in the Amazon have historically been followed by development and heavy rainforest clearing. This has the potential to threaten the viability of Posada as an eco-tourism centre.

Lessons learned

Posada has managed to ensure success through collaboration between the local community and a private organisation that has both a profit and conservation motive. The local community has both a strong decision making role and receives significant material profits from the project. The conservation focus is deeply embedded in the enterprise with Rainforest Expeditions being involved in serious and genuine research and conservation projects. This not only has obvious environmental benefits but also means that they have built up a store of local ecological knowledge that is used to provide a more enriching educational experience for tourists.

Website/contact

Rainforest Expeditions

www.perunature.com and postmaster@rainforest.com.pe

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9.15 Case Study: Shui-Li Snake Kiln Ceramics Cultural Park, Chinese Taipei



Location and community

The Shui-Li Snake Kiln Ceramics Cultural Park is located in Shui-Li in Nantou County in central Chinese Taipei.

How it operates

The Shui-Li Snake Kiln was first established in 1927 by the grandfather of the current owner. At this time it was one of many kilns in the area and it followed a conventional business model until the early 1980s. By this time plastics had come to replace pottery as a standard material for the production of household products, this had forced the other kilns in the area out of business and the Shui-Li Snake Kiln was losing money. The current owner Lin Kuo-long realised that the Snake Kilns were an important part of the cultural heritage of Taipei and that emphasising this heritage factor was the key to keeping his business afloat.

Whilst the production of pottery is still important to the business of the kiln it is now tourism that is its key source of revenue.

Benefits to the community

The Shui-Li Snake Kiln operates not merely as a privately owned tourism business but also as an informal cultural centre. It hosts a variety of community events such as fairs to promote indigenous culture, birthday parties and pottery contests as well as funding scholarships. Local residents are admitted to the park free of charge and so are encouraged to think of the park as an important part of their civic life.

The Park also plays an important role in keeping alive the pottery skills that form part of the cultural heritage of the region. Snake Kilns were first developed in the 17th Century in Fuzhou, China and they are able to create a series of pottery effects that cannot be replicated with modern kilns. The Shui-Li Snake Kilns trains volunteers over a period of eight weeks to become cultural guides for tour groups. They also train schoolteachers so that they will be able to pass the skills on to their students. This knowledge sharing is a crucial element of keeping alive the tradition and techniques of pottery making.

The Snake Kiln also provides a number of direct and indirect economic benefits for the local villagers. It is the major attraction of the town and so provides employment not only to its own staff but also generates employment in hotels, transportation and the catering companies that supply its kitchen. Many farmers also generate substantial sales via roadside

stalls selling fresh fruit and vegetable to tourists.

Challenges faced

The Snake Kiln faced considerable challenges over an extended period of time to manage the transition from an outdated manufacturing based business model to the new tourism based model. In the long run it managed to negotiate these challenges successfully.

The Snake Kiln also has to deal with the inconsistent patterns of tourist activity with the weekends being generally far busier, to overcome this it has offered discounts for off-peak times and attempted to attract international visitors who tend to travel during the week.

Lessons learned

The Shui-Li Snake Kiln is a good example of how a business using a traditional method of manufacturing can use tourism to develop a business model that allows it to overcome the threat from the modern, industrial methods that have superseded it. By embracing cultural heritage tourism the Snake Kiln has been able to keep alive traditional artisan skills that were in danger of being lost to the whole community. The Snake Kiln shows that when undertaking a tourism venture based on a traditional heritage attraction maintaining a high level of authenticity is more important than developing modern tourist facilities.

The Snake Kiln also shows the importance of building networks and alliances with the local community. Although it is a privately owned business it has embedded community engagement deeply into its business practise. It has ensured that the surrounding community benefits from the success of the Snake Kiln and this provides them with a stake in ensuring the business continues to succeed. It also means that the community comes to utilise the park as a civic space and a location for cultural events such as festivals, in turn these events promote the park and make it a more attractive destination for visitors.

Website/contact

Phone: 886 49 77 0967

Reference: Hatton, M. (2002) *The Shui-Li Snake Kiln Ceramics Cultural Park in Community Based Tourism in the Asia Pacific*. Accessed at <http://cullin.org/cbt/index.cfm?section=chapter&number=16>

9.16 Case Study: Tamaki Maori Village, New Zealand



Visitors are met outside the Village with traditional Maori challenges and welcomes

Location and community

Tamaki Maori Village is part of the Wai-o-tapu thermal wonderland in the district of Rotorua, the geothermal capital of New Zealand, and is run by the Te Arawa (local Maori) community.

How it operates

The mission of the village is to preserve Maori culture, develop a robust Maori tourism business that ensures Maori are stakeholders in the region's tourism industry, and give tourists an authentic experience of Maori hospitality (manaakitanga) and culture.

Maori brothers Mike and Doug Tamaki, the founders of the village, initially developed Tamaki Tours, and later the Tamaki Maori Village, as a way to increase Maori involvement in tourism in the area (from which they had been marginalised), and to overturn Maori stereotypes often perpetrated by non-Maori tour operators (who often brought Maori groups to hotels to 'perform' without giving tourists a deeper understanding of Maori culture). The brothers bought a minibus and decided to give tourists a more personalised, meaningful experience and to incorporate Maori storytelling and humour into their tours.

Gradually, they developed the Maori Village in a separate site so as not to interfere with local traditional activities, and this allows them to bus in thousands of tourists to the village for an interactive and authentic Maori experience. On the bus trip to the village, the tourists are encouraged to select a chief to represent them in the welcome (powhiri), and once they arrive they are greeted with traditional Maori challenges and welcomes. The Village has been reconstructed to represent a traditional Maori village, including re-enactments of everyday life for ancient Maori as well as a cultural performance in the big house and a traditional Maori hangi feast.

Benefits to the community

The biggest direct benefit of the village to the community is employment opportunities. When the village was founded in 1994, the company employed 5 people, and it now employs 98 Maoris (with many more on the waiting list to work for the company).

The village recently opened a Tribal Arts and Crafts Market Place, which gives local Maori artists an opportunity to learn important business skills while continuing to practice their art.

The local Maori community has continually been active in the creation and growth of the business. In the developmental phase, input was sought from local Maori about history, myths and traditions to ensure that appropriate cultural protocols were observed. The village also actively encourages the study of Maoritanga (the Maori culture) for staff and employees, so that they build a stronger sense of place and identity, and provides an opportunity for urban Maori, many of who have been disenfranchised from their culture, to be reacquainted with its core values and traditions. Young urban Maori from South Auckland have visited the village to re-educate themselves about their culture, and the village runs educational workshops for students on traditional medicine, weaving, weaponry and Maori spirituality.

As part of the Maori belief in the inter-relationship of all living things, the village nurtures the surrounding environment through a native re-plantation scheme in the area near the village overseen by local Maori, with support from the Department of Conservation.

The Tamaki Maori Village has been awarded as the winner of the Maori Tourism Award and also the winner of New Zealand's Supreme Tourism Award.

Challenges faced

The village's founders pride themselves on having created a sustainable, community-based tourism venture that is also commercially successful, and has not at any stage been reliant on government or outside funding. Early on, the Tamaki brothers did have opportunities to access government grants for indigenous businesses, but they wanted to start out like any other business venture and learn how to do business the hard way, and this made them even more determined to succeed.

The Tamaki brothers worked hard and at times struggled to develop a product that represented a traditional and sacred culture, which meant finding a balance between being commercially assertive and culturally sensitive. For many years, Maori had seen their culture compromised in order to provide a clean, neat tourism industry package, and the elders in the community did not want to see similar misrepresentations in the Tamakis' business, particularly once they had decided to develop the village experience.

There are also many important and sacred protocols associated with the marae (meeting places), which the company needs to continually observe and respect. A consultative process was very important while the village was being developed, whereby the iwi (tribe) could express concerns, fears and expectations, and the Tamaki brothers could address these. Six months of consultation with local kaumatua (elders) took place in order to ensure that the development of the village was culturally appropriate, while still being commercially viable.

Lessons learned

Once the Tamaki brothers had a successful tour company operating, they realised that they wanted to make Maori spirituality the centerpiece of their business, as well as hire more local Maori. They received outside help from a business manager and devised a 3-year development plan to incorporate an authentic hangi (ground-oven) and concert in a marae (traditional meeting place) into the tourist experience. This involved negotiating with the local tribe for access to their marae for the tour. However, the tour became too popular, and the Tamaki brothers realised that it was interfering with the traditional activities of the tribe itself. In 1994, they made a decision to create their own marae on a piece of land owned by a Maori trust keen to support the development, on the site of an ancient fortified Maori village.

Website

www.travel-nz.com/Tamaki/

9.17 Case Study: Taquile, Peru

Location and community

Taquile is an island in Lake Titicaca, a lake located in the Altiplano Plateau in the Andes that traverses the border between Peru and Bolivia. Tacquile is about 45 kilometres from the major port in Puno and the boat ride takes around three and a half hours using local motorboats. Tacquile is only a small island, roughly 12 square kilometres in area, with a population of around two thousand.

How it operates

The first backpackers began to trickle into the Lake Titicaca region in the mid 1970s and Tacquile was the first of the island communities to welcome and embrace this new opportunity. In the early days the Taquileans were able to control the tourist industry and develop a community-based model that followed their traditional participative model of governance. They secured a monopoly over travel between the island and the mainland using cooperatively owned boats, and tourists stayed in home-stays with local families.

The Tacquilean community has managed to keep a stronger hold on their traditions than most other small communities in Peru. They are renowned for their traditional weaving and textile making (in 2005 their textiles were recognised by UNESCO as 'Masterpieces of the Oral and Intangible Heritage of Humanity') and most Tacquileans still wear traditional clothing. This expertise in textiles was to provide crucial in the early days of the tourist industry as money from the sales of textiles was used to purchase boats and other infrastructure.

However since the 1980s the Tacquileans have faced increasing pressure from mass tourism and neo-liberal policies that have threatened their ability to control and benefit from the tourism on their island. The neo-liberal Fujimori led Peruvian government abolished the boat monopoly and stopped the Taquileans from charging an entrance fee to their island. Increasingly tourists are not staying overnight but simply visiting for a day as part of a two-day tour on the Titicacan islands. In 2005 just 5% of tourists stayed in Tacquile overnight. The Taquileans have attempted to resist this trend by promoting community based cultural tours of the island.

Benefits to the community

The CBT model of tourism that was dominant in the early days of tourism offered the Tacquileans access to income and the ability to use their 'Andean model' of social organisation based on 'community wide reciprocal exchange and participation of all community members' (Ypeij & Zorn 2007) to ensure that the profits were spread throughout the community. The growth of tourism in the region has also allowed the reputation of their textile making to spread, culminating in the UNESCO certification that was a source of great pride for the community.

Challenges faced

The key challenge for the islanders has been to maintain control of the tourist industry and to manage it in accordance with their own communitarian social structures. This model has come under threat from outside tour operators and guides whose arrival has been facilitated by the market based policies of the national government. This transition from a culturally based CBT model of tourism to mass day tourism has placed the Tacquileans in an

increasingly passive role as 'objects of the tourist gaze' (Ypeij & Zorn 2007). This experience has not only been detrimental to Tacquileans ability to control the direction of development on their islands but has also been increasingly dissatisfying for the tourists most of whom are looking for a chance for a meaningful interaction with the Tacquileans and a chance to better understand their culture.

A further challenge has been to resolve the tension between the technical and professional skills necessary in the tourist industry and the rotating of roles in accordance with the traditional participative model of management favoured by the Tacquileans.

Lessons learned

Unlike many neighbouring islands the Tacquilean community decided not to sell any of their land to outsiders, this has allowed them to keep a much higher level of control over the tourist infrastructure and industry than their neighbours.

The community based model using rotating governance positions, ad hoc committees and cooperative enterprises allowed all Tacquileans to have an input into the development of tourism on their island and to share in the benefits it provided. This model derived the maximum benefit to the local population whilst also providing an engaging and fulfilling service for the tourists. The goal of the community was not only the participation in the tourist industry, but rather control of it and the ability to shape their own economic future. The arrival of uncontrolled mass tourism, where outsiders largely garner the benefits, has had a disruptive effect on the social organisation and indigenous culture of the island. The national governments' market based policies and lack of support for local management of the industry have enabled the situation to occur. Support from international NGOs for the Tacquileans to develop the technical skills needed to promote their CBT model on the Internet is helping them to begin to reassert control over the industry.

Website/contact

All ways travel

www.titcacaperu.com

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9.18 Case Study: Termas de Papallacta, Ecuador



Images courtesy of www.termaspapallacta.com

Location and community

Termas de Papallacta is a spa and thermal bath health and accommodation facility in Papallacta village, Ecuador. It lies in the mountains 67 kilometres east of Quito.

How it operates

Termas de Papallacta (TP) runs as a private enterprise. In 1994 a group of six enterprising Ecuadorians purchased the hacienda which included the Papallacta thermal pools with the aim of developing a sustainable thermal eco-tourism enterprise in harmony with the natural environment and beneficial to the local community. Since then it has grown into Ecuador's most popular thermal wellness resort.

Initially starting with a spa and small accommodation quarters, the instant popularity and growth in demand meant that facilities expanded relatively quickly. Today TP includes numerous spas and thermal pools, 32 hotel rooms and 13 cabins. To support such facilities, TP has three restaurants, staff rooms, warehouses and car parks.

One important business strategy has been the development of the Thermal Club, which the resort claims is the most advanced thermal wellness and treatment facility in Ecuador. The professional physiotherapeutic services are fully endorsed by the Ecuadorian Medical Federation.

In 2005, the construction of a convention centre expanded TP into a new and potentially lucrative market beyond individual and small groups.

Activities and facilities available at the resort include:

- thermal pools and spas
- restaurants
- accommodation facilities varying from luxury to budget options
- health centre with specialist personnel practicing in massage, hydrotherapy, beauty and wellness treatment, meditation
- conference facilities

- ecological reserve with trekking, rafting, waterfall swimming, bird watching and horse riding
- 'Exploratory Centre' to provide environmental information and education.

Benefits to the community

The owners have worked hard to ensure that the operations uphold their principals of sustainability and community.

The Termas de Papallacta has been careful to minimise the environmental impact on the site and surroundings. In 1999, during the period of business expansion, an on-site sewerage treatment was constructed. The management also worked together with the International Development Association (IDA) to fund and create an independent organisation called the 'Terra Foundation'. The foundation's aim is to train the local community in environmental issues and also to provide community and visitors with an interactive, 260-hectare 'Exploratory Centre', to showcase the flora and fauna of local ecosystem.

In 2007, TP were the first accommodation facility to receive the Smart Voyager certification. Smart Voyager is an educational certification program set up by the non-government organisations Conservacion u Desarrollo (Ecuador) and Rainforest Alliance (USA) It aims to help tourism operators reduce their environmental impact and ensure that growth is positive for the employment, community and environment. The educational aspects provide important benefits for the local community, employees and the business bottom line (for example, through Smart Voyager, TP was significantly reduced their energy and water consumption). The certification is important for the resort's reputation, marketability and networking.

The resort is a large employer and draws many tourists to Papallacta village. Furthermore, the resort is developing a network of walking trails through the surrounding wilderness, including the construction of overnight cabins.

Challenges faced

Managing the fast expansion of a business to eliminate negative environmental and social negatives is difficult. Similarly, balancing motives of financial gain with principals of sustainability is challenging. For example, investments such as constructing a sewerage treatment plant and establishing the Terra Foundation were undertaken despite the fact that other investment options at the time may have returned greater profitability.

Lessons learned

Product

The hotel and cabin facilities, private spas and thermal pools, combined with a strong focus on mental and physical wellbeing is attractive for more affluent national and international guests. This allows accommodation, food and service prices to be well above the local average. The stunning natural surroundings and the unique ecosystem—where the Andes meets the Amazon—also holds strong appeal for nature lovers, as do the numerous activities available to guests outside the facility.

Location

The proximity of the facility to the capital city, Quito, is strategically ideal as TP is easily accessible for city-dwellers and international guests who are the main target market. The location makes it a popular daytrip or weekend destination for Quito residents. As most international travel goes through Quito, it makes for an easy addition to a wider itinerary, and

is perfect for conferences.

Marketing

TP has built up a very strong reputation within the Ecuadorian tourism industry. TP has promotional links with national and regional tourism/eco-tourism directories, event management directories, individual tour companies and other Eco-tourism facilities in the region.

Certification from independent non-government organisation has played a major role in the confirming TP's reputation for sustainability. Certification has expanded TP's links with international organisations (e.g. Rainforest Alliance), and increased the resort's international profile by linking-in with the wider Eco-tourism sector in Ecuador. Online reviews, travel guides, and an accessible multi-lingual website have all contributed to TP's popularity and momentum.

Investment

Since it was first established, TP has continually been reinvesting in the business to increase accommodation capacity, to ensure that the increased capacity is sensitive to the environment, and to enhance the wider environmental awareness and values of the surroundings. Some of these environmental investments, such as improving water and energy efficiency of the facilities, led to immediate economic gains whilst others, such as creating the Terra Foundation, provided large community benefits and long-term economic benefits from a business perspective.

Website/contact details

Website: www.termaspapallacta.com/

Phone: +593 6 2320 040

Email: termasuio@termaspapallacta.com

10 APPENDIX B: FURTHER READING AND REFERENCES

CHAPTER 2: WHY DEVELOP COMMUNITY BASED TOURISM?

Further information

Publications on CBT are now widely available including some 'how to' manuals and policy guidelines that are accessible via the web. Authors that have also documented good practices in CBT include:

Conservation International and George Washington University. 2005. *Linking Communities, Tourism and Conservation—A Tourism Assessment Process*. George Washington University.

Häusler, N and Strasdas W. 2002. *Training Manual for Community-based Tourism*, InWENT.

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UNWTO. (2005) *Historical perspective of world tourism*. United Nations World Tourism Organisation accessed at <http://unwto.org/facts/eng/historical.htm>

CHAPTER 3: FIRST CONSIDERATIONS WHEN PREPARING FOR CBT

Further information

Journal of Sustainable Tourism www.multilingual-matters.net/jost

Sustainable Tourism Practices World Tourism Organisation
www.worldtourism.org/frameset/frame_sustainable.htm

Tourism Research Innovation Project (TRIP)—Rural Tourism www.trip-project.ca

Lash, G and Austin, D. 2003. Rural Eco-tourism Assessment program, A Guide to Community assessment of Eco-tourism, As a Tool for Sustainable Development, ElperWood International, <http://www.elperwood.com>

Linking Communities, Tourism and Conservation—A Tourism Assessment Process provides a good overview on the Assessment Phase contains tools to help undertake a tourism destination visioning exercise and a SWOT as well as benefit analysis tools.

Transforming Communities through Tourism: a Handbook for Community Champions features sections on getting started, industry facts, ingredients for success, tools for analysis, and tips on creating a community tourism plan and implementation. Section 3 in *Transforming Communities through Tourism* provides a picture of how the tourism industry is structured and supported at local, provincial, national and global levels giving special attention to sustainable tourism.

Brass, J (Ed.). 1997. Western Rural Development Centre and Michigan State University Extension. *Community Tourism Assessment Handbook*. Edited by Jane L. Brass, Oregon State University, Corvallis.

Caribbean Resources Centre (CANARI). February 1999. Community Based Tourism Workshop Final Report. A workshop held by the Caribbean Natural Resources Institute and the St Lucia Heritage Tourism Programme.

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Kiss, A. May 2004. *Is community-based eco-tourism a good use of biodiversity conservation funds?* In Trends in Ecology and Evolution, Vol 19 No 5.
<http://dss.ucsd.edu/~ccgibson/docs/Kiss%20-%20%20Eco-tourism-based%20conservation.pdf>

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CHAPTER 4: STRUCTURES AND SYSTEMS FOR MANAGING THE CBT OPERATION

Further information

Earthcheck Lite is a simple starter kit for businesses to begin to measure and monitor sustainability. [www.ec3global](http://www.ec3global.com) www.crctourism.com.au

Sustainable Tourism CRC. Tourism Risk Management: An Authorative Guide to Managing Crisis in Tourism
<http://www.crctourism.com.au/Page/Tools+and+Products/Tourism+Risk+Management+Guide+AICST.aspx>

Tourism Recreation Research and Education Centre. (2006) Tourism Planning Toolkit for Local Government.

Community Based Tourism for Conservation and Development: A Resource Kit developed from the Mountain Institute can be consulted for information about the principles of participation.

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http://www.tdc.co.tt/tourism_quality_control.htm Accessed 3 May 2010

CHAPTER 5: RESOURCING CBT—MECHANISMS FOR FUNDING, ASSET MANAGEMENT AND PROCUREMENT

Further information

Extract the 'people/planet/profit' table on Page 28 of CREM BV 2005, *A toolkit to develop and promote sustainable Eco-tourism in Latin America: Version Latin America stakeholders*, Developed in co-operation with Rainforest Alliance.

A useful tool to assess visitor satisfaction can be found in the Tourism Planning Toolkit for Local Government developed by the Tourism Recreation research and Education Centre

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CHAPTER 6: DEVELOPING SKILLS AND LOCAL CAPACITY TO DELIVER CBT AND SUSTAIN ITS LEGACY

Further information

Go2, a non-profit industry association in Canada is considered a world leader in tourism human resource development with easily accessible web based information and resources www.go2hr.ca

Green Globe
<http://www.greenglobe.com/>

Global Sustainable Tourism Criteria (UN, UNEP, UNWTO and others)
www.sustainabletourismcriteria.org

Sustainable Tourism Practices, TIAC www.tiac-aitc.ca/english/sustainable_tourism.asp

Green Tourism Ideas and Travel, Green Hotel Association www.greenhotels.com

Community-Based Tourism for Conservation and Development
<http://www.recoftc.org/site/index.php?id=355>

Good Practices in Community-Based Tourism in the Caribbean
<http://ckmportal.eclacpos.org/caribbean-digital-library/tourism/good-practices-in-community-based-tourism-in-the-caribbean>

Design for sustainability—A Step by Step Approach <http://www.d4s-sbs.org/>

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CHAPTER 7: DEVELOPING AND MARKETING THE PRODUCT

Further information

Responsible Travel.com—travel agent promoting responsible tourism. A potential site through which to market the tourism experience (see more about Responsible Travel in Chapter 8 Building relationships with tourism stakeholders to support CBT).

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CHAPTER 8: BUILDING RELATIONSHIPS WITH TOURISM STAKEHOLDERS TO SUPPORT CBT

Further information

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11 APPENDIX C: KNOWLEDGE HUBS AND NETWORKS FOR COMMUNITY BASE TOURISM

Group	Description	Contact
Global Organisations		
UNWTO ST-EP Foundation: Sustainable Tourism for Eliminating Poverty	Global: United Nations organisation aimed at using tourism to help meet the Millennium Development Goals. Main focus is on research into good practice in the field of sustainable tourism and attracting finance for the development of sustainable tourism.	Email: contact@unwtostep.org Website: http://www.unwtostep.org/
World Wildlife Fund – Travel	Global: WWF travel program that utilises sustainable tourism operators and contributes to WWF conservation work.	Email: goviedo@wwfint.org Website: http://www.worldwildlife.org/travel/item7707.html
Tourism Concern	Global: An independent NGO fighting to stop exploitation in the tourism industry and develop a network of fair trade tourist operators.	Website: http://www.tourismconcern.org.uk/index.php?page=home
SNV (Netherlands Development Organisation)	Global: A worldwide sustainable development organisation working on poverty alleviation. Working on tourism projects in 23 countries SNV assists governments with CBT policy development and helps marginalised people by connecting rural poor with private sector finance.	Website: http://www.snvworld.org/en/Pages/default.aspx
World Together Travel	Global: Web service that provides travellers with information promoting sustainable cultural travel.	Website: http://worldstogethertravel.com/index.html

EFFECTIVE COMMUNITY BASED TOURISM

<i>APEC nations/region</i>		
Redturs	Latin America: Redturs is the Latin America Community Based Tourism Network. It is a network of CBT operators and national federations that facilitates marketing of CBTs and cooperation between CBTs and external institutions.	Email: info@redturs.org Website: http://www.redturs.org/
Local Communities Insertion Network (Link-All)	Latin America: A sustainable development program focusing on the promotion of rural Eco-tourism and local crafts using information technology.	Email: webmaster@linkall.org Website: http://www.link-all.org/frontoffice/changelang/uajeservlet
Mekong Tourism Coordinating Office	South East Asia: coordinating body to promote sustainable pro-poor tourism in the countries of the Mekong region.	Email: info@MekongTourism.org Website: http://www.mekongtourism.org
Asian Encounters	Asia/Global: An enterprise aiming to promote CBT in Asia by using social networking to link travelers and communities.	Website: http://www.asianencounters.org/
Indecon (Indonesian eco-tourism centre)	Indonesia: Non-profit organisation working on developing eco-tourism in Indonesia. Their focus is on research and training.	Email: indecon@indecon.or.id Website: http://www.indecon.or.id/contact.php
Thailand Community Based Tourism Institute	Thailand: A support and facilitation body for CBT operators in Thailand. An organisation formed from networks with a long history of work in the CBT sector in Thailand. Also see Thailand Responsible Ecological Social Tours (REST)	Email: info@cbt-i.org Website: http://www.cbt-i.org/main.php

Vietnam Community Based Tourism Network	Vietnam: Network of CBT stakeholders looking to promote Vietnamese CBTs and increase collaboration and knowledge sharing amongst the CBT organisations.	Email: dhainsworth@snnworld.org Website: http://www.ngocentre.org.vn/node/507
Community Based Tourism Foundation of Papua New Guinea	Papua New Guinea: An umbrella organisation connecting CBT operators and other stakeholders that provides technical advice and facilitation to develop the CBT sector in PNG.	Email: cbtf@outline.net.pg Website: www.cbtf.org.pg
Central American Tourism Integration Secretariat (SITCA)	Central America: The secretariat helps to promote the integration and development of sustainable tourism across Central America.	Email: info.stcct@sica.int Website: http://www.sica.int/cct/stcct/stcct_breve.aspx
Non-APEC nations/regions		
Association Costaricense de Turismo Rural Comunitario (ACTUAR)	Costa Rica: Association of Costa Rican CBT operators enabling collaborative marketing.	Website: http://www.actuarcostarica.com
Cooprena	Costa Rica: Association of networks helping to organize and market CBT in Costa Rica.	Email: info@turismoruralcr.com Website: www.cooprena.com
La Ruta Moskitia Eco-tourism Alliance	Honduras: Alliance of six indigenous communities owned CBT operations within the Rio Platano Biosphere Reserve. Aims to shift local economies away from resource extraction into sustainable tourism.	Email: info@larutamoskitia.com Website: http://www.larutamoskitia.com
Proyecto El Condor	Ecuador: Alliance of local communities in the Totorillas Valley in Ecuador promoting eco-tourism.	Email: twalsh@ch.pro.ec
Community Tourism Foundation (CTF)	Barbados: formed with the mission to 'build safer and stronger communities in partnership with the tourism sector'.	Website: http://www.interconnection.org/condor/english/projects/ecotour.html www.ctfonline.com

EFFECTIVE COMMUNITY BASED TOURISM

Lao Sustainable Tourism Network	Laos: A forum for the discussion and promotion of sustainable tourism in Laos. It is open to public and private sector organisations.	Website: http://www.eco-tourismlaos.com/stn.htm
Cambodia Community Based Eco-tourism Network	Cambodia: A network including communities, NGOs, academic institutions and private companies, based around the promotion of community based eco-tourism in Cambodia.	Email: info@ccben.org Website: http://www.ccben.org/index.html
CBT Kyrgyzstan	Kyrgyzstan: Peak national body to coordinate and promote the CBT operations across Kyrgyzstan.	Email: cbt@cbtkyrgyzstan.kg Website: http://www.cbtkyrgyzstan.kg
Explore Rural India	India: Web portal to promote small rural tourist operators to travellers. Setup by Indian Ministry of Tourism and UNDP India.	Email: Contact@exploreruralindia.org Website: www.exploreruralindia.org
Sri Lanka Eco-tourism Foundation	Sri Lanka: The foundation aims to alleviate poverty through the promotion of rural community based CBT. Focus is on regional cooperation and infrastructure building.	Email: sleco@sltnet.lk Website: http://www.eco-tourismsrilanka.net/
Regional Tourism Organisation of Southern Africa (RETOSA)	Southern Africa: Network of 14 countries that promotes sustainable development and poverty reduction through tourism.	Email: info@retosa.co.za Website: http://www.retosa.co.za/home



Asia-Pacific Economic Cooperation

APEC Members

Australia
Brunei Darussalam
Canada
Chile
People's Republic of China
Hong Kong China
Indonesia

Japan
Republic of Korea
Malaysia
Mexico
New Zealand
Papua New Guinea
Peru

Philippines
Russia
Singapore
Chinese Taipei
Thailand
United States of America
Viet Nam



AICST was established by the Tourism Minister of the 21 APEC Economies and the APEC Tourism Working Group to provide information and assistance to APEC Economies and tourism destinations to improve tourism sustainability throughout the region.

AICST aims to:

- Contribute to improved planning and management of tourism
 - Assist better policy development by governments
 - Increase capabilities and capacities
- Foster improved tourism education and training

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PO Box 1430, Toowong, Queensland, Australia 4066 Email: info@aicst.org

For the Asia-Pacific Economic Cooperation Secretariat, 35 Heng Mui Keng Terrace Singapore 119616
Tel: +65 6891-9600 Fax: +65 6891-9690 Email: info@apec.org Website: www.apec.org