Community-Based Associations for Sustainable Tourism Development -

Fostering Sustainable Development in Developing Countries

Shihomi Yamashita
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-Fostering Sustainable Development in Developing Countries-

APPLICANT'S NAME: Shihomi Yamashita
COURSE NAME: Master Programme in Sustainable Development
DEPARTMENT: Faculty of Science and Technology
Uppsala University, Sweden
SUPERVISOR: Andrew Haden, MSc
Abstract

Community-Based Tourism (CBT) is a bottom-up approach to sustainable development used in developing countries to enhance the conservation of natural resources, preserve traditional culture, and generate income at the local level. The study aims to understand the effectiveness of community associations for CBT development in developing countries. Ghana is selected as the primary case of this study. Published data on CBT associations in Namibia, Uganda, Kyrgyzstan and Costa Rica are used as supporting cases of the study. The research was conducted primarily, using library resources, in combination with fieldwork conducted by the author. The findings describe a vicious circle of poverty in Ghana’s CBT development as well as describe successes and challenges of supporting cases. It is clarified that the studied CBT associations have played a significant role in creating networks and making linkages among the various stakeholders involved. Further, these efforts increase the possibility of expanding CBT benefits to the whole country, especially by creating interaction with governmental agencies. However, obtaining a sustainable funding source for their activities is still a great challenge, facing the associations. The study concludes that the establishment of CBT associations can solve some of the problems identified as limiting Ghana’s CBT development. In particular, CBT associations could be useful for enhancing collaboration among stakeholders. Unfortunately, the study could not identify any concrete solutions for the many financial issues which many developing countries face. An empirical study on introducing microfinance or other soft loan system to CBT associations could be a valuable subject for further studies.

Keywords: Community-Based Tourism, sustainability, involvement, associations, developing countries, donor
Acknowledgement

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1. Introduction

“The Earth is one but the world is not. We all depend on one biosphere for 
sustaining our lives.”

There are 194 countries in the world. The world population is currently approaching 7 
billion and the number is expected to increase to 10.1 billion in the next 90 years (UN 
2011). Along with population growth, concern about depletion of natural resources is 
increasing. There is limited natural resource available but the human carrying capacity 
of the Earth is uncertain and diverse since the situation varies by human choices such as 
the areas of economics, environment and culture (Cohen 1995). As the term “So many 
men, so many minds” stands, the world is of great variety. Regarding Sustainable 
Development schemes, many countries have agreed to the goal of creating a sustainable 
global future. However, this never seems to be an easy task because our values differ by 
circumstances. For example countries that have a stable economy often focus on 
protecting the environment and preserving culture; while other countries, which 
struggle with poverty, tend to put economic development as their top priority and tend 
to ignore negative impacts on the environment that stem from economic development. 
Moreover, when we focus on a country and its inhabitants, there is sometimes a huge gap 
between national strategies/policies and awareness of these strategies and policies by 
the public. A bottom-up approach is often taken to bridge the gap between national 
decision making bodies and the public, as well as to build the capability of local people 
so that they can make appropriate choices when it comes to developing their livelihoods.

The author believes in the power of local communities for creating a sustainable future 
especially now in light of the recent worldwide economic recession and uncertain 
impacts of global climate change. It is important to create solid communities to support a 
nation.

Community-based Tourism (CBT) is considered a favorable bottom-up approach that 
enhances sustainable rural development. The author visited Ghana, a country in West 
Africa for her internship, and conducted field research on CBT in Ghana. Her research 
discovered a problem of poor support networks for stakeholders both at local and 
national levels, which prevents each of them from maximizing CBT benefits. This 
experience inspired the author to start this study with a hypothesis: Establishing a CBT

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association can be a collective solution for CBT development, where all the stakeholders share each other's experience and knowledge and collaborate with each other for common objectives.

1.1 Aim of Study

This study aims to find out how to build a system for sustaining Community-Based Tourism. Specifically, the author explores the effectiveness of CBT associations, thus the research focuses on organizational or institutional development more than tourism development itself. Since most developing countries have limited access to financial resources, which matters when it comes to sustaining projects undertaken by international aid agencies, this study seeks to understand how funding issues can be managed by the developing countries themselves. Ghana was picked as the primary case study of the thesis, while other developing countries that have an association of communities to promote CBT development, were picked as supporting cases.

Research questions
1. What are the success and failure factors for CBT development in Ghana?
2. What are the success and failure factors in CBT associations?
3. Can such associations be a solution for problems identified in question 1?
4. Is establishment of CBT associations applicable to and beneficial for Ghana?

The study starts with a description of the general background of sustainable development and some general information about Ghana. Then, previous studies on Community-Based Tourism and some relevant literature are presented in order to make comparisons between the supporting cases. The Methodology chapter presents approaches the author has used in this study. The results of the author's on-site research on Ghana's Community-Based Tourism and the comparison of supporting case studies are presented in the Findings. Based on those findings, the author's hypothesis is discussed in relation to the supporting case studies. A recommendation for Ghana on supporting sustainable Community-Based Tourism development is given at the end of the study.
2. Sustainable Development

The first report on sustainable development, entitled “Our Common Future” (1987) has defined that ‘Sustainable development is as a development that meets the needs of the present without compromising the ability of future generations to meet their own needs’, issued by the United Nations’ World Commission on the Environment and Development (WCED). This is the generally accepted concept for sustainable development and under this consensus, three-pillars of development - social, environmental and economic - are taken into account. The Brundtland report (WCED 1987) points out the necessity to alleviate poverty especially in the Third world. The report states that the alleviation of poverty helps build people’s capacity to use resources in a sustainable way. Thus developing countries need to boost their economic growth, while the ecological impact of growth has to be minimized. Furthermore, the economy has to be insulated from impacts of external factors such as economic crises of other countries in order to achieve sustainable economic development.

2.1 The Millennium Development Goals: Poverty Reduction

“We CAN END POVERTY!”

The Millennium Development Goals (MDGs) for fostering Sustainable Development were established at the UN Millennium Summit in September 2000. This declaration raises eight MDGs that are expected to be achieved by 2015: poverty reduction, promotion of education, gender equality and empowerment of women, reduction of child mortality, maternal health improvement, combating diseases, ensuring environmental sustainability, and strengthening a global partnership for development. Those aims target developing countries, especially African countries, and this is clearly stated in the declaration which is quoted below:

'We will support the consolidation of democracy in Africa and assist Africans in their struggle for lasting peace, poverty eradication and sustainable development, thereby bringing Africa into the mainstream of the world economy'

(UN General Assembly 2000, VII Meeting the Special Needs of Africa)

It has been over 10 years since the MGDs were set. The Millennium Development Goals Report 2010 describes the progress toward the goals. According to this report, the world
has successfully reduced the number of poor in developing areas who live on less than $1.25 a day from 1.8 billion to 1.4 billion between 1990 and 2005: the poverty rate fell from 46% to 27% (UN 2010: 6). To achieve the overall goal, it is still needed to reduce the rate of poverty to 15% by 2015.

According to the chart (See Figure 1), Sub Saharan Africa could only reduce 7% since 2005 and it is still far to reach the target number by 2015 comparing to the other developing areas. The chart shows the overall poverty rate of all developing regions and it describes a remarkable decrease of 19% from 46% in 1990 to 27% in 2005. This is mostly because of the efforts of Eastern Asia and South Eastern Asia, whose poverty rates decreased to 44% and 20% respectively during 15 years from 1990 to 2005. Hence more effort for poverty reduction is needed especially among the countries of Sub Saharan Africa, Southern Asia and Western Asia, which have made relatively little progress since 2005. The report also made note of the fact that more than half of countries in Sub Saharan Africa lack sufficiently high quality data to make comparisons (UN 2010: 7). The region of Sub Saharan Africa consistently attracts attention, where many development agencies and volunteers from other countries are working for poverty reduction and the improvement of economic and social systems.

Figure 1. Proportion of people living on less than $1.25 a day, 1990 and 2005 (%)  
(Source: the millennium development goal report 2010)
2.3 Tourism for Sustainable Development

Tourism, which is a rapid growing sector in the world, is expected to contribute significantly to the MDGs in developing countries and their sustainable future since it has ability to generate jobs, income and hard currency (Sirakaya, Jamal & Choi 2001). UN World Tourism Organization (UNWTO, undated) reported that the international tourism annual arrival rate increased 6.5% by 2005 with 806 million travelers, growing from 25 million in 1950. The report also explored possible benefit from tourists’ expenditure in many related sectors such as construction, agriculture and telecommunications. While tourism is believed to benefit multiple sectors, it touches on a broad range of issues such as the economy, environment and society (Tosun 2000). Vernon et al. (2005) described sustainable tourism as follows:

“Sustainable tourism means addressing the problems of environmental degradation caused by the volume of tourists, the resource implications resulting from the operation of tourism-related businesses, such as transportation pressures and pollution, energy and water consumption, waste generation, purchasing strategies, and the possible negative impacts on host communities.”

(Vernon et al. 2005: 326)

Research by Leung et al. (2001: 23) showed that mass tourism along with rapid development of infrastructure and tourism facilities has created undesirable environmental side-effects. In general, it is believed that sustainable tourism can resolve most negative impacts of mass tourism. Well-planned and managed tourism can minimize the negative impacts to the environment and natural resources and reinvestment of a certain amount of tourism revenue can enhance the quality of resources and build capabilities at various levels (UN 2001). In other words, badly managed tourism can result not only in a failure to create employment but also in undesirable unintended consequences to the environment and local culture (UN 2001; Choi & Sirakaya 2005; Laung et al. 2001). In addition, many studies have declared the importance of cooperation of all stakeholders, from tourism agencies to tourism developers in communities, as well as a need for clearly defined strategies and national policies on sustainable tourism development (Choi & Shirakaya 2005; Berry & Ladkin 1997; Vernon et al. 2005).
2.4 Community-Based Tourism

Community-based tourism (CBT) is sustainable tourism that is run and managed by the community that is being visited by tourists. Because local people are the decision makers for the tourist destinations, profits go directly to the community (Khanal & Babar 2007). This is used as a tool by rural areas to develop sustainably and CBT is regarded as a preferable approach in many developing countries’ development agenda to alleviate poverty while building capacity at the local level. UN World Tourism Organization (Bao 2008) defined CBT ‘as a promising alternative to conventional approaches to development, a participatory, holistic and inclusive process that can lead to positive, concrete changes in communities by creating employment, reducing poverty, restoring the health of natural environment, stabilizing local economies, and increasing community control’. The idea of CBT is therefore to foster sustainable development with local empowerment, considering the three dimensions of sustainability: social, environmental and economic.

2.4.1 Community-Based Tourism for Natural Resource Conservation

Campbell and Vainio-Mattila’s description of Community-Based Conservation is similar to CBT’s objectives as it was described above. They claimed the objectives of Community-Based Conservation as follows:

‘...two broadly recognized objectives: to enhance wildlife/biodiversity conservation and to provide incentives, normally economic, for local people. Their connection is strong; through community-based conservation local people will benefit from and take ownership of conservation, and thus will be more likely to support it.’

(Campbell and Vainio-Mattila 2003)

Under those common objectives, CBT is used as one of the approaches of biodiversity and natural resource conservation in communities. The Responsible Ecological Social Tours Project (REST 1997) states that CBT is not merely a tourism business which seeks profit maximization but is more concerned with the impact on the community and natural resources from tourism: CBT therefore corresponds to Community-Based Ecotourism. CBT is closely linked to sustainable tourism and eco-tourism (Halstead 2003) and thus it is used as a preferable means of supporting natural resource management, especially in developing countries (Kiss 2004). WWF (2001) defines Community-Based Eco-Tourism (CBET) as a tool for raising awareness of natural
environment and traditional culture to local people, not only to tourists; and it emphasizes the significance of local people’s involvement in tourism:

‘...sustainable use relies on local knowledge, provides significant local income, and encourages communities to place a high value on wildlife, resulting in net conservation benefits...With many ecotourism initiatives it has been found that simply raising awareness that there is some realizable value in wildlife and attractive landscapes has been sufficient to make a considerable difference, both within communities and also politically at a regional or national level... Many local communities have a strong tradition of respect for wildlife and natural environments that needs to be fostered and not undermined by too much emphasis on economic value.’

(WWF 2001: 4)

Indeed, it is reported that CBT projects successfully lead to recognition of the importance of wildlife and natural resources as an asset for tourism development and reduced exploitation of those resources (Halstead 2003: 16; Kiss 2004: 233; Sebele 2010: 138). This actually can support the protection of natural resources outside of protected areas which governments cannot successfully protect (Arntzen et al 2003 cited by Sebele 2010). Meanwhile, as WWF (2001) states ‘sustainable use relies on local knowledge’, the necessity of building local capability for the sustainable use of resources is a general point to be considered when it comes to implementing CBT in less developed areas.

2.4.2 Financial Sustainability of Community-Based Tourism project

Although CBT is supposed to be initiated by community people, many of the CBT projects in developing countries have been introduced or supported by international organizations or NGOs (Asker et al 2010: 40). Asker et al (2010) highlighted the effectiveness of those organization’s external financial supports in the early phase of CBT – for developing skills of local people, building basic tourist facilities or building partnerships - but external funding should not be the major resource, nor expected to be provided forever. According to Kiss (2004), when external funding is stopped, local participation is likely to decrease due to the cause of distrust between local people and NGO staff. Asker et al (2010: 41) remarked that the possible effectiveness of soft loans or long-term credit and microfinance schemes can be applied as a way to start funding for CBT ventures.
2.4.3 Definition of ‘Community’ in Community-Based Tourism

There is no specific set of boundaries in the term “community” in community-based tourism. The World Wildlife Fund (WWF 2001) states that the social and institutional structures in an area define community. The definition implies, to some extent, a collective responsibility, particularly among those who have collective rights over lands and resources - such as groups of indigenous people. However it also indicates that it is necessary to involve as many people as possible since CBT should generate broad and fair benefits throughout the community. Moreover Halstead (2003: 7) emphasizes that community involvement is vital within tourism development and the degree of community involvement is the only consideration. Simpson (2007: 6) indicates the importance of a significant level of community participation at all stages of development of CBT so that all the stakeholders have common understandings and appreciation. Moreover, high participation delivers the maximum benefits within the community. Community involvement is crucial to sustainable tourism development if it is to bring long-term benefits to the community. In contrast, Blackstock (2005: 42) criticizes negative attitudes of residents toward participation in CBT in practice. His study describes that the residents who resist tourism development in the community affect CBT development negatively, and this negative attitude of residents is often due to lack of understanding of how beneficial tourism is, or can be, for the community. He also indicates that power relations at the local level influences decision making, which means the decision is made by only certain groups in the community according to their interests.
3 Country Profile: Ghana

Ghana is a country that lies on the West Coast of Africa, and shares boundaries with Togo to the east, with Ivory Coast to the west and Burkina Faso to the south (See Figure 2). The country is officially called The Republic of Ghana. According to the official tourism website of Ghana (2008), the country’s surface area is 238,837 sq Km, similar in size to Great Britain, and its population was estimated at 20,757,032 by July 2004. The country is divided into ten regions, shown in Figure 2. Accra is the capital city of Ghana.

English is spoken as the official language in Ghana but there are more than 70 languages spoken in country wide; classified into four linguistic groups, which are Akan, Mole-Dagbani, Ewe and Ga.

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3.1 Ghana’s Economy and MDGs

The country’s economy relies on export industries such as cocoa and gold. According to the Danish Institute for International Studies’ working paper, these industries are country’s traditional and lead foreign exchange earners, which account for about two-thirds of Ghana’s exports (Whitfield 2009: 10). Global demand and prices for both cocoa and gold have remained very strong and that has helped Ghana remain less affected by the recession than most countries. However Whitfield (2009: 11) also indicates that those two lead exports have little linkage to the domestic economy in Ghana because those industries lack effective connections with other sectors. The recent discovery of oil is expected to boost Ghana’s economic growth rate from 5% in 2010 to as much as 12% in 2011: approximately $1bn of profit can be brought in a year from this oil sector (Amanor 2010). However, this is still a new sector and a national strategy for oil revenue management is not yet in place.

Ghana is walking toward achieving the MDGs by 2015 like other developing countries, with the support from donor countries, international institutions and NGOs. Ghana is aiming to decrease the overall poverty rate to 26% and the extreme poverty rate to 19% by 2015. Although there is no current data available about poverty in Ghana, the Ghanaian government reported (2010) that the overall poverty rate has declined substantially from 51.7% in 1991/92 to 28.5% in 2005/2006 as well as the proportion of the population living below the extreme poverty line which declined from 36.5% to 18.2% over the same period. In spite of this significant number which shows the possibility to achieve MDGs by 2015 at national level, the inequitable distribution of poverty reduction is indicated geographically and occupationally: more than 70% of people whose incomes are below the poverty line can be found in Northern regions and food crop farmers remain the poorest occupational group (Republic of Ghana 2010: 10). According to the report of Ghana Living Standard Survey (GLSS 2008), Ghana’s major working population group is employed in agricultural activities (55.8%), followed by trading (15.2%) and manufacturing (10.9%).

3.2 Tourism in Ghana

Tourism is a promising area for economic growth in Ghana. The Ghana Ministry of Tourism (Information Sheet about National Tourism Strategy, undated) stated that the tourism sector had become the fourth largest source of foreign exchange, contributed
1,403.1 million US dollars to Ghana’s foreign exchange earnings in 2008 and generated direct and indirect employment from 183,192 in 2006 to 234,679 in 2008.

Ghana has received visitors from neighboring West African countries, Northern Europe, and North America (See Figure 3). The major purpose of them visiting is business travel, together with visiting friends and relatives (VFRs) (See Table 1).

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>COUNTRY OF RESIDENCE</th>
<th>NATIONALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>60.592</td>
<td>50.475</td>
</tr>
<tr>
<td>UK</td>
<td>60.897</td>
<td>36.747</td>
</tr>
<tr>
<td>Germany</td>
<td>17.679</td>
<td>14.094</td>
</tr>
<tr>
<td>France</td>
<td>8.296</td>
<td>10.099</td>
</tr>
<tr>
<td>Netherlands</td>
<td>14.871</td>
<td>13.663</td>
</tr>
<tr>
<td>Canada</td>
<td>9.283</td>
<td>8.551</td>
</tr>
<tr>
<td>Switzerland</td>
<td>3.559</td>
<td>2.391</td>
</tr>
<tr>
<td>Italy</td>
<td>9.307</td>
<td>3.655</td>
</tr>
<tr>
<td>Scandinavia</td>
<td>6.959</td>
<td>6.996</td>
</tr>
<tr>
<td>Cote D’l’Or</td>
<td>33.028</td>
<td>25.155</td>
</tr>
<tr>
<td>Nigeria</td>
<td>48.165</td>
<td>47.983</td>
</tr>
<tr>
<td>Togo</td>
<td>20.609</td>
<td>11.888</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>12.085</td>
<td>10.544</td>
</tr>
<tr>
<td>Liberia</td>
<td>17.896</td>
<td>14.472</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>8.172</td>
<td>6.433</td>
</tr>
<tr>
<td>South Africa</td>
<td>10.855</td>
<td>8.348</td>
</tr>
<tr>
<td>India</td>
<td>6.855</td>
<td>10.900</td>
</tr>
<tr>
<td>China</td>
<td>4.684</td>
<td>5.572</td>
</tr>
<tr>
<td>Lebanon</td>
<td>4.022</td>
<td>8.325</td>
</tr>
</tbody>
</table>

Figure 3: INTERNATIONAL TOURIST ARRIVALS FROM TWENTY GENERATING MARKETS -2005 & 2006

(Ghana Tourist Board & Ministry of Tourism, undated)

Ministry of Tourism Ghana (Information Sheet about National Tourism Strategy, undated) remarked that the largest number of international tourists is Ghanaians living abroad and this is the result of efforts to promote Ghana as a homeland for an African Diaspora. According to Ghana Tourism Board and Ministry of Tourism, the purpose of visiting friends and relatives (VFR) dominated one quarter of total visits during the years 2005 to 2008. Business visitors make up around 23%, followed by holiday visitors, transit, conference and study which constitute approximately 20%, 10%, 9% 8% respectively of total international tourism arrivals.

3 Ghana Tourist Board & Ministry of Tourism:
Table 1: International Tourist Arrivals by Purpose of Visit
(Ghana Tourism Board & Ministry of Tourism, undated)

<table>
<thead>
<tr>
<th>Purpose of Visit</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>92,840 (22.1%)</td>
<td>108,473 (22%)</td>
<td>146,653 (25%)</td>
<td>160,656 (23%)</td>
</tr>
<tr>
<td>Conference/Meetings</td>
<td>36,687 (8.6%)</td>
<td>39,661 (8%)</td>
<td>58,661 (10%)</td>
<td>62,826% (9%)</td>
</tr>
<tr>
<td>Study/ Training</td>
<td>28,707 (6.6%)</td>
<td>41,125% (8%)</td>
<td>52,795 (9%)</td>
<td>55,846 (8%)</td>
</tr>
<tr>
<td>VFR</td>
<td>113,839 (26.5%)</td>
<td>125,388 (25%)</td>
<td>129,055 (22%)</td>
<td>174,517 (25%)</td>
</tr>
<tr>
<td>Medicals</td>
<td>4,308 (1%)</td>
<td>5,429 (1%)</td>
<td>6,866 (1%)</td>
<td>6,981 (1%)</td>
</tr>
<tr>
<td>Holiday</td>
<td>83,030 (19%)</td>
<td>98,555 (20%)</td>
<td>105,950 (18%)</td>
<td>132,633 (19%)</td>
</tr>
<tr>
<td>Transit</td>
<td>48,662 (11.4%)</td>
<td>52,913 (11%)</td>
<td>58,661 (10%)</td>
<td>69,807 (10%)</td>
</tr>
<tr>
<td>Others</td>
<td>20,460 (4.8%)</td>
<td>25,585 (5%)</td>
<td>29,331 (5%)</td>
<td>34,903 (5%)</td>
</tr>
</tbody>
</table>

3.2.1 Sustainable Tourism in Ghana

Ministry of Tourism Ghana (2010) indicates tourism as a powerful tool in poverty reduction development strategies because of its ability to create employment opportunities and wealth for local economies in addition to conserving nature and preserving traditional culture, while raising people’s awareness about the issues. Apart from a national level effort for sustainable tourism, Community-Based Tourism is used as a preferable tool for sustainable rural development as well as a bottom-up approach for sustainable development in Ghana (GREET undated).

4. Community-based Resource Management:

Voluntary organized institution

Ostrom (1990) explores the design of long-term endurable cooperative institutions as a successful way to manage common-pool resources. The institutions are organized and governed by the resource users themselves. A Common-pool resource (CPR) is a ‘natural or man-made resource system that is sufficiently large as to make it costly (but not impossible) to exclude potential beneficiaries from obtaining benefits from its use’ (Ostrom 1990: 30). CPRs discussed in Governing the Commons (Ostrom 1990) are used by multiple individuals and it has been over/misused for individual’s own interests. The
typical approaches for this improper resource use issue are governmental regulation or resource privatization; however Ostrom suggests a third approach which is self-organized/governed institutions for CPR management. She indicates that when there are multiple users of CPR but nobody owns them, there is a tendency to neglect the duty of CPR maintenance. People expect the others to handle the resources management and this dependency causes the problem of free-riding. Because it is important to deal with these problems, she analyzed successes and failures of CPR management, and identified eight design principles of well-organized CPRs institutions:

1) Boundaries are clearly defined.
2) Appropriation rules are matched to local needs and conditions.
3) Most individuals affected by operational rules can participate in modifying the rules.
4) A system which the community members themselves undertake monitoring other member’s behavior:
5) A graduated system of sanctions is used: appropriators who act against rules are likely to be imposed sanctions by others.
6) Members have rapid access to low-cost conflict resolution mechanisms.
7) The rights of members to devise their own institutions are respected by external governmental authorities.
8) For CPRs that are parts of larger systems: appropriation, provision, monitoring, enforcement, conflict resolution, and governance activities are organized in multiple layers of nested enterprises.

(Ostrom 1990: 90)

Ostrom (1990: 184-187) insists that the voluntary organized institution gives people the opportunity to communicate and monitor each other, regarding common norms. This facilitates members to stay informed and to assume individual responsibility as well as to establish trust among users. This individual experiential learning through those commitments can make it possible to solve CPRs problems by user themselves.

On the other hand, there is a study about these eight principles made by Cox et al (2010) based on 91 empirical studies. Their analysis leads to the reformulation of principles 1, 2 and 4, while other principles remained as they are with supportive empirical evidences. Principle 1 was divided into two components: 1A) User boundaries: boundaries between legitimate users and nonusers must be clearly defined; and 1B) Resource boundaries: define clear boundaries between a resource system and the larger biophysical environment. Principle 2 was also divided into two: 2A) Match with local
conditions: Appropriation and provision rules have to be matched with local social and environmental conditions; and 2B) Congruence exists between appropriation and provision rules: The benefits obtained by users from a CPR, as determined by appropriation rules, are proportional to the amount of inputs required in the form of labor, material, or money, as determined by provision rules. Lastly, Principle 4 is in accord with the changing of principle 1: 4A) Monitoring users: monitor the appropriation and provision levels of the users; and 4B) Monitoring the resource: monitor the condition of the resource.

Cox et al (2010) also added that the importance of considering the horizontal linkages such as intercommunity connections (between user groups themselves) as well as the vertical linkages (connections between multiple jurisdictional levels) which Ostrom (2009) suggested in Principle 8. This principle is actually applicable to CBT projects. WWF indicates that ‘as well as horizontal integration within the community, the success of local ecotourism initiatives may depend on vertical integration...’ (2001: 8).

5 Methodology

5.1 General Approach

The research is carried out based on the author’s belief that organization/institutional development at the local level, particularly in the tourism sector, can play a significant role for the development of community-based tourism projects, and sustaining these projects. Therefore this study focuses on the organizational/institutional development at community level rather than tourism development. However it is still important to investigate current studies on CBT: generally accepted concepts, barriers and the on-site problems this form of organizational development seeks to address in the first phase.

The main means of research was conducted via library research. Data collection was done through the publications of prominent international institutions and organizations as well as academically peer-reviewed papers that were available in the library and via internet searching engines. Since the situations in developing countries may change quickly and development sectors’ studies have been evolving, the author made careful note of the year of publication, and did not to pick old publications - especially when it comes to describing situations in developing countries.
Regarding organizational development for CBT, *Governing the Commons* written by Elinor Ostrom has been applied. This book is not directly relating to CBT but is about self-organized and governed institutions for resource management. Since CBT requires people to manage local resources, the criteria which Ostrom suggested are regarded as effective ones for this study. However, in order to make it more valid, revised criteria by Cox et al, based on 91 empirical studies will be applied to this study.

Ghana is picked as the main case study and Namibia, Uganda, Kyrgyz Republic and Costa Rica are used as supporting cases of self-governed institutions for CBT. In the light of all the information and data collected, answers to the research questions will be given at the end.

### 5.2 Main Case, Ghana: Primary Data Collection

Ghana is the main study location. To identify the current CBT situation of Ghana, primary data that was collected by the author was utilized for the study. To address the research questions, secondary sources that document an implementation of community-based organizations in the tourism sector are used and are analyzed for identifying the key success or failure factors of projects.

Primary data was collected during the author’s stay in Ghana for three months. During her stay, she conducted two (2) sets of one (1) week field research at CBT sites in order to figure out the problems related to CBT at each site. As a place for field research, Hohoe district in Volta Region was selected because of its popularity for CBT sites in Ghana. In both sets of research, the author visited seven sites (see Appendix I) and conducted surveys. The data collection was based on qualitative research in order to reveal the actual situation in Ghanaian tourism. Semi-structured interviews (for interview questions, see Appendix II) with various stakeholders in the area of tourism were conducted. The sampling for interviewees was basically done by non-probability method, which does not involve random selection. At the first phase, interviews were conducted with those who work directly in Ghana’s tourism development, such as a tourism officer at the Ministry of Tourism and officers in Ghana Tourism Board - both were conducted in person via one-on-one interview. Then in the field research, semi-structured interviews were conducted with a regional officer, tour guides, project managers and other stakeholders who were involved in tourism (see Appendix III) and 24 people participated in the research as interviewees in total.
5.3 Supporting Case Studies

Four cases (Namibia, Uganda, Kyrgyz Republic and Costa Rica) were picked as supporting cases of CBT associations in developing countries to identify the effectiveness of establishing this kind of organization and to explore if this kind of organization would be applicable to Ghana’s situation. The cases have been chosen because of the particular approaches to CBT projects in developing countries that each represents. When it comes to selection of the cases, there were not many officially published cases available about organizations committing to CBT: neither on the internet, nor published in books; some cases were found with limited information. To cover some lacking information, the author e-mailed to organizations: only one organization replied with sufficient answers for the questions the author e-mailed (Questions can be found in Appendix IV).

6. Findings

6.1 CBT in Ghana ‘Problems Identified from On-site Research’

The author’s field research and in-depth interviews identified various problems in Ghanaian tourism sector. These problems are stated below by stakeholder groups: national institutional level, regional level, district level and community level together with the description of each group’s role in tourism, which are written following sections.

6.1.1 Ministry of Tourism / Ghana Tourist Board (GTB) Head Office

The Ministry of Tourism (MoT) is the policy making body and the Ghana Tourist Board (GTB) is the main implementation agency of Ministry of Tourism. The head office is in charge of research, marketing, promotion, and resource planning in tourism.

According to a tourism officer at the GTB, the limited budget, which is the major problem, prevents them from doing promotion and marketing activities internationally, as well as from constructing or improving tourism facilities and accessibility to the sites. To deal with this problem of limited budget, the Ministry of Tourism has been trying to cooperate or collaborate with other Ministries (i.e. To facilitate accessibility to a site,
they made a request to the Ministry of Roads explaining how beneficial it would be to make a road there.) However, according to a tourism officer at the Ministry of Tourism, the awareness of tourism among Ministries is not high enough and they do not get enough collaboration or cooperation. An additional remarkable point is that the credibility of information reported from GTB Regional offices to the Head office is relatively low. This was indicated by the business manager of GTB head office during the interview. The manager made it clear that some tourists visit the CBT site without passing by a local tourist center of the site but do sightseeing on their own. “This kind of information is missing and it is difficult for villagers to deal with the problem of statistical information properly”, the manager said. Since GTB is in charge of collecting data and doing research, accurate data is important.

6.1.2 GTB Regional Office (Volta Region)

GTB has 11 Regional offices in the country (one office per region; 2 regional offices in Accra, capital of Ghana) and regional offices play almost the same role as GTB head office does but at regional level. The problems listed here is the case of Volta Region. According to a regional officer, the main tasks for the office are: monitoring and management of CBT projects in the region, management of the sites and tourism products and organizing seminars, as well as playing a role as a communicator between GTB head office and communities. The officer shed light on problems in CBT in Volta region: low levels of interest of the residents in tourism and poor capacity and knowledge of the community of CBT.

6.1.3 District Assembly (Hohoe)

Decentralization is one of the policies that Ghana has been encouraging in the country for more than 20 years, and District assemblies play an important role as legislative, administrative, development planning, budgeting, rating and service delivery authorities. When it comes to their role in tourism sector, they are in charge of permitting projects, maintaining the road network, and building tourism facilities in the district. This was revealed in the interview of a tourism officer at the assembly.

In Hohoe district, there is a tourism office in the assembly. This office mainly works for collecting various data of sites and monitoring tourism development activities in communities.

In the district, it has been decided that each CBT site has to give 30% of tourism revenue
to the assembly and the assembly uses this money for tourism development projects such as constructing roads, building tourism facilities, marketing, etc. However the survey clarified that none of the communities in Hohoe district has given the full 30% of tourism revenue to the assembly. Additionally, the communication between the assembly and other stakeholders is insufficient, according to survey respondents. The tourism officer said “the Assembly does not know what has been happening in community exactly, or their future plans.” The officer continued “I cannot visit CBT sites because of our limited budget in tourism and this makes the situation very difficult.” According to the officer, the assembly allocates money to tourism by considering the amount of revenue collected from communities; however since communities have not paid the full 30% of tourism revenue, the budget for tourism in the district has been restricted. Thus the tourist office cannot fulfill their role.

6.1.4 Communities

There are a lot of stakeholders in a community. The Tourism Management Team (TMT) is made up of community members and represents the community and controls resource utilization in tourism development. Community people participate as tour guides, cultural performers, craft makers, providers of accommodation and can get profit from tourists both directly and indirectly. There are also development partners giving direct supports to the community by assisting the production of items such as souvenirs and building capacity etc.

Although the survey was conducted in seven different communities, the problems listed here are not divided into respective communities. The main actors in a given CBT organization are local residents and the features differ with each community’s character, thus the problems vary at each site. For example, the site that sells traditional handicrafts has a problem with lack of knowledge about planning marketing strategies, and a problem with finding a market place. In a site where nature is the main attraction, management of the environment is a big challenge. A local guide mentioned in the interview that ‘some ignorant people log trees or destroy nature in their main CBT site.’ Even though CBT is encouraged as means of eco-tourism, it was seen during the author’s field visiting that some villagers are not aware enough of this concept and keep littering the sites and sometimes children ask tourists for money or food. This indicates that a misunderstanding of CBT tourism development exists among some villagers. Through the field research, it was found that people in the community do not actively participate in tourism activities in the sites which have not successfully gathered tourists. In other words, residents have little chance to receive any benefit from tourism and awareness is
relatively low. The interviews also revealed that money management by local people has not been properly done. Currently, one CBT site has been accused of criminal activity because TMT members embezzled their tourism revenue.

The author also asked a question about their tax payment to the assembly. None of communities investigated has paid 30% of their tourism revenue. Some interviewees gave the following reason: “Our assembly does not do anything for us. We have been asking the assembly to construct roads and build tourism facilities but they have never done this. We do not see why we have to pay our tourism revenue to them.” Through this comment, the author discovered what appears to be a vicious circle: the assembly is not supportive of communities because communities frequently do not pay the revenue share, but communities do not pay because they think the assembly is not helpful for them.

Moreover, the author encountered a problem of inadequately managed natural resource in a community during her field research and interviews. Villagers had been constructing a road for cars: logging trees and cutting a tourist pathway in the forest. One of the villagers told the author “We are going to make a wide road in this forest so that tourists will not be suffered walking to the top.” A volunteer accompanied the author indicated that it was the chief of the village who has directed the construction. Since the village owns the mountain, it is free for them to use the resources of that area however they see fit. Some villagers, for instance a local tour guide and volunteers had been trying to convince the Chief not to log the forest trees since they are important tourism resources for the community. This issue has been picked up in the community as a discussion topic with the support of volunteers. From this example, we see there was no external advisor in the community. The external advisors had been sent by international aid agencies. They were expected to support the development of rural areas by teaching some practical skills or knowledge to the locals in business and resource management. Additionally, the advisors often monitor so that communities can keep their development on the right track. (Some CBT sites in Ghana have volunteers as an assistant or advisor like the exemplified community).

There were not only problems but positive aspects found during the field research. Problems in a community can be balanced by other communities’ strengths. For instance, if one community has a problem with management of environment and needs environmental education, other communities who have been successful in increasing resident’s awareness of the environment by education can support by teaching how they worked on it. However, communities are not always likely to have communication
Some volunteers whom the author interviewed stated “It is a pity that some communities which share the same natural resource as a tourist site regard each other as rivals.” Since communities have different experience and knowledge while living in the same district, there is a possible synergetic effect by knowing each other. Communities could help each other to solve each one’s problems by communicating or collaborating.

6.1.5 Summary of Findings on On-site Research

The roles of each stakeholder and the problems they perceive regarding CBT are summarized in the Table 3. All stakeholder groups, except for CBT sites’ members (Communities), made mention of limited budgets as a major barrier to their tourism activities. Community members, the main actors of CBT, mostly have technical problems in the field of marketing, resource management and financial management. The interview with the District Assembly tourism officer brought up the fact that the assembly has not been committed to CBT development in the district because of a limited budget. Additionally, the author found that the collaboration between assembly and the other stakeholders groups has not been sufficient neither has the cooperation among communities.

Table 2: Summary of Roles and CBT Problems at Each Stakeholder in Ghana

<table>
<thead>
<tr>
<th>Roles</th>
<th>Problems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MoT &amp; GTB</strong></td>
<td>MoT: Policy making body</td>
</tr>
<tr>
<td></td>
<td>GTB: research, marketing, promotion, and resource planning in tourism</td>
</tr>
<tr>
<td></td>
<td>- Limited budget in tourism sector</td>
</tr>
<tr>
<td></td>
<td>- Poor collaboration or cooperation with other Ministries</td>
</tr>
<tr>
<td></td>
<td>- Lack of credible data from communities</td>
</tr>
<tr>
<td><strong>GTB Regional</strong></td>
<td>- monitoring and management of</td>
</tr>
<tr>
<td></td>
<td>Community-based Tourism projects in the region</td>
</tr>
<tr>
<td></td>
<td>- management of the sites and tourism products</td>
</tr>
<tr>
<td></td>
<td>- organizing seminars</td>
</tr>
<tr>
<td></td>
<td>- mediating between GTB head office and communities</td>
</tr>
<tr>
<td></td>
<td>- Low motivation of the residence in tourism</td>
</tr>
<tr>
<td></td>
<td>- Community people’s lack of capacity and knowledge to do CBT</td>
</tr>
<tr>
<td><strong>Assembly</strong></td>
<td>- providing permissions for projects</td>
</tr>
<tr>
<td></td>
<td>- maintaining road network</td>
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<tr>
<td></td>
<td>- building tourism facilities in the district</td>
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<tr>
<td></td>
<td>- Failure of collecting proper tourism revenue from communities</td>
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<tr>
<td></td>
<td>- Lack of budget</td>
</tr>
<tr>
<td></td>
<td>- Insufficient communication among stakeholders in district</td>
</tr>
</tbody>
</table>
Communities - Main actor in CBT such as tour guides, cultural performers, craft makers, provider of accommodation, etc - Lack of marketing skills - Ignorance about value of nature - Ignorance about the concept of 'eco-tourism' and CBT - Insufficient training and education for local people - Low awareness of tourism - Lack of financial management skills - Lack of tourism facilities

6.2 Supporting Case Studies

The four supporting case studies are described in this section. Data was collected based on literature and study reports, as well as the homepage of each case's association. In order to make this study more accurate by compensating for inadequate information, the author e-mailed each association to ask about their current situation; however only one association responded. The findings focused on each association's functions such as activities, actors and the relationship and the funding sources (see Appendix V). Each of the four cases has brought to light some remarkable outcomes to CBT development in the countries since its establishment, but they still have challenges to overcome, which is discussed in the next section.

Case 1: Namibia: NACOBTA

Namibia is situated on the west coast of southern Africa and covers approximately 824km² of land area. The country shares the borders with Angola, Botswana, South Africa, Zambia and Zimbabwe. English is spoken as their official language. The population size is 2.2 million. The country's economy depends on natural resources such as mining, agriculture, fisheries, and wildlife-based tourism (Lange, 1998). According to Ministry of Environment and Tourism (undated), tourism has become the fourth largest income earner in Namibia, and has created about 10,000 jobs; and the Ministry has drawn up the Community-based tourism policy which explores ways in which communities can benefit from tourism and promote social and economic development and conservation in communal areas. Namibia has a membership-based association to facilitate CBT development.

Namibia Community Based Tourism Assistance Trust (NACOBTA) is a non-profit
membership-based organization which was established in 1995 by communities who wanted to develop tourism enterprises in relatively poor rural areas of Namibia. NACOBTA aims to increase income and employment from tourism and to improve living standards in communal areas (Williams 2001). The organization provides business advice, loans, training and marketing opportunities to individual enterprises at the micro level; and lobbying government and promoting the integration of CBT into mainstream tourism as well as making networks between CBTEs and other stakeholders at the macro level. Business advice is about fundraising, business plans and investment as well as tourism product and service development to raise standards to levels that are marketable and sustainable. The provisioning of trainings is also done for raising standards of CBT and spreading tourism awareness in communities. Those activities include monitoring and evaluation amongst members (Nicanor 2001). The association distributes a newsletter twice a month, as well as a brochure and information booklet about Community-Based Tourism Enterprise (CBTE) both nationally and internationally. Trade fairs and expositions are organized as promotion activities of CBT. The association has a permanent craft centre and website which contribute to promotion of CBT. The association works to lobby government and liaising with private sector partners for integrating CBT into national mainstream tourism. Especially, the association works on policy development for communal land, tourism and forestry sectors at national level and development on regional tourism plans (Nicanor 2001). A reservation office for CBTEs was opened in 2002 and NACOBTA has facilitated a joint-venture with private sector partners since then. It was noted that 160 people were hired as full-time workers and 20 as part-time workers, over 70,000 tourists visited in 2002 and 90,000 in 2004. 83% of total income of community-based natural resource management programme in 2002 was derived from CBT (Zeppel 2006).

NACOBTA represents the voice of CBTEs at the institutional level and makes networks in tourism related-organizations. NACOBTA plays a role as a central point of contact, between individual CBTEs and private sector investors. This makes it smoother and less time-consuming – indeed, donor funding has increased over the years (Nicanor 2001). However the association has not successfully collaborated with the Ministry of Environment and Tourism.

**Actors and their Relations**

There are many stakeholders involved in NACOBTA and the structure is described in Figure 4. A secretariat and a management committee are the main bodies of NACOBTA. The secretariat consists of seven staff: a programme manager, a training coordinator,
three business advisors and an administrator and an accountant. The secretariat provides technical supports and trainings to members (Zeppel 2006). Additionally, there is a person seconded by the donor for assisting the programme manager and the business advisors. The management committee has ten members, which run NACOBTA. Seven of the members are elected members and the other three members are non-elected members. These non-elected members are the programme manager and two representatives from the private sector, who are nominated by the programme manager and confirmed by all seven elected members. These additional members are experts in tourism and in small enterprise development. The tenure of elected members is for two years and the one of the additional members is for one year. The Annual General Meeting is the highest decision-making body, where all members meet together. Membership of the association is open to those who run small enterprises such as local accommodation, guides and tourism operations, cultural events, conservation and other tourism related activities (Nicanor 2001): 54 groups are registered as members of NACOBTA (Zeppel 2006). Donor involvement cannot be ignored since most of the activities of the association are funded by donors. Also many local NGOs work in CBT and natural resource management, which has been initiated by donors, and NACOBTA has taken over these projects (Nicanor 2001).
NACOBTA has mostly relied on donors funding; the income from training and consultancy activities generate only a small amount (Nicanor 2001). Nicanor (2001) stated that the association has received N$4.6 million (about USD 0.69 million) by donors such as the Swedish Development Agency (SIDA), the Living in a Finite Environment (LIFE) programme and other international donors since 1996. Since donor funding generally ends when their programme finishes, Zeppel (2006) indicates the necessity of finding long-term funding sources other than donor funds.

The association provides internal loans to members to improve facilities such as renovation of accommodations, development of campsites and other infrastructures: the amount of N$162,000 (USD 24,300) was granted during 1999 and 2000 (Nicanor 2001). The purpose of providing small grants is to attract the private sector to use CBTEs by

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4 N$1 = USD 0.15 (currency rate in 2011, May)
raising quality of CBTE facilities, contributing to the community development fund. Moreover, the NACOBTA helps CBTEs to be funded by donors and other organizations (Nicanor 2001).

Case 2: Uganda: UCOTA

Uganda is a landlocked country in East Africa, sharing the borders with Congo, Sudan, Kenya, Tanzania and Rwanda. The country’s area is 236,580 km² where approximately 31 million people live. English is spoken as the official language but there exist more than 30 different indigenous languages; and equally diverse cultural mosaic of music, art and handicrafts. Besides the richness of culture in the country, Uganda is also rich in nature. The country’s economy heavily relies on natural resources: 54% of country’s GDP contribution and more than 85% of Uganda’s population live in rural areas and engage in natural resource-based activities such as agriculture; however it is reported that environmental degradation of the country by local people is significant. (Byarugaba 2003). Uganda’s government put efforts into the alleviation of poverty in the country which is believed to contribute to environmental conservation. Community-based tourism has been applied in order to build capacity of local people and alleviate poverty in rural areas. A CBT association in the country is called Uganda Community Tourism Association (UCOTA).

Uganda Community Tourism Association (UCOTA) was established in 1998 by community-based individuals and groups which were active in tourism, and aims ‘to encourage quality community-based tourism with the aim of benefiting communities through sustainable development (Williams 2001). The UCOTA works both at the micro and macro level. The association provides similar activities as NACOBTA. At the micro level, the UCOTA gives advice to CBTEs on business and market planning, provides various trainings on craft skills, cultural presentation, natural resource management, sustainable technologies and guiding on heritage trails. They also raise awareness on CBT though promotion services that use the media, publishing brochures and providing reservation services. The macro level activities of the association focus on marketing and participating in various tourism and conservation projects of other organizations. Williams (2001) states that Uganda’s tourism industry only has either expensive, high quality international standard accommodation in major tourist sites or cheap low quality ones in the cities and towns: mid-range accommodation is lacking in Uganda’s tourism and due to this, both business and leisure domestic travelers use community facilities. However this CBT market can decline when mid-range accommodation is developed. Thus the association has put effort on marketing in order to raise awareness
of the benefit of integrating CBTEs into tour packages. Handcrafts have especially been regarded as essential to marketing since those have several markets such as gift shops, tourism offices, museums, zoos and even on the international market through exports (Williams 2001). A concentration on handicrafts ensures the country’s security and safety since production has helped with morale during a difficult period; UCOTA has played a remarkable part in funding market development and leading proper production that meets demand (Williams 2001). The association has close ties with other tourism organizations such as Uganda Tourism Board and Ministry of Tourism, Trade & Industry, Uganda Wildlife Authority and the Forest Department through getting involved their projects.

**Actors and Their Relations**

UCOTA has the same structure as NACOBTA does: a Secretariat and an Executive Committee; the Annual General Meeting is the decision-making body, where all members come together. The structure of the association is described in Figure 5. The Secretariat consists of 5 staff: an office administrator, a receptionist, a programme advisor, a technical advisor for management and an assistant to the programme advisor; additionally there is a technical advisor seconded by a donor for the secretariat. The Executive Committee, consists of seven elected members manages the association. An Advisory Committee, which would make a practical connection between important members of the Executive Committee, government and the tourism industry was supposed to have been established in 2001 (Williams 2001). The membership is open to those who are engaged in any tourism related activities, which are almost the same member groups as NACOBTA with the addition of handicraft, food facilities and cultural performance groups; 50 member-groups representing about 1200 people have registered in UCOTA: more than half of the membership are women (63% of women and 37% of men) (Page & Ateljevic 2006: 88). At the Annual General Meeting, all members come together as well as other participants such as Associate Members and staff of the Secretariat who have no rights to vote; Executive Committee members vote as representatives of their groups (Williams 2001). The association has got donor support both financially and technically.

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5 It is uncertain that if the Advisory Committee has been established in 2001 since no data about this committee of UCOTA is available.
Since UCOTA was established in 1997, the association’s activities and administration have mostly depended on donor support. However this dependency has threatened the association: the association’s policy and activities got influenced by donors’ policy switch (Williams 2001). Therefore, the association sought the alternative way of sustaining their financial stabilities. In 2000, the association decided to generate US$40,027 income from handicraft sales, which was 43.5% of total funding of the association. The rest was covered by donor funding and membership fees at 44.8% and 11.7% respectively (Williams 2001). The association often has difficulties to collect the membership fees from the member groups since the number of group members is down and the groups cannot afford the fees. It is indicated that the introduction of new incentives and benefits for members such as workshops, reservation services for

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6 US$13 /group, US$3 /member within the group (2000), (Williams 2001)
booking at CBT sites and marketing would encourage payment and may facilitate collecting membership fees; regional offices are also expected to raise local awareness of benefits of UCOTA (Williams 2001). The revenue UCOTA derived from handicraft sale is reinvested back to communities and used for funding community projects (Page and Ateljevic 2006). Unlike NACOBTA, UCOTA does not provide any internal loans.

**Case 3: Kyrgyz Republic: KCBTA**

Kyrgyz Republic is an inland country in Central Asia surrounded by Kazakhstan, Uzbekistan, Tajikistan and China. The country’s population is recorded 5.3 millions in 2009 (The World Bank 2011a). Since Kyrgyzstan gained independence in 1991 from Soviet Union, the country’s economy has grown, and the population living in poverty has fallen from 52% in 2000 to 39.9% in 2006 (UNDP 2011). The major export production of the country is primarily agricultural goods such as cotton, tobacco and leather, services, gold and light industry; however its import rates exceeded export rates and the country has to deal with large foreign debts (UNDP 2011). Additionally the situation of the country is not stable due to the political events since 2005. Kyrgyzstan also uses tourism development as a means for economic growth (Schofield 2004). The country is famous for the Great Silk Road and the mountainous landscape, however it has allowed profits to accumulate mostly in the capital, Kishkek (KCBTA undated), but not the other areas. To address this imbalance, CBT has been introduced to the country’s rural areas. In order to facilitate CBT activities in the country, a membership-based association of community-based tourism enterprises, the Kyrgyz Community Based Tourism Association (KCBTA) was established and registered in 2003.

The Kyrgyz Community Tourism Association (KCBTA) is a membership-based association. It was set up by CBT groups with the support of a donor, Helvetas, which is a Swiss Association for International Cooperation in 2003 (Rajiev 2011a). The KCBTA is established with the aim of ‘developing a countrywide network and quality label for CBT, marketing of the CBT services and lobbying for small rural tourism service providers’ (Rajiev 2011b: 3). There are fifteen local communities with 301 members. The members run family enterprises such as providing accommodation, local food, tours, cultural events and festivals (various opportunities of experiencing local life) as well as providing tourist products such as crafts and arts for souvenirs. At micro level, the association works for increasing the capacity of local enterprises by organizing workshops and trainings on guiding, raising business skills and hospitality and other knowledge necessary, such as the use of the internet and computers and environmental protection.
The KCBTA promotes CBT by creating web-sites with updated news, advertisements of events and photos regularly, publishing guidebooks and handbooks not only in the country but internationally; and using media for the advertisement of events. Online reservation service is currently completed with the support of Helvetas (Rajiev 2011b: 4). At the micro level, the KCBTA works on lobbying government and other private tour operators, travel agencies and tourism association for promoting CBT in the mainstream tourism industry. According to the yearly report of KCBTA (Rajiev 2011b), the executive director of the association is the deputy chairman of the working commission on strategy of tourism development under Ministry of Economical Regulation, and two members of the association were awarded with Honorary Diplomas of Ministry of Economical Regulation for active contribution to tourism development. The report also states that the association has successfully made partnership with 27 local tour operators and 1 foreign tour operating company. Rajiev (2011a) remarked that the KCBTA has not fully influenced cooperation among tourism stakeholders since there are hundreds of them besides CBT Kyrgyzstan, which is just a small part of a big tourism pie of the country; on the other hand, the establishment of the association made life easier for tour operators and tourists.

**Actors and Their Relations**

The structure of KCBTA is described in Figure 6. The association has three main bodies: General Assembly, Board of Directors and Executive body. General Assembly (GA) is the main decision-making body for the KCBTA’s functioning and development. The GA consists of representatives from each membership community. Board of Directors has five members from the GA and is led by a chairman. This body is responsible for accomplishing the policies which are decided by the GA and the members deal with some urgent and important, less strategic issues together, in person or via phone and internet. It is also important for the Board to adjust between the various interests and opinions present within the GA and the Executive body. Executive body is in charge of implementing all decisions and plans of GA and the Board. There is an executive director, two tour managers, a marketing specialist who are permanent staff and a bookkeeper in the body.

The advisory committee consists of three groups: representatives of Helvetas, private tour operators, and Ministry of Trade, Industry, Tourism and Sport. The mixture of public, private and governmental sectors gives the committee power, and this committee gives advice or helps staff and members whenever it is necessary.
The audit committee plays an important role in the financial audit of KCBTA. There are three persons representing the member communities. The committee meets once a year in order to provide internal audit of financial issues and accounting of the association. This committee is supposed to inspect proper management of financial issues; however Rajiev (2011b) states that an external audit is planning to be held in future.

Some projects in communities have been directly supported by NGOs and international development organizations.

![Diagram of Actors and Their Relations to KCBTA]

**Figure 6: Actors and Their Relations to KCBTA**

**Funding**

The yearly report of KCBTA states that the association earned 7,500 USD in total in 2010 and this covered 24% of the expenses; otherwise the rest was covered by grants from Helvetas (Rajiev 2011b). There are several sources of income: income from trainings, the sales of tourist souvenirs and products in KCBTA's office, commissions from booking activity and tour packages (5%-10% from total amount of all bookings in KCBTA are...
supposed to be returned to KCBTA fund at the end of the season): and membership fees (membership entrance fee once plus annual membership fee which is 1% of total revenue in CBT organization) (Rajiev 2011b). The executive director Rajiev (2011a) remarked that “financial sustainability was always a bottleneck for KCBTA, especially during and after political events in Kyrgyzstan in 2005 and 2010. Fortunately, we were able to take part in different projects financed by international donors, which helped us survive.” According to him, there are direct supports to communities individually from donors and all groups have their own internal funds and positive balance. The impact of the nation’s political events affected tourism and the report by Rajiev (2011b) states that the total number of tourists used CBT services in 2010 decreased by 59.8% since a year before. In that situation most of the CBT groups had to use their balance from their account. It is also stated that ‘two CBT groups have internal loans fund, the interest rate is established by every CBT group and loans distributed only for CBT members without collateral’ (Rajiev 2011b). According to Rajiev (2011a), the use of the provided loans are free and CBT members use it for house renovation, trading, farming, livestock purchasing, etc. The other CBT members control payback but it often happens that the payback is not 100%. In this case, some amount of money from the tourism revenue at CBT office in the community is taken as loan coverage (Rajiev 2011a).

Case 4: Costa Rica: ACTUAR

Republic of Costa Rica lies in Central America, sharing borders with Nicaragua to the north and Panama to the east and south; Pacific Ocean to the west and the Caribbean sea to the east. The inhabitants of the country are estimated to be approximately 4.6 million in 2009 (The World Bank 2011b). Costa Rica’s economy is highly stable: the country’s main foreign exchange earners are exportation of electronic components followed by medical equipment, agricultural products such as fruit, coffee and cotton. Also, tourism has contributed significantly to the country’s economy (Permanent Mission of Costa Rica to the United Nations, 2009). Costa Rica is world-renowned destination for ecotourism and the country has promoted CBT (Trejos et al 2008a). In 1992, the Small Grants Programme (SGP)\(^7\) was established and 40 projects of local sustainable tourism had been funded by SGP in Costa Rica (Trejos et al 2006). The country has developed the CBT concept in order to adapt it to its own situation and it is called Community-based Rural Tourism (CBRT). According to Trejos et al (2008a), CBRT’s main characteristic is the

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\(^7\) Small Grant Programme (SGP) is established by the Global Environment Facility in 1992, the year of the Rio Earth Summit. The SGP has been implemented by the United Nations Development Program (UNDP) and more than 100 ecotourism projects were supported in some developing countries: Costa Rica, Jordan, Kenya, Mexico and Bolivia. (Trejos et al 2006)
presence of Grassroots Support Organizations (GRSOs) which work specifically for tourism. One of the organizations, which was picked for this study, is Costa Rican Association of Community-Based Rural Tourism (ACTUAR: Asociación Costarricense de Turismo Rural Comunitario) established by a group of community organizations in 2001.

Association of Community-Based Rural Tourism (ACTUAR: Asociación Costarricense de Turismo Rural Comunitario) was established by a group of community organizations in 2001 supported by SGP. The establishment of ACTUAR was initially for supporting a network among community organizations of CBRT which had same activities and motivations but never knew each other (Trejos et al 2006). It aims to promote the environmental, social, cultural and economic sustainability of CBRT initiatives in the country, through strategic alliances to sell community-based tourism, strengthen members’ capacity and resource management (ACTUAR undated). The members of ACTUAR are so-called Grassroots organizations (GROs), local-based membership groups that work to improve or develop their own communities by earning profit (Trejos et al 2008a:17). ACTUAR is a Grassroots Support Organization (GRSO) which is an intermediary nonprofit-oriented organization that works with and channels financial support to GROs (Trejos et al 2008a:17). ACTUAR works both in micro and macro levels. At micro level, it provides workshops and training on marketing, product development, cooking skills and tour guiding to raise standards to a level which is marketable and sustainable; workshops on protection of forests, water sources and endangered species and providing environmental education as well as introducing sustainable technologies (ACTUAR undated). The association also works on promotion of CBRT by establishing guidebooks, maintaining a web-site, as well as reservation services and organizing an annual CBRT fair nationally and internationally: it raises awareness on CBRT among local people through campaigns. At micro level, ACTUAR plays a role of raising awareness on CBRT at national level and making good relationship with government, private sectors in tourism and other institutions such as NGOs and donors. Those activities have successfully made close ties with COOPRENA, the SGP and local NGOs, with the aim to influence national policy in environmental, tourism, agricultural and education (ACTUAR undated).

Actors and Their Relations

The ACTUAR’s membership is based on community organizations which can be

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8 COOPRENA (Cooperative Consortium National Ecotourism Network: Consorcio Cooperativo Red Ecoturística Nacional): a GRSO in Costa Rica which has 17 GROs members. It integrate agricultural sector into tourism. (Trejos et al 2006)
categorized into four groups: environmental and conservation organizations, peasant and fishermen organizations, women’s groups and indigenous groups (Trejos et al 2006). Many of environmental and conservation organizations own private reserves and work on sustainability of conservation and environmental education activities through rural tourism: peasant and fishermen who have limited access to the resources got involved in tourism for diversifying their productive activities: women’s groups aim to empower women especially in fishery areas where males dominate: and the groups from indigenous territories work on preserving local culture under many restrictions (Trejos et al 2008b).

The structure of the ACTUAR is described in Figure 7. The association has three main bodies: assembly, the Board of Directors and Executive body (ACTUAR undated). The assembly is formed by 40 community leaders from the different member communities: representatives from each community and owners of the each organization. An Assembly was established for formalization of the association (Trejos et al 2008a). The Board of Directors consists of seven members, from associated communities, elected by the Assembly. The election is carried out every two years. These are the main decision makers and meetings are held at least once a month. The Executive body is formed by five-permanent staff: Executive Director, Administrative Accounting Manager, 2 Sales Coordinators (European and American market) and Sales Representative in the USA. SGP plays a significant role in rural tourism in Costa Rica. SGP used to be just a financial donor, but since 2001 it has provided technical support for CBRT development in the country. SGP supports ACTUAR in planning and management and has created a network between ACTUAR and different stakeholders such as other NGOs, ministries and related institutions in Costa Rica tourism sectors (SGP 2010).
Funding

The CBRT in Costa Rica depends on external donor funding. The main contributor of ACTUAR is the SGP and Inter-American Development Bank (IADB): the SGP has invested US$ 2 million in more than 50 CBRT projects, and all the members of ACTUAR got some investment (Guereña 2005 cited in Trejos et al 2006a). Four project groups of ACTUAR members received US$ 2,500 respectively by the Rainforest Alliance in 2005 (Cantero 2005 cited in Trejos et al 2006a); US$380,000 had been given to ACTUAR by IADB in 2005 (Lara 2005 cited in Trejos et al 2006a). According to Trejos et al (2008a), several organizations have supported ACTUAR financially by supplying donations of material (e.g. infrastructure, boats, solar panels, cell phones, furniture and linen). Other than donations, ACTUAR gives loans to GROs when it is necessary (see Box 1).
Box 1: Example of how ACTUAR gives loans to GROs

**Improving tourism infrastructure**

‘Firstly, a representative visited the tourism project and collected information on which aspects needed to be improved. Then, ACTUAR informed the GRO what they needed to improve and gave them materials (e.g., paint). When the problems had been corrected, ACTUAR organized promotion for the tourism project. ACTUAR then deducted the cost of the materials from the money that the visitors paid.’

(Trejos et al 2008a)

Generally GROs get funding assistance for starting a project or activity by donors and ACTUAR, but some groups have difficulties to maintain or develop their business because the group members fail to reach the point of equilibrium between revenue and costs, such as depreciation and maintenance of equipment and infrastructure. Therefore, the employment impacts of donations are often only temporary (Trejos et al 2008a: 20).

### 6.2.1 Summary of Studied Associations

The four studied Associations are membership-based association and members are involved in decision-making process. Every association has permanent staff such as a manager, training coordinator, and advisors. Often, a third person from other sectors takes an important role in those associations and their activities. As described, the research found that the four associations have similar organizational structure.

Apart from those structural similarities, some other similarities and differences were found; these are summarized as follows:

- Every association provides business advice and product development trainings
- The associations are in charge of promotional services: distributing brochures, newsletters, online reservation services and organizing CBT fairs.
- Except for NACOBTA, all the associations provide natural resource management trainings or advice to members.
- Expect for UCOTA, the associations provide internal loan to members.
- Each association has been working on integration of CBT into mainstream
tourism by corresponding with other tour operators, travel agencies and tourism associations in the private sector.

- NACOBTA works on national policy development of communal land, tourism and forestry sections. Other associations also try to raise awareness of CBT at national level so that they can affect national policies.
- Although UCOTA does not actively lobby government, it has close ties with governmental institutions and other organizations.
- The other associations are still on their way to making concrete relationships with governmental sector.
- Except for UCOTA, all associations are heavily dependent on donor’s financial support.
- UCOTA has succeeded remarkably well in its handicraft marketing; the revenue is reinvested back to communities and this is used to fund community projects.
- All associations have difficulties to collect membership fees since the members mostly live in rural area.
- Kyrgyz has suffered from political events since 2005, which affect tourism revenue a lot.

7 Discussion

- **Involvement in CBT: Ghana**

The study about Ghana’s CBT identified various problems of different stakeholders. The research found that there was not enough communication among stakeholders at regional level. As the author stated, the district assembly in the studied area has isolated themselves from other stakeholders in the CBT scene; despite that, the assembly are in charge of budgeting, marketing and contribute to infrastructural development. As it has been indicated, the inclusion of as many stakeholders as possible in CBT development delivers the long-term maximum benefits (Simpson 2007). The contribution from the assembly can bring significant progress to CBT activities, and this might be able to clear up the vicious circle of mutual disinvestment in the region that the author has discovered.

As the WWF (2001) has confirmed, CBT is used as a natural resource management tool in developing countries, and most CBT sites were natural-based tourism sites. Since there is no specific regulation on environmental conservation policy for rural areas in Ghana, the natural resources are owned by community and the community can decide
their way of using them. As one of failure essences of CBT, Blackstock (2005) indicated the problem of power relation in a community. That is to say, only certain groups in the community make decisions, according to their selfish interests, and it could result in some difficulties to maximize the benefit of CBT. Misuse of its resources for individual’s selfish interests was found during the author’s on-site research in Ghana. As the author stated before, this ‘selfish interests’ was generated because, there was a power relation in the community. This might be cracked by increasing participation of community people into tourism. Simpson (2007) highlighted the importance of inclusion of people into all stages of CBT development and the decision-making process. The author found that this is exactly what this community lacks.

- **Membership-based CBT Associations**

Although there is no established criterion of success or failure for the studied four-association, the effectiveness of those association can be described by Ostrom (2009)’s eight principles of well organized membership-based institution revised by Cox et al (2010)

1. **Clearly defined boundaries (Resource and members):** The boundary of membership of the associations is more or less defined. Since successful CBT requires involvement of as many local people as possible, any stakeholder can be a member as long as their activity positively affects sustainable tourism development. Thus there is a clearly defined boundary of membership but the boundary is vast. The study could not obtain information about boundaries of resources since natural resource management is not the main focus. Additional further in-depth study on this will have to be conducted.

2. **Rules are matched to local needs and conditions:** since all four associations include members (or representatives from member groups) into decision making stage and meetings have taken place regularly, respective associations make rules which match their local needs and conditions.

3. **Most individuals affected by operational rules can participate in modifying the rules:** as it is stated above, members can participate in decision making process.

4. **Monitoring system exists (other members’ behavior and condition of the resource):** The four supporting cases have their own monitoring system by
involving members into decision making body, as well as third parties from external sectors such as private, government or donors. This mutual monitoring system also works for financial management within member communities and the associations.

5. **A graduated system of sanctions is used:** the study was not able to reveal if there is a graduated system of sanctions in each organization. One remarkable point that the research showed is that each association has struggled with collecting proper membership fees from all member groups, but there is no strict sanction for this issue since communities in rural area have difficulties to gain enough profit.

6. **Members have rapid access to low-cost conflict resolution mechanisms:** the research was not able to uncover information about the conflict resolution mechanisms.

7. **The rights of members to devise their own institutions are respected by external governmental authorities:** since most associations have successfully created good relationship both with private and public sector’s stakeholders in tourism, it can be said that the associations are respected by external governmental authorities.

8. **The horizontal linkages as well as the vertical linkages:** The four associations were established, aiming to maximize benefits of CBT by networking communities to governmental institutions, private tourism operation and other organizations. The findings showed that each of association has made remarkable networks between CBT members and other external stakeholders to some extent and have been contributing to including CBT into mainstream tourism.

The features of four supportive cases’ associations meet most principles of well organized membership-based institution. The associations have been especially working on making good relationship with various stakeholders, not only the vertical linkages but also horizontal: and their efforts actually have brought remarkable progress in their CBT development. Therefore, membership-based CBT association can be considered to apply to the Ghanaian case study, where linkages among stakeholders across communities and other institutions are weak. However, managing funding and members’ capacity building are still the general issues of the associations to overcome.
Sustainability of CBT projects and Donors role

The four studied CBT associations have been struggling for its funding. According to Kiss (2004), the sustainability of CBT depends on whether finance can be managed by the community itself. Self-financing is the key to achieve sustainable CBT projects. Only one case (UCOTA) out of four supporting cases has been able to generate its own income and reduce the dependency on donor’s financial support to 44.8% from the total amount of its funding, while the other associations’ funding is predominately supported by donors. This is because UCOTA had successes on marketing their handcraft: 43.5% of funding came from handcraft sales. The dependency on external financial support influenced the associations’ activities and CBT projects like UCOTA’s case showed (UCOTA used to depend on donors support but the projects were affected by donors policy switch thus UCOTA sought their way to generate income which was market of handcraft). Asker et al (2010) showed the effectiveness of donor’s fund support on CBT projects at only the early phase; the efficacy of technical support at all stages is always supported. SGP, Costa Rica’s CBT support programme, used to provide only financial support but this did not generate profit because there was no capability in CBT communities to manage the projects. ACTUAR was established for supporting the network of communities and to raise local capacities. Therefore, it is necessary to cut financial support of donors but put more effort on providing technical assistance in CBT projects. However, in developing countries, where there is no political stability, donor support, especially in finance, is needed sometimes. This is the case for Kyrgyz. Kyrgyzstan’s tourism has suffered from current political activities and CBT communities and KCBAT have had a difficult time. In this situation, donors’ support played an important role for supporting members of the association from the external threat. As Asker et al (2010) insisted, external funding can be provided if necessary but should not be major or permanent income resources for sustainable CBT projects.

Soft loans or long-term credit and microfinance schemes can be effective ways of funding for CBT projects (Asker et al 2010), but there was not enough empirical study data available. The studied three associations, except for UCOTA, have internal loans provided to members of associations. According to the executive director of KCBAT, the payback has not sufficiently been done since borrowers live in rural area so they cannot afford repayments. Other two associations’ (NACOBTA and ACTUAR) data about loans were difficult to obtain during this study. Funding management is still a bottle-neck of CBT projects in developing countries and dependency on donors is not likely to be overcome. Therefore, more in-depth research about soft loans or long-term credit and microfinance for CBT projects, and for CBT associations, might be able to support a more sustainable
CBT development.

8 Conclusion and Recommendation

Understanding the best way to build a system for sustaining CBT was the overall goal of this study. The establishment of membership-based associations for CBT can be effective, as in Ghana’s case. The study of Ghana revealed that major problems in CBT development are mostly the same as the ones in previous studies on CBT: funding management, local capacity building and participation of stakeholders; these are their main challenges. However the establishment of associations for CBT development can play a significant role for overcoming various problems of CBT projects in Ghana. The integration of different stakeholders may facilitate solving those problems. For all that, the funding issue is still a major problem in the studied associations. Donors’ financial support might be needed for the first investment: giving fair opportunities to have trainings, information and sometimes providing loans.

There are many CBT sites in Ghana and some sites are not known officially. Since the country has a Regional Tourism Board office(s) in every region, a CBT association can be established at every regional level. Then each representative of regional CBT associations could meet at least once a year to meet with government representatives. The Ministry of Tourism in Ghana has been working on promoting CBT in the whole country and approaching the other Ministries to raise awareness on how CBT could be beneficial at the national level. A combination of a national level approach with a regional level approach could be expected to support Ghana’s sustainable tourism development sector.

The author believes that it is important to make the linkage among all the stakeholders and bring them together because they all depend on one biosphere for their lives. After the success of synthesis in a country, then it would be able to make the world a place for the Earth’s sustainable development by uniting countries. CBT development, and the establishment of well-managed CBT associations, can play a significant role for creating our sustainable future by closing the gap of awareness of sustainable development between decision-makers and local people. However there was no case of perfectly successful CBT associations found during this research process. Further field investigations on CBT associations are needed in order to obtain the latest and valid
information regarding soft-loans and mutual monitoring systems which were not evident in this study, but could greatly assist the successful development of Community Based Tourism.
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Appendices

Appendix I: Places where on-site research were conducted (info based on survey)

1. Wli Waterfall
It is said that the Wli Waterfall is the highest waterfall in West Africa. There are upper waterfall and lower waterfalls. Tour to the lower waterfall provides you a relaxed walk of about 30min to reach to the waterfall, while the upper one is more like adventurous hiking. There is a tourism office run by local tourism management team (TMT). Tourists are supposed to visit the office and pay the entrance fee then will be provided a tour guide. The waterfalls are owned by several communities and the TMT includes a representative from three communities. An officer of assembly has to be a member of TMT so that he can bridge communities and assembly but it is not seem to be worked for now. There are also several shops beside the tourism office and handcrafts and other souvenir made by local people are sold. This site was sued because of the improper income management of TMT and reformulation had been done currently. Also the TMT has been working for conservation of the environment in the mountain from ignorant local people who have been logging trees.
2. Tafi-Atome (Monkey Sanctuary)

Tafi-Atome monkey sanctuary is a great experience. It is famous for the mona-monkey. Tourists can buy locally produced bananas in the village and go to the forest with a local guide. The monkeys are friends of guides. The guide provides information about their tradition and the relation with the monkey. The village walking is included in part of the tour so that tourists can see the lives of local people and communicate with them. The CBT is introduced originally by a Canadian and the village had been supported by USAID. Now the management has been taken over by the local people. The local guides control the number of tourists who give banana to the monkey.

3. Tafi-Abuife (Kente Village)

Tafi-Abuife is a traditional village of weaving which is called Kente. Many weavers, men, women, boys and girls are working for weaving Kente in the village. Kids learn weaving in school or send time weaving after school and holidays. The village correctly has gotten a support for marketing from a volunteer seconded by USAID. The village provides tourists homestay opportunities as well as weaving. The visitor also can order its own designed Kente to a weaver. Visitors can buy Kente with moderate price in the village. However the village is struggling with finding a market place since the poor infrastructure prevents tourists from visiting.
4. Likpe-Todome

It is a small village close to the border with Togo. The village started CBT by themselves. The tour to eight caves where their ancestors used to live is the main attraction of their tourism. The caves are in the mountain owned by the village but the other side of the mountain is owned by Togolese. Tourists might be able to meet Togolese who cross the border for trading. The tour to the caves is quite hard and perfect for those who want an adventure. Before starting the tour, a local guide gives you a chance to pray for your safety. There is a need to create a safe pathway for tourists in certain part of the mountain. The village currently has had a marketing advisor, a Peace corps volunteer who works for local women group. Village’s TMT has been led by a chief of the village. The village supposes to be a natural based tourism site but the problem of the village is found: a cement road is planning to be constructed in the forest under the order of the chief, this is for facilitating trading with Togolese. The chief believed that the road will generate economic profits to the village and tourists might appreciate the cement road which would facilitate their tour. Some TMT members are aware of the potential damage of this contraction to the tourism but power relation in the village affects the situation: the chief has authority.

5. Amedzofe

This is the highest residential area in Ghana. There are opportunities to enjoy chilly weather and nature by hiking up Mt. Gemi and walking to the waterfalls. The panorama from the village is one of the exciting parts in this CBT site. This area use to have a peace corps volunteer for supporting CBT development, after the project was finished, some of local people started local
organization for CBT development. However they have difficulties to manage their funding and because of the poor infrastructure, the number of tourism visit the site is insufficient to support their own development projects.

6. Liati-Wote

The village provides home-stay experience as well as cultural performance to visitors. The village has successfully made money from CBT so the awareness of residents and their participation is quite high. The village has had peace corps volunteers over 8 years and been provided business advices from them. The CBT initiative was originally taken by donors with basic construction of tourist felicities in the village as well as advices of TMT formulation. Although the village has one of success story of CBT, many of TMT members are living outside of the village and hardly communicate with local people. The peace corps volunteer has been trying to gather those people more often in order to make proper decision on their CBT development.

7. Mt. Afajato. Agmasa

Agmasa started CBT tourism by local people as a means to protect the mountain from bush fire and the nature is now protected by law: there has been a significant success in terms of protecting their environment. There is Liati-Wote in the other side of the mountain and those two villages are literally share Mt. Afajato. Agmasa’s tourism is based on watching wildlife tour, while Liati-Wote relatively focuses more on the provision of cultural experiences. However since those two villages shares one mountain, and Liati-Wote earns more tourism income than Agmasa does, Agmasa sees Liati-Wote as a rival. Their major problem is the poor road network to reach to the village.
Appendix II: Interview Questions

- **Questions for Community members**

  Date: 

  Interviewer: Shihomi Yamashita

  Interviewee:

  1. How did you start community-based tourism? (Initiated by donors or yourself?)
  2. Revenue Share
  3. Community Participation
  4. How to manage the environment
  5. Problems

- **Questions for Tourism Officers**

  Date: 

  Interviewer: Shihomi Yamashita

  Interviewee:

  1. What do you do?
  2. How do you understand the poverty situation in Hohoe? (economic situation/ any statistics)
  3. What do you think the situation in tourism in Hohoe?
  4. About TMT(Tourism Management Team)
  5. What the assembly is in charge of in terms of tourism development?
  6. The situation of the relationship between public and private sector in tourism? (Any regular meeting or something to communicate each other?)
  7. Challenges or possibilities
Appendix III: Questions for CBT Associations (via e-mail)

1. Who did initiate to establish KCBTA? (ex. by local people/communities assistance of NGOs or donors?)
2. How many members does it have now?
3. How many of stuff does it have? and what is their roles?
4. Do NGOs come from foreign countries? or organized by local people?
5. How does the KCBTA manage the funding? (If I can get specific number or rate it would be great: ex. 00% handicraft sales, 00% membership-fee...)
6. After the establishment of KCBTA, do you think the collaboration or cooperation among stakeholders in tourism sector in your country had got better? (If you have specific information about this, it would be nice to share.)
## Appendix IV: Interviewee list

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<th>No.</th>
<th>Name</th>
<th>Occupation</th>
<th>Place</th>
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<tbody>
<tr>
<td>1</td>
<td>Mr. Reuben Kwadzofio</td>
<td>Tourism Officer</td>
<td>Ministry of tourism</td>
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<td>2</td>
<td>Mr. Frank Kofigah</td>
<td>Manager of business</td>
<td>GTB head office</td>
</tr>
<tr>
<td>3</td>
<td>Mr. Mr. Sammy Akagbor</td>
<td>Hotel Owner and project manager</td>
<td>Amedzofe (Volta Region)</td>
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<tr>
<td>4</td>
<td>Mr. Masakazu Tamura</td>
<td>CEO of a travel agency and NGO</td>
<td>Accra</td>
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<td>5</td>
<td>Mr. Godwin Dagadu</td>
<td>Guide</td>
<td>Amedzofe</td>
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<td>6</td>
<td>Mr. Joseph</td>
<td>Training Officer</td>
<td>Amedzofe</td>
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<tr>
<td>7</td>
<td>Mr. Francies Adams</td>
<td>Receptionist of a guest house</td>
<td>Amedzofe</td>
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<td>8</td>
<td>Ms.</td>
<td>Local woman</td>
<td>Amedzofe</td>
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<td>Mr. Sulemana Amadu</td>
<td>GTB Regional Officer</td>
<td>Ho, Volta</td>
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<td>Mr. Togbe Adabra 3rd</td>
<td>Site coordinator</td>
<td>Mt. Afajato</td>
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<td>11</td>
<td>Mr. Koffi Annan</td>
<td>Senior tour guide</td>
<td>Liati-Wote</td>
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<td>12</td>
<td>Nana</td>
<td>Chief of the village</td>
<td>Lipke-todome</td>
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<tr>
<td>13</td>
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<td>Senior tour guide</td>
<td>Lipke-todome</td>
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<td>Mr. Nicolas</td>
<td>TMT chair man</td>
<td>Lipke-todome</td>
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<td>15</td>
<td>Mr. Francis</td>
<td>Financial secretary</td>
<td>Lipke-todome</td>
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<td>Mr. Johne</td>
<td>Kente Weaver</td>
<td>Tafi-Abuife</td>
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<td>17</td>
<td>Mr.</td>
<td>Senior tour guide</td>
<td>Tafi-Atome</td>
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<td>18</td>
<td>Mr. David Akotia</td>
<td>Revenue collector</td>
<td>Wli</td>
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<td>19</td>
<td>Mr. Frank Dogbey</td>
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<td>Hohoe</td>
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<td>20</td>
<td>Ms. Katie</td>
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<td>24</td>
<td>Mr. George</td>
<td>Officer (JICA long-term trainee)</td>
<td>Accra</td>
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Appendix V: Comparison of Four Cases

(*The table is extracted from the PPP Working Paper No.5, http://www.propoortourism.org.uk/uganda_cs.pdf. The original table made easily viewable comparison between NACOBTA and UCOTA. Keeping the most part of the original form of table, the author added relevant information about KCBTA and ACTUAR respectively. *)
<table>
<thead>
<tr>
<th>NACOBTA (Namibia)*</th>
<th>UCOTA (Uganda)*</th>
<th>KCBTA (Kyrgyzstan)</th>
<th>ACTUAR (Costa Rica)</th>
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<tbody>
<tr>
<td><strong>Established</strong></td>
<td>By community members with assistance of NGOs and donors in 1995.</td>
<td>By community group representative and Nkumba University supported by the North Carolina Zoological Park, Uganda Tourist Board and USAID/GMU in 1997.</td>
<td>By CBT groups with a support of Helvetas, Swiss Association for International Cooperation in 2003</td>
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<td>By a group of community organizations in 2001 (the community organizations had already received support from Small Grants Programme (SGP) in 1992)</td>
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<td><strong>Aim</strong></td>
<td>Increase income and employment from tourism to improve living standards in communal areas.</td>
<td>To encourage quality community-based tourism with the aim of benefiting communities through sustainable development.</td>
<td>Community driven development initiated by communities contributes to diversification of local economies in selected regions through poverty alleviation, enhanced access to assets, strengthening and empowerment of civil society and social partnership.</td>
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<td><strong>Activities</strong></td>
<td><strong>Micro level</strong></td>
<td><strong>Advice to enterprises</strong>: on fundraising, product development, business plans and investment portfolios. Raising standards to level where marketable and sustainable. <strong>Training</strong>: tour guiding, tourism awareness, business skills <strong>Loans</strong>: 11 grants total N$162k (USD 24,300) for infrastructure <strong>Advisory to enterprise</strong>: Same as NACOBTA. <strong>Training</strong>: Same as NACOBTA and plus handicraft skills: cultural presentation: natural resource management, sustainable <strong>Workshops and training</strong>: on business skills, raising standards of products and services. Hospitality, use of internet and computer equipment. Provide environmental protection actions and education. <strong>Loans</strong>: two groups have own internal loans fund</td>
<td><strong>Micro level</strong></td>
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<td>development and facilities improvement.</td>
<td>technologies. Heritage Trails Development. Promotional services: Bi-monthly newsletter, brochure and CBTE information booklet creation and distribution. Trade fairs and expositions (National &amp; international), permanent craft centre, tourism association meetings, website. Advertising and editorials in the media, brochure/sign development for members. Setting up national booking/information service.</td>
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<td>Loans: Promotional services: Raising awareness of community-based rural tourism through campaigns. Provide guidebook. Organize annual Community-based rural tourism fairs. (National &amp; international) Website. Reservation services</td>
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<td>Macro level</td>
<td>Lobbying government: on tourism, communal land, parks and neighbours, forestry policies and regional tourism master plans. Lobbying for priority of community conservancies and concessions over private sector. Liaison with private operators: to use CBTEs, initiate and facilitate joint-venture negotiations, raise Raising awareness of advantages of including CBTE operations in</td>
<td>Lobbying Government: on community-based tourism. Raising awareness of CBT at national level. Liaison with private operators: Partnership with other tour</td>
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<td>Liaison with private operators: International marketing effort.</td>
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<td>Membership</td>
<td>Institutional level: awareness to integrate into mainstream tourism. <strong>Institutional level:</strong> representative voice for CBTE initiatives, and network in tourism organizations, forums, steering and advisory committees. Poor working relationship with the Ministry of Environment and Tourism. Close ties with Uganda Tourism Board and Ministry of Tourism, Trade &amp; Industry, Uganda Wildlife Authority, and the Forest Department. Involved in tourism organizations, steering committees and projects. Approved by Ministry of economical Regulation. Co-operation with tourism association. <strong>Institutional level:</strong> Rainforest Alliance support in their marketing efforts. Close ties with COOPRENA, the SGP and local NGOs with the aim to influence national policy (ex. environmental, tourism, agricultural and education policies).</td>
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<td>54 groups: accommodation, guides, local museums, tour operators, entrepreneurs, wildlife councils, traditional villages, cultural groups. Works with conservancies and joint-ventures. Few members pay, and are not involved in steering NACOBTA.</td>
<td>Institutional level: Close ties with Uganda Tourism Board and Ministry of Tourism, Trade &amp; Industry, Uganda Wildlife Authority, and the Forest Department. Involved in tourism organizations, steering committees and projects. Approved by Ministry of economical Regulation. Co-operation with tourism association. <strong>Institutional level:</strong> Rainforest Alliance support in their marketing efforts. Close ties with COOPRENA, the SGP and local NGOs with the aim to influence national policy (ex. environmental, tourism, agricultural and education policies).</td>
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<td>50 groups: same type of members, plus food facilities, handicrafts, music, dance and drama groups. No conservancies (none in Uganda) or joint-ventures. Same problem of payment with tourism groups, but better from handicraft makers.</td>
<td>24 Grassroots organizations: Peasant and fishermen organizations, environmental associations, woman’s groups, indigenous groups</td>
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<td>15 local communities with 301 members: accommodation, guides, tour operators, traditional villages, cultural groups.</td>
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<td><strong>Staff</strong> 7 staff: small management committee of elected members, staff, and private sector representatives. Decision making body is membership at AGM.</td>
<td>5 staff: 3 field managers. Also has a small executive committee. Plans to include private sector in Advisory Committee in 2001 and technical advisor to staff. 5 staff: Executive director, Marketing manager, Tour manager, Reservation manager (permanent staff) and a bookkeeper</td>
<td>5 staff: Executive Director, Administrative accounting manager, 2 sales coordinator (European and American market) and Sales representative in the USA. Assembly: 40 representatives from different communities Board of Directors: 7 members elected by the Assembly</td>
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<td>Funding</td>
<td>Predominantly donor funded. 99% donor funding. 1% booking system and tour operators.</td>
<td>Predominantly income funded US$40,027 in 2000. 44.8% donor funding. 43.5 handicraft sales 11.7% membership fees</td>
<td>Membership fee. Predominately supported by donors after political events in Kyrgyzstan of 2005 and 2010. Different projects are financed by international donors like Eurasia Foundation, OSCE, and European Commission. (CBT groups have their own internal funds and have positive balance: tourist paid and sales of souvenirs)</td>
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