

Introduction

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I began researching the benefits and problems with the concept of community-based tourism in 1996 when I was the President of The International Ecotourism Society (TIES) and our board member, Greg Miller of The Nature Conservancy, asked TIES to study how well ecotourism was functioning as a tool for community benefits and nature conservation. The study that resulted from this initiative, *The Global Challenge of Delivering Community Benefits from Ecotourism, Case Studies from Ecuador*¹ revealed that many of the community-based tourism enterprise (CBTE) projects initiated by donors and managed by NGOs in Ecuador lacked a proper demand-driven approach to development and were not integrated into the existing, local tourism supply chain. This had left many small communities without the capacity to capture a market and make their projects viable. However, the study also demonstrated that with proper efforts to plan CBT projects like micro or small businesses and with efforts to link them to the local tourism industry, it was highly likely that more would succeed.

The history of CBTEs² is strongly correlated with support from the NGO community, with 41% of the examples in this study launched with NGO support. Some concerns about the viability of the CBTE model were raised in 2006 within the international donor and research community asking if the significant amount of grant money provided by the donors and NGOs to these enterprises was justifiable based on their true benefits to the community and the environment. Bluntly, it was being said that the CBTE model had failed.

This research initiative sought to review the progress of CBTEs, from a triple bottom line perspective; looking at business competitiveness, conservation outcomes, and community benefits. The focus was on Latin America where a large number of these programs were launched in the last 10 years. And the research was done directly with communities via survey, in Spanish, to better understand what was transpiring at the grass roots level. While there were many experts speaking about the success or failure of the linkage between community benefits, conservation and tourism; it was clearly time to hear from the communities themselves.

Fortunately, a young woman, Holly Jones, approached EplerWood International for an internship in the fall of 2006. Holly offered to undertake this research, using her outstanding Spanish, a strong educational background in business, and a professional interest in cross-cultural communication. She saw the importance of talking with community representatives directly and steadfastly worked to communicate with them via Skype and email to understand how the CBTE model has served them.

CBTEs are of interest to the sustainable development community, because they are small, medium and micro-enterprises that can generate a variety of positive social and economic development impacts in highly rural, biodiverse areas, where other types of development are

¹ Epler Wood, Megan. (1998).

² Community based tourism enterprise; Preferred acronym of the United Nations and Pro Poor Tourism.

frequently damaging to the environment.³ They have a strong correlation with protected areas. With over 89% of the CBTE enterprises in this study offering programs in protected areas, it is clear that the CBT model is strongly linked to the effort to conserve protected areas.

An examination of the relationship between CBTE projects and protected areas was included in Holly Jones' research with the support of The Nature Conservancy. The goal of this component was to gauge the number of communities working in ecotourism that perceive benefits from being located within, adjacent or near protected areas.

Methods

Development of the Questionnaire

Literature on community-based tourism has become widely available and the term has generally been defined as having the following three criteria:

- located within a community (i.e. on communal land, or with community benefits such as lease fees); or
- owned by one or more community members (i.e. for the benefit of one or more community members); or
- managed by community members (i.e. community members could influence the decision making process of the enterprise).⁴

This study utilized this definition, with a singular focus on community-based accommodation.

The survey categories were also based in part on the community based tourism survey used by the UNWTO RETOSA project in Southern Africa. The questionnaire contained the following sections: 1. Basic Information, 2. Ownership, Employment & Community Benefits, 3. Marketing & Technical Assistance, 4. Protected Areas, and 5. Limitations. An international survey review committee was formed who commented on the survey instrument, and several revisions were made based on their comments.⁵ The end result was a five page, 35-item, email and telephone administered questionnaire (see Appendices 1 & 2) that was distributed to 138 community based tourism enterprises in Mexico, Guatemala, Honduras, Nicaragua, Costa Rica, Panama, Ecuador, Peru, and Bolivia.

Data Collection

Contact information for the community enterprises was collected from a variety of sources. The RedTours.org online database, an active project of the International Labor Organization supplied 78% of the contacts. SNV of the Netherlands provided 14% of the total contacts, specifically the Nicaraguan organizations. EplerWood International business contacts and miscellaneous organizations made up the remaining 8% of the contacts.

³ International Finance Corporation. (2004).

⁴ Southern Africa Community Based Tourism. (2008).

⁵ The committee consisted of Anna Spencely of the UNWTO RETOSA Project South Africa, John Terborgh of TNC Ecotourism Department, and Maria Jose Zapata Campos of SNV in Nicaragua.

In order for the CBTEs to participate in the research, they needed to have a functional email address and phone number. Phase one of data collection was making an initial contact with groups by sending an email describing the background of EplerWood International and the goals and objectives of the study. The questionnaire was attached to the email with a request for the survey to be returned within 2 weeks of the sending date. All correspondence of the project, including the survey, was in Spanish.

Of the original 138 community enterprises that an email was sent to, 32% (45) were returned for email accounts that were no longer in service or temporarily disabled. Phase two began with 98 valid sites (93 sites with valid emails and 5 additional sites from enterprises contacting their colleagues to participate). Of the 98 organizations, 42% (41) had telephone numbers out of service that were either disconnected, reassigned to a private residence, or not able to accept international calls. As a result, 62% of the original 138 community enterprises had either discontinued email service or non-functioning telephone service.

Phase three began with 57 organizations to work with. Live contact (in Spanish) was made with 37 of the 57. The remaining 20 groups either did not have voice mail or did not respond to a message identifying EplerWood International, the objective of the study and a reminder to check their email for the survey.

During the preparatory phase, the online travel agency, ResponsibleTravel.com, contacted EplerWood International to coordinate with the research. In order to build their own database of CBTEs, Responsibletravel.com offered free technical assistance and a listing with ResponsibleTravel.com to all participating and qualifying enterprises.

After making live contact with the organizations, resending the survey, offering the Responsible Travel.com listing, making follow up calls, and sending periodic reminder emails, 21 groups agreed to send in surveys. Six returned surveys without reminders, for a total of 27 participating enterprises, a 20% response rate. Table 1 supplies the country contact and response breakdown.

Table 1: Country Contact & Response Breakdown

Country	Potential Contacts	CBTE Responses
Mexico	8	1
Panama	5	1
Peru	4	1
Costa Rica	24	2
Honduras	7	2
Bolivia	18	3
Guatemala	14	3
Ecuador	41	7
Nicaragua	17	7
Total:	138	27

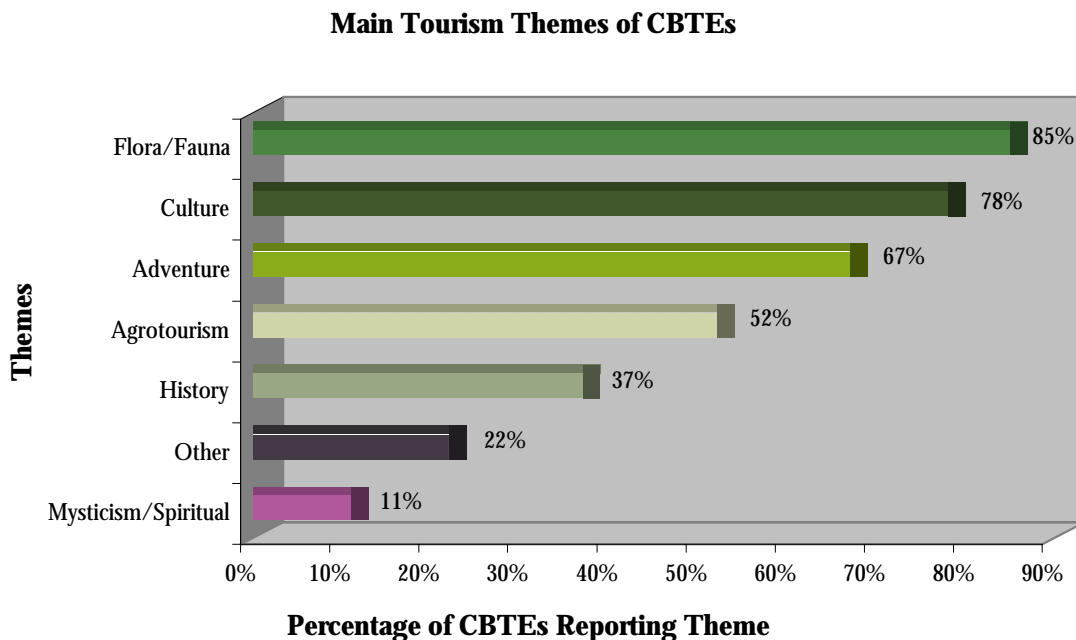
Results and Discussion

Basic Information

The CBTEs were asked to report on the themes of their businesses. The results demonstrate that many choose to draw on the flora and fauna as a main attraction of their business. This theme is typically coupled with cultural activities and some type of adventure tourism. Flora/fauna is closely followed by culture. See Figure 1 for full results.

Of the 27 enterprises surveyed, 20 (74%) were within 20 kilometers of at least one protected area. This may explain why flora and fauna is rated by 85% of the enterprises as their top attraction. The close linkage of community-based enterprises to protected areas is fully explored and confirmed in the section on Protected Areas.

Figure 1: Main Tourism Themes of CBTEs



Product & Product Pricing

The types of accommodations offered by the CBTEs included cabins, camping, hostelling, family stay and hotel accommodations. 48% (12) offered cabins or family stay, while 44% (11) of the enterprises offered hostelling. 32% (8) offered camping. 20% (5) offered hotel accommodations. One enterprise offered hammocks year round.

81% (21) of the CBTEs reported having a maximum capacity of 0-50, 8% (2) have a maximum capacity of between 51-100, and 12% (3) reported a maximum capacity of over 100 guests.

Table 2: Maximum Capacity Breakdown

Maximum Capacity (<i>guests</i>)	CBTEs
0-50	21
51-100	2
100+	3

While the average daily rate of the CBTEs range from \$2-\$420 per day, 76% are economical, with 19 CBTEs charging up to \$60 per day. Table 3 provides full results.

Table 3: Product Pricing Breakdown

Product Pricing (<i>ave. daily rate</i>)	CBTEs
Economical (<i>up to \$60/day</i>)	19
Mid-Range (<i>\$61-\$200/day</i>)	4
Luxury (<i>greater than \$200/day</i>)	2

28% of all CBTEs employ seasonal rates. 100% of CBTE *hotels* use seasonal rates. This may reflect that business owners who are operating hotels instead of operations such as hostels, or family stay programs, have greater business management knowledge; it must be noted that hotels represent only 10% of the total sample.

Nineteen (70%) CBTEs noted the US as the most common country from which they receive guests. Germany and Spain were each listed by 9 (33%) of the businesses. England, France and Canada were also listed by over 20% of the businesses.

Ownership

48% of CBTEs listed their business as owned exclusively by the community. The businesses that did not classify themselves in one category described shared ownership conditions such as combinations of community members, NGOs, and private owners and corporations. Two CBTEs specifically mentioned using co-operative ownership.

Table 4: Ownership Classification Breakdown

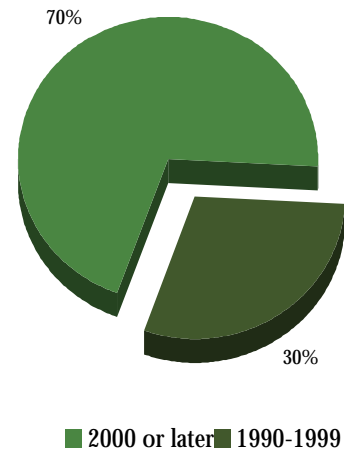
Ownership Type	CBTEs
Community Enterprise	12
Shared Ownership	9
NGO	2
Family owned	1
Corporate	1
Private Sector	1

On the topic of original funding, many businesses had received funding from a variety of sources. 41% (11) received assistance from an NGO.⁶ 27% (8) received private sector funding. 7% (2) reported receiving government funds for the operation, and 40% (13) reported receiving funds from other sources such as the community, cooperative monies, and personal funds.

This data demonstrates that an interesting model of commerce has emerged where small local, community-based projects are launched by NGOs or other businesses, are owned by communities, and largely operate as a mechanism to collectively benefit local people.

While many CBTEs were launched in the 1990s, only 30% of the sample is now represented by this group. It is likely that natural attrition is winnowing out the older projects, while the newer initiatives are still surviving in larger numbers. This may partially be because the newer projects are still receiving significant benefits and grants from philanthropic sources, which have not yet run out. It may also indicate that the NGO and private sector assistance provided to the newer generation of CBTEs is improving their likelihood of success.

Figure 2: Year CBTEs Started



Finances

Although a substantial section of the survey tool was devoted to finances and community benefits, complete data were not available due to factors such as: 1) limitations in financial systems, and 2) reluctance to divulge confidential financial information.

The data, or lack there of, clearly illustrates that CBTEs are unable to maintain good bookkeeping records. One manager in the sampling was able to provide justifiable financial data for her three businesses; none were able to provide legitimate financial records vis-à-vis revenues less costs equaling profit.

While 81% answered “yes” to running a profitable business, only 26% (7/27) provided complete sets of data regarding annual revenue, labor and operational costs, and profits that allowed for an independent analysis of the data. Jones analyzed the 2005 data using revenue vs. expenses to derive profits for the seven complete data sets. While 100% of CBTE calculated their operations resulted in profit, Jones’s calculations found that the 4/7 CBTEs were operating on a net loss. Three CBTEs checked out in terms of operating on a profit or loss, however no calculations matched exactly. See Table 5 for full results.

⁶ It is not known precisely how many of these NGO projects were supported by international donors because the communities were not aware of the source of the NGO funds.

Table 5: CBTE Financial Data 2005

CBTE	Revenue	Labor Costs	Operational Costs	Profit	<i>Profit Calculated by Jones (Revenue - Costs)</i>
#1	\$6,000	\$12,000	\$9,600	\$2,000	\$-15,600
#2	12,714	16,576.92	3,864.60	6,776.92	-7,727.52
#3	9,000	6,000	6,000	3,600	-3,000
#4	15,000	12,000	5,000	5,600	-2,000
#5	6,000	1,320	2,400	2,600	2,280
#6	15,500	5,400	6,000	8,500	5,100
#7	77,000	13,200	16,800	43,000	47,000

These financial inaccuracies could be accounted for in the following ways:

- External funding in the form of benefits and grants from philanthropic sources may account for the extra income that is registering as profit.
- CBTEs may be distributing revenues to community-based projects as the funds come in, without keeping track of the amounts.
- The word *profit* is not being used in the traditional financial sense.

This research has revealed that the distribution of funds is clearly taking place without profit being calculated, a trend among CBTEs in Latin America. Standard bookkeeping practices are not in place, positive cash flow is being used to distribute benefits to the community, and the remaining percentage of gross revenues after benefit distribution is being used to cover expenses and reinvestment. Because profit is not a part of local communities' approach to managing cash flow, it is suggested that the term "community cash flow return" (CCFR) is used to reference positive cash flow that is being reinvested in local benefits as it becomes available. This term helps to acknowledge what appears to be a standard practice among CBTEs. In their attempt to distribute benefits as quickly as possible, without applying basic sustainable business management principles, the CBTEs may be inadvertently losing their investment over the medium and long-term.

Given that the following figures cannot be checked against costs and profits, the data on gross revenue are for theoretical reference only. Fifteen CBTEs provided data for 2005.

Table 6: Levels of Gross Revenue 2005

2005 Gross Revenue	No. of CBTEs	Percentage of CBTEs from Total Responses
\$10,000 or less	6	40%
\$10,001-\$25,000	4	27%
\$25,001-\$50,000	2	13%
\$50,001-\$75,000	1	6%
\$75,001-\$100,000	1	6%
At least \$100,000	1	6%

No Answer	12	-
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Figure 3: 2005 Gross Revenues

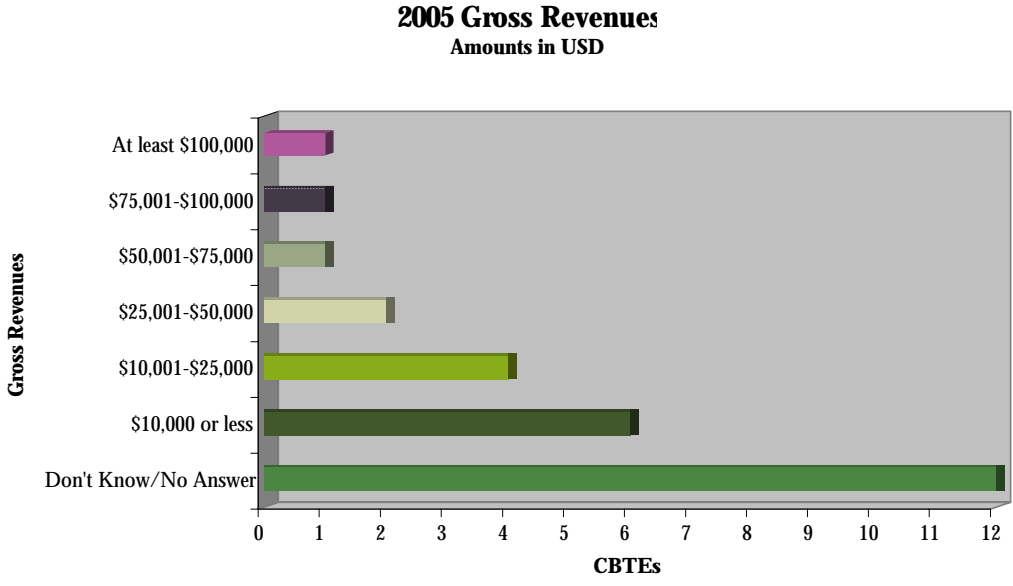
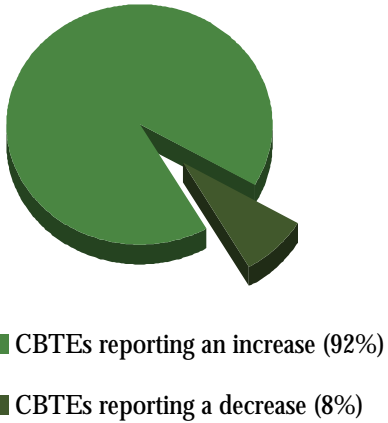


Figure 4: Change in Gross Revenues 2003 to 2005

The fact that twelve CBTEs are unable to provide gross revenue information further verifies the concern that CBTEs do not have the capacity to maintain good financial records.

The positive trend in gross revenues (Figure 4) suggests that the businesses are gaining ground slowly, despite their informal management structure. These figures demonstrate however, that the CBTE model can operate as a financial revenue generation tool.



Community Benefits

The CBTEs were set up with the mission of generating benefits, and as such the approach taken at the donor level focuses on the careful documentation of these benefits. To ensure successful, continued collaboration with donors, it is reasonable that accounting for benefit distribution would be central to how the local managers understand the success and failure of their businesses, rather than the long-term sustainability of their business. While this is not a recipe for strong growth or business profits, the CBTE model is demonstrating that it can deliver community benefits.

Eighty-one percent of CBTE managers claimed to run *profitable* businesses, but as seen in the financial section, this did not mean that an actual profit (revenues less expenses) was produced. Future research could approach these financial figures from the CBTE perspective. Instead of posing questions based on revenue and profit, the researcher should ask first about the amount of money given to the community and how it is being distributed, the amount of money that is being used to cover expenses and how much money is left over...in terms as simple as these.

By using the principles of the CBTEs' own "benefits first" management model to frame research questions, instead of the traditional business model, a framework obviously foreign to them, a more effective communication model could be developed, resulting in a quality exchange of information that is fully understood by both parties.

The CBTEs were asked to estimate the percentage of their profits that is distributed annually to community development projects. The "community cash flow return" CCFR concept is used in place of profit in this section. 93% (25/27) affirmed that they distribute monies to the communities. CBTEs reported that an average of 44% of CCFR is reinvested. 52% (13/25) reported a direct monetary distribution to individual community members. While the amount of CCFR distributed range from 5%-60%, the average CCFR distribution to community members is 40%.

Seventy-two percent (18/25) of CBTEs reported distributing CCFR to community or NGO projects. It is clear that the CBTEs are keeping better records on where and how they are distributing their funds, than how much money is flowing in, based on the detail-oriented information received about how CCFR was being allocated to different projects. See Table 7 for full results. The two case studies that follow from Guatemala and Bolivia confirm that these projects are formed for reasons that go well beyond delivering profits and are strongly focused on community benefits.

Table 7: Profits Allocated to Community Projects

Project Type	Percentage of Enterprises Allocating Funds	Average Percentage of CCFRs Allocated
Conservation	89% (16/18)	18%
Education	78% (14/18)	16%
Infrastructure	67% (12/18)	21%
Health	61% (11/18)	12%
Other	33% (6/18)	22%

The large percentage of CBTEs contributing to conservation funding correlates strongly with the findings in the protected areas section. As demonstrated in the subsequent section, 100% of CBTEs were found to have a relationship with the protected area system in different capacities including: offering guides or other tourist services to the protected areas, mentioning the protected area as one of the local attractions in their publicity, and/or having

a relationship with the personnel of the protected area in regard to collaborating in the management of the protected area and/or tourism.

Marketing & Technical Assistance

Many rural businesses may lack adequate access to Internet or may lack personnel to manage the technical assistance that they receive. Less than half of the CBTEs rated prior Internet training as being effective (45%). See Figure 6 for full results. 34% do not consider the Internet an effective form of publicity. See Figure 7.

The degree of instability that many CBTEs operate on should act also as a caveat to those supplying technical assistance. The online contact information for 41 CBTEs went from current to out of date in the few months between the creation of the RedTurs.org database and the data collection for this study in October 2006. Clearly, providing Internet to some of these businesses would be the equivalent of offering this type of technical assistance to a family-based roadside stand.

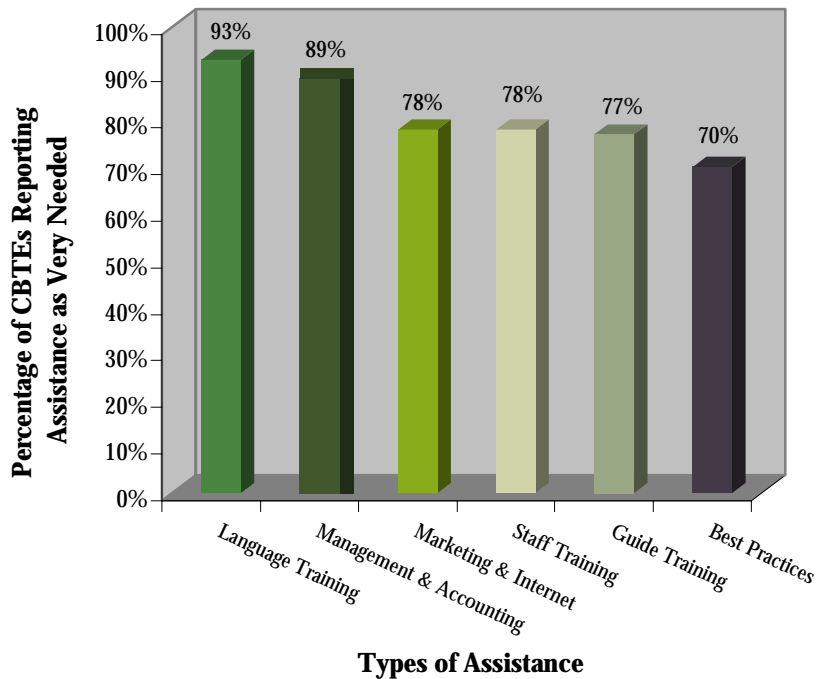
Most Needed Technical Assistance

CBTEs feel that all types of training are highly needed. This highlights one of the difficulties with community-based, participatory consultation. While the community members can strongly inform researchers about their cultural reality and stress the need for technical assistance, Internet for example, they may not be in the position to judge how effectively they can maintain the Internet in terms of numbers of staff members and capacity.

In this study, CBTEs identified the types of technical assistance that are needed for their staff. Ninety-three percent noted that language training (English, followed distantly by French) is very necessary for their staff. This demonstrates that the CBTEs understand the on-site customer service needs of their guests. 89% noted that general business management skills and accounting training are highly needed. Staff & Operational Development, Best Practices, Internet & Marketing, and Guide Training were rated as necessary to very necessary by at least 70% of businesses. See Figure 5 for full results.

Figure 5: Most Needed Technical Assistance

Most Needed Technical Assistance



Past Technical Assistance

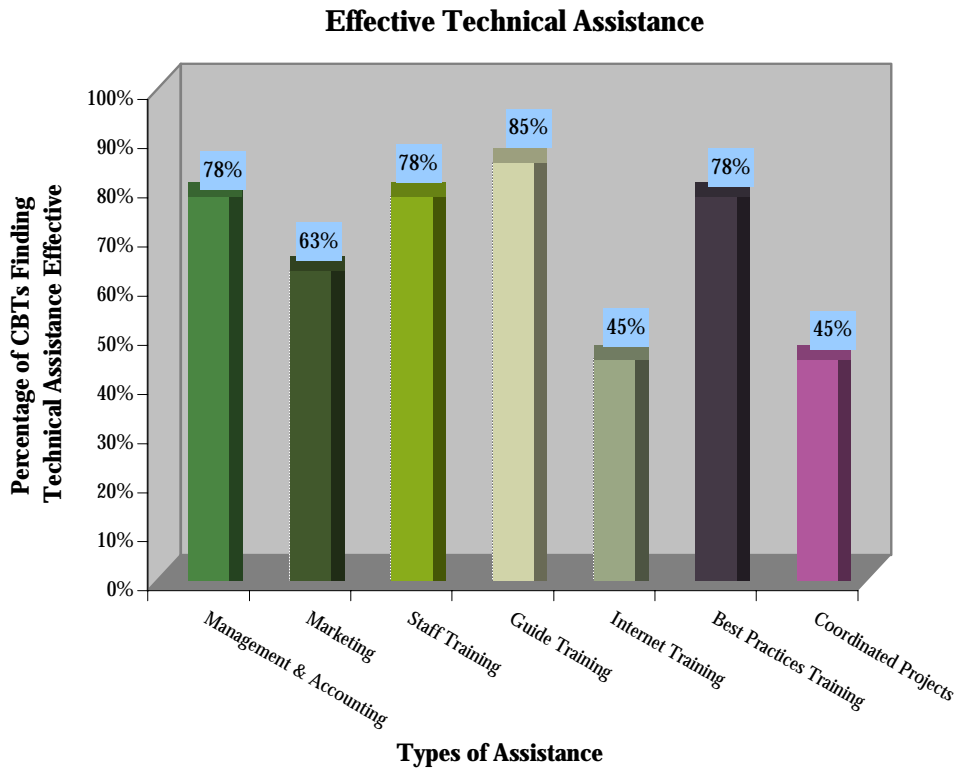
Enterprises were asked to identify the types of past assistance that had been the most helpful, with regard to increasing the number of bookings, increasing operational efficiency, improving relations with partners and local people, and improving the harmony of the business with the local environment. See Figure 6.

Guide training was the most highly rated assistance with 85% (23/27) of businesses rating it as effective to very effective. This correlates well with traditional ecotourism businesses that consistently state that well-trained guides is one of their most important assets. In 2005, participants in the Ecotourism Emerging Industry Forum agreed that good guides are one of the most crowd-pleasing features of any travel experience. They commented that some guides even develop followings and actually become the product.⁷ Given this insight, it is likely that trained guides can and do generate more business and the very effective word of mouth publicity that was highlighted by 92% of CBTEs.

Management and accounting assistance, personnel development and Best Practices training were rated as being effective to very effective by 78% of businesses. 63% noted that marketing assistance is effective to very effective. Internet training and coordinated projects with partners were rated as being effective to very effective by 45% of the businesses.

⁷ Ecotourism Emerging Industry Forum. (2006).

Figure 6: Effective Technical Assistance

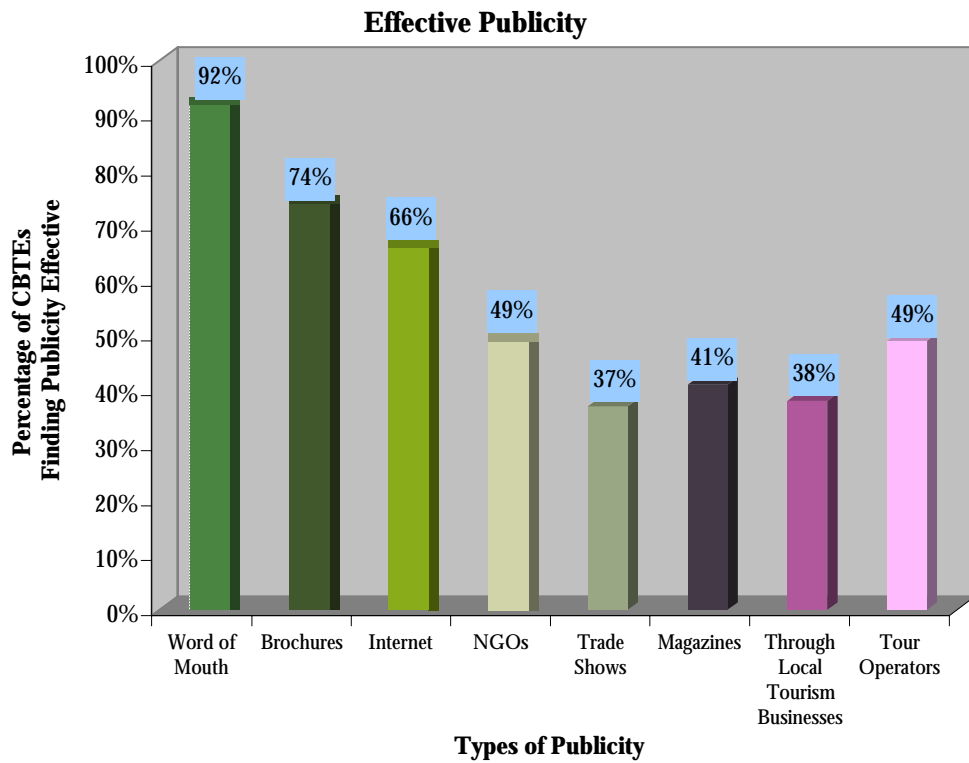


Effective Publicity

CBTEs are operating largely outside the traditional tourism economy and they are dependent, not on tour operators or tradeshows, but word of mouth, brochures and some on their own Internet sites. While linking these projects to the existing local tourism supply chain could bring them more business, this is not transpiring to date.

CBTEs commented on the effectiveness of different types of publicity in terms of increasing the number of bookings. Word of mouth was rated by 92% (25) of businesses as being effective to very effective. 74% (20) commented that brochures have been effective to very effective. The Internet was rated by 66% (18) of businesses as being effective to very effective, while NGOs and tour operators were rated as being effective to very effective by 49% of businesses. The main types of publicity noted as *not* being very effective were tradeshows, promotion from local people, tour operators, and local tourism businesses. See Figure 7 for full results.

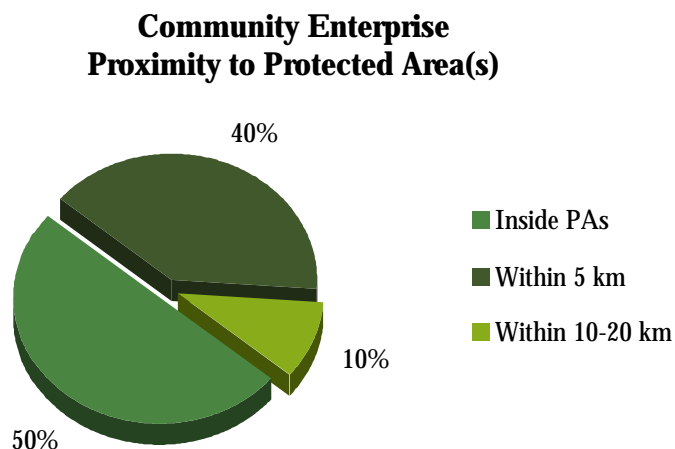
Figure 7: Effectiveness of Publicity Types



Protected Areas

Of the 27 CBTEs that returned the survey, 20 were either inside, adjacent to or within 20 kilometers of a protected area(s). 10 were within a protected area(s), 8 were within 5 kilometers of a protected area(s), 2 were within 10-20 km of a protected area(s). See Figure 8.

Figure 8: Proximity to Protected Area(s)



The enterprises surveyed were frequently near to more than one protected area. 8 community enterprises were near one protected area. 4 enterprises were close to two protected areas and 8 were close to three protected areas.

The enterprises were then asked to estimate what percentage of their clientele is attracted to their business due to their proximity to the protected areas. 7 enterprises commented that 100% of their customers stay with them because of the protected areas. 6 noted that 75% of guests were motivated by the protected areas. Therefore 59% of the community enterprises surveyed had a customer base of over 75% attracted to their business because of their proximity to a protected area. The full results are found in Table 8.

Table 8: Protected Area Role in Attracting Clients to CBTEs

No. of Enterprises	Percentage of Enterprises From Total Responses	Percentage of Clients Attracted by Protected Areas
7	32%	100%
6	27%	75%
4	18%	50%
5	23%	25%

The businesses were then asked to report on the percentage of their guests that actually visited the protected areas. 50% of the enterprises (11) commented that 100% of their customers visit the protected areas. 32% (7) noted that 75% visit the protected areas. Therefore over 82% of the communities surveyed had over 75% of their clients visiting protected areas during their stay. Table 9 provides the full results of this question.

Table 9: Visitation Rate to PAs for CBTEs

No. of Enterprises	Percentage of Enterprises from Total Responses	Percentage of Clients Using Protected Areas
11	50%	100%
7	32%	75%
1	4%	50%
3	14%	25%

In order to develop an understanding of the relationship that the community enterprises have with the protected area system, the following three questions were posed:

- Do the enterprise offer guides or other tourist services (i.e. transportation) related to the protected areas?
- Does the enterprise’s publicity mention the protected area(s) as one of the attractions of the location?
- Does the community based enterprise have a relationship with the personnel of the protected areas in regard to collaborating on the management of the protected area or tourism?

100% of the community organizations answered Yes to each of the three questions, indicating a strong correlation between the community organizations and their involvement with the protected areas systems.

CBTE Limitations to Profitability

CBTEs were asked to list the most difficult barriers to growth and development of the business. The most commonly mentioned barrier was “Lack of Publicity,” listed by 56% of the businesses. 44% noted “Lack of Clients,” “Partner Communication,” and “Remote Location” as being the most common barriers.

Conclusions

CBTEs as Businesses

CBTEs are not operating like formal businesses, and this study conclusively shows that most do not maintain basic bookkeeping records that allow them to calculate profits. With a high percentage of CBTEs reporting increases in gross revenues from 2003-2005, it can be concluded that the enterprises are growing but reinvesting in needs as the cash comes in, which is characteristic of small family businesses.

Due to the frequency in which the CBTEs use this informal business model to achieve their objectives, the authors recommend evaluating the community business model system based on the use of a suggested new term, community cash flow return (CCFR). CCFR describes

the seasonal positive cash flow that is distributed to communities as benefits and used to pay expenses without ever being accounted for in terms of revenue and profit.

The lack of capacity to maintain basic business records coupled with the primary focus of providing benefits to their communities, may be impeding the CBTEs' abilities to manage these businesses sustainably. Without pausing to incorporate basic sustainable business management principles, their mission to provide community benefits may ultimately destroy the business. They may be, in effect, killing themselves with kindness.

While the need for basic bookkeeping technical assistance is clear, future research could address the possibility of developing a business model that would work more closely with the CBTE "benefits first" approach, which would seek to help these enterprises run more formally and begin to build stable business assets that will provide for the community in the long-term. Research done from this angle may in fact encounter fewer problems vis-à-vis the CBTEs' comprehension of the financial questions being posed.

The high percentage of CBT businesses that cannot respond to international communications may indicate that 1) there is a high attrition rate of community based tourism projects, 2) these projects may be extremely local or regional in nature, 3) many of the projects are run on an "as needed" basis, depending on walk in arrivals, 4) when given the assistance of being listed on the Internet by outside organizations, these enterprises may not have the capacity to handle the customer service that international tourism enterprises require. Those providing Internet assistance should carefully consider the organizational capacity of CBTEs to handle online bookings and respond regularly to email requests for information.

CBTEs are operating largely outside the traditional tourism economy and they are dependent, not on tour operators or tradeshows, but word of mouth, brochures and some on their own Internet sites. Future international assistance to CBTEs may need to focus on where the market for these enterprises genuinely lies and the full range of marketing and customer service systems required to develop a tourism enterprise with international markets. The development of more trained intermediaries that can act as commercial liaisons between CBTEs and the local tourism supply chain would be one good solution to the problem. While local managers may be able to handle the development of their individual businesses, they may not be capable of handling the complexity of domestic and international supply chains and marketing strategy. These commercial liaisons understand successful business development from an advanced, market-oriented approach that donors may not have emphasized in their technical assistance to the CBTEs.

CBTEs as Generators of Social Benefits

Using a "benefits first" approach, CBTEs are more carefully maintaining records on how the cash generated from these enterprises is being distributed, and what these cash benefits are being used for. In many ways, the community is acting as shareholders. They are making sure that there are clear records on what the community is receiving as their top priority. There is also a very strong donor focus on ensuring community benefits are calculated and received – which may be another reason these small enterprises are careful to report on local benefits without ever understanding how to calculate profits. Despite these problems, this

study does reaffirm that CBT in Latin America is operating as a financial revenue generation tool to help communities to provide more local, social benefits.

CBTE respondents commented that the development of these enterprises has served as a catalyst for the creation of additional cultural, economic and conservation projects. Some local people feel that their cultures have been better preserved through the promotion of their history, indigenous languages, arts, sports, and ancestral knowledge, such as that of medicinal plants.

Economically, the CBTEs are providing additional work opportunities. The local supply chains are being strengthened as farmers and artisans sell their produce, meat, and handicrafts to the community enterprise and its guests. The existence of the CBTEs has also encouraged the creation of small, related businesses such as transport and guide services.

Enterprises also noted the benefits of the increased educational opportunities, in the forms of workshops, trainings and access to instructional materials. Other projects noted to have developed since the creation of the community enterprise include solid waste management, organic agriculture, and health and conservation programs.

CBTEs and Protected Areas

There is an extremely close relationship between CBTEs and protected areas, which is demonstrated by the fact that over 50% of the CBTEs interviewed were found inside protected areas and 40% were within 5 kilometers. It is important to note that the data bases used for this research were not from organizations that work on protected areas – but rather from organizations associated with community development and pro-poor activities.

The fact that 59% of the community enterprises surveyed had a customer base of over 75% attracted to their business because of their **proximity** to protected areas, and that 82% of the communities surveyed had over 75% of their clients visiting protected areas during their stay, could not be a stronger demonstration that community based enterprises and protected areas in Latin America have a strong co-evolutionary relationship and that CBTEs are highly dependent on protected areas to attract business. It is highly significant that all of the sampled enterprises mention protected areas in their promotional literature, offer tourist services to the protected area and work closely with protected area personnel.

This research has demonstrated that special attention needs to be paid to the benefits of protected areas to local communities seeking to develop community ecotourism enterprises. Relatively convenient access to protected areas may well be an important determinant of community ecotourism enterprise success. The strong positive relationship between PAs and CBTs confirmed here, gives researchers, conservationists, and local governments a stronger incentive to ensure there is an appropriate system of planning for CBTEs that recognizes 1) how interdependent PAs and conservation areas are, 2) the need for PA planning which incorporates the communities and their tourism enterprises, and 3) the need to ensure communities appropriately recognize the ecosystem services they are receiving from protected areas.

Limitations

The small sample size of this research may be attributed in part to several factors. The time frame of this project was designed in accordance with the Jones internship. The internship extended over the holiday season, which is a traditionally high season for the tourism industry in Latin America. The enterprises were not only busy with their clientele, but also with arranging their own personal vacations. Unlike business in the U.S., Latin American business generally shuts down completely from December 15-January 15. These scheduling differences caused communication to be more challenging than previously anticipated.

The business cultures differ in their styles of communication as well. Traditionally, Latin Americans prefer to do business in person, rather than over the phone or through email. Despite informing the enterprises of the online nature of the research, many enterprises asked when Jones would be able to stop in the office to meet the management and assist in filling out the survey. Unfortunately, resources were insufficient to verify the data at the field level.

Many of the enterprises seemed to lack a general understanding of the North American business culture. Many did not fully understand the importance of this type of research, and their response time to correspondence was markedly delayed. A small number of CBTEs were also contacted to take part in case studies. While their interest in the opportunity was initially high, their follow up on further correspondence was delayed and nonexistent in some cases. Enterprise managers would agree over the telephone or through an email to a future appointment for a follow up conversation and then would not be available when the call was made.

The RedTurs.org online database, an active project of the International Labor Organization, supplied 78% of the contacts. Of the 107 contacts supplied, at least 41 listings had outdated contact information. Web pages, email addresses, and phone numbers were listed that were neither current nor functional.

Case Studies

Aventura Maya K'iche'

Totonicapán, Guatemala

Located in the high western plateaus of Guatemala, Aventura Maya K'iche' sits at an elevation of 2,496 meters above sea level, in the village of Totonicapán, in one of the coldest regions of the country. Totonicapán is located 200 kilometers northwest of the capital in the tourism circuit of Atitlán, Santo Tomás, Xelajú Zaculeu y Chuimekena; 27 kilometers from La Aurora airport in Quetzaltenango.

Aventura Maya K'iche' was founded in 1987, with the objective of conserving the historical, cultural and spiritual expression of the region by offering home stays in the heart of Maya K'iche' society and promoting traditional dance festivals. The village has preserved many historical religious and civic buildings, which embody the traditional culture of the region.

The enterprise was developed through a joint work agreement among La Casa de La Cultura, the municipality of Totonicapán, and INGUAT (Guatemalan Institute of Tourism). As the needs for the project have grown, development has been able to continue through agreements with public and private organizations such as INGUAT, USAID, the Guatemalan Chamber of Tourism, FENATUCGUA (National Federation of Community Tourism in Guatemala) and AGEXPORT (Guatemalan Exporters Association). After receiving assistance for the first five years, Aventura Maya K'iche' now finances itself through the revenue generated by day visitors and guests.

At a Glance

Rates:

\$15/person (low season)
\$25/person (high season)

Host family stay includes dinner, lodging for one night and breakfast. Conditions range from very basic to comfortable to accommodate guests.

Activities:

Shop in markets, traditional festivals, visit cultural center, guided tours, hikes on interpretive trails

Max. Capacity: 50

Guests in 2006: 670

Origin: Netherlands, Belgium, England & US

Average Stay: 1 night

Low Season: May-June, January & March

2006 Overnight Stays: 15/day

High Season: July & October

2006 Overnight Stays: 40/day

Semana Santa

2006 Overnight Stays: 40/day

Financial Summary (amounts in USD)

Annual Revenue

2003: \$22,000
2004: \$18,600
2005: \$20,780

Ave. Monthly Labor Costs: \$600

Ave. Monthly Operational Costs: \$300

Distribution of Profits:

15%: Reinvestment
80%: Individual community members
5%: Community projects
50%: Infrastructure
50%: Cultural conservation

Profits distributed to the community:

2003: \$15,000
2004: \$12,000
2005: \$14,000

Marketing & Technical Assistance

Marketing, sales and technical assistance have been provided by international tour operators such as Baobab of the Netherlands and Dragoman of the UK. USAID has also contributed technical assistance, notably through the collaboration with AGEXPORT to create a supply chain management program to support community based tourism projects. These working relationships have encouraged additional fundraising to support educational and cultural projects.

Carlos Molina, director, noted that the most effective types of technical assistance have been guiding, Best Practices and Internet training. The most effective types of publicity have been travel guides, tour operators and the Internet. Molina commented that Aventura Maya K'iche' is in need of further technical assistance such as guiding, language training, personnel and operational development and Best Practices, to be able to reach and meet the expectations of new markets. He feels the region could strongly benefit from the services of tour operators to generate solidarity among the different tourism enterprises in the region. He noted that while there are several private initiatives for projects, a solid tourism brand of the region has yet to be established.

Though Aventura Maya K'iche' focuses primarily on strengthening the cultural core of their organization, Molina commented on the need to develop adventure tourism, ecotourism and rural tourism in the region.

Community Involvement

The home stay program and the activities offered by Aventura Maya K'iche' offer many opportunities for local people to earn an income in addition to their normal jobs. While not being stable a monthly wage, an average of 35 families benefit from the profits generated, using a distribution system designed to justly disperse the funds generated by the community services. Over 80% of the organization's profits are distributed to individual community members, while 5% is donated to community infrastructure and cultural conservation programs.

As of 2006 estimates, the Gross National Income was \$2,243 USD/person⁸ in Guatemala. Aventura Maya K'iche' has calculated that on an average year of tourist arrivals, a host family earns roughly \$1,900 USD. This estimate includes the income that the families generate through their other work as farmers, artisans, or merchants. Aventura Maya K'iche' currently employs 22 host families of Mayan and mestizo heritage from Totonicapán and nearby rural villages.

Community Earnings	
Cook	\$20/event
Mayan priest	\$15/event
Guide	\$15/4 hr tour
Musician	\$10/concert

Apart from acting as host families, over 700 community members take part in the traditional dance festivals held annually from April to September. These participants include musicians, artisans, traditional dance groups, cooks, local guides, and Mayan priests. Women and Mayan youth have many roles and actively participate in the festivals.

⁸ Burles, David. (2006).

A Need for Solidarity

For the past two years, the project has belonged to the Totonicapán Autonomous Tourism Committee, an organization through which the community is able to participate in tourism operations. While a separate committee on culture and tourism exists within the local government, it has not expressed interest in strengthening the community authority on tourism development.

Divisions within the community coupled with a lack of cohesion among various tourism organizations have slowed the progress of Aventura Maya K'iche' and the local tourism industry in general. As stated by Molina, local authorities fail to see the value in the tourism industry as a source of economic growth, exchange of ideas and community benefit. The lack of unity among the community members greatly reduces the sector's clout in the local governmental arena.

Molina believes that by strengthening the current decentralization, fostering solidarity within the community, and encouraging participatory decision-making, tourism development can benefit the entire region.

Millenarian Tourism & Travel

La Paz, Bolivia

Millenarian Tourism & Travel was founded in 1997 through the private funding of Janette Simbron and Javier Villamil. As a tour operator their objective was to promote community based ecotourism in Bolivia by designing sustainable community projects and then providing technical support to communities on how to manage the operations and take advantage of the opportunities that tourism presents.

Through the combined efforts of the International Finance Corporation, the American Museum of Natural History, German sustainable development enterprise, GTZ, and Millenarian, three CBTEs have been developed since 2003: Hotel Jatatal, a 4 star hotel located in Madidi National Park, Tomarapi: Aymara Community Ecolodge at Sajama National Park and Pacha Trek Community Ecotourism Association near the protected areas of Apolobamba and Pilon Lajas. The most recent program offering is Rio Lauca, a guided trek through the Lauca River region, home to many migratory birds and animals such as llamas and alpacas. The region is also home to the pre-Hispanic archaeological remains of Incan rule in Bolivia.

Presently, the group is working on the development and promotion of new projects such as Bella Altura at Madidi National Park, Islands & Mysteries of Titicaca, Pamplarama Lagoon in La Paz, the Candelaria Community near Amboro National Park, and Sampaya in Lake Titicaca.

At a Glance

Hotel Jatatal

Opened: August 2003

Rates:

\$50/room (low season)
\$65/room (high season)

4 star luxury hotel offers rooms with private bath, hot water, air conditioner, 24 hr room service, and restaurant service.

Activities:

Guided tours of Madidi National Park, visits to Tacana villages, camping excursions

Max. Capacity: 50

Guests in 2006: 1650

Origin: Germany, US, France

Average Stay: 2 nights

Low Season: November-March

2006 Overnight Stays: 300

High Season: April-October

2006 Overnight Stays: 135

Financial Summary

(Amounts in USD)

Annual Revenue

2003: \$12,000
2004: \$56,000
2005: \$77,000

Ave. Monthly Labor Costs: \$1,100

Ave. Monthly Operational Costs:
\$1,400

Distribution of Profits:

30%: Reinvestment
15%: Community Projects

Profits distributed to the Community:

2003: \$5,000
2004: \$22,000
2005: \$43,000

Pacha Trek

Opened: April 2005

Rates:
\$210/trek

4 day/3 night guided trek of four Aymara and Quechua communities in the Andes. Each community has a hostel and cultural center with interpretive programs such as Quechua herbal and natural medicine and Kallawaya healer rituals and traditions.

Max. Capacity: 18
Guests in 2006: 300
Origin: Germany, England, France

Low Season: November-March
2006 Overnight Stays: 100

High Season: April-October
2006 Overnight Stays: 200

Financial Summary (Amounts in USD)

Annual Revenue
2005: \$6,000

Ave. Monthly Labor Costs: \$1,100
Ave. Monthly Operational Costs:
\$1,400

Distribution of Profits:
40%: Reinvestment
50%: Individual community members
5%: Community projects
5%: Protected Area

**Profits distributed to the
Community:**
2005: \$2,600

Tomarapi: Aymaran Community Ec lodge

Opened: May 2003

Rates:
\$55/double room
\$66/triple room

Adobe lodge with hot showers, private toilets, heaters, and restaurant service.

Activities:
Visits to Aymara villages, colonial churches, hot springs and geysers, and Sajama National Park, wildlife observation, native food and craft shopping

Max. Capacity: 45
Guests in 2006: 900
Origin: Germany, France, Bolivia
Average Stay: 1 night

Low Season: November-March
2006 Overnight Stays: 300

High Season: April-October
2006 Overnight Stays: 600

Financial Summary (Amounts in USD)

Annual Revenue
2003: \$2,000
2004: \$7,200
2005: \$15,500

Ave. Monthly Labor Costs: \$450
Ave. Monthly Operational Costs:
\$500

Distribution of Profits:
40%: Reinvestment
50%: Individual community members
5%: Community projects
5%: Protected Area

**Profits distributed to the
community:**
2003: \$0
2004: \$4,300
2005: \$8,500

Marketing & Technical Assistance

Millenarian meets regularly with the communities to assess the businesses and provide assistance that ranges from hotel management, marketing, and guiding technique, to quality control and product development. The fundamental theme of the assistance provided is the promotion of community alliances and the distribution of local goods and services. Hotel Jatatal depends primarily on the Tacana communities for produce, fish, and meat. Millenarian also provides training to indigenous families to create small businesses within Madidi National Park to sell their local products.

Janette Simbron, owner and general manager, highlighted the importance of strong marketing and co-promotion. She commented that working with small, impoverished villages is difficult because traditional tourists are not aware of these communities and do not have the means to communicate directly with them. Promoting alternative co-promotional lines and strong marketing are essential to increase awareness about these communities. Simbron believes that community-based tourism can be a viable economic alternative for small villages and ethnic groups that are off the radar.

Community Involvement

Each CBTE is managed by the community in which it is located. Finances, staffing, and administrative tasks are handled independently by the community members. Therefore, each CBTE has a management system slightly different than the next.

In the case of Tomarapi: Ayamaran Community Ecolodge in Sajama National Park, the staff is on a bimonthly rotation system. Each family in Tomarapi selects a family member to participate in a two-week training program conducted by the staff. Using this employee rotation system, each family earns \$90 USD/month worked. At the end of the year, the same families split the remaining profits among the approximately 26 partners. The Tomarapi communities have decided that at the end of the year, 50% of profits will be distributed to every community member that has invested their time, services and energy in the organization.

Pacha Trek employs a local administrator who is responsible for the financial management for each of the four small villages on the circuit. Each village has its own staff team that is composed of four people in charge of cooking, cleaning, guiding, and maintenance. Each worker receives a wage of \$6 USD/day.

In Madidi National Park, the Tacana Biocommerce Program has been designed to use pre-Colombian knowledge to create art and handicrafts from the abundant chonta palm. By late 2007, the line of products is to be sold under the Madidi Handicrafts brand. 5% of Millenarian's profits are allocated specifically toward community development programs like this. Also in Madidi National Park, families work closely with the guided tours. Each family earns \$25-\$30 USD/per guest.

Observations

In a developing country such as Bolivia, where the average annual income is \$977/person⁹, the income generated by tourism can have a significant economic impact. Simbron commented that while the CBTEs have contributed substantially to the quality of life in the region, the communities understand the importance of maintaining their traditional economic activity. Tourism has helped create a unified vision of development; in the case of the Pacha Trek, the tourism has empowered the culture and the determination to safeguard the traditional lifestyles through the preservation and perpetuation of the ancient knowledge. Simbron noted that the most important contribution that they have observed is that tourism has given incentives to the youth to stay in their villages instead of migrating in search of economic alternatives.

⁹ Burles, David. (2006).

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Appendix 1: Survey Instrument (English)

Questionnaire: Community Based Tourism in Latin America

Instructions:

1. Fill out this survey completely.
2. Return to hollyjones.eplerwood@yahoo.com by x date.
3. If you have questions or need clarification, please contact me at hollyjones.eplerwood@yahoo.com

Name of the Organization:

Address:

Tel. #:

Fax:

Website:

E-mail:

Main Contact Person:

Position:

E-mail:

Tel. # (day)

Tel. # (night):

Section 1: Enterprise Information

1. When did the enterprise first open to tourists? Month/Year

2. What is the primary geographic region of the enterprise? Choose one that best describes the location.

- Coastal Forest/Jungle
 Mountain Agricultural Zone
 Other (specify):

3. Describe the location of the enterprise.

What is the name of the closest city?

How far away is it? km

What is the name of the closest major airport?

How far away is it? km

4. What is the theme of the enterprise? Choose all that apply.

- Environment & Wildlife Cultural Agrotourism
 Mystic Tourism Historical Adventure
 Other (specify):

5. What types of accommodations are available and what are the rack rates in USD please? Write N/A if the type of accommodation is non-applicable.

Accommodation	Price in Low Season	Price in High Season	Is the price per person or per room?
Camping			<input type="checkbox"/> per person <input type="checkbox"/> per room
Cabins			<input type="checkbox"/> per person <input type="checkbox"/> per room
Home stay			<input type="checkbox"/> per person

			<input type="checkbox"/> per room
Hotel			<input type="checkbox"/> per person <input type="checkbox"/> per room
Other (specify)			<input type="checkbox"/> per person <input type="checkbox"/> per room

6. What is the maximum capacity of the enterprise?

7. Which countries do the majority of tourists come from?

Country 1: Country 2: Country 3:

8. How many people stayed at the enterprise overnight in the past year (12 months)?

How many nights did each person stay for, on average? nights

9. On average, what is the percent of occupation during each season? Please specify which months make up your enterprise's seasons.

Low Season Months:
High Season Months:
Easter Break

10. Apart from overnight stays, how many additional day visitors did you have in the past 12 months?

11. On average, how much does a tourist spend in USD on food per day?

12. Please write a list of the activities/excursions that the enterprise offers and how much each costs (USD, please). If there is a more convenient way to provide us with this information, such as going to your website or sending us an attachment, please include that here.

Section 2: Ownership, Employment and Community Benefits

1. Who are the owners of the tourism business?

- Individual entrepreneurs
- Corporation
- Community Organization
- Non-governmental Organization (ONG)
- Other (specify):

2. Who originally funded the tourism business?

NGO Private Sector
Government Other (specify)

3. What were your annual revenues?

2003
2004
2005

4. What are the average monthly labor expenses for the enterprise in USD (include full and part time employees)?

5. What are the average monthly operational expenses in USD? (rent, electricity, food, transportation, equipment, maintenance, etc.)

6. After paying your expenses, how were the profits distributed? (in percentages)

Reinvestment in the enterprise
 Individual community members
 Community or NGO projects
 %- Education
 %- Health
 %- Community Infrastructure
 %- Conservation
 %- Other (specify)
 Environment Protection
 Other (specify):

7. Does the enterprise profit?
 No Yes

8. If yes, how much in the following years:
 2003
 2004
 2005

Section 3: Marketing and Technical Assistance

1. Does the enterprise have partners or other companies that provide marketing and sales assistance?
 tourism businesses, NGOs, consultants, etc.

Organization:
 Contact Person:
 Tel. # (day):
 Tel. # (night):
 E-mail:
 Website:

Organization:
 Contact Person:
 Tel. # (day):
 Tel. # (night):
 E-mail:
 Website:

Others:

2. What type of past assistance has been the most helpful in developing the enterprise in regard to: increasing the numbers of guests that use tourist services, increasing the effectiveness of the enterprise management, improving relationships with colleagues and local people, and improving the harmony of the natural environment?

Assistance	Effectiveness					Who provided it?					
	Very Effective	Effective	Somewhat Effective	Not Effective	N/A	Entrepreneurs	Company	Community Org.	Gov't.	NGo	Other
Business Approaches (accounting, reservations, customer service)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marketing Assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Staff training/ Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Best Practice training (Social & Environmental)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Guide training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Internet training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Linking to other potential marketing partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Language training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

3. Which marketing methods have received the most responses?

Method	Very Effective	Effective	Somewhat Effective	Not effective	N/A	Don't know
Brochure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Posters, banners, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local tourism businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Word of mouth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tour guides	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet (specify websites)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspaper/Magazine (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade Shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local People	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tour Operators (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NGOs (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What type of training is most needed?

Training	Very needed	Needed	Somewhat needed	Not needed	N/A
Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Training/Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Best Practices Training (Social and Environmental)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing/Internet Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guide	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Language (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which style of training has been most effective?

- Workshops
 Exchange programs
 Other (specify):

Section 4: Protected Areas

1. Is the enterprise near protected areas? Yes No Inside

If you responded no, please move on to Section 5.

- a. Name: How far away is it? km
b. Name: How far away is it? km
c. Name: How far away is it? km

2. On average, what percentage of your guests visits the protected area during their stay?

- 25% 50% 75% 100%

3. Does the enterprise offer guides or other tourist services (i.e. transportation) to the protected area? Yes No

4. On average, what percentage of your guests is motivated to stay at your facility due to the protected areas?

- 25% 50% 75% 100%

5. Does your publicity mention the protected areas as one of the attractions of the area?
 Yes No

6. Does the enterprise have a relationship with the personnel of the protected area in regard to working together on the management of protected areas and tourism?

- Yes No

7. What are other benefits that the enterprise receives due to its proximity to a protected area?

Section 5: Limitations

What are most important barriers to building your enterprise?

- Not enough market Remote location
 Communications with partners Lack of publicity
 Divisions in the community
 Skills (specify)
 Other (specify)

Please note any other issues that are not captured in this questionnaire, which you think are of value or interest to tourists and tour operators.

Thank you for completing this questionnaire.

Appendix 2: Survey Instrument (Spanish)

Cuestionario: Turismo Comunitario en América Latina

Instrucciones:

1. Llenar completamente.
2. Reenviar a hollyjones.eplerwood@yahoo.com.
3. Si tiene alguna pregunta o duda, por favor comuníquese conmigo a hollyjones.eplerwood@yahoo.com.

Nombre de la Empresa Comunitaria:

Dirección:

Tel. #:

Fax:

Sitio de Web:

E-mail:

Persona de Contacto:

Puesto:

E-mail:

Tel. # (día)

Tel. # (noche):

Sección 1: Información de la Empresa Comunitaria

1. ¿Cuándo abrió la empresa a viajeros? Mes / Año
2. ¿Cuál es la región geográfica principal? Escoja la que **mejor** describe la ubicación de la empresa.
 Costera Montaña Selva/Bosque Zona agrícola
 Otro (especifique):
3. **Describa la ubicación de la empresa.**
¿Cómo se llama la ciudad más cerca?
¿A qué distancia está? km

¿Cómo se llama el aeropuerto mejor más cerca?
¿A qué distancia está? km
4. ¿Cuál es el objetivo de la organización? Escoja todas las que sean adecuadas.
 Fauna y floral Cultural Aventura
 Agroturismo Histórico Turismo místico
 Otro (especifique):
5. ¿Qué tipos de hospedaje se ofrecen y cuánto cuestan en USD? El precio debe ser el precio más alto publicitado de la temporada indicada, sin descuentos. Escriba "N/A" si el tipo de hospedaje no aplica a su empresa.

Tipo de Hospedaje	Precio en Temporada Baja	Precio en Temporada Alta	¿El precio es por persona o por habitación?
Área de acampada			<input type="checkbox"/> por persona <input type="checkbox"/> por habitación
Cabañas			<input type="checkbox"/> por persona <input type="checkbox"/> por habitación

Hospedaje con familia			<input type="checkbox"/> por persona <input type="checkbox"/> por habitación
Albergue			<input type="checkbox"/> por persona <input type="checkbox"/> por habitación
Hotel			<input type="checkbox"/> por persona <input type="checkbox"/> por habitación
Otro (especifique):			<input type="checkbox"/> por persona <input type="checkbox"/> por habitación

6. **¿Cuál es su capacidad máxima de alojamiento?**
7. **¿De qué países procede la mayoría de los turistas?** (máximo 3 países)
País 1: País 2: País 3:
8. **¿Cuántas personas pernoctaron en la empresa en los últimos 12 meses?**
a. ¿Cuál es la estancia media? noches
9. **En promedio, ¿cuántas personas pernoctan por día en cada temporada? Especifique cuáles meses representan las temporadas para su empresa**
a. Temporada Baja Meses:
b. Temporada Alta Meses:
c. Semana Santa
10. **Aparte de las pernoctaciones, ¿cuántos visitantes de día recibieron en los últimos 12 meses?**
11. **¿En promedio, cuánto gasta una turista en comida por día en su empresa comunitaria en USD?**
Si no sirve comida, escriba N/A.
12. **Por favor escriba una lista de las actividades/excursiones que la empresa ofrece, el número de días de duración, servicios incluidos y precio en USD.** Si se encuentra la información en una manera más fácil, anote la página de Internet donde se encuentra la lista, o reenviar la información como adjunto al devolvernos el cuestionario.

Sección 2: Propiedad, Empleo y Beneficios Comunitarios

1. **¿Cuál es la forma de propiedad del negocio?**
 Empresario individual Organización comunitaria
 Sociedad anónima Organización No-Gubernamental (ONG)
 Otro (especifique):
2. **¿Originalmente, la empresa comunitaria fue patrocinado por una organización?**
 ONG Sector privado
 El gobierno Otro (especifique)
3. **¿Cuántos fueron los ingresos por año?**
2003
2004
2005
4. **¿Cuántos son los gastos laborales promedio mensuales en USD** (incluya los empleos generados por tiempo completo y parcial)?
5. **¿Cuántos son los gastos operacionales (no laborales) promedio mensuales en USD?** (renta, electricidad, comida, transporte, equipo, mantenimiento, etc.)

6. Después de pagar todos los gastos ¿cómo se distribuyen los beneficios? (en porcentajes)

- Reinversión en la empresa turística
- Miembros individuales de la comunidad
- Proyectos comunitarios o de ONG
 - %- Educación
 - %- Salud
 - %- Infraestructura de la comunidad
 - %- Conservación
 - %- Otro (especifique)
- Protección del medioambiente nativo
- Otro (especifique):

7. ¿Obtiene la empresa comunitaria beneficios?

Sí No

8. Si respondió que sí, ¿cuánto fueron esos beneficios en USD?

2003
2004
2005

Sección 3: Mercadeo y Asistencia Técnica

1. ¿Tiene socios u otras compañías que proveen asistencia de mercadeo o ventas?

(Operador turístico, empresa turística, patrocinadores, organización no gubernamental, etc.)

Nombre de la Organización:

Persona de Contacto:

Tel. # (día):

Tel. # (noche):

E-mail:

Sitio de web:

Nombre de la Organización:

Persona de Contacto:

Tel. # (día):

Tel. # (noche):

E-mail:

Sitio de web:

Otros:

2. ¿Qué tipo de asistencia en el pasado ha ayudado más a desarrollar la empresa con respeto a: aumentar el número de turistas que utilicen sus servicios, aumentar la facilidad de realizar operaciones, mejorar relaciones con socios y gente de la zona, y aumentar la armonía con el medioambiente natural?

Asistencia	Efectividad					¿Quién la proveía?					
	Muy Efectivo	Efectivo	Poco efectivo	No es efectivo	N/A	Empresario individual	S.A.	Org. comunitaria	El gob.	ONG	Otro
Enfoques Administrativos (contabilidad, reservaciones, servicio al cliente)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asistencia de Mercadeo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Cap. para el desarrollo de Personal/ Operaciones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cap. de “Buenas Prácticas” (Sociales y Medioambientales)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cap. de Guías	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cap. de Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enlazar proyectos con socios potenciales de mercadeo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cap. del Idioma	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. ¿Qué medios publicitarios han sido de mayor utilidad/ han generado más reservas?

Medios	Muy Efectivo	Efectivo	Poco efectivo	No es efectivo	No Aplica	No sabe
Folleto	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cartel, Valla o Pasacalle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Por empresas turísticas locales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recomendación verbal (de boca en boca)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guías turísticas (especifique cuáles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet (especifique cuáles sitios)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Periódicos/revistas (especifique cuáles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feria comercial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Por gente de la zona	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operadores Turísticos (especifique cuáles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
El gobierno	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ONGs (especifique cuáles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Otros (especifique)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. ¿Qué tipo de capacitación considera prioritaria para los dueños y el personal?

Capacitación	Muy Necesitada	Necesitada	Poca necesitada	No es necesitada	No Aplica
Gerencial Admin. de Empresa Contabilidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Desarrollo de Personal/Operaciones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
“Buenas Prácticas” (Sociales y Medioambientales)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mercadeo/Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guiar	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Idiomas (especifique):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Otro (especifique):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. ¿Qué tipo de capacitación ha sido más efectivo?

- Talleres
 Programas de Intercambio
 Otro (especifique):

Sección 4: Áreas Protegidas

8. ¿La empresa está cerca de áreas protegidas? Sí No Adentro

Si respondió que no, favor de continuar a Sección 5.

- a. Nombre: ¿A qué distancia está? km
 b. Nombre: ¿A qué distancia está? km
 c. Nombre: ¿A qué distancia está? km

9. En promedio ¿qué porcentaje de sus huéspedes estima usted que visita el área protegida durante sus viajes?

- 25%
 50%
 75%
 100%

10. ¿La empresa ofrece visitas guiadas u otros servicios turísticos (Ej. transporte) para los áreas protegidas? Sí No

11. En promedio ¿qué porcentaje de sus clientes está atraído por motivo de visitar los áreas protegidas?

- 25%
 50%
 75%
 100%

12. ¿Su publicidad menciona el área protegida como una de las atracciones del lugar?

- Sí No

13. ¿Tiene la empresa una relación entre el personal del área protegida en trabajar juntos sobre los temas del manejo de los áreas o el turismo? Sí No

14. ¿Cuáles otros beneficios recibe la empresa por estar cerca de los áreas protegidas?

Sección 5: Limitaciones

¿Cuáles son las limitaciones más impactantes con respecto al desarrollo y la operación de la empresa?

- No hay clientes suficiente
 Carencia de publicidad
 Comunicaciones con socios
 Divisiones en la comunidad
 Ubicación remota
 Habilidades (especifique):
 Otro (especifique):

Por favor escriba otros asuntos de valor de las operaciones de turismo comunitario que no fueron mencionados en el cuestionario.

Gracias por completar el cuestionario.