Workshop Report

Visioning and Strategic Planning for Community-based tourism in the Caribbean
6-10 November 2006
Trinidad

Executive Summary
A collaborative effort between the Caribbean Tourism Organisation (CTO) and the Caribbean Natural Resources Institute (CANARI), resulted in 22 persons from around the region, including Trinidad and Tobago, participating in the first Visioning and Strategic Planning Workshop for Community Based Tourism held in Trinidad and Tobago.

Background
The course had been piloted in Grenada and Dominica, where both the content and the delivery of the course were rated highly by participants in their final evaluations. They described it as being useful and relevant to their respective needs whether at the community, development agency or government level.

The course targeted leaders of community organisations, non-governmental organisations (NGOs) and government agencies that play a role in the development of communities, but with a special focus on community-based tourism.

The course was designed to take participants through the process of strategic planning, using participation, consensus building, and critical product assessment tools as the primary guiding principles. It also attempted to set the context within which tourism operates in the Caribbean and the role that Caribbean tourism plays in achieving national development objectives.

Strategic Interventions
Participants applied the various tools and methods introduced in the course to the development of strategic plans for four community projects: La Divina Pastora-Siparia and the Matura Turtle Conservation Programme in Trinidad; Leaper’s Hill in Grenada; and Warmmae Letang in Dominica.
These plans focused largely on finding ways to further integrate members of the local communities in the existing projects as this critical element of community-based tourism appeared to have been weak in all cases, even when included in the formal objectives.

**Institutional arrangements**

Other issues raised included the need for:

- a legal basis for co-management agreements between the government agency with the authority and the community-based organisation(s) to whom responsibility is delegated;
- rigorous and transparent processes of stakeholder identification, analysis and participation as a prerequisite for community buy-in to a vision, particularly if the vision is initially developed by a small group of persons and/or a single civil society organisation (CSO) has been selected for a management role;
- appropriate (and sometimes independent) facilitation to help build consensus between and a sense of ownership and inclusion among stakeholders, including attention to strategies of engagement, use of appropriate language and venues.

**Conclusion**

Participants praised the participatory nature of the course and the practical hands-on nature of the activities. The working groups were also described as useful. One participant noted that “work groups were instrumental in getting participants to think and plan more effectively and feedback was good for improvements”.

Participants requested similar courses at a national level, so that countries could plan more strategically for CBT. Capacity building gaps were identified and the CTO was asked to consider supporting a follow-up workshop which would examine the policy and legislative environment needed to support the CBT sector.
1.0 Introduction:
The Caribbean Natural Resources Institute and the Caribbean Tourism Organisation collaborated on the design and delivery of this course, based on their mutual commitment to building the capacity of leaders of community-based organisations (CBOs), non-governmental organisations (NGOs) and government agencies that play a role in the development of communities and the achievement of national development objectives through tourism.

1.1 Objectives:
The workshop had the following objectives:
- to provide an overview of tourism, and specifically community-based tourism (CBT), in the Caribbean;
- to develop an understanding of the status and potential of CBT in the Caribbean;
- to reach consensus on working definitions of key terms related to CBT;
- to identify the potential benefits to be derived from CBT at selected sites and events in the Caribbean;
- to share methods and approaches that can be used to facilitate the effective involvement of stakeholders in the development of CBT businesses and other revenue-generating opportunities;
- to identify key steps in converting a vision into a strategic plan for the development of a CBT product;
- to review a manual on best practices for CBT in the Caribbean developed by the CTO.

1.2 Course delivery:
The course was designed and facilitated by Sylvester Clauzel and Sarah McIntosh of CANARI, with technical support provided by Bonita Morgan and Mareba Scott of CTO, who reviewed the course outline and contributed to the refining of the objectives and course outline. The CTO personnel also delivered critical components of the introductory section of the four and a half-day course and introduced the manual on good practices.

1.3 Agenda:
A draft agenda was presented at the start of the workshop and then refined based on the participants’ expectations and an assessment of their particular needs and interests to the extent possible without compromising the overall objectives of the course.
(The final revised agenda is attached at Appendix 1)
2.0 Welcome, introductions and overview of workshop

The CANARI facilitators and CTO resource persons welcomed participants to the workshop and introduced themselves, their organisations and the workshop methodology. Participants then introduced themselves and listed their expectations as shown in 2.1 below. (*A full list of participants is attached as appendix 2*).

2.1 Expectations of participants:
- Gather information for CBO partnership
- Ways and means to enhance CBT product
- Acquire, enhance skills
- Get information to give back
- Get info to guide eco-tourism project
- Identify potential attractions in Siparia area
- Assist with development/handing over of product to community
- Learn more about tourism industry
- How to establish market for product
- Opportunity to review/refocus
- Learn from Caribbean CBT experiences and legal basis and share
- CBT best practices as diversification opportunity and input to Master Plan and Cricket World Cup
- Marketing as heritage tourism destination ← Become an asset for
- Access funding/information linking existing tourism to opportunities for art, natural resource and culture-based tourism
- Best practices in relation to CBT site development, stakeholder management and conflict management
- Issues of co-management (roles and responsibilities)
  - NGO access to resources
  - Capacity building – community level
  - Management and leadership
  - Business model
  - Developing partnerships/contacts
  - Policy for CBT
- Build synergies
- Information for development of cruise ship tourism in Labadie and Citadelle
- Linkages with fishing and agriculture

2.2 Outline of workshop:

Following a presentation outlining the workshop and a comparison with participants’ expectations, it was agreed to include a section on co-management on the final day and to include consideration of such arrangements throughout the workshop.
2.3 Responsibilities of workshop participants:

In order to foster participation and shared responsibility, participants asked to volunteer for various roles for the remainder of the workshop which resulted in the following:

<table>
<thead>
<tr>
<th>Day</th>
<th>Chairperson</th>
<th>Reporter</th>
<th>“Maco”</th>
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</thead>
<tbody>
<tr>
<td>Day 2</td>
<td>Sidney Allicock</td>
<td>Wendy Cartwright</td>
<td>Jacinta Francis</td>
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<tr>
<td>Day 3</td>
<td>Dennis Sammy</td>
<td>Martha Joseph</td>
<td>Simona Redman</td>
</tr>
<tr>
<td>Day 4</td>
<td>Maxwell Francis</td>
<td>Veronica Belle</td>
<td>Gilbert O’Connor</td>
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The Chairpersons were given session plans for their day and introduced each session, and chaired the discussions. The reporter provided a brief review of the previous day during the feedback session at the start of each day. The Maco, a colloquial word for critical monitor of activities, will note all the grievances experienced by participants pertaining to facilities, food, course delivery etc, and report on these similarly to the Reporter.

3.0 General Overview of tourism in the Caribbean (Bonita Morgan, CTO)

This presentation, provided an overview of tourism in the Caribbean based on key statistics such as arrival data, visitor satisfaction and spending patterns, hotel performance, some major travel trends, market information and comparative analysis. Participants were also introduced to CTO’s perspective on different types of tourism products, the structure of tourism and its various interrelated parts, including product development, marketing and human resource development. (See PowerPoint presentation attached as Appendix 3)

Highlights of this presentation included the following:

3.1 Statistics
- The Caribbean is the highest dependent region in the world on tourism, with Anguilla and Saint Lucia having the highest percentage of visitor expenditure to GDP.
- The United States is the fastest growing market for the Caribbean,
- The United States is the third most popular tourism destination in the world but is the highest revenue generator from tourism.
- France is the most visited tourism destination in the world, but China is expected to take that position by the year 2020.
- Visitor spend in the Caribbean is estimated at US$21.6 Billion (2005)

3.2 Major trends
- Most travellers decide on the activity they wish to participate in first and then secondly on the destination.
The traditional “fly and flop” beach holiday is no longer vogue.
- China and India have rapidly growing middle classes with a high propensity to spend, and are expected to dominate the travel market by 2020.
- Wellness and medical tourism is becoming increasingly popular
- Responsible/Volunteer tourism is becoming an important niche
- Today’s consumers are taking shorter vacations but are increasingly value conscious.

3.3 Eco-Tourism
- Eco-Tourism as understood by most industry persons, is expected to provide opportunities for local residents; stimulate local economies; promote awareness of the environment and conservation in host communities; and bring in significant amounts of foreign exchange.
- This growing sub-sector has direct links to community-based tourism and its potential in the Caribbean.

4.0 Tourism and Community-based tourism in the Caribbean—
“Good Practices in CBT in the Caribbean“ (Mareba Scott, CTO)

This session comprised a presentation on a manual on best practices for CBT in the Caribbean developed by the CTO. It provided an overview of community-based tourism in the Caribbean with reference to best practices taken from around the region. These included case studies from Trinidad and Tobago; Saint Lucia; Dominica Republic, Jamaica and the Commonwealth of Dominica. These case studies highlighted a number of critical areas including financial, technical, social and ecological benchmarks. (See PowerPoint presentation attached as Appendix 4)

4.1 The criteria
The criteria applied to the identification of suitable case studies were as follows:

- active participation of local people in the planning, implementation, management and/or ownership of the tourism enterprise
- aspects of innovation and/or demonstration value
- positive and tangible net socio-cultural, economic and environmental impacts
- access to the tourism market
- commercial viability

The presenter also noted that, although other examples of good practice in the region may exist, only those that were properly documented could be included in the study.
4.2 The Case Studies

The selected case studies were:
1. Portsmouth Indian River Tour Guides Association (Dominica)
2. Giraudel/ Eggleston Flower Group Inc. (Dominica)
3. 3 Rivers and Grand Fond Village (Dominica)
4. La Ruta Del Café (Dominican Republic)
5. St. Helena Women’s Group (Jamaica)
6. Walkerswood Country Tour (Jamaica)
7. Anse La Raye Seafood Friday (St. Lucia)
8. Plas Kassav (St. Lucia)
9. Roxborough Estate Visitor Services Cooperative (Tobago)
10. Nature Seekers (Trinidad)

4.3 Key lessons:

Some key lessons emerging out of the study and highlighted by participants were:
- CBOs practicing good governance regimes help build stronger community organisations.
- Clear access rights and legally binding co-management agreements are critical elements for the sustainability of projects managed by CBOs.
- A clear and focused marketing strategy is even more pivotal for the success of CBO run businesses, because of the inherent tendency of such organisations to have other priority objectives other than profit making.
- The need for local linkages at both the market and supply levels, e.g. agricultural and cultural links to CBT help local acceptance and foster sustainability.

4.4 Definition:

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

4.5 Discussion:

The facilitated discussion which followed the presentation focused on the following key areas:

4.5.1 Is exclusivity necessary for successful CBT?

Natures Seekers were given the exclusive right by the Wildlife Division of the Trinidad and Tobago Forestry Department to operate turtle watch tours on two protected beaches in Matura (north-east Trinidad). Similarly, Warmme Letang Inc. of Dominica has been
given the exclusive right to operate boat tours on the Fresh Water Lake in the Trois Piton National Park. This exclusivity provides protection from competitors who may wish to conduct similar tour operations in this area. Participants debated to what extent this was good business practice, and questioned whether there should be a moratorium on the length of time exclusivity is provided. It was felt that whilst exclusivity would not encourage competitive business enterprise and could compromise the ultimate quality of the product potential, exclusivity with one responsible partner could make management of particularly sensitive eco-systems more effective.

4.5.2 Co-Management
Participants also discussed the potential of co-management arrangements to more effectively provide both environmental and economic benefits to all parties involved. In the case of Nature Seekers, the agreement with the Wildlife Department is a verbal one and has no legal basis, so there is no security of tenure for the group. Warmme Letang on the other hand, has a written agreement with the Wildlife and Parks Division, but even this can be revoked arbitrarily. In this latter case, there is some assurance provided by the agreement declaring the area a National Park, and thereby restricting certain types of activities that may have a questionable negative environmental impact. However, the agreement is generally loose and it too does not provided security on the investment of the group.

4.5.3 Participation in decision-making:
Participants also raised the question of the legitimacy of such agreements without the involvement of the wider community in the decision as to who should be granted rights and responsibilities that are ostensibly for the ultimate benefit of the community as a whole and/or for the environment. The matter of the right to public information was deemed critical when such arrangements are being considered or entered into.

4.5.4 Community ownership of land
Participants debated whether communities could own land as communal property and use this as collateral for business expansion. The consensus was that this is fraught with legal problems so that even community groups with leases on property are limited as to how this property may be used within a competitive business environment, thereby making their operation less competitive.

4.5.5 National consensus:
The discussion concluded on the need for a national consensus on “participation” as a critical process for all development, so as to ensure involvement of a wide cross section of stakeholders in decisions that may affect them. By extension, it was even more critical for community-based approaches to development to be as fully participatory as possible.
5.0 **Key concepts and definitions**

Key concepts which would be used in the workshop were introduced and participants were asked to identify words which they associated with them. *(See PowerPoint presentation attached at Appendix 5)*

- **Sustainability**: Economic and livelihood returns, preservation, conservation, responsibility, longevity/long-term, survival, maintaining, regeneration
- **Sustainable use**: erode, consume, workability, exploit, practical, wise use, viability
- **Management**: operations, control, caretaking, delegation, organizing, planning, procedures, structures, coordinating, systems, standards, stewardship, responsibility, commitment, leadership
- **Livelihoods**: people, standard of living, economic activities, income, well-being, source/base/reservoir, clean air, water, living space, health/longevity, personal growth
- **Natural resources**: environment/ [growth matter], flora, fauna, legacy – inter-generational, eco-system, land, sea, water, oil, gas, site/attraction/event – already being managed or earmarked for management, multi-stakeholder/multi-sectoral

Based on this process, participants agreed on a sentence to highlight the meaning of the main terms and phrases:

*In achieving sustainability, whilst it is necessary to use, consume, and perhaps exploit the environment, the procedures of careful planning, stewardship, responsibility and wise-use of those resources, were necessary conditions if the well-being, standard of living, health and safety conditions of stakeholders as well as the longevity, survival and regeneration capacities of these resources were to be assured.*

6.0 **Selection of case study sites, attractions or events.**

Participants were asked to select, using the criteria presented earlier, 3 sites or projects (actual or proposed) to be used as case studies during the workshop.

Criteria for selection:

1. Preference given to a site that has been earmarked for development or management or is currently being developed or managed and in which some of the participants are or will be involved

2. A product that has been developed and required participation by stakeholders from different sectors and interest groups e.g. Nature Seekers Turtle programme.

The following projects were identified for consideration.

1. Matura/Nature Seekers and Forestry (Trinidad)
2. Warmmae Letang (Dominia)
3. Fancy Heroes Day (St. Vincent)
4. La Divina Pastora (Trinidad)
5. Leaper’s Hill (Grenada) – multi stakeholder
After some debate, it was agreed that projects 1, 2, 4 and 5 would be used as the case study sites. A description of the projects, and the strategic plan developed for these are presented in section 8, which attempts to summarise the deliberations of the small working groups into their respective strategic interventions.

7.0 Introduction to visioning and strategic planning for CBT
This session started by asking participants why they thought strategic planning was important and how it differed from other forms of planning. Their responses are listed below:

- Finding solutions to problems
- Helps to organize information, who benefits, etc.
- Gathering critical factors and prioritizing
- Brings focus
- To assess where you are and where you want to go
- Critical path analysis from where you are to how to complete
- Identify resources
- How to have proper management
- How to avoid chaos
- Helps to review and accomplish mission
- Helps to co-ordinate and collaborate
- Helps to monitor and evaluate progress (indicators)

It was agreed that strategic planning is different from other types of planning primarily because it takes a long-term view. The facilitator then highlighted the objectives of visioning and strategic planning and the various steps in the process. (see PowerPoint presentation attached at Appendix 6)

8.0 Introduction to participatory planning, stakeholder identification and mobilisation.
This session introduced participants to the processes involved in getting host communities and other stakeholders more involved in the planning process. This approach is identified as a critical component of implementing a successful strategic planning process. It is an attempt to distinguish between mainstream planning processes and “participatory” planning processes. Participatory planning processes allow for:

- the involvement of host community at all levels: from planning to implementation
- local people to participate in decisions made about developments in their communities.
- the opportunity to participate and take advantage of the economic opportunities that may accrue through provision of goods and services to visitors.
- empowerment whereby local people take responsibility for managing their resources, particularly those most vulnerable to tourism activities.
opportunities to acquire the relevant talents to develop and manage tourism enterprises in their community

(See PowerPoint presentation attached as Appendix 7)

9.0 Strategic interventions for case study sites, attractions and events.

The following section is a synthesis of the findings of workshop groups, as they attempted to develop strategic intervention plans for their respective projects. These workshop sessions followed interactive presentations (see Appendices 8-HANDOUTS and refer to associated presentations) on

- identifying criteria for projects selection;
- conducting SWOT analyses;
- assessing communities for maximising benefits from CBT;
- planning community consultations to achieve consensus on vision; and
- developing strategic interventions for case study projects.

It should be noted that groups approached the various assignments differently. Whilst a standard format was used, the working group reports reflect differences in interpretation as well as differences in the degree of existing strategic planning of the site or event. However, the group work exposed all participants to the key elements of a strategic planning process as reflected in the group plans below.

The groups were as follows:

<table>
<thead>
<tr>
<th>Group Names</th>
<th>Participants Involved</th>
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<tbody>
<tr>
<td>La Divina Pastora</td>
<td>Redman, Maxwell, Veronica, Wendy, Nicole, Gilbert</td>
</tr>
<tr>
<td>Warmmae Letang</td>
<td>Claudette, Abiola, Anderson, Akilah, Marie-Jo</td>
</tr>
<tr>
<td>Leaper’s Hill</td>
<td>Kirl, Sania, Wendy-Ann, Sobers, Cortright</td>
</tr>
<tr>
<td>Nature Seekers - Matura</td>
<td>Dennis, Sidney, Jacinta, Martha, Austin</td>
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</table>

The Field Trip was to the community of Matura, on the north east coast of Trinidad, where participants were exposed to the Matura Turtle Conservation Programme run by Nature Seekers. Participants visited Nature Seekers’ main office, had discussions with the group’s President and other members, and then proceeded to visit the beach where the turtle nesting, scientific data collection and visitor tours take place. (See PowerPoint presentation attached as Appendix 9 for detailed information on the turtle conservation and community tourism programme as presented by Nature Seekers to the participants).

The primary objective of the field trip was to apply the triple-bottom line approach to the community, thereby assessing the social, economic and environmental impacts of the project on the community using handout 8. Handout 8a was used to determine the feasibility and demonstration values of the turtle conservation project. (The findings of this assessment are reflected in H 9).
The findings of the field study are reflected in subsection 8.4. However, it should be noted that despite the success of this project in achieving its turtle conservation objectives, the integration of the host community into the project remained weak. This recognition influenced the strategic interventions also reflected in subsection 8.4.

9.1 La Divina Pastora

9.1.1 Vision: Being a national festival which will bring economic benefits to the community of Siparia.

9.1.2 Strategy:
   1. Win corporate support to fund the promotion and development of the festival in 2 years time.
   2. Mobilize and educate the community with regard to the economic opportunities available.
   3. Get tourism organisations involved e.g. Ministry of Tourism, etc.
   4. Mobilize community involvement

9.1.3 SWOT analysis:

Strengths:
   1. Well established activity
   2. Historic religious festival
   3. Brings 2 religions together – Hindu and Catholic
   4. Organized by the community – Envirofest
   5. Utilizes all local resources
   6. Funding from local government

Weaknesses:
   1. Lack of commitment by community bodies to develop the festival
   2. Lack of interest by the youths
   3. Little support from business community

Opportunities:
   1. To get schools involved through teaching. This will ensure that youth continue participating in the festival and to contribute to its further development.
   2. Opportunities for other businesses to get involved
   3. Kalinago (Carib) communities elsewhere to participate

Threats:
   1. Lack of youth interest and business support is a threat to the continued existence of the festival.
9.1.4 Stakeholder Identification

- Envirofest committee
- La Divina Pastora Roman Catholic Church
- Siparia Regional Corporation
- Police
- Health
- Fire service
- RC church organisation
- Hindu organisation
- Schools
- Councillors
- Vendors
- Guest houses
- Business sponsors
- Taxi association
- Residents/ community organisations
- Parishioners
- The media
- Ministry of Tourism
- Ministry of Culture/Community development

9.1.5 Mobilisation strategy:

- Face to face interaction e.g. public places; Markets; car parks etc.
- Invitation to the media
- Print & broadcast medium
- Mobile microphones.
- Venue e.g.: public parks, community centre
- Morning TV interviews (free)
- Youth programmes

9.1.6 Applying the criteria for community and CBT assessments to case study site

Feasibility:

- **Very experienced** management committee as the festival has been in existence for over 100 years
- **Tangible** accomplishments: educated the wider community; festival has grown in size and scope
- **Entrepreneurship**: low level of business entrepreneurship. Traditional businesses e.g. taxi drivers/vendors/artisans. One major company dominates the business community.
- **Financial resources**: accessibility to commercial banks/credit unions/NEDCO [growing]
- **Marketability**: Far distance from visitor centres/good roads/visitor demand low. Niche market.
Community Interest: Community does not have much experience in community based projects but demonstrate a high level of interest in the project. A pivotal role is played by the RC church and the Hindu organization, Siparia Regional Corporation, Envirofest committee.

Demonstration value:
- Other attractions: include the La Divina Pastora Church, Quinam Beach, Banwari Site.
- Geographical expansion: No many opportunities to expand, but many opportunities for value added products.
- Unique product: Yes! Peculiar to the region, but typifies several religious shrines found around the world, that attract pilgrims.

9.1.7 Strategic interventions for case study site

Background:
- Festival is in decline
- The festival is focused on a one-day activity
- Little youth or business participation
- There are spin-off activities which have become a part of the festival

GOAL: To increase the attractiveness of the festival thereby increasing visitors and opportunities for economic and social benefits to the community [Unique selling point]

Objective:
To make the festival into a week-long community extravaganza

Strategies:
- Research reasons for decline [assumed to be competition from Point Fortin competition]
- Public awareness of opportunities
- Foster sustainability through youth/school involvement
- Identify unique selling points and target audiences
- Identify sponsorship
- Development of management plan

9.2 Warmmae Letang

9.2.1 Vision: A self-sustaining enterprise designed to improve the livelihood of group members and the community as well as conservation of the natural resources of the lake environment.
9.2.2 SWOT analysis:

**Strengths:**
- Concession awarded to local group to provided management
- Unique resource for tourism development
- Input from group members to get income and in-kind contributions for building/road access/trails
- Good road infrastructure
- Tourism reception facilities in place

**Weakness:**
- Limited tour package; questionable viability, community involvement weak, limited capacity of group.
- Unclear capacity of organisation to sustain management
- Governance structure of group may not match community aspirations

**Opportunity:**
- Demonstration of local community capabilities to manage ecologically sensitive sites

**Threats**
- Natural disasters
- Competition from external business entrepreneurs

9.2.3 Stakeholder Identification:

**Government:**
- Ministry of Tourism/National Development Corporation
- Forestry, Wildlife and Parks Division
- Ministry of Education

**Non-Government:**
- Warmmae Letang
- Tour operators
- Independent visitors
- Taxi operators
- Farmers
- Boat operators
- Local community
- Church groups
- Charcoal producers
- DOMLEC (Electricity power company)
9.2.4 Mobilization strategy:
- Print and electronic media (newspapers, radios, phone, billboard, flyers, word-of-mouth)

9.2.5 Applying the criteria for community and CBT assessments to case study site

Feasibility:
Experience:
- No prior experience – 3 yrs to get project off ground
- Mainly Government intervention: Forestry and Wildlife; Ministry of Tourism
- Not much business (3): shops, café, Roxy’s Mountain Lodge (approx 12 rooms)

Access to Financial Resources:
- Part loan/part grant
- Credit loan
- Bank (if collateral is available)

Marketability:
- 5 miles from Roseau (capital/cruise ships)
- Good roads
- Visitor Centre at lake including washrooms

Product:
- Product needs diversifying – refreshments, craft, entertainment
- Overall interest – low – lack of info/transparency/accountability
- Low experience in community-based projects – start and stop
- Support from Parliamentary Representative as well as Opposition. Challenges from outsiders who are envious of the concession provided to the group.

Demonstration Value:
Natural sites:
- 3 lakes, 1 waterfall, nature trail, flora, fauna, Aerial tram, gorge (potential for expansion), game fishing, more trails, more entrepreneurial activities.
- VERY UNIQUE

9.2.6 Strategic interventions for case study site

GOAL: To make Warmmae Letang a self-sustaining enterprise designed to improve the livelihoods of group members and the community as well as work towards the conservation of the natural resources of the lake environment.

Strategies:
- To conduct community awareness activities [of economic opportunities]
- To establish tour packages using existing natural and cultural resources
To build capacity of group in organizational development, financial management, etc
To provide training for local craft persons; Bed and Breakfast accommodation

9.3 Leaper’s Hill

9.3.1 Vision: To make Leaper’s Hill the prime “pull” attraction for tourism in the north of Grenada and to ensure involvement and benefit sharing of the communities in North Grenada.

9.3.2 Strategy:
- Short-term training for staff including tour guiding
- Development of policies – management and operations
- Disaster plan
- Marketing plan

9.3.3 SWOT analysis:

Strengths:
- Unique/strong history
- Infrastructure in place
- Interpretation Centre
- Water, power, roads
- Government support
- Access to funding
- Strong network of CBOs

Weaknesses:
- Weak management of site
- No security system
- Overcrowding - accessibility limitations to site during peak demand/period
- Limited signage
- Lack of trained staff
- Guides lack training on product knowledge

Opportunities:
- Increased interest in heritage tourism
- UNESCO has recognised efforts of site development
- Links to Carib populations or other indigenous peoples’ groups

Threats:
- Natural disasters
- Competition from region
9.3.4 Stakeholder Identification:

1) Catholic church
2) Anglican church
3) Vendors – shops, restaurants
4) St. Patrick’s Organisation for Development
5) Tour guides (no associations)
6) Historical societies – Grenada National Museum, National Trust
7) Department of Culture
8) Ministry of Works
9) Bureau of Standards
10) Ministries of Tourism; Culture; and Community Development
11) Board of Tourism
12) Tour Operators/Taxi association
13) Media
14) Police/security
15) Ministry of Finance – Planning
16) Residents
17) Micro-financing
18) NGOs
19) Schools [in the immediate community]
20) Local artisans
21) Auxiliary services/small business
22) Medical station

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<th>Public</th>
<th>Private</th>
<th>Community/NGOs</th>
</tr>
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<tbody>
<tr>
<td>Department culture</td>
<td>Vendors: shops, restaurants</td>
<td>√ Catholic church</td>
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<tr>
<td>Ministry of Works</td>
<td>√ Tour guides</td>
<td>Anglican church</td>
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<td>Bureau Standards</td>
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<td>Ministry of Tourism</td>
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<td>Police/Security</td>
<td>Micro-Financing</td>
<td>√ Residents of Neighbouring communities</td>
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<td>√ School</td>
<td>Grenada Rural Enterprise Project</td>
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<tr>
<td>School</td>
<td>√ Local Artisans</td>
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<td>• Medical Centre</td>
<td>Auxillary Services</td>
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√ - main stakeholders; • - secondary stakeholders – unmarked stakeholders are tertiary or have distant relationship, but should be noted.
9.3.5 Mobilisation Strategy

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<thead>
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<th>Mobilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Address heads</td>
</tr>
<tr>
<td>2) Follow-up (Media/print)</td>
</tr>
</tbody>
</table>

9.3.6 Applying the criteria for community and CBT assessments to case study site

Feasibility:
- **Experience:** limited in managing & developing tourism projects
- **Business entrepreneurship** – candle factory (built in 1996); slave pen visitor attraction (in parish but under-utilized; on private property; requiring permission to visit)
- 2 groups with experience in managing tourism products
  - 1) Helvellyn Tours & Pottery – catering, pottery, tours
  - 2) Monte Ferdue Plantation – tours & restaurant
- **Financial Resources:** Grenada Development Bank, Credit Unions, Small Business Centre (providing financial and technical support).
- **Marketability:** market is perceived to be relatively small size, but the site is very accessible, it offers a rich heritage, is popular area and is situated along major tour bus route. Demand from stay-over visitors, families and schools. Marketing support by Grenada Board of Tourism

Demonstration value:
- **Natural:** Bathway, Sulphur Springs, Carib stones, Nutmeg industry, Levera beach/lake
- **Heritage/cultural:** Belmont Estate, Monte Ferdue, Slave Pens, Melvellyn House & Pottery
- **Opportunities for expansion:**
- Product differentiation opportunities available but need ownership
- **Uniqueness:** Slave Pens & Carib cuisine;
- **Overall interest:** Good: churches & CBOs, hotels
- **Experience in CBT projects:** limited
- **Power Groups:** good relations between Catholic and Anglican churches and community group; good relations with political parties.
9.3.6 Strategic interventions for case study site

Background: $1.5m investment by the Government. Conclusions of feasibility study not clear and need assessment; determining management costs of site operations is pre-requisite to setting of fees; there is no operating cost/benefit analysis.

Strategies:
- Identification of supporting attractions for stay over and cruise ship visitors → NE coast;
- Develop Grenada Tour Package; [marketing/product development research, capacity building]
- Training for tour guides and vendors;
- Training in Event Management;

9.4 Nature Seekers – Matura Turtle Conservation Programme

9.4.1 Vision: An environmentally friendly community empowered with the necessary skills and talents to contribute to conservation and building sustainable livelihoods.

9.4.2 SWOT analysis:

Strengths:
- Knowledge and experience about sea turtles
- Community involvement in turtle protection
- Support of government
- Abundance of turtles

Weakness:
- Lack of/inadequate human resource

Opportunities:
- High tourist attraction

Threats:
- Accidental catch of turtles in nets
- Climate change – natural disaster

Opportunities:
- to promote research tourism
9.4.3 Stakeholder Identification:
Use: fishing, turtle hunting/watching, quarrying, research, hunting, sea shore gatherers

Stakeholders: fishermen, forestry division, community Dev, land owners, fisheries division, tourism, research institution (IMA, EMA, Widecast), law enforcement, hunters, schools in area – education officer, tour operators, sponsors, villagers (poachers, leaders, elders, women), media

Strategies: government letters, phone, community – word-of-mouth, flyers

---

### Stakeholder identification tool

- Fishermen
- Forestry
- Com Dev
- Land owners
- Fisheries
- Research
- Law enforcement
- Tour operators

Social/cultural
Economic
En/conservation
Education

*Tool introduced by participant: Martha Joseph*

---

9.4.4 Applying the criteria for community and CBT assessments to case study sites drawn from field trip:

**Feasibility:**

- 16 yrs of experience: research: tourism management: customer service project management: income, national and international awards, employment, functioning office, improved human capacity, established partnerships with private and public sectors.
- Agriculture, small shops & bars, quarrying
- Access to finance – yes through Credit Unions, Funding Agencies and the corporate sector.
- Favourable marketability conditions exist
- Community support demonstrated by a reduction in turtle poaching
- The community has a long standing experience in CBT; Projects: sports, cultural & social events
- Ineffective power groups
Demonstration Value

- Natural & cultural sites: turtles; waterfall; rural community, wildlife
- Turtle village (expanded community tourism)
- The product is not unique to the community, but its development singles it out as a special attraction.

9.4.5 Strategic interventions for case study site

GOAL

- To develop an environmentally friendly community and to empower the necessary skills and talent; to protect the environment and develop a better standard of living.
- To identify and develop opportunities to benefit from the conservation and tourism activities in Matura.

Objectives:

- To build community capacity to increase/improve livelihoods
- To develop cultural assets
- To organize other complementary activities
- To identify and market potential products

Strategies to achieve objectives:

- Develop local handicrafts
- Involve elders in storytelling
- Forest tours with interpretation; bird-watching
- Cultural activities – herbal remedies, etc
- Other NTFPs
- Indigenous food/local cuisine
- Home stay (bed and breakfast)
- Transport
- Use of beach facility outside season
- Art gallery/art tours

Vision → Mission → Problem ID → Solutions → Goal/Objectives → Strategies
10.0 Community visioning and consensus building: Role Play

This session was intended to assist participants to develop their skills in:

- outlining to a group of stakeholders an initial vision for a particular site or attraction;
- handling conflict and building consensus.

This session comprised a role play in which the small groups planned a hypothetical meeting with some or all of the key stakeholders of their respective case study projects. The following guidelines were provided:

- Decide which set of stakeholders this meeting is with and where.
- Decide what is the objective of the meeting (e.g. is it just initial buy-in, are you trying to form a committee, do you want these stakeholders to provide technical assistance or other resources etc.)
- Present your initial vision for the development of the community through community-based tourism.
- Tell them why you have selected a particular site, attraction or event as your first activity (i.e. what are the selection criteria and what are the potential benefits to the community as a whole or to specific stakeholders within it.)
- Your goal is to conclude the meeting with a consensus on next steps. One person should be appointed as the Chair of the meeting with other members of the group providing support.

(See PowerPoint presentation attached as Appendix 10)

The visioning component is reflected in the individual strategic planning project as reported on in the previous session 9.0. Lessons learnt from the animated role play sessions by the various groups included the following:

1. First impressions matter
2. Professional but [in formal setting]
3. Maintaining cool
4. Right people to talk about key issues
5. Identify key champion within the group of stakeholders
6. Chair to keep meeting focused. Remain independent throughout meeting
7. Provide summaries rather than long drawn-out speeches
8. Outline structure of meeting from on-set
9. Ensure adequate time for stakeholder input
10. Provide refreshments as well as transportation to venue
11. Provide brief information about content of meeting in the invitation
12. Appropriate time and venue to suit stakeholders
13. Monitor language – avoid phrases like “you people” or politically motivated language – “we giving to you”
14. Be aware of potentially conflicting/disagreeable issues and prepare strategy to address prior to meeting
15. Avoid defensive positions; extract good points from every intervention.
16. Past negative activities of meeting organizers may impact stakeholder trust.
11.0 Expertise Required

This session was intended to provide a reality check on the project development process. Participants were encouraged to examine the various types of expert/technical support required in developing CBT projects. It was noted that the requirements for CBT are generally no different from any other tourism development project. (See PowerPoint presentation attached as Appendix 11)

11.1 Expertise most required for tourism interventions:
- Financial Analysis
- Market Analysis
- Environmental Assessment and Appropriate technologies
- Social/Livelihood Impact Assessments
- Physical and Architectural Design
- Tourism Planning
- Other specialist skills relevant to project

11.2 Expertise required for case study projects
Participants were invited to identify the various expertise required for the development of the various projects identified and worked upon during the workshop. These included:

- Product research
- Management team
- Engineers/construction landscapers
- Architects
- Livelihood Analysts – social impact assessments/means assessments
- Financial analysts
- Skills trainers/HR developers
- Market analysts
- Environmental management
- Health & safety/security
- Event planners
- Communication specialists
- Specialists in areas such as zoology, botany, etc
- Foresters/park management
- Traditional knowledge
11.3 Discussion on expertise required.
The discussion highlighted:
- the need to value the contribution of traditional knowledge to project development and to consider the community’s traditional knowledge within as a special area of expertise, equal to the contribution of other technical experts.
- that the input of the community provides information on priorities, which contributes to the creation of a community vision and helps to communicate “opportunities” for participation in project development.

12.0 Next Steps

12.1 Training:
Participants engaged in active discussion on how the CTO could support gaps in capacity in order to make CBOs more competitive. Developing community-based projects that would compete even with the business community (who are real competitors but with different objectives) was perceived as a necessary and worthwhile training objective. Other capacity building needs identified were:

- Training in Event Management; Management and leadership; Financial management
- Entrepreneurial skills development (CTO)
- Policy research/analysis [CTO working on sustainable tourism policy]

12.2 Effective Strategies:
The need for more other strategies in to promote effective CBT was also discussed, with the following suggestions being made:

- study trips/exchanges among Caribbean CBOs involved in CBT to study good practices first-hand
- promote the use of strategic planning in developing CBT projects
- promote multi-sectoral approaches to CBT
- clarification of concepts and understanding the difference between process and product, particularly where community-based tourism is concerned.
- concept of co-management needs further research and management arrangements between CBOs and Governments should be formalised legally.
- monitoring and Evaluation: indicators of success need to be identified and baseline data collected.
13.0 Workshop Evaluation and Closure

Participants were asked to explore how skills derived from the workshop could be applied practically in their respective communities/countries. In addition, individual oral feedback to the group was invited from participants and they were asked to assess how their expectations measured against what was actually received at the workshop. Finally, participants were provided with evaluation forms to complete.

13.1 Oral Evaluation Questions:

1) What did you find particularly valuable to your job/situation/country
2) What can you apply: now? At some time in the future?
3) What follow up training or other activities would be valuable?

Participants varied in the sessions which they found most useful but all agreed that they had learned tools and methods which they could apply directly to their own CBT initiatives. There was also consensus that having regional participation had widened their perception of CBT as a whole and of the ways in which different countries were pursuing their CBT strategies.

13.2 Evaluation of the content and relevance of Course:

This written evaluation was done by all participants, using a prescribed evaluation sheet. The compilation of these evaluation reports are listed in Appendix 1
APPENDICES

APPENDIX 1: FINAL REVISED AGENDA

Day 1 (9.00-4.30)
1.1 Welcome, introductions, expectations and overview of workshop
1.2 General overview of tourism in the Caribbean: Key statistics, visitor spend, product development, market performance, human resource development.
1.3 Tourism and CBT in the Caribbean:
1.4 Key concepts and definitions in CBT and sustainable tourism
1.4a Sharing of CBT Good Practices Manual: Criteria and lessons learnt from Caribbean experiences
1.5 Selection of case study sites, attractions or events for small group work

Day 2 (9.00-4.30)
Feedback on Day 1
1.6 Introduction to visioning & strategic planning for CBT
1.7 Introduction to participatory planning, stakeholder identification and mobilisation
1.7a Stakeholder identification and mobilisation strategies for case study sites
1.8 Identifying and maximising the benefits of CBT to stakeholders

Day 3 (8.30-5.00)
Feedback on Day 2
1.9 Criteria for community and CBT assessments
1.10 FIELD TRIP

Day 4 (9.00-4.30)
Feedback on Day 3
1.11 Applying the criteria for community and CBT assessments to case study sites drawn from field trip.
1.12 Developing a community vision; managing conflict and building consensus:

Day 5 (9.00-12.30)
Feedback on Day 4
1.13 Strategic interventions for case study sites
1.14 Identifying expertise required to implement strategies
1.15 Co-management for successful CBT
1.16 Workshop evaluation and closure
1.17 Next Steps – How can skills derived from workshop be practically applied by participants in their respective countries.
## APPENDIX 2: FULL LIST OF PARTICIPANTS

<table>
<thead>
<tr>
<th>NAME</th>
<th>ORGANISATION</th>
<th>ADDRESS</th>
<th>CONTACT (Tel./E-mail)</th>
</tr>
</thead>
<tbody>
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<td>North Winward</td>
<td></td>
<td></td>
<td>Tel: 1-784-533-6934</td>
</tr>
<tr>
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<tr>
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APPENDIX 3: POWER POINT PRESENTATION
GENERAL OVERVIEW OF TOURISM IN THE CARIBBEAN (BONITA MORGAN CTO)
Overview of Caribbean Tourism
Visioning and Strategic Planning for Community-based Tourism - Workshop
6-10 November 2006
Trinidad
Facilitator: Bonita Morgan
Caribbean Tourism Organisation

The Caribbean Region

CARIBBEAN TOURISM OVERVIEW

IMPORTANCE OF TOURISM
Visitor Expenditure as Percentage of GDP *

<table>
<thead>
<tr>
<th>Country</th>
<th>% GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anguilla</td>
<td>64%</td>
</tr>
<tr>
<td>St Lucia</td>
<td>51%</td>
</tr>
<tr>
<td>Antigua &amp; Barbuda</td>
<td>49%</td>
</tr>
<tr>
<td>Grenada</td>
<td>44%</td>
</tr>
<tr>
<td>Aruba</td>
<td>38%</td>
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<tr>
<td>Barbados</td>
<td>33%</td>
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<tr>
<td>St Kitts &amp; Nevis</td>
<td>33%</td>
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<tr>
<td>St Vincent &amp; G’dines</td>
<td>28%</td>
</tr>
<tr>
<td>Jamaica</td>
<td>27%</td>
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<tr>
<td>Cayman Islands</td>
<td>26%</td>
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LAST 5 YEARS

<table>
<thead>
<tr>
<th>Year</th>
<th>Tourist Arrivals</th>
<th>Cruise Passenger Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>'000s</td>
<td>% change</td>
</tr>
<tr>
<td>2001</td>
<td>19.5</td>
<td>-3.9%</td>
</tr>
<tr>
<td>2002</td>
<td>19.0</td>
<td>-2.7%</td>
</tr>
<tr>
<td>2003</td>
<td>20.4</td>
<td>7.2%</td>
</tr>
<tr>
<td>2004</td>
<td>21.8</td>
<td>7.5%</td>
</tr>
<tr>
<td>2005</td>
<td>22.2</td>
<td>2.2%</td>
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CARIBBEAN TOURISM – 2005p

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<thead>
<tr>
<th>Category</th>
<th>Value</th>
<th>% change</th>
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<tbody>
<tr>
<td>Tourists (thousands)</td>
<td>22,245.8</td>
<td>2.0%</td>
</tr>
<tr>
<td>Cruise Passengers (thousands)</td>
<td>19,039.8</td>
<td>-41%</td>
</tr>
<tr>
<td>Visitor Spending (US$millions)</td>
<td>21,636.4*</td>
<td>7.9%</td>
</tr>
<tr>
<td>Rooms (thousands)</td>
<td>270.8*</td>
<td>2.0%</td>
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NOTE: * - 2004
**MAJOR MARKETS 2005**

- **United States**: 52.7%
- **Canada**: 6.3%
- **Europe**: 24.3%
- **Caribbean**: 6.2%
- **Other**: 10.5%

---

**WORLD & CARIBBEAN TOURISM**

*Comparative Performance 1988 – 2004*

- **World**
- **Caribbean**

---

**CARIBBEAN 2006 PERFORMANCE**

*January – April*  

<table>
<thead>
<tr>
<th>Arrivals (’000s)</th>
<th>% change 2006-2005</th>
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<tr>
<td>United States</td>
<td>4,300</td>
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<td>Canada</td>
<td>1,032</td>
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<td>Europe</td>
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<td>Other**</td>
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<tr>
<td>Total Tourists</td>
<td>8,512</td>
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<tr>
<td>Cruise Passengers</td>
<td>8,222</td>
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</table>

*Latest estimates*

- Slow performance due to sharp decline in arrivals to Cancun, after 2005 hurricane;

---

**DIFFERENT PICTURE**

*Performance Jan–April 2006*

(without Cancun, Cayman & Grenada)

<table>
<thead>
<tr>
<th>% change 2006/2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
</tr>
<tr>
<td>Canada</td>
</tr>
<tr>
<td>Europe</td>
</tr>
<tr>
<td>Other**</td>
</tr>
<tr>
<td>Total Tourists</td>
</tr>
</tbody>
</table>

*Latest estimates*

- Cancun’s decline already noted
- Sharp growth for Cayman (+84%) & Grenada (+31%); recovery from 2004 hurricane activity
- Strong performances by Jamaica (16%) and the Dominican Republic. Re-direction of business from Cancun, increased room capacity & airline access;
- More moderate growth & some declines amongst others
HOTEL PERFORMANCE

January – April 2006*  

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>April</th>
<th>% change 2006 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy</td>
<td>79.6%</td>
<td>82.9%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Room Rate</td>
<td>$191.23</td>
<td>$199.90</td>
<td>4.5%</td>
</tr>
<tr>
<td>RevPAR</td>
<td>$152.23</td>
<td>$164.25</td>
<td>+8.5%</td>
</tr>
</tbody>
</table>

*Source: Smith Travel Research

Short Term Prospects

- Major factors include:
  - Forecast of another active hurricane season, and residual impact of the 2005 season;
  - High fuel prices with little likelihood of significant reduction in the short term;
  - Relatively weak US dollar versus the Euro, Canadian dollar and the Pound;
  - Clear evidence of resurgence among competing destinations;
  - Continuing perception of the Caribbean as a relatively safe and stable region.

Short Term Prospects – US Market

- Tour operator poll: Advance bookings up around 6% but mainly bookings switch from Mexico (Cancun) to other Caribbean destinations;
- Softened demand due to reports about active hurricane season;
- Cost cutting by airlines (due to higher fuel prices) impacting upon wholesaler contracts;
- Fall in US consumer confidence index in April & May despite good economic growth;
- Weak dollar good for the Caribbean;

Overall, the outlook is for a flat performance or very modest growth from the US market for the remainder of the year.

Short Term Prospects – Europe

- Improved economic performance except for Germany;
- Demand for overall travel expected to be strong;
- Football World Cup will keep some potential visitors at home or send them to Germany;
- Concern about hurricane season;
- Growth in short breaks; aided by LCCs;
- Airline capacity shifting to Eastern Europe, etc;
- Weak dollar good for the Caribbean;

Overall, the outlook seems to be for moderate growth from Europe for the remainder of the year.

Short Term Prospects – Canada

- Best performing market this year;
- Economy strong; $20 billion in tax cuts; surging $Can should impact positively on travel;
- Canadian Conference Board: 16% plan to take an international trip & Caribbean share to increase;
- Traffic to the US already affected by new passport initiative;
- Some concern about hurricane season;

Overall, the outlook seems to be fairly good from Canada, but this is mainly a winter market & much less important than the US or Europe.

TOP 10 COUNTRIES!!

International Tourist Arrivals - 2004

1. France – 75.1 million (9.8%)
2. Spain - 53.6 million (7%)
3. United States – 46.1 million (6%)
4. China – 41.8 million (5.5%)
5. Italy – 37.1 million (4.9%)
6. United Kingdom – 27.8 million (3.6%)
7. Hong Kong (China) – 21.8 million (2.9%)
8. Mexico – 20.6 million (2.7%)
9. Germany – 20.1 million (2.6%)
10. Austria – 19.4 million (2.5%)
Caribbean – 21.8 million
**TOP 10 COUNTRIES!!!**

International Tourism Receipts - 2004

1. United States – 74.5 billion
2. Spain – 45.2 billion
3. France – 40.8 billion
4. Italy – 35.7 billion
5. Germany – 27.7 billion
6. United Kingdom - 27.3 billion
7. China – 25.7 billion
8. Turkey – 15.9 billion
9. Austria – 15.4 billion
10. Australia – 13 billion

Caribbean - 21 billion

**Today’s Consumers are:**

- More knowledgeable
- More independent
- More value conscious
- More concerned with security
- More likely to take shorter vacations
- Less likely to be satisfied with just sun, sand and sea alone

**Some Major Trends**

- More travelers moving towards deciding what activities they want to partake in first, and then choose the destination that offers them – **have to promote “unique” activities/offering to induce visitors** – increased consumer-centric approach to tourism marketing as opposed to mass marketing

- The traditional “fly and flop” beach holiday is no longer in vogue - **will need to incorporate exciting, self improving, educational or cultural elements**

**Some Major Trends**

- Cruise travel expanding
- Time Poor, Money Rich Populations
- Wellness and medical tourism will become more important – spa attractions, herbal treatments, cosmetic surgery etc.
- Responsible Tourism/Volunteer Tourism – visitors wanting to give something back to the country/community they visited - incorporate community activities to enrich participant’s travel experience and desire for authentic experiences

**Some Major Trends**

- Dramatic rise in online travel bookings has led to significant changes in how the travel and tourism industry markets and sells its product – additionally social networking blogs and websites are now important – existing travel companies are now incorporating social technologies in their online strategies (e.g. TripAdvisor.com - “get the truth, then go” – 5 million+ traveler reviews and opinions of hotels, vacations and more)

- China and India – rapidly growing middle classes with high propensity to spend – It is estimated that by 2020 China alone will account for 100 million outbound visitors

The “Grey” Market

**WHAT IS TOURISM?**

Tourism involves the temporary movement of people to destinations outside the places where they normally live and work, the activities undertaken during their stay and the facilities created to cater to their needs.

The essential elements of tourist activity are as follows:
Tourism arises out of a movement of people to, and their stay in various destinations.

- There are two elements in tourism – the journey to and from the destination and the stay at the destination (including activities undertaken there).
- The movement to destinations is temporary and short-term in character; the intention is to return home in a few days, weeks or months.

The journey and the stay take place outside the normal place of residence and work, so that tourism gives rise to activities which are distinct from the resident and working populations of the places through and in which they travel.

Destinations are visited for purposes other than taking up permanent residence or employment.

THE TOURISM PRODUCT

- is intangible (dreams, expectations)
- the visitor moves to the product
- the visitor has a long build up of expectations
- is a major item of consumers’ annual expenditure
- is perishable (non-returnable and non-replaceable if things go wrong)
- is a composite of many elements and services

THE TOURISM PRODUCT is a combination of the following:

- ACCOMMODATIONS
  - HOTELS/APTS/GUEST HOUSES/CAMP GROUNDS, ETC
  - FOOD & BEVERAGE
- ACCESSIBILITY
- ATTRACTIONS
- AMENITIES

<table>
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<tr>
<th>ACCOMMODATION</th>
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<td>HOTELS/APTS/GUEST HOUSES/CAMP GROUNDS, ETC</td>
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ACCESSIBILITY

TRANSPORTATION

PHYSICAL
Reservation System
Equipment
Reliability
Frequency
In-booking

HUMAN
Standards (Structural & Personnel)
Arrows, etc.
Immigration
Customs
Real Cops
Taxis

ATTRACTIONS

PHYSICAL
Environment

Cultural/Historical
Environment

Social
Environment

Villages
Natural Forests
Beaches
Climate
Reefs
Flora
Fauna

AMENITIES

AMENITIES

SPORTS

ENTERTAINMENT

INCENTIVE TRAVEL

SHOPPING

INFRASTRUCTURE

Soccer
Night Club
Casino
Shows

Craft
Day Tours
Day Flips

Roads
Utilities
Communication
Airport

TYPES OF TOURISM PRODUCTS

ECO-TOURISM ATTRACTIONS

Eco-tourism Attractions

Eco-tourism Attractions
ECO-TOURISM
Definition: "Purposeful Travel that creates an understanding of cultural and natural history, while safeguarding the integrity of the ecosystem and producing economic benefits that encourage conservation"

ECO-TOURISM cont’d
Can be applied to tourism which is planned and carried out in an environmentally, socially and economically sustainable fashion.
Involves the development and promotion of Natural Attractions and Sites.
Ensures the management of these sites and activities in environmentally and culturally acceptable ways.
Makes provision for local participation and the spread of benefits to all involved.

ECO-TOURISM cont’d
Eco-tourism should do the following:
- Create job opportunities for local residents.
- Stimulate local economies directly through the influx of tourism revenues.
- Promote awareness of the environment and conservation in the host communities.
- Bring in significant amount of foreign exchange.

ECO-TOURISM cont’d
To be successful, Eco-tourism must involve the following:
- Conservation and proper management of all the resources.
- Careful planning and land-use control measures.
- Preservation of the natural and historical environment.
- The development and use of standards for the establishment of eco-tourism projects.
- Training and public awareness for all concerned.

SPORTS TOURISM
Sports Tourism refers to the activities of visitors to a country for the main purpose of:
- Engaging in a Sporting Event as Player or Official.
- Attending a Sporting Event as a Spectator.
- Performing other duties resulting from the conduct of the Sporting Event.
SPORTS TOURISM cont’d
Sports Tourism is broken down into five (5) categories:
- SPORTS TOURISM EVENTS
- SPORTS TOURIST ATTRACTIONS
- SPORTS TOURISM TOURS
- SPORTS TOURISM RESORTS
- SPORTS TOURISM CRUISES

Potential Benefits:
- Destination recognition and exposure.
- Generation of new industry.
- Increased employment.
- Increased government revenues.
- Additional recreational facilities for local communities.
- Elevating the level of national pride and morale of citizens.
- Increased financial gains.

HEALTH TOURISM
Definition:
“The attempt on the part of a tourist facility or destination (e.g. Cuba) to attract tourists by deliberately promoting its health care services and facilities, in addition to its regular tourist amenities.”

(Jonathan and Grace Goodrich)

HEALTH TOURISM cont’d
Components of the Health Tourism market:
- Sun and Fun Activities.
- Engaging in healthy activities but health is not the central motive.
- Principal motive to travel is health.
- Travel for sauna, massage and other health activities.

Cultural Tourism Attractions
Cultural Tourism Attractions

St. Nicholas Abbey
Barbados

Maya Temple
Central America

CULTURAL HERITAGE TOURISM

Definition:

"An immersion in the natural history, human heritage, the arts and philosophy and the institutions of another region or country".

(World Tourism Organisation Definition)

CULTURAL TOURISM cont’d

Resources used in “Cultural Tourism”

- NATURAL MONUMENTS
- PLANTATION HOUSES
- ARCHITECTURAL MASTERPIECES
- CULTURAL ACTIVITIES
- HISTORIC SITES
- LANGUAGE, CUSTOMS, TRADITIONS
- FOOD, ART AND CRAFT, MUSIC, DANCE,
- RELIGIOUS BELIEFS, FOLK REMEDIES

Community Based Tourism Attractions

This dates back to the earliest travellers when they were accommodated in monasteries, inns, homes and hostels.

It requires total community involvement.

The people in the community are a very important part of the product.

The community must recognise the value of the tourist business to them and take steps to promote and sustain it.

There has to be a strong working relationship between the community and the tourism industry.

Special Event Tourism Attractions
SPECIAL EVENTS TOURISM

- This is Tourism centered around a range of special activities.
- These Special Events may be Sporting Events, Conferences, Conventions, Festivals and Carnivals.
- Some have been designed especially to attract tourists whereas others are designed for the local population but are marketed to tourists as well.

SPECIAL EVENTS TOURISM cont’d

There are many benefits of Special Events Tourism:
- It is a powerful tool for destination promotion.
- It generates new businesses.
- It is a stimulus for infrastructural development.
- It creates employment (if only seasonal).
- It showcases the talent and creativity of both the organisers and the local participants.
- It increases revenue inflow.
- It elevates the level of national pride.

SUN, SAND AND SEA

- The most popular form of tourism practiced in the Caribbean.
- Most major resorts in the Caribbean are built on the water front.
- This concept lures tourists to outdoor activities such as swimming, sunbathing and water sports.
- Ongoing product diversification to sustain market appeal.

CRUISE TOURISM

- Cruise Tourism effectively began in the 1960’s.
- It entails cruising the ocean in the comfort of a cruise liner fully equipped with facilities and amenities of a luxury resort.
- Today, the Caribbean is the major cruise destination in the world – 46% of all cruises sail to the Caribbean.
- A ‘seven day cruise’ is the most popular choice for passengers.
- North America is the major source market for cruise sales.
CRUISE TOURISM cont’d

- The number of accessible islands in the Caribbean allows for the port-a-day cruises which are very popular.
- The three (3) major cruise destinations in the Caribbean are San Juan Puerto Rico, the Bahamas and the US Virgin Islands.
- The majority of cruises to the Caribbean originate out of Florida, USA.

TOURISM DISTRIBUTION CHANNELS

A given combination of intermediaries who co-operate in the sale of a tourism product – they bring buyers (consumers) and sellers (suppliers) together.

TOURISM DISTRIBUTION CHANNELS (cont’d)

SUPPLIERS
(Transportation Providers, Accommodation, Food Service, Resorts, Recreation, Entertainment etc.)
- Tour operators (wholesalers)
- Outgoing travel agencies (retailers)
- National or regional tourism organizations
- Destination Management Companies
- Specialty Channelers/Clubs
- Credit Card Companies
- Internet websites

CUSTOMERS
(Individuals, Pleasure Groups, Business Groups etc.)

TOUR OPERATOR

The tour operator arranges tour packages by contracting with hotels, air and ground transportation companies, attractions and other components to assemble the ingredients of a package tour. A tour operator produces the brochures for distribution to individuals through travel agents and airline ticket offices. E.g. Liberty Go Go and Travel Impressions in the U.S.A. and Thompson and My Travel in the U.K.

Vertical and Horizontal Integration

Worldwide the number of travel agencies and tour operators are dwindling- the large tour operators buy smaller tour operators and travel agencies (horizontal integration) and are becoming mega companies, and the large tour operators now often control both transportation companies (charter airlines) and retailers (travel agencies) and they even lease or own hotels (vertical integration).

The Mega Travel Companies !!!

American Express (International)
Carlson Wagonlit (International)
BCD Travel (International)
Hogg Robinson (International)
TUI (Germany)
My Travel (U.K. & Canada)
Expedia
Travelocity
Orbitz
The Impact of the Internet on the Distribution System

The use of the Internet to research and book travel is growing dramatically, inexorably and irreversibly – it has led to significant changes in how the travel and tourism industry markets and sells its product.

Why??? – the convenience of the Internet which has put consumers in control of their plans – they can gather facts, compare prices and options to get what they feel is the best deal possible or one that satisfies their particular need(s) – they can do it whenever they want, 24/7, 7 days a week.

How large a market are we talking about??

It went from $13 billion in 2000 to approx. $70 billion in 2005 (total global tourism receipts in 2005 were $681.5 billion)

PRODUCT DEVELOPMENT

- Having a diversity of tourism products is part of the competitive strategy of a destination
- Products can be re-styled or rejuvenated or new products can be developed that lead to new markets

WHO IS INVOLVED IN PRODUCT DEVELOPMENT?

- Governments – use the public purse to develop infrastructure etc. to support product development; also provide incentives to attract investment for product development
- Private Investment
- Public/Private Sector Partnerships
- Grant-aided projects
HUMAN RESOURCE DEVELOPMENT IN CARIBBEAN TOURISM
IMPORTANCE OF TOURISM

- It is roughly estimated that the total number of jobs generated by Caribbean tourism was 1.3 million in 2005
- 1 in every 4 persons in the Caribbean are either directly or indirectly employed in tourism
- Our region is the most dependent region on tourism in the world

CARIBBEAN TOURISM HUMAN RESOURCE COUNCIL

Creating an Integrated Human Resource Environment for Tourism

- The nature of the tourism sector in question, its structure, products and markets
- Social and cultural perceptions of tourism as a sector and as an employer
- The labour market in the locality in question, especially demographic trends, levels of unemployment and competition for skilled labour

CARIBBEAN TOURISM LEARNING SYSTEM

CONDITIONS THAT HAVE LED TO THE DEVELOPMENT OF THE CARIBBEAN TOURISM LEARNING SYSTEM

- The growing importance of tourism as a pillar in the economy of most Caribbean countries
- Little coordination of effort that has led to a fragmented approach to tourism education and training at all levels in the formal system of education across the region

CARIBBEAN TOURISM LEARNING SYSTEM

CONDITIONS THAT HAVE LED TO THE DEVELOPMENT OF THE TOURISM LEARNING SYSTEM

- A growing attention to international trends in education and training which focus on institutional management and its responsiveness to issues of quality, accessibility, affordability, accountability and mobility
CARIBBEAN TOURISM HUMAN RESOURCE COUNCIL

GOVERNMENTS

INDUSTRY

Caribbean Tourism Human Resource Council

KEY STAKEHOLDERS

LABOUR

EDUCATORS

CARIBBEAN TOURISM LEARNING SYSTEM

1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region

Primary Level

Trained over 600 teachers to be familiar with the materials

Secondary Level

CARIBBEAN TOURISM LEARNING SYSTEM

1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region

Primary Level

Secondary Level

CARIBBEAN TOURISM HUMAN RESOURCE COUNCIL

CORE AREAS OF FOCUS

CTHRC

Professionalism of Tourism Workers
International Standards/Service Excellence
Quality Education and Training
Resource Mobilization
Research and Strategic Planning
Social Acceptance of Tourism

CARIBBEAN TOURISM LEARNING SYSTEM

1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region

Primary Level

Secondary Level
1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region (Secondary Level)

Inter-School Debates/Tourism Youth Congress

Youth Congress 2000, CTC-24, Barbados

1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region (Secondary Level)

Participants of the 2003 Youth Congress having fun onboard Discovery Cruises, Grand Bahama

1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region (Tertiary Level)

Development of Core Curriculum for the Associate Degree (2 year) programme in tourism/hospitality. Core Curriculum handbooks developed in 2003

1. The following 11 institutions have adopted /have agreed to adopt the common core curriculum:
   - Antigua & Barbuda Hospitality Training Institute
   - Barbados Community College, Hospitality Training Institute
   - Brown’s Town, Excelsior, Montego Bay Community Colleges in Jamaica
   - Clarence Fitzroy Bryant Community College, St. Kitts & Nevis
   - Dominica State College
   - T.A. Marryshow Community College, Grenada
   - Trinidad & Tobago Hospitality & Tourism Institute
   - University of Guyana
   - University of Belize

1. To improve the quality, relevance and access to tourism education and training at all levels of the school system in the region (Tertiary Level)

 Developing a Quality Assurance Framework for Tourism and Hospitality Programmes:
   - Training Staff
   - Curricula
   - Student Support Services
   - Training Facilities
   - Internships
   - Related Educational Activities

Developing Programme Articulation Guidelines
2. To raise the level of professionalism of tourism workers to meet international standards and global competitiveness

- Strengthening of the Tourism Internship Exchange System (TIES)
- Pontificia Universidad Católica Madre Y Maestra (PUCMM) in the Dominican Republic has received some 400,000 euros for 3 years to implement an internship/job attachment programme
- The Council has developed an Intern Guide and a Mentor Guide to better inform both stakeholders under this internship programme

3. To build career awareness at the secondary school level

Caribbean Service Excellence Programme

Goal: To provide tourism personnel, at all levels, with the general knowledge, confidence and attitudes for the delivery of a Caribbean quality service product.

4. To document, showcase and learn from best practices (national, regional and international)

CTO is developing a Best Practices website which would seek to highlight best practices that would be of interest to our member countries

- Good Human Resource Practices in Caribbean Tourism
- Best Practices in Public/Private Sector Cooperation/Partnerships (in conjunction with the WTO Business Council) in May 2003
- 2006: "Good Practices in: Community-Based Tourism in the Caribbean"
5. To conduct research related to human resource issues, e.g.: Manpower Planning, Conditions of Work for Tourism Employees, etc.

Study conducted by the University of the West Indies in March 2001 on “Human Resource Issues in Caribbean Tourism”

THANK YOU!
APPENDIX 4: “GOOD PRACTICES IN CBT IN THE CARIBBEAN” MAREBA
SCOTT CTO-POWER POINT PRESENTATION
Good Practices in Community-Based Tourism in the Caribbean
Report on Short-Consultancy under the CRSTDP

Presented by: Mareba M. Scott
Sustainable Tourism Product Specialist, CTO

TOR-Objectives

- Assist in establishing a clearer understanding of the terms community tourism and community based tourism by examining and presenting acceptable working definitions of these twin concepts.
- Identify and compile good practices in community-based tourism through a review of existing regional and international case studies and literature research.

TOR-Objectives

- Develop a Good Practices Manual of Community-based Tourism in the Caribbean, which will include the findings of the research conducted and seek to highlight good practices in a number of critical areas including financial, technical, social and ecological benchmarks.

Consultant’s Methodology

- Literature Review
- Call for Submissions
- Field Visits and Stakeholder Interviews
- Selection of Case Studies of Good Practice

Selection of Good Practices Case Studies -Criteria

- Active participation of local people in the planning, implementation, management and/or ownership of the tourism enterprise
- Aspects of innovation and/or demonstration value
- Positive and tangible net socio-cultural, economic and environmental impacts
- Access to the tourism market
- Commercial viability

Selection of Good Practices Case Studies -Criteria (cont’d)

- Support of any relevant community-based tourism policy frameworks
- Implementation issues (e.g. skills gap) adequately addressed and mitigation measures for tourism impacts introduced where necessary
- Sufficient documentation to profile the case study
Critical Success Factors

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

Exercise - True or False???

CBT is:
- Small-scale
- Rural
- A collective effort
- A product delivered at the community level and/or centred on guest host interaction
- Environmentally friendly, cultural sensitive or equitable
- Profitable
- Sustainable

The Definition

Sustainable community-based tourism is:

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

Case Studies of Good Practice

1. Portsmouth Indian River Tour Guides Association (Dominica)
2. Giraudel/Eggleston Flower Group Inc. (Dominica)
3. 3 Rivers and Grand Fond Village (Dominica)
4. La Ruta Del Café (Dominican Republic)
5. St. Helena Women’s Group (Jamaica)
6. Walkerswood Country Tour (Jamaica)
7. Anse La Raye Seafood Friday (St. Lucia)
8. Plas Kassav (St. Lucia)
9. Roxborough Estate Visitor Services Cooperative (Tobago)
10. Nature Seekers (Trinidad)

Portsmouth Indian River Tour Guides Association

Good Practices:
- Infrastructure development
- Institutional support
- Use of common property resources
- Capacity-building and skills development
- Tourism impact management
Giraudel/ Eggleston Flower Group Inc.

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

3 Rivers and Grand Fond Village

Good Practices:
- Product development on traditional activities
- Support of a tourism company
- Participatory planning

La Ruta del Café

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

St. Helena’s Women’s Group

Good Practices:
- Product development on traditional activity
- Institutional support
- Capacity building and skills development

Walkerswood Jerk Country Tour

Good Practices:
- Infrastructure development
- Funding mechanism
- Product development on traditional activity
- Skills development
- Community leadership
- Local economic linkages
- Collective benefit distribution

Anse La Raye Seafood Friday

Good Practices:
- Infrastructure development
- Funding mechanism
- Product development on traditional activity
- Multi-stakeholder design and planning
- Institutional support
- Use of common property resources
- Participatory planning
- Capacity building and skills development
- Community leadership
- Local economic linkages
Plas Kassav

**Good Practices:**
- Product development on traditional activity
- Institutional support
- Capacity-building
- Local economic linkages

Roxborough Estate Visitor Services Cooperative

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

Nature Seekers

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

Some Key Lessons Learnt

- Inclusive consultation, a shared vision of tourism, a holistic approach to product development and building local management capacity are important.
- Skills training is important in establishing a quality tourism product and building the management capacity to sustain it.
- Authentic demonstration of an indigenous production process is an attraction and enriches visitor experience.
- Adaptation of an indigenous product does not necessarily weaken its appeal.

Some Key Lessons Learnt (Cont’d)

- Government can play a central role in facilitating CBT initiatives.
- Partnership building makes resource mobilization easier.
- Participatory decision-making ensures organizational unity.
- Linkages need to be made with commercial tourism companies.

- Good local governance, strong community organization and mobilization are important success factors.
- Access rights to common property resources and permission to use private land for access can facilitate CBT and require stakeholder participation.
- A unique CBT product can be developed even if the initial concept is borrowed from local, regional or international experience.
- It is important to promote the product to the domestic market, as the international market is seasonal.

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- A unique CBT product can be developed even if the initial concept is borrowed from local, regional or international experience.
- It is important to promote the product to the domestic market, as the international market is seasonal.
The case studies demonstrate that CBT is a unique, participatory model of tourism, which offers the potential to create tangible and lasting net socio-economic and environmental benefits for a wide range of stakeholders, inside and outside the community.

Thank you!!!
Visioning and strategic planning for community-based tourism in the Caribbean Workshop
Trinidad, 6-10, 2006

Tourism and the development of definitions

Overview of presentation

In this session we will look at various terminologies used in discussing tourism development.
- Tourism
- Mass Tourism
- Alternative Tourism
- Eco-Tourism
- Community-based tourism
- Other words and their definitions

What is tourism?
- The temporary movement of people from the region in which they live and work. It includes travel and stay (for more than 24hrs), and the activities undertaken during this stay.

Mass Tourism
- Blamed for environmental damage
- Encouraging large numbers of tourists
- Irresponsible behaviour by tourists
- Irresponsible behaviour by hoteliers and other service providers
- Governments focus on numbers and ignore carrying capacity considerations
- Lack of sensitivity to environmental and host community issues

Alternative Tourism
Is there an alternative to negative forms of tourism?
- Green Tourism
- Responsible Tourism
- Ethical Tourism
- Appropriate Tourism
- Nature Tourism
- Heritage Tourism
- Community-based tourism

Alternative Tourism
Distinguishing between product and process
- Product
  - Green Tourism
  - Nature Tourism
  - Heritage Tourism
- Process
  - Ethical Tourism
  - Appropriate Tourism
  - Community-based Tourism
Ecotourism
called by Caballlos Lascuarrain in Mexico, 1983

- Attempted to merge **process and product** to produce an alternative approach to tourism development and practice.
- Resulted in ecotourism becoming more of a **marketing tool** than promoting environmental and social responsibility.

Ecotourism: definitions

- Travel to and enjoyment of places of ecological sensitivity
- Travel to and enjoyment of places of natural and cultural interest
- Provides interpretation to educate the visitor and change behaviour
- Requires the social responsibility of giving back to the host community a parallel economic return
- Requires human rights and democracy

Community-based tourism

- Tourism that involves the host community at all levels: from planning to implementation
- Allows local people to participate in decisions made about developments in their communities.
- Allows them the opportunity to participate and take advantage of the economic opportunities that may accrue through provision of goods and services to visitors.

(Adapted from CANARI, 1999)

Community-based tourism (cont’d)

- By involving community persons in the industry, it aids empowerment whereby local people take responsibility for managing their resources, particularly those most vulnerable to tourism activities.
- The opportunities made available for skills development further allow persons to acquire the relevant talents to develop and manage tourism enterprises in their community.

(Adapted from CANARI, 1999)

Host Communities and Environmental Sustainability

- Tourism planners missed the connection between host communities and environmental conservation.
- Connections between ecosystem protection and local involvement have only been recognised recently
- Role of communities have become inescapable in the sustainable development process

Other Definitions

- Stakeholder (identification and analysis)
- Participation
- Conflict
- Management
- Sustainability
- Livelihoods
- Natural resources
APPENDIX 6: INTRODUCTION TO VISIONING AND STRATEGIC PLANNING FOR CBT PRESENTATION
Introduction to visioning and strategic planning for Community-Based Tourism

Visioning and strategic planning workshop for Community-Based Tourism in the Caribbean
6-10 November
Trinidad

Strategic planning helps to:
- Clarify the overall vision and purpose
- Establish realistic goals and objectives for the planning time frame
- Make the most effective use of your existing resources
- Identify need for additional resources or training
- Decide on priorities

Strategic planning
- Usually looks a long way ahead (e.g. 3-5 yrs)
- Sets goals/objectives which
  - describe the desired destination
  - are quantifiable and measurable
- Sets out strategies
  - the routes chosen to reach the goals/objectives
- Provides the basis for more detailed, often shorter-term workplans, which detail activities, responsibilities and deadlines.
- Should involve as many stakeholders as possible.
- Is often an iterative process.

Strategic planning
- Issues/Problems
  - Trinidad’s economy is over-dependent on non-renewable resources such as oil and natural gas;
  - Many communities do not currently benefit from these economic activities
  - There is spiraling poverty and social exclusion in many areas despite this tremendous national wealth.
- Goal
  - To develop sustainable economic opportunities for poor and marginalised communities.

Strategic planning
- Strategies
  - Identification of new economic opportunities around tourism
  - Identification of economic linkages between tourism and other sectors (e.g. agriculture, fisheries, craft) and tourism
- Plans
  - Employment creation
  - Community-based tourism based on natural and cultural heritage
  - Development of small business entrepreneurial activities

Strategic planning
- Often starts with the question

Where do we want to be?

THE VISION

But.....
Analysis of Strengths, Weaknesses, Opportunities and Threats

only when you fully understand why you are where you are can you understand what you need to change to get to where you want to be.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weaknesses</td>
<td>Threats</td>
</tr>
</tbody>
</table>

1. Where are we now?

SWOT analysis

Strategic planning

Where are we – SWOT example

NORTH EAST COAST OF TRINIDAD

- **Strengths**
  - Turtle protection and monitoring programme as a CBT attraction
  - Range of natural and heritage attractions
  - Some strong CBOs

- **Weaknesses**
  - Most attractions poorly managed
  - Difficult road access
  - Few people trained in tourism-related skills

- **Opportunities**
  - New tourism investment interest
  - Corporate sponsorship interest

- **Threats**
  - Poor international tourism connections

Strategic planning

1. Where are we now?

2. Why are we there?

3. Where do we want to be?

4. How do we get there?

5. Are we getting there?

A vision without a specific objectives and a strategy for achieving it is unlikely to be fulfilled.

Prioritisation of objectives and development of strategies to achieve them

Development of Objectives that are SMART:
- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

Monitoring and evaluation measures your success against your original objectives and provides the basis for adaptive management
Strategic planning

Are we getting to where we want to be?

Development of measurable indicators based on SMART Objectives and systems for monitoring them.

The Vision

Exercise

• A short exercise to start applying the process of strategic planning (rather than complete a detailed strategy and plan)
• Groups of 4, identify a spokesperson
• You have 30 minutes to work on the exercise and 5 minutes to report

Exercise

• Choose a tourism destination or event that members of the group are familiar with and that you think could be ‘improved’
• Briefly describe your vision for its future
• Identify its strengths and weaknesses
• Identify what are the new opportunities and threats
• List any ideas you already have for strategies
• List any SMART objectives you can identify
Introduction to participatory planning, stakeholder identification, analysis and mobilisation for community-based tourism

Trinidad
6-10 November 2005

Session objectives

- Identify some key differences between traditional and participatory planning;
- Provide a definition of a stakeholder;
- State at least 5 reasons why stakeholders should be involved in the planning of a CBT product;
- Distinguish between stakeholder identification, stakeholder analysis and stakeholder mobilisation.

Why involve stakeholders?

- Builds buy-in to vision
- Allows all those who will be affected to take part in decision-making
- Incorporates a wide spectrum of ideas and perspectives
- Increases likelihood that actions will be accepted and supported

Characteristics of participatory planning

- Active, informed, and equitable participation of all interested stakeholders
- Involvement of stakeholders throughout the process, and openness to new stakeholder entrants
- Incorporation of diverse views
- Provision of information in appropriate and useful forms
- Recognition of and accommodation for inequities among stakeholders
- Respect for the process and decisions reached via process

Why involve stakeholders?

- Contributes to the empowerment of individuals and organisations
- Can generate additional resources
- Helps identify actual or potential conflicts between stakeholders
- Exclusion can have unexpected and undesirable consequences
Requirements for effective participation

- Committed and well-informed participants
- Organisational/leadership capacity
- Agreement on the process

Types of participation

- Manipulative participation
- Passive participation
- Participation by consultation
- Participation for material incentives
- Functional participation
- Interactive participation
- Self-mobilisation

Participatory planning

Spectrum of participation in Natural Resource Management

- Top-down decision making with some stakeholders informed of some decisions
- All stakeholders equitably involved in decision-making

When is a participatory approach not appropriate?

- When issues must be addressed urgently and/or key stakeholders are not in a position to participate fully and knowledgeably in decision-making
- In cases such as these transparency regarding the process used and decisions made is critical.

Effective stakeholder identification:

- is a critical precondition of inclusion/ equitable participation
- employs a systematic approach to identifying stakeholders
- rests primarily with the person or organisation in the lead
- is often not a fully participatory exercise at the start
- is a continuous process as stakeholders change over time
- is a tool for enhancing sustainability

Stakeholder Identification
Who are your stakeholders?

- The individuals, groups and organisations that will be affected positively or negatively by the development of your site, attraction or event.
- The people, organisations and institutions that could influence and/or contribute to the planning processes.

Who are your stakeholders?

- Stakeholders are not only local people.
- Stakeholders are not only organisations and formal groups.
- Stakeholders are not only those involved in tourism activities.
- Stakeholders change over time.

Methods for stakeholder identification

- A range of methods can be used:
  - Field observations
  - Literature reviews
  - Interviews with key informants
  - Informal discussions and meetings
  - Scientific and popular knowledge

At every stage, ask "who is being excluded, who else matters, who have I missed?"

Stakeholder Analysis

Why is stakeholder analysis necessary?

- To provide an understanding of the actual and potential conflicts.
- To understand the power relations.
- To understand and appreciate patterns of natural resource use.
- To understand how the benefits of the attraction or event are distributed.
- To appreciate the capacity of various stakeholder groups.

Stakeholder analysis methodology

- Will depend on what you want to know about your stakeholders, e.g.:
  - What are their individual interests in and the benefits they could get from the tourism product?
  - What are their past and current power, rights and responsibilities (formal and informal)?
  - What are the sources of conflict?
  - What are their needs and expectations?
  - What contribution can each make?
  - What capacity building is needed to increase that contribution?
Stakeholder Analysis

Key stakeholder analysis questions:

- What is their interest in and capacity for participating in management?

- What are the human, financial and technical resources they are prepared to contribute to the management process.

- Are there areas of common interest upon which consensus and collaboration can be developed.

Stakeholder Mobilisation

Stakeholder mobilisation is the process of getting stakeholders interested and willing to participate and building their capacity to do so.

Stakeholder Mobilisation includes

- Finding the most appropriate means to inform stakeholders, including those who may not be represented by groups or might otherwise be excluded (e.g. elderly, disabled, young people, mothers of young children, illiterate);

- Facilitating equitable stakeholder participation in meetings, e.g.
  - Selection of appropriate venue and time
  - Provision of transport and refreshments;
  - Timely dissemination of information
  - Appropriate facilitation, which creates a climate in which all feel able to contribute
  - Finding ways of feeding back reports on meetings and progress

Key issues in stakeholder identification, analysis and mobilisation

- Importance of independent facilitation
- Exercise caution where there are acute conflicts and/or inequities
- Beware simplifying complex realities, e.g.
  - People belong to several stakeholder groups
  - Stakeholder groups are not homogenous
- Barriers to equity in participation
  - People “self-exclude”
  - Power imbalances (e.g. voiceless and marginalised)
Small group exercise

• Conduct a preliminary stakeholder identification exercise for your case study site
• Discuss whether/what categorisation of stakeholders is useful/relevant for the case study site
• Devise a mobilisation strategy for an initial community visioning meeting to engage as many stakeholders as possible, and particularly the poor and marginalised.
Visioning and Strategic Planning for Community-based Tourism in the Caribbean

**Introduction to participatory planning, stakeholder identification, analysis and mobilisation for community-based tourism**

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6-10 November 2005

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APPENDIX 8- HANDOUTS
Visioning and strategic planning for community-based tourism in the Caribbean workshop.

Port of Spain, Trinidad
November 6-10, 2006

Key Concepts and Definitions:

1. Stakeholder
   Associated words: Have something to lose) share, vested interest, involvement, ownership, beneficiaries, having a stake, being part of investor, partner, risk-takers,

2. Stakeholder identification
   Associated words: selecting, pin-pointing, naming, tagging, specifying

3. Stakeholder analysis
   Associated words: prioritizing, balancing, determining, separating, filtering, screening, evaluating, putting into perspective, synergy/linkages

4. Participation
   Associated words: involvement, member, input, contributing, communicating, sharing, exchanging, partaking

5. Conflict
   Associated words: flight, disagreement, confrontation, friction, clash, difference, opinion, ignorance, hostility, discordance, disorder

5.a Management:
   Associated words: harmony, order, resolution. Consensus, agreement, knowledge, synergy, togetherness, unity, one-ness,

6. Sustainability
   Associated words: ability to sustain: continuity, cyclical, maintaining, longevity, success, adaptability, surviving, self-supporting, perpetuation, Issues: ensuring for future generations;

7. Sustainable development/use
   Associated words: progress, growth, maturity, enhancement, betterment, advancement, building, extension, upward mobility,
   Associated words: consume, take, apply, patronize, exploit, employ.
Visioning and strategic planning for community-based tourism in the Caribbean
6-10 November 2006, Port of Spain, Trinidad and Tobago

FIELD TRIP: COMMUNITY ASSESSMENT SHEET

ECONOMIC
1. Experience and tangible accomplishments in tourism
2. Entrepreneurial activities in community
3. Access to finance
4. Marketability of proposed product

SOCIAL
1. Demonstrated overall interest in project by the community
2. Experience in community-based projects
3. Role of power groups and influential persons

ENVIRONMENTAL
1. Combination of natural and cultural assets
2. Opportunities to expand geographically
3. Not exceptional but unique
Visioning and strategic planning for community-based tourism in the Caribbean

6-10 November 2006, Port of Spain, Trinidad and Tobago

GROUP WORK: CRITERIA FOR COMMUNITY ASSESSMENTS

Feasibility

• What is the experience of the community in developing and/or managing tourism projects and are there tangible accomplishments?
• What is the history and nature of business entrepreneurship in the community?
• Is there access to financial resources (credit) for business development?
• Assess the marketability of the community and its products in terms of – Distance from concentrations of visitor centres, road conditions, visitor demand etc.
• Does the community demonstrate an overall interest in the project?
• What is the experience of the community in community-based projects?
• What is the role of power groups in the community, e.g. Clubs, Political Parties, and Religious Groups?

Demonstration value

• List the natural and cultural sites and attractions that exist in the community.
• Are there opportunities to expand activities geographically?
• Is the product unique or special to the respective community?
Visioning and strategic planning for community-based tourism in the Caribbean
6-10 November 2006, Port of Spain, Trinidad and Tobago

TRIPLE-BOTTOM LINE APPROACH TO COMMUNITY-BASED TOURISM DEVELOPMENT

How to assess a project for integrated development in a local community: This approach attempts to assess the social, economic and environmental opportunities for positive change which may occur in a community as a result of a tourism project. The triple bottom line approach suggests that the bottom line of viability should not refer exclusively to financial viability but should give equal weighting to all critical dimensions of the assessment, which include social and environmental considerations, which are necessary for sustainability.

Social: To demonstrate the capacity of a project to contribute to social development
- Will community persons be involved in planning
- Will community priorities be addressed
- Will community skills/talents be used above imported ones
- Will peoples' livelihoods be improved
- Will the project facilitate greater access to assets; e.g. land, public facilities
- Will there be an increase appreciation of local culture

Environmental: To demonstrate the capacity of a project to contribute to an improved natural environment.
- Will there be improved solid waste management
- Will there be increased use of renewable sources of energy, e.g. solar energy
- Will there be increase water conservation measures
- Is there an EMS in place for planning the community project
- Are there education and awareness activities designed to change behaviour

Economic: To demonstrate the capacity of a project to contribute to viable and sustainable economic activity.
- Will the project result in increased access to finance by community entrepreneurs
- Will the project result in an increase number of viable small businesses
- Will there be an increase in employment opportunities
- Will there be an increase in entrepreneurial activity
Visioning and Strategic Planning for Community-based tourism in the Caribbean

6-10 November 2006, Port of Spain, Trinidad and Tobago

CRITERIA FOR COMMUNITY ASSESSMENTS: MATURA-NATURE SEEKERS:

FEASIBILITY

• What is the experience of the community in developing and/or managing tourism projects and are there tangible accomplishments?

The community only through Nature Seekers has been managing the Matura Turtle Conservation & Tourism Programme since 1990. This programme started as a conservation programme but soon expanded to tours since there was already a demand. The following are our tourism related awards:

1998: The “British Airways Tourism For Tomorrow” recognizing environmental responsibility in the tourism industry.

1999: The “Goldsborough Environmental Award” in Conservation-Prime Minister Tourism Awards

2000: The” First Product Innovation & Sustainability Award” Caribbean Tourism Organization.

2006 Green Apple Award – A Best Practice community initiative (Green Apple Award Committee London)

The programme is designed to manage 200 persons a night averaging over 9000 persons a year. It creates employment for 14 persons in conducting turtle protection & tours.

• What is the history and nature of business entrepreneurship in the community?

Community businesses are normally limited to very small shops and bars. Currently there is a quarry in the community, a citrus estate and other small farm and gardens. There was an old brick factory to which a lot of employment was generated, but this has since closed in early 1980’s.

• Is there access to financial resources (credit) for business development?
Other than NEDCO and other government institutions the community has no access to credit

- Assess the **marketability** of the community and its products in terms of
  - Distance from concentrations of visitor centres, road conditions, visitor demand etc.

- Does the community demonstrate an **overall interest** in the project?
  Generally the community does not object to community tourism and conservation but their willingness to get involve is not forthcoming.

- What is the experience of the community in **community-based projects**?
  Same as above

- What is the role of **power groups** in the community, e.g. Clubs, Political Parties, and Religious Groups?
  Like other communities political parties get active just before general elections. There could be more influential in developing community tourism. There are a few religious groups in the community but no emphasis is paid to community tourism.

**DEMONSTRATION VALUE**

- List the natural and cultural sites and attractions that exist in the community.
  *The turtle nesting site*
  *The Matura Waterfall*
  *The Rio Saco Waterfall*
  *The Red Howler Monkey*
  *Sulfur spring*
  *Community way of life*
  *Culture of the people*

- Are there opportunities to expand activities geographically?
The biggest potential is the proposed national park and the development of nature Tours, camp tours,

- Is the product unique or special to the respective community?
  None of the products are unique to the community but there are some distinct competitive advantages over the other communities. These are location-proximity to market, strong community organisation etc

LESSONS LEARNED
- Commitment and dedication
- Leadership skills
- Sacrifice
- Investment in personal development
- Think outside the box
- Fairness
- Transparency in decision making and other areas
- River Meeting with Secretary on the river bank taking notes: (Innovative ways of doing group activities)

- Innovation in revenue generation (even though it took 4 years to work on the Earthwatch proposal)
- Relationships with other groups/agencies (co-management arrangements)
- No relationships are encouraged or permitted between volunteers and project managers/workers
- No drinking is permitted
- Strict adherence to rules and regulations is enforced

- Issues emerging now are related to livelihoods: microfinance; financial trust

Community Linkages
Nature Seekers is perceived as a family organisation by the community. The project emerged as private initiative who saw the need to protect the turtles on the beach. As a result the group of nature seekers have emerged a bit isolated from other community activities, and the relationship with the rest of the community needs work. There is an attempt to look at these areas by making special efforts to support the football team in transportation;
Christmas treat for children; and to begin to assess how the wider community can be assisted by Nature Seekers.

Training:
Training has focused on delivery of tour services, and not on other aspects of tour guiding. Guides have increased knowledge over the years through their experience on the beach, and this surpasses anything they have learnt from other trainers/scientists.
COMMUNITY VISIONING AND CONSENSUS BUILDING

Small group exercise

You are planning a meeting with some or all of your key stakeholders:

1. Decide **which set of stakeholders this meeting is with and where**.

2. Decide **what is the objective of the meeting** (e.g. is it just initial buy-in, are you trying to form a committee, do you want these stakeholders to provide technical assistance or other resources etc.)

3. Present your initial **vision** for the development of the community through community-based tourism.

4. Tell them why you have selected a particular site, attraction or event as your **first activity** (i.e. what are the selection criteria and what are the potential benefits to the community as a whole or to specific stakeholders within it.)

Your goal is to conclude the meeting with a consensus on next steps. One person should be appointed as the Chair of the meeting with other members of the group providing support.
Matura Turtle Conservation Programme

“Empowering the Community”

By
Dennis Sammy
Manager
Nature Seekers

Species of Endangered Turtles Nesting at Matura

Leatherback Turtle
Hawksbill Turtle
Green Turtle

The 1970’s & 1980’s

Over 30% of all turtles were slaughtered

Meat
Eggs
Shell
Bait
Fun

Background of the Matura Turtle Tour programme

• Initiated with the guidance and support of Wildlife Section of the Forestry Division
  – Tour Guide Training Programme
  – Regular Guidance and support
  – Provided funding for patrols which helped to sustain participation

Presentation Outline

• Background of the Matura Turtle Tour programme
• Objectives
• Location
• Programme Design
  – Tourism
  – Conservation
• Financials
• Benefits to the community
• Challenges
• Lessons Learned

Partnership

• Co-management of Sea Turtle Protection between Government & communities
**People and Turtles**

- Major Turtle Conservation Activities & Protected Areas

---

**Beach Cleanup Activities**

- Removing debris that can prevent successful nesting

**Before**

**During**

**After**

---

**Turtle Monitoring and Protection**

**Marine Turtle Population Assessment**

- Tagging

- PIT tagging

- Flipper tagging

---

**Turtle Tours**

- Turtle Watching Tour

---

**Objectives**

- To create employment and for resident of the community
- To monitor and guide the action and activities of visitors.
- To promote awareness of the need to conserve the marine turtles

---

**Area Geography**

- Location Support
  - Closest Turtle nesting beach
  - One way in and out
  - 3/4 miles away from the community
  - No houses on the beach
  - User zone /Buffer Zone

---

**Map of Matura**
Programme Design

Partnership for Co-management

- Wildlife Section
  - Funding
  - Legal documentation
    - Permits/special game licenses
  - Technical support
  - Supervisory

- Nature Seekers
  - Regulate entry by permit only
  - Source funding for equipment and extra staff
  - Monitor visitor activities
  - Tag and record turtles

Programme Design

- Visitor Control
  - Protected area under the Forest Act
  - March 1st – August 31st
  - Permits are required to enter the area
  - Fine = $20,000

Programme Design

- Beach Monopoly
  - Mandate visitors to take guides
  - All tour operators to use the guides
  - No other person or organization is authorized to conduct tours on Matura beach.

Permits

- Sold on a first come first serve basis
- 3 centers in Trinidad
- Controls the carrying capacity

Visitor Communication

- Forest Division offices
- Nature Seekers
  - Telephone
  - Email
  - Passing Visitors

Management & Control

- Guide Management
  - Roster System
    - Criteria
    - Fortnight
      - Government /other funding
      - Weekends /Week
    - Flexible
    - Levels of guide
- Payment of Stipend
Management & Control

- Record Keeping
  - Receipts
  - Night financial Report
  - Database

Number of Visitors

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<th>Visitors</th>
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Database Screen with link
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<th>Total Visitors</th>
<th>Revenue Earned</th>
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<td>T11</td>
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<td>217</td>
<td>$2,605.00</td>
</tr>
<tr>
<td>T12</td>
<td>6</td>
<td>271</td>
<td>$2,605.00</td>
</tr>
</tbody>
</table>

**Total Revenue Earned:** $26,700.00

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### Tourism Impact

- **Successes**
  - 296 nests were excavated
  - Involvement of community and other stakeholders

### Conservation / Scientific Tourism

- **Total Visitors:**
  - 2000
  - 2001
  - 2002
  - 2003
  - 2004
  - 2005

### Major Benefits of EW Partnership

- Provides human resources for turtle conservation data gathering
- Funding for equipment and other project needs

### How Volunteers Benefit

- A unique community and conservation experience.
  - A new culture, environment.
  - Rejuvenation of body, mind & soul
**Competitive Advantage**

- Involvement of the community
- Interaction with the Turtles
- Stay in the community
- Interaction with the residents

**Benefits to the community**

- Economic
  - Guides/Patrols, Accommodation, Sales of craft, Adopt a turtle etc
- Training and Development
  - Personal growth and development
- Sense of Pride and ownership
- Many Awards

**Some success factors?**

- Good Leadership
- Vision
- Guidance /Support
- Networking
- Love, Passion, Commitment

**Some Challenges**

- Increase Community involvement
- Funding for increase in staff
- Marketing & Promotion
- Infrastructure

(Turtle Village)
Lesson Learnt

- Partnerships is necessary for programme success
- Community involvement is critical for sustained natural resource management
- The more standards you set with the guides the more individual growth is experience
- Balanced Leadership is necessary

Some Successes

- Model replicated in many communities
- Many awards
- 51 Jobs created (14 Turtle Conservation, 35 Reforestation & 2 admin)
- Strategic Alliances
- Office, Management System

Linkages with Sea Turtle & Economics

Thank you

This all adds up to a proud community legacy
Community visioning and consensus building

Trinidad
6 November 2006

Group role play

You are planning a meeting with some or all of your key stakeholders:

1. Decide which set of stakeholders this meeting is with and where.
2. Decide what the objective of the meeting (e.g. is it just initial buy-in, are you trying to form a committee, do you want these stakeholders to provide technical assistance or other resources etc.)
3. Present your initial vision for the development of the community through community-based tourism.
4. Tell them why you have selected a particular site, attraction or event as your first activity (i.e. what are the selection criteria and what are the potential benefits to the community as a whole or to specific stakeholders within it)

Your goal is to conclude the meeting with a consensus on next steps.

Community visioning

Community visioning is a process by which a community envisions the future it wants, and plans how to achieve it.

Gary Green, Anna Haines and Stephen Halebsky – Building our Future: a Guide to Community Visioning

Conflict in community visioning

- Reaching consensus on the vision of the future cannot be achieved without allowing space for conflicting views and finding strategies to anticipate and manage the conflict.

Community visioning

- Arriving at a shared community vision requires full community participation in:
  - Identifying a common purpose
  - Identifying core values
  - Achieving consensus on the vision of the future
  - Setting achievable goals
  - Defining appropriate strategies
  - Developing an action plan
  - Implementing the plan

Conflicting views serve a useful purpose:

- Bring out important issues and interests
- Identify stakeholders and relationships
- Highlight actual or potential breakdowns in important relationships
- Provide opportunities for creative problem solving
What is conflict?

- Conflict means different things to different people, based on their cultural and social norms.
- Conflicts are unresolved differences between parties (and can be approached proactively, e.g. via stakeholder analysis).
- Disputes are obvious and definite signs of conflict (need reactive negotiation or arbitration).

Conflict versus disputes

Disputes are obvious and definite signs of conflict.

Conflict

- The root of many conflicts can be found in differences in power between stakeholders and the way it is exercised.
- Among the reasons why some people have more power than others are wealth, education, class, race, gender, political affiliations or the power to manage or regulate.

Conflict

- Conflicting views may sometimes be observed even if they are not formally raised at the meeting (body language, backchat, walking out, ‘meeting outside the meeting’).
- Conflict is rarely ‘resolved’ but it may be anticipated and ‘managed’.

The role of the facilitator

- The goal of the meeting facilitator is to negotiate outcomes that facilitate co-existence and the pursuit of management objectives.
- Facilitation of community meetings should include conscious efforts to redress power imbalances and create opportunities for equitable participation.

Equitable participation

Equitable participation means considering:
- Who should facilitate (neutral or stakeholder)?
- Who determines the agenda?
- Do stakeholders have the capacity to participate?
- Is everyone is being heard?
- Can everyone revisit the outcomes?
Negotiation

- Negotiation is based on the assumption that the consensus to be reached must meet as many of the stakeholders’ complementary interests as possible.
- Requires the facilitator to be sensitive to the different layers of conflict and power relations.

Building effective consensus

- Requires that stakeholders have been identified.
- Have a clear understanding of the issues and their own interests.
- Are willing to give and take.
- Are included in the decision-making process if they impact on the outcome of the negotiation.

Consensus building process

- Listen and gather information before intervening or negotiating.
- Clarify areas of ambiguity.
- Be creative.
- Seek commitment to the consensus.
- Monitor and evaluate outcomes.
APPENDIX 11: EXPERTISE REQUIRED PRESENTATION
Visioning and Strategic Planning Workshop for the Caribbean
Port-of-Spain, 6-10 November 2006

Expertise required to implement CBT strategies

Financial Analysis
- Provide a comprehensive financial analysis of the viability of the project to include cash flow and economic evaluation of project.
- Provide cost benefit analysis for a period of at least three (3) years; and a sensitivity analysis for at least three (3) different scenarios.
- Examine access to financial resources for project development at both private and public sector levels.

Market Analysis
- Conduct a market review to define the demand and supply requirements of the project.
- Develop marketing and promotions plan for product. Plan should be realistic and seek to identify target markets and numbers expected to visit product during short to medium terms.

Environmental Assessment and Appropriate technology use
- Assess the magnitude, extent and importance of impacts on the physical environment to include water quality, air quality, ecology, carrying capacity and limits of acceptable change, human environment, services and utilities, and waste disposal systems.
- Recommend mitigation and monitoring measures.

Social Impact Assessment
Assess the social and economic impacts of the project on the host community as well as the immediate surrounding communities, to include: local infrastructure, sanitation, employment, small business opportunities and linkages, access to community resources, and potential social interactions between host community and visitors.

Physical/Architectural Design
Prepare drawings and costs estimates of physical facilities as well as alternative appropriate technologies.
Tourism Planner

- Provides oversight of the project ensuring understanding of the tourism requirements to include institutional linkages especially for product standards, human resource requirements and marketing.
- Tourism planner usually takes responsibility for the market analysis and leads the team of experts.