



# Community-Based Mountain Tourism:

## *Practices for Linking Conservation with Enterprise*

Synthesis of an Electronic Conference  
of the Mountain Forum  
April 13–May 18, 1998



Mountain Forum



The Mountain Institute

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April 13–May 18, 1998*

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# Table of Contents

<b>Foreword</b> .....	5
<b>Executive Summary</b> .....	6
<b>Introduction</b> .....	7
<b>Mountains, Tourism, and Communities</b> .....	7
Methodology .....	7
<b>Defining and Valuing Community-Based Mountain Tourism</b> .....	9
<b>Defining Community</b> .....	9
<b>What Is Community-Based Mountain Tourism?</b> .....	10
<b>Limitations of Community-Based Mountain Tourism: A Note of Caution</b> .....	11
<b>Gaps in the Conference Discussion</b> .....	12
<b>Innovative Practices and Promising Examples for Community-Based Mountain Tourism</b> .....	13
<b>Planning, Monitoring, and Assessment</b> .....	13
Local tourism strategic plans .....	13
Regional development plans .....	14
National tourism development strategies .....	14
Project assumptions .....	18
Economic and social impact studies .....	18
Providing information to the local communities and other practitioners .....	18
Monitoring parameters, indicators, and checklists .....	19
Field studies and photo-documentation .....	20
<b>Infrastructure and Social Capacity Building</b> .....	20
Roads and trails .....	21
Alternative energy programs .....	21
Waste management programs .....	22
Tourist information centers .....	22
Restoration of original physical infrastructure .....	23
Skill-based training .....	24
Women-specific training and awareness raising .....	24
<b>Institutional Development</b> .....	25
Committees .....	25
Cooperatives .....	25
Networks .....	26
<b>Zoning and Regulation</b> .....	26
Zoning for resource management .....	27
Accommodation Regulations .....	27
Limitations on number of tourists and pack animals .....	27
Strategic positioning of tourism services .....	28
Pricing and service quality control .....	28
Restrictions on ownership .....	28



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Agricultural land in the Alpes de Haute Provence, France.

Site regulation .....	28
Sacred sites and traditional cultural properties protection .....	29
Code of ethics/conduct .....	29
<b>Financial Sustainability</b> .....	30
Grants .....	30
Loans .....	30
Intra-cooperative subsidies .....	31
Trust funds and investments .....	31
Fees .....	31
Micro-enterprise .....	32
<b>Promotion</b> .....	34
Niche or targeted promotion .....	35
Responsible promotion .....	35
World Wide Web promotion .....	35
<b>Implications and Recommendations for Policy and Action</b> .....	36
<b>Factors in Successful Community-Based Mountain Tourism Implementation</b> .....	36
<b>Recommendations</b> .....	37
<b>Conclusion</b> .....	40
<b>References</b> .....	41
<b>Table 1.</b> Mountain Features and Tourism .....	9
<b>Table 2.</b> Promising Practices in Community-Based Mountain Tourism Initiatives .....	15
<b>Table 3.</b> Micro-Enterprise Examples .....	33
<b>Table 4.</b> Stakeholder Roles .....	38
<b>Figure 1.</b> Geographic Location of Case Studies .....	8
<b>Figure 2.</b> Triangle of Sustainability .....	11
<b>Appendix A:</b> Case Studies and Examples, with URLs .....	44
<b>Appendix B:</b> Selected Discussion Topics, with URLs .....	48
<b>Appendix C:</b> Contributors .....	50
<b>Index</b> .....	55



ALTON BYERS

Micro-enterprise along a trekking route in Langtang National Park, Nepal.

# Foreword

**I**NSPIRATIONAL TO ALL, mountains are a global treasury containing almost one-third of the world's designated protected areas. Almost half of humanity depends on mountain watersheds for their supplies of fresh water. Mountain people also represent thousands of years of accumulated experience living and working in their rugged and awe-inspiring environments, and are intimately connected to the natural environment that sustains them. These traditional cultures are themselves fascinating and sources of great environmental wisdom.

For all these reasons and more, mountains have become a magnet for tourism, which is the most rapidly growing industry in the world. Massive increases of tourist activity in fragile mountain ecosystems pose a serious challenge in the developed world, and an even more daunting one in developing nations. How can mountain tourism be managed so as to avoid and minimize adverse environmental impacts? How can local communities receive an equitable share of the benefits from such tourism? Indeed, how can they interact with large numbers of tourists without destroying their own culture in the process?

For 27 years, the Mountain Institute has been dedicated to addressing such issues through model programs that promote

natural resource conservation, sustainable development, and cultural heritage. For such programs to be self-sustaining, they must empower local people to link conservation with their own self-interest. Properly managed ecotourism thus has the potential to generate revenue for communities through conservation-linked enterprise development.

The Mountain Institute therefore is particularly pleased to have been able to support the electronic conference on *Community-Based Mountain Tourism: Practices for Linking Conservation and Enterprise*, which furnished the case material for this report. No report, of course, can possibly do justice to the month of remarkable and rich discussions that took place, bringing together nearly 500 individuals and organizations from all parts of the globe. We are all deeply indebted to the conference participants for the care and candor they brought to the discussions, and for the enormous contribution their case studies represent. We are equally thankful to the outstanding guest moderators who contributed their time and expertise to lead the discussion, to the senior reviewers who helped close some of the major gaps in the report, and to the Swiss Agency for Development and Cooperation for its generous financial support of this initiative.



D. Jane Pratt  
President and CEO, The Mountain Institute

# Executive Summary

**T**OURISM IS THE fastest-growing industry in the world. By the year 2010, the World Tourism Organization predicts that there will be one billion international tourists and more than US\$1,500 billion generated in revenue. As tourism increases in mountain regions around the world, environmental and social impacts can also be expected to increase. Tourism's potential for improving environmental conservation and community well-being is nevertheless considerable. The key to accessing this potential is the direct involvement of local communities within a climate of supportive regional or national policy. Policy makers, non-governmental organizations, and practitioners of mountain tourism must therefore work to create opportunities that center on local communities, promote conservation efforts and link conservation with enterprise development.

In response to the growing interest in international mountain tourism, the Mountain Forum conducted an electronic conference from April 13–May 18, 1998, on the topic of “Community-Based Mountain Tourism: Practices for Linking Conservation and Enterprise.” During the conference, 460 stakeholders and interested individuals from Africa, Asia, Australia and the Pacific, Europe, South America and North America participated or provided case studies. The five thematic areas discussed were marketing strategies, organizational structures, local knowledge, gender, and revenue reinvestment. For each theme, conference participants identified practices and tools that are increasing the flow of positive benefits to mountain communities and ecosystems while reducing the negative impacts of tourism.

The practices identified in this report appear to be creating a more equitable distribution of tourism opportunities and benefits. All are based on the principles of local control, partnerships, sustainable development, and conservation. Although these practices are derived from specific case studies, many of them have the potential to be applied globally in mountain areas. A total of 74 case studies from around the world are orga-

nized into six major categories: (1) planning and assessment, (2) infrastructure and capacity building, (3) institutional development, (4) zoning and regulation, (5) financial sustainability, and (6) promotion.

Conference participants also identified and described various actions that policy makers and practitioners can implement to facilitate sustainable and equitable mountain tourism. Many of these are intrinsically linked to mountain features such as ecosystem fragility, political and economic marginality, and cultural diversity. They include the encouragement and reinforcement of

- ▲ holistic planning and management strategies,
- ▲ local ownership and control of resources,
- ▲ supportive national and regional policies,
- ▲ balance between highland and lowland resource flows and decision-making,
- ▲ integrating local knowledge and external knowledge,
- ▲ infrastructure development appropriate to fragile environments,
- ▲ reinvesting tourism revenues into conservation,
- ▲ equitable distribution of tourism benefits and opportunities,
- ▲ organizational capacity building,
- ▲ skill-based training and awareness-raising,
- ▲ full integration of women,
- ▲ partnerships, and
- ▲ continuing exchange of experiences and ideas.

The case studies provided indicate that community leadership and a favorable national or regional policy environment are two central components of successful community-based mountain tourism initiatives. Policies and actions that link conservation, enterprise development and community control in mountain tourism have the potential to address one of the most important challenges facing the 21st century—sustainable management of mountain resources and a sustainable future for mountain populations.



# Introduction

## Mountains, Tourism, and Communities

MOUNTAINS ARE RICH in natural resources that include water, timber, minerals, and biodiversity. Equally important is the rich cultural heritage of mountain peoples. As a desired destination for many tourists, migrants and pilgrims, mountains also offer a place of rest, solitude, adventure, recreation and scenic beauty. For centuries, the relative remoteness and isolation of mountains has resulted in less human impact and higher resource sustainability than in many lowland regions. With the combined advances in extractive resource technology and increases in leisure time, however, the impacts of human activity in mountain regions have increased significantly. Once secluded areas are now open to industries and external populations that can rapidly deplete or alter the resource base. The extraction of mountain resources has advanced with little or no reinvestment into either the ecology or the local communities that are the traditional stewards of mountain ecosystems. Downstream communities may also be adversely impacted by the lack of upper watershed management and maintenance.

In recent years there has been a greater focus on the vulnerability and management of mountain ecosystems. As a result, new policies and strategies are emerging. Principles that focus on traditional stewardship roles of mountain communities, as opposed to external and distant control, appear particularly promising. Such thinking has been greatly assisted by Chapter 13 of the 1992 Earth Summit's Agenda 21, entitled "Managing Fragile Ecosystems: Sustainable Mountain Development," which helped draw worldwide attention to conservation and sustainable development of mountain regions.

In February of 1995, The Mountain Institute convened some 110 non-governmental organization (NGO) leaders from 40 countries to develop a prioritized action plan for implementing Chapter 13 of the Earth Summit's Agenda 21, otherwise known as the "Mountain Agenda." Participants of the International NGO Consultation on the Mountain Agenda identified nine key areas of thematic importance to mountain regions, including mountain tourism:

*Many of the primary issues in sustainability—including biodiversity, traditional production systems, and social change—are either directly or indirectly associated with the increased use of mountains as tourist destinations. While controlled tourism can bring benefits to mountain people, usually the bulk of*

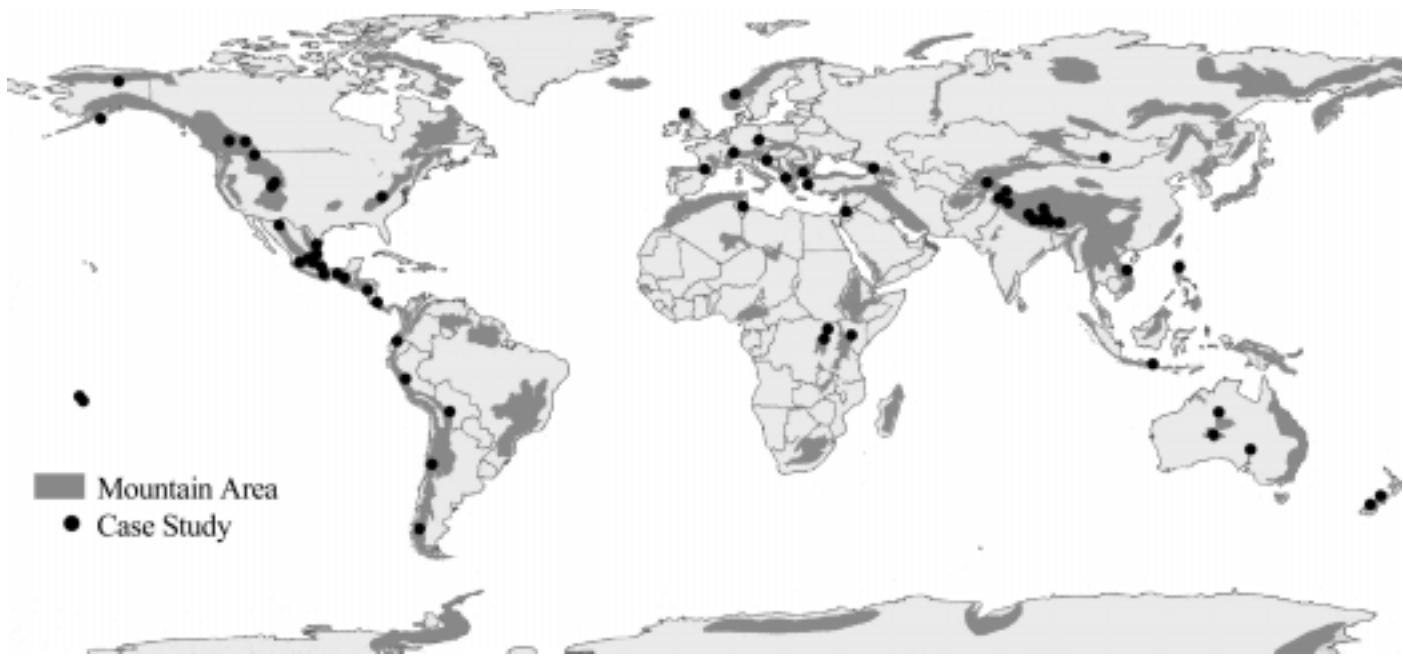
*economic benefits go elsewhere, leaving mountain people with depleted resources and inflated local prices. Increased tourist use of mountains also inevitably means increased biophysical and cultural impacts (Mountain Forum 1995).*

Increasingly, global attention is being given to tourism initiatives that combine aspects of community development, revenue reinvestment, cultural heritage, and conservation. This report presents examples and discussion of these linkages as they relate to four objectives:

- (i) highlighting the importance of communities in the development of sustainable mountain tourism,
- (ii) providing practitioners and policy-makers with examples of current practices that link conservation with community-based tourism enterprise,
- (iii) presenting specific principles and recommendations guiding community-based mountain tourism policy and action, and
- (iv) strengthening the dialogue between policy-makers and field practitioners in an effort to move toward a more sustainable future for mountain communities and environments.

## Methodology

FORMED IN 1995, the Mountain Forum is a global network of people and organizations interested in mountain communities, environments, and sustainable development. Based on a non-hierarchical linkage of local and regional networks, the Mountain Forum provides a wide range of networking services including newsletters, workshops, e-mail discussion lists, the Mountain Forum On-line Library, and World Wide Web resource pages. The Mountain Forum has held three global electronic conferences to date: "Investing in Mountains" (1996), "Mountain Policy and Law" (1997), and "Community-Based Mountain Tourism" (1998). The participatory nature of the e-mail medium has proven to be effective in bringing together a diversity of expertise and experience from mountain ranges around the world. In an effort to receive participation from the widest possible cross-section of people, contributions are also solicited by postal mail, Fax, phone, and word of mouth. The daily e-mail discussion is supplemented by reference materials for the Mountain Forum On-line Library. All discussion, including



**Figure 1. Geographic Location of Case Studies**

case studies and reference documents, is accessible as a searchable archive on the Mountain Forum's web site at <<http://www.mtnforum.org>>.

The topic of community-based mountain tourism was selected for the 1998 electronic conference in response to the results of an interest survey of Mountain Forum members. The need to address the growing impacts of tourism in mountain regions, particularly in terms of conservation, enterprise development and community empowerment, was identified as a high priority among Mountain Forum members. The theme is also timely as tourism is a priority topic of the United Nations Commission on Sustainable Development during 1999.

The Mountain Forum electronic conference on community-based mountain tourism was organized by The Mountain Institute in its role as the Global Information Server Node of the Mountain Forum, with funding assistance from the Swiss Agency for Development and Cooperation. Mountain Forum members and invited contributors with special knowledge of tourism in mountain communities comprised the 450 conference participants. Contributions, commentary, and the 74 case studies came from 36 countries, representing 46 mountain areas of the world (Figure 1). Participant background information also suggests a wide distribution across areas of expertise; local community members, policy-makers, project planners, entrepreneurs, academicians, tourists and travel agents all made notable contributions during the conference. Case studies came from both developing and industrialized countries, although the majority were received from developing countries. This bias in orientation is reflective of the Mountain Forum's current membership base, and, perhaps, the growing popularity of ecotourism as a development theme.

The five-week electronic conference was divided into weekly thematic sections. The first theme, entitled "The Good, the Bad, the Balance: Managing mountain tourism impacts through effective marketing," and moderated by Marcus Endicott, addressed the potential for an interactive relationship between resource management and tourism. Discussions focused on

finding consistent approaches to environmental management and marketing practices.

The second week's discussion, "Working Together: Organizational structures of community-based mountain tourism" was moderated by Pitamber Sharma from the International Center for Integrated Mountain Development (ICIMOD). This session explored various community-based organizational and management structures for planning, developing, and managing mountain tourism in order to identify key factors involved in successful tourism organization and to better understand relationships among these factors.

The third topic was "Local Knowledge: Linking tradition with enterprise" and was moderated by Pam Godde. It explored the extent to which local knowledge has the potential to strengthen and be strengthened by sustainable community-based mountain tourism initiatives.

The theme for the fourth week of the conference, "The Gender Balance: Women and community-based mountain tourism," was also moderated by Pam Godde and addressed women's involvement in mountain tourism. Examples illustrated where and how women have become valued, empowered and integrated into community-based tourism. Factors that affect or empower women's roles in community-based mountain tourism were also highlighted.

The last week's theme was "Reinvesting Tourism Revenues in Conservation and Community," moderated by Chandra Gurung. The focus was on allocating revenues to nature conservation activities as well as to community welfare programs.

The post-conference evaluations documented a high degree of participant satisfaction with the conference content. Of those who responded to the survey, 90 percent stated they would use the materials from the conference in future research, project design and/or implementation, lecture and teaching applications, policy formulation, community action or training activities. It is hoped that this conference and similar dialogues will continue to strengthen individuals and organizations involved in sustainable tourism throughout the mountain world.

# Defining and Valuing Community-Based Mountain Tourism

TOURISM IS THE fastest-growing industry in the world. According to the World Tourism Organization, tourism is predicted to create US\$1,550 billion and one billion international tourists by the year 2010 (WTO 1998). Mountain tourism represents a significant fraction of this activity, although it is probably not as important as tourism to coastal or urban areas. Mountain tourism is comprised of mass tourism to popular sites, the ski industry, adventure tourism (trekking, climbing, rafting), cultural tourism, ecotourism, and pilgrimage. As indicated in Table 1 below, mountain tourism depends on and is influenced by a number of special features related to high altitude and relative isolation.

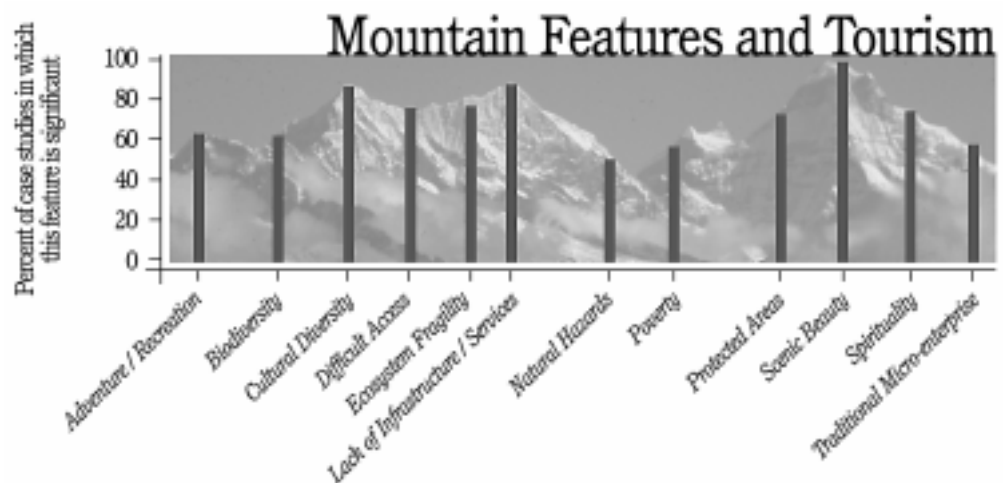
The constraints and assets unique to mountain areas pose a particular challenge to sustainable use. A focus on conservation and community integrity is essential if mountain tourism is to remain viable over the long term. The present state of mountain tourism is, however, for the most part, neither conservation—nor community-based. Mountain tourism is often in the hands of the private business sector whose typical short-term profit orientation conflicts with conservation. “Tourism is business” according to Marcus Endicott (1998). With intense competition for tourist revenues, conservation and local reinvestment in the community tend to be low on the list of priorities.

## Defining Community

ONE OF THE MAJOR ISSUES which arose during the conference was the need to define community. A number of questions were raised regarding community power structures, marginalized groups, identification with the geographical place, and length or type of residency, particularly in relation to global trends in migration (Price, Moss and Williams 1997; Bryden 1998a). Definitions of community which are based on shared

profession, religion, geographical location, interest in tourism or on “the interactions and relationships between the many groups” were all considered (Newcomer 1998). Laurence Moss (1998) emphasized that there is evidence of the growth of interest-based, non-place based community, especially in more economically developed or post-industrializing regions of the world.

There is equally the challenge of establishing fair and conflict-free community representation in decision-making mat-



**Table 1. Mountain Features and Tourism**

ters (Lash 1998) as well as ensuring equal distribution of benefits to these members (Banskota 1998a; Bezručka 1998). As Janet Cochrane (1998a) notes for the case of Indonesia:

“Most villages or sub-divisions of villages seem to be riven with tensions and rivalries, and people find it hard to work together for the good of “the community”—the individual and his/her family always seems to take precedence. The problem of elite capture is always present, with the richest and most skilled people able to cash in on tourism better than the others, thus reinforcing existing hierarchies.”

Pitamber Sharma (1998b) highlights the complexity of the issue and gives a basic definition of community with regard to community-based mountain tourism:

"It seems to me . . . a community could be considered as a tradition-based (indigenous?), or formal organization of individuals and households. Such a community . . . may include everyone residing in a particular area, or those that come together because they (a) share a defined area, and common resources or "public goods" within that area, (b) have a common interest in benefiting from the use/management of these "public goods", (c) are enabled to participate in all decision making process (although the forms of participation in all decision making may differ from committees, user groups, to compulsory participation of each household), and (d) are autonomous entities."

For many of the case studies discussed in this conference, community has a place-based connotation. That is, communities are defined according to a group of people's physical location and their relationship with their surroundings. This is not to say, however, that all people of a community are bounded and limited to a single area. Many have access to larger geographic concerns through trade, seasonal migration, technology, or other factors. Also, communities seldom act as a homogeneous whole. As Quint Newcomer asserts, "there are always conflicts and differences of opinion that sometimes subtly and sometimes overtly weave their way into the fabric" (1998).

In consideration of the difficulties that exist in defining and working within a community, practitioners should ascertain qualities in a community that are conducive or necessary to tourism's success (Sène 1998). Such qualities include transparency, leadership, community organization, solidarity and cooperation.

## What Is Community-Based Mountain Tourism?

COMMUNITY-BASED MOUNTAIN TOURISM currently represents only a small fraction of overall tourism activity in mountain areas. In its ideal form, it is initiated and operated by local mountain communities in harmony with their traditional culture and responsible stewardship of the land. It also works toward balancing power within communities so that conservation and communal well-being, not individual profit, are emphasized. Communities may be empowered through supportive, arbitrating regional and national policies, partnerships with NGOs, training and education, and equitable distribution of tourism opportunities and revenues. As Pitamber Sharma (1998b) explains, "[Community-based tourism] could be tourism *de facto* planned and managed by a group of individuals/households comprising the community as a communal enterprise. It could also be managed by a private entrepreneur whose activity agenda is set by the community and is accountable to it. Between these two extremes there could be a number of other arrangements."

John Mock and Kimberley O'Neil (1997) state that "tourism growth will cease when negative environmental effects diminish the tourism experience." This concept applies to the social and cultural environment as well. Communities are important in the development of tourism for a number of reasons. First, the increasing demand on natural resources of mountain environments generally means greater pressure on the stewardship roles of mountain communities. As stewards of their own local environment, communities must shoulder

many of the negative effects of tourism. Community-based initiatives provide a means through which local control can be maintained and local concerns can be addressed. They also represent a means to strengthen traditional stewardship roles of communities and to halt the rapid "downward flow" of resources that generally affects mountain regions. By carefully creating a tourism that is community-oriented, practitioners and policy makers, whether from inside or outside the community, have the opportunity to strengthen traditional stewardship roles, to preserve diverse natural gene banks, to conserve watersheds and to benefit downstream communities.

Second, community-based mountain tourism improves the socio-economic situation of a community. Community-based mountain tourism allows for greater focus on improving overall welfare and standards of living, which are often low in mountain regions. In certain areas, such as the mountain regions of Nepal, tourism has spread into a number of areas without proper anticipation of community needs, causing increased economic gaps and social disharmony within communities (e.g. see Bezruchka 1998). A community orientation in identifying and designing a tourism base and complementary enterprises can work to bring economic benefits to many community members and balance the distribution of benefits.

Third, community-based mountain tourism can better satisfy commonly felt needs for cultural identity. A community's cultural heritage, including sacred traditions, can suffer negative impacts from tourism if proper preventative measures are not taken. Again, a community orientation toward tourism development can better protect against negative cultural impacts through such measures as educating the tourist in the proper behavior and educating the local community in tourism options.

Fourth, community-based mountain tourism may also provide a structure for more effectively planning, implementing and monitoring tourism initiatives and for determining the most appropriate scale of economic activity.

Conference participants have identified that one key to linking conservation and tourism is informed local control. Maximizing local control through community-based mountain tourism can instill a stronger appreciation for and awareness of environmental concerns while increasing incentives to sustainably manage mountain resources. Further, armed with a realistic knowledge of potential impacts, local participants can foster the incorporation of local knowledge into the tourism experience and the maintenance of tradition.

Local control is established through mutual respect between partners as well as through mutual understanding and valuing of knowledge systems. It is also established through negotiation, compromise and agreements. Community members, however, often need the tools to negotiate and make these agreements (Sène 1998), and this is one of the challenges faced.

Linking local and scientific knowledge is essential for promoting tourism that is sustainable to both the environment and to cultural values and beliefs (Studley 1998; Moussouris 1998). This applies particularly to mountain tourism, where relative isolation has allowed mountain communities to maintain strong cultural traditions, beliefs and values. According to Abdul Wajid Adil (1998), "it is extremely important to mobilize current knowledge. As always, it is the natives that know everything from each of their mountains or ecosystems."

As a tool that brings empowerment to a community and sets a basis for sustainable development, community-based

mountain tourism, then, suggests a highly responsible form of tourism through which the tourist experience, environment and community are all mutually benefited. Local communities thus take a leadership role in the planning, decision making, management and ownership of these mountain tourism projects. Policy makers have effectively assisted mountain communities by supporting local ownership and strengthening traditional stewardship roles toward mountain resources. Facilitating organizations, especially NGOs, have provided critical linkages to capacity building, marketing, planning and assessment resources.

## Limitations of Community-Based Mountain Tourism: A Note of Caution

COMMUNITY-BASED MOUNTAIN TOURISM seldom exists in its ideal form, and it does not always promote conservation or sustainable development. A number of important limitations exist. To begin with, there is the difficulty of scale. Will community-based mountain tourism continue to occupy a relatively small niche, or will it have the capacity of absorb larger numbers of tourists and hence provide employment on a wider scale within mountain communities (Hurni and Kohler 1998)? As David Barkin (1998) notes, tourism can rarely be the main, or even the primary, income base for a community. Instead, "tourism must be part of a broader concept of the mountain economy taking into account the sustainable exploitation of the resource base, the satisfaction of basic needs (self-sufficiency) and local management (as well as control and leadership)" (Barkin 1998). In Scotland, for example, tourism works for community development because it exists side-by-side with other land-use enterprises (Bryden 1998b). It is not an isolated industry existing apart from other economic activities. It is instead a "complex productive and cultural/social system" (Barkin, *ibid*). One challenge for community-based mountain tourism, then, is its integration into a broader community economy.

Can a balance be achieved between conservation and economic concerns? Hans Hurni and Thomas Kohler (1998) express this dilemma:

"Experience has repeatedly shown that local communities—or at least the deciding actor groups within these communities—very often tend to emphasize the economic dimension of tourism, sometimes almost exclusively. When it comes to balancing tourism development and environmental concerns, local communities are often prepared to overlook to the latter or drop them altogether, especially in regions where tourism is the backbone of the economy or where competition with other tourist areas is great (as is the case in the Swiss Alps at present). Local communities also often show great readiness to surrender their cultural heritage in exchange for what they consider to be a better, modern lifestyle."

Tourists themselves often pose significant problems with regard to conservation and sustainability. In their desire for familiar but perhaps unrealistic luxuries, tourists will place a demand on mountain communities to improve local conditions at the expense of the environment. For example, tourists who desire multiple-course meals or hot bathing water when trek-

king in fragile mountain regions increase the need for fuel and water, and may contribute directly to deforestation.

Another conflict exists between economic activity and cultural tradition. In many mountain regions, communities depend heavily on tourism for economic survival, and tourism activity often depends on the social and cultural maintenance of the community. A significant attraction for tourists in mountain regions is the diversity of culture. At the same time, however, tourism often threatens cultural identity and social stability, through such impacts as the commoditization of mountain cultures, inflation, and reallocation of resources. The money brought into a community via tourism can provide many benefits, but it can also cause significant disharmony and conflict within community life.

Yet a further area of concern is whether to develop tourism at all. Often communities wish to have little or no part in mountain tourism, community-based or otherwise. As Janet Cochrane (1998a) explains, "In Indonesia people are afraid to commit themselves, express their opinion or make decisions because of centuries of entrenched hierarchies and political passivity, a system in which the boss decides and those lower down accept." In other instances, local communities may not feel strong enough to stand up to outsiders who see business opportunities in their areas.

A final question relates to balancing community control with external forces. As the case studies presented in this report reveal, most mountain communities rely to some degree on the financial, technical or managerial help of outside organizations. On one hand, highly influential outside forces, such as travel agencies and airlines, may not be concerned with conservation. Local communities with an interest in conservation may have little influence over destructive activities. On the other hand, when local interests are against conservation, outside interventions can be very helpful. According to Hans Hurni and Thomas Kohler (1998), "Interestingly, conservation aspects (both environmental and socio-cultural) are very often addressed by outside actor groups or individuals such as concerned tourists, the general public, regional or national governments, or national and international NGOs." How much and what kind of external assistance remains a question, especially when local communities see such assistance as intrusive.

The central challenge is maintaining a triangle of sustainability (Figure 2), as discussed by Andri Bisaz and Uli Lutz (1998). Ecological, economic and socio-cultural elements must carefully be integrated into community-based mountain tourism, but they must also be balanced in order to keep tourism sustainable.

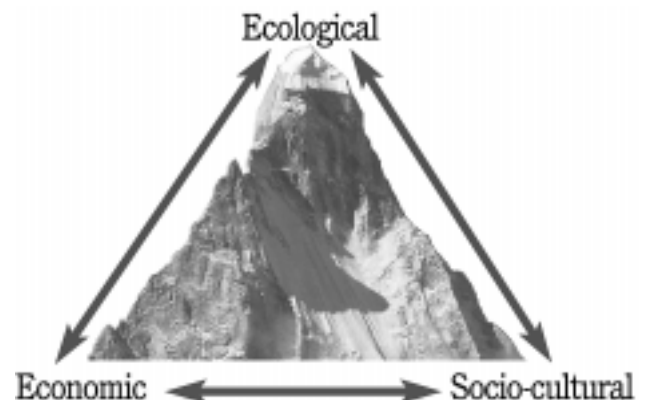


Figure 2. Triangle of Sustainability

In sum, community-based mountain tourism should not be seen as an enterprise that will solve all, or even most, problems. While community-based mountain tourism has potential to bring economic, ecological and socio-cultural benefits, it contains several inherent dilemmas that must be recognized.

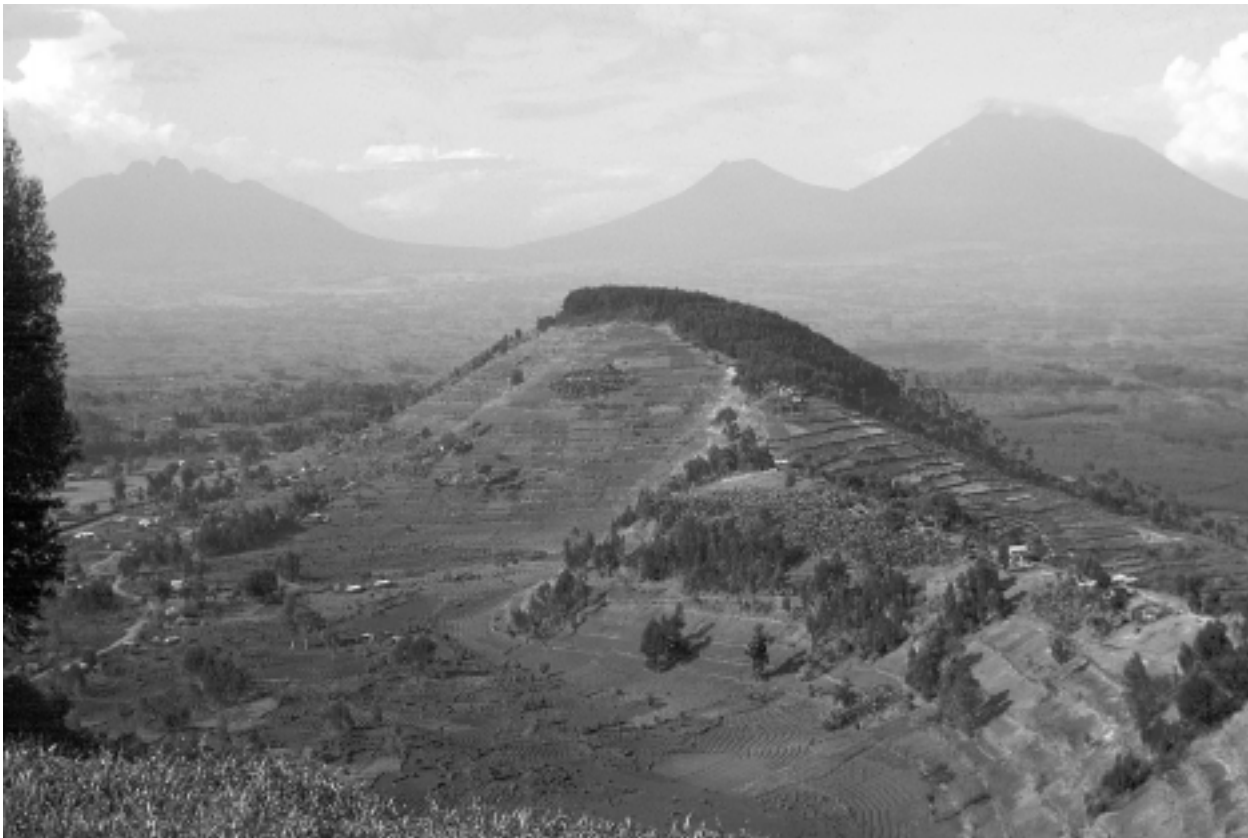
## Gaps in the Conference Discussion

THE PARTICIPANTS IN the electronic conference provided a rich diversity of case studies and discussion; some important gaps should, however, be noted. In particular, the distribution of case studies is heavily weighted toward mountain regions in developing countries. The experiences of the Alps and other mature mountain tourism destinations are represented by only a few examples. These regions, where tourism has often been in the hands of local communities for many generations, have

important lessons to offer, particularly in terms of the potential to generate wealth and to negatively impact the environment. Potential solutions for mature mountain destinations which are now under stress were also not well covered by the discussants.

The relationship between scale and conservation was discussed, but solutions for areas with mass tourism were lacking. The concept of deliberate concentration of tourists in sites with heavy infrastructure was not discussed. Such “bullet-proof” sites are essentially sacrificed to mass tourism in order to protect fragile environments elsewhere. Deconcentration, or deliberate dispersal of tourists to spread impacts over a larger area, was another concept missing from the dialogue. Both of these strategies are practiced in mountain destinations with varying degrees of success.

Water supply and waste water disposal were not considered in the case studies, but are issues of concern, particularly when tourist numbers are large and tourism competes with water demands generated by other activities.



ALTON BYERS

Mountain gorillas inhabit the volcanoes in the background, bringing tourist revenues to Ruhengeri, Rwanda.

# Innovative Practices and Promising Examples for Community-Based Mountain Tourism

THE MOUNTAIN FORUM'S electronic conference on "*Community-Based Mountain Tourism*" identified practices and policies for developing community-based initiatives that focus on natural and cultural conservation and are linked to revenue generation (Table 2). The practices are grouped into categories that relate to implementation, rather than according to the conference themes. The practices within each of the categories can overlap, and generally each practice is implemented in conjunction with a number of others. They vary in their degree of practicality and success depending on the specific socio-cultural, economic and political circumstances of each mountain region.

## Planning, Monitoring, and Assessment

IN MOUNTAINOUS AREAS with a potential or existing demand for tourism, planning and assessment can provide a solid foundation for community-based tourism development. Conference participants highlighted four considerations in planning, monitoring and assessment.

First, planning, monitoring and assessment should be ongoing, and not practiced only at the outset or completion of a project. This allows for a flexible learning approach and creates room for adaptation when dealing with the dynamic nature of communities, mountain environments and tourism.

Second, planning should begin at the field level. For outside planners, this means it is important that local communities are the key participants in developing an integrated tourism management plan. At the same time, coordination among various groups and communities is important. For example, problems may arise when several villages in one region have competing ideas (Price 1998). Further, it is essential to identify potential positive impacts, such as economic benefits, as well as negative impacts, such as forest degradation, sanitation problems and cultural exploitation. Communities should also take a leadership role in the monitoring process.

Third, the long time frames required for implementing community-based mountain tourism activities should be recognized. Process-oriented approaches in which community development is seen as a continuing process have significant advantages over target-oriented approaches, as well as implications in terms of required resources.

## *Local tourism strategic plans*

Local tourism strategic plans refer to the general guiding principles, actions and tools used to establish and manage tourism in such a manner that maximizes benefits to the community and equitably distributes those benefits. Although a certain degree of cultural and environmental change is inevitable in any development initiative (Banskota 1998a; Price, Moss and Williams 1997), local tourism strategic plans should aim only for the degree and type of change desired by the local community. Participatory action research can be especially helpful in understanding tourism development and the roles played by the community and other stakeholders. This research also enables stakeholders to understand one another's views and expectations toward tourism and change (Langoya 1998b).

It is important that tourism planning and management are systematically integrated into a broader economic, socio-cultural and environmental framework. Practitioners and policy makers should, in the early planning phases of tourism, emphasize tourism as a part of this larger concern.

Long-term plans with special attention to local needs and wants increase the likelihood of successful community-based mountain tourism activities, as illustrated below in the case of the Ghale Kharka-Siklis Ecotourism Development Project.

### **Circuit Trekking Route and Ecotourism Development Project in the Ghale Kharka-Siklis Region, Nepal**

The Circuit Trekking Route and Ecotourism Development Project in the Ghale Kharka-Siklis area in Southern Annapurna was designed to create a quality trekking experience and to maximize tourism revenue for the protection of the natural and cultural heritage. The project was directed by three objectives: to create a new demand; to organize local communities in the management of tourism; and to strive for ultimate ownership of tourism facilities by the community.

The Ghale Kharka-Siklis Ecotourism Development Project operated with the aim of eventually handing the tourism infrastructure over to the local community. The framework, then, was based on decentralization in which coordination and control, as opposed to consensus and independent action, were key. Due to social friction brought

on by unhealthy competition among lodge owners in other parts of Annapurna Conservation Area, the project focused on small scale, community-owned lodges and campsites.

*Summarized from Pitamber Sharma 1998a.*

Local tourism planning works well when it involves collaborative frameworks that include local community groups as well as external supporting agencies. An example comes from Huascarán National Park, Peru, where facilitators from The Mountain Institute brought together national officials, park staff, and literally hundreds of community and private sector groups to create a local ecotourism plan. The plan is now seen as “the most comprehensive attempt to manage tourism in the history of natural protected areas in Peru, and the first one specifically tied to a management plan for any unit within the National System of Natural Protected Areas in the country” (Torres 1998).

### **Ecotourism Plan of the Huascarán National Park, Peru**

The Huascarán National Park in the Cordillera Blanca of Peru has experienced an increased tourist usage over the last decade which has prompted the writing of a tourist use plan. The plan is based on priorities identified by the administration which include: (1) overcrowding of visitors into few sites of tourist operations, (2) irregular or lack of coordination among stakeholders and (3) small economic benefits from tourism. The main challenge faced by working team was to maintain a collaborative approach and inter-institutional tourism cooperation through a common vision, identification of team members' roles, definition of strategies, and renewal of commitments. The team adopted a horizontal framework of opinions, analyses and learning opportunities, which allowed for the strengthening of decision-making capacities of the park personnel and in turn their relationship with other tourism enterprises. Important in the plan was the fostering of local involvement and the development of relationships and fluid communication between internal and external groups.

Actions taken as a result of the plan include: training programs on alternative local land use, training programs for park personnel, implementation of park regulations, reduction of social impacts, institutional capacity building, public education, and infrastructure development.

*Summarized from Miriam Torres 1998.*

### **Regional development plans**

Community-based mountain tourism initiatives can take place at a number of levels, including the village, the district, the province and regional ecosystems and watersheds. Organizing structures based on a regional perspective of community, as in a district or province, tend to demonstrate greater stability and innovation. Communities working within a regional framework have the advantage of access to a wider resource base in terms of environmental and cultural attributes, capital, marketing and control. According to Laurence Moss (1998), “There are the greater economies of scale and appropriate scale arguments for communities within a region to cooperate with or coordinate their scarce human, natural and economic resources in the context of common tourism objectives. However, this potential is seemingly seldom taken advantage of.”

European Commission on Enterprise Policy, Distributive Trades, Tourism and Cooperatives emphasizes the benefits of interregional cooperation (CAC 1995). Regionality in tourism can (1) create environmentally compatible conditions, (2) ease existing political tensions, (3) strengthen regional competitive advantages through unity, (4) create greater demand through product diversification, (5) create a greater flow of goods and services as well as information systems, and (6) enhance quality control through standardization.

As Teresa Morales demonstrates in her case study of the Union of Community Museums, regional organizing structures may depend upon existing inter-village cohesion and harmony.

Alternatively, by adopting a regional development strategy, communities within a region can potentially avoid social disharmony caused by competition between villages or towns, as the case of Czech Inspiration demonstrates below.

### **Regional Collaboration of Czech Inspiration, Czech Republic**

Czech Inspiration is a regional community-based tourism project initiated in 1995 by the mayors and councils of six small towns in South and Central Bohemia of the Czech Republic. The primary objective for initiating the project was to protect cultural and environmental resources through tourism, and to compete with the Prague capital region for income from tourist activities. The towns work together in planning and implementing their cultural calendars, regional circuit itineraries, marketing campaigns, and in identifying and dealing with tourism-related issues. Another attribute of this regional collaboration is its increased political and economic capacity to deal with public and private external forces.

*Summarized from Laurence Moss 1998.*

In the instance below, the Province of Alberta adopted a regional perspective with regard to community tourism planning, financing and marketing.

### **Regional Community Tourism Action Planning: Alberta, Canada.**

Alberta's Department of Tourism and Multiculturalism worked with community tourism action planning as a means for local self-help tourism development. The department provided the guidelines for development according to its provincial tourism strategy through which communities developed local area tourism plans. This provincial body encouraged self-regulation and decision-making, as well as broad community participation. It also promoted a sub-provincial regional cooperative perspective by (1) recommending inter-community communication and exchange of ideas during the planning phase and (2) considering financial assistance to regional networks.

*Summarized from Laurence Moss 1998.*

### **National tourism development strategies**

Community-based mountain tourism works best within the context of supportive and arbitrating national, as well as regional strategies for sustainable tourism. Specific tourism policies can be enhanced by progressive national policies related to conservation, cultural heritage, and economic assistance to



**Table 2. Promising Practices in Community-Based Mountain Tourism Initiatives**

PRACTICE	PURPOSE	HOW IT WORKS	SELECTED EXAMPLES <sup>1</sup>
<b>Planning and Assessment</b>			
Local strategic plan for tourism	Coordinate community efforts for optimum sustainability	Plan is developed based on long-term goals for community, culture, and environment	Spirit Hawk, Canada; Ghale Kharka-Siklis, Nepal; St-Martin, Switzerland; Budongo, Uganda
Regional development plan	Increase resource base for a number of communities working together; guide development	State encourages communities to engage in cooperative planning	Alberta, Canada; Czech Inspiration, Czech Republic
National tourism development strategy	Guide overall development; serve a facilitative and regulatory role	Cultural, economic, or conservation policy; designation of special areas or protected areas	<i>Vakavanua</i> , Fiji; Tourism Norms, Mexico
Economic impact study	Evaluate economic feasibility and impact	Market research is conducted through questionnaires and financial analysis techniques	Ixtlán de Juarez, Mexico; HandMade in America, USA
Education to local communities	Enable communities to make informed choices. Brings greater self-determination.	Outside support or informed community members work through workshops, lectures and classes to inform community of impacts of tourism, both positive and negative, as well as alternatives	Guandera, Ecuador; Re-thinking Tourism, USA; Stevens Village, USA
Monitoring indicators	Help evaluate the degree of tourism success and sustainability	Parameters are evaluated in conjunction with tourism plan, project assumptions, and experience of local community members and invited experts	Tourism indicators, ICIMOD; Gender Checklist, World Bank; World Tourism Organization
Field studies and photo-documentation	Assess long-term impacts	Interviews, literature research, observation and photo documentation of different phases of tourism impact	Velebit, Croatia
<b>Infrastructure and Capacity Building</b>			
Roads / trails	Allow for access to a given area or tourist destination; can also serve as a marketing tool for tourism	Builders give consideration to carrying capacity, erosion, diversity, tourists' needs and local community's needs	Bouma Falls, Fiji; St-Martin, Switzerland; HandMade in America, USA
Restoration of original physical infrastructure	Provides a 'new' tourist product; revitalizes other forms of economic and cultural activity	Traditional design is used to renovate or rebuild historic buildings or structures	St-Martin, Switzerland; Douiret, Tunisia
Alternative energy programs	Decrease the need for fuelwood and minimize tree-cutting	Kerosene depot stations are established using soft interest loans and operated by community members	Annapurna, Nepal; Dhampus, Nepal
Waste management programs	Protects environment and enhances visitor's visual appreciation	Local clean-up efforts and construction of incinerators and dumping pits, along with septic, pit, or composting toilets	Mt. Kenya, Kenya
Capacity-building and skill-based training	Provide knowledge of technical aspects of operating and managing tourism; develop vision and confidence	Training is provided by facilitating NGO, e.g., workshops, classes, and observation tours of facilities which are already in operation	Caucasus, Georgia; Langtang, Nepal; Syabru Besi, Nepal

**Table 2. continued**

<b>PRACTICE</b>	<b>PURPOSE</b>	<b>HOW IT WORKS</b>	<b>SELECTED EXAMPLES<sup>1</sup></b>
<b>Infrastructure and Capacity Building <i>continued</i></b>			
Tourist information centers	Enhance tourism experience; inform tourist of cultural considerations and mountain ecosystem vulnerability	Information panels or brochures are provided at the gateways to parks and at trailheads; visitor centers are built in central locations; lectures and study programs	Uluru-Kata Tjuta, Australia; Oaxaca, Mexico; Dig Afognak, USA
Women's education and training	Increase women's decision-making power and their control of resources	Community education, skill-based training, formation of women's entrepreneurial groups	Dhampus, Nepal; Langtang, Nepal
<b>Institutional Development</b>			
Committees	Achieve cooperative results and build capacity for communal action	Interest groups hold discussions followed by communal work and decision-making	Monteverde, Costa Rica; Oaxaca, Mexico; Ghale Kharka-Siklis, Nepal
Women's cooperatives	Generate revenue, conserve cultural heritage, build confidence	Women work together to provide tourist meals and accommodations	Dadia and Prespa Lakes, Greece; El Cielo, Mexico
Community unions	Increase cooperation, power, and voice of isolated communities	Communities organize around a common challenge	Czech Inspiration, Czech Republic; St-Martin, Switzerland; Monarch, Mexico
Tour operator associations	Cooperation and self-regulation	Tour operators organize to protect and promote a shared resource	Sikkim, India; Mt. Kenya, Kenya
Cross-sectoral consortiums	Increase participation and cooperation between sectors	Representatives of diverse groups build common goals and alliances	Revelstoke, Canada
Networks	Provide a forum for information sharing	Common interest group establishes objectives, and calls similar interest groups to participate	Indigenous Peoples Biodiversity Network; Sa Pa, Vietnam
<b>Zoning and Regulation</b>			
Zoning for holistic management	Promote diverse and holistic resource use and management	Zone types are regulated according to resource use and specific management objectives	Patagonian Andes, Argentina; Annapurna, Nepal
Lodge size regulations	Equalize profits between lodge owners; stay within carrying capacity of local environment	Size and number of guests which a lodge can accommodate is regulated	Annapurna, Nepal
Limitations on number of tourists and pack animals	Minimize impact through limitations on human and animal traffic	Limit the number of tourists allowed to visit an area; zones off-limits to pack animals and tourists are established	Ecotourism International, Nicaragua
Strategic positioning of tourism services	Decrease impacts, diversify product, increase length of visitor stay	Tourism services and accommodations are centralized into hubs from which tourists partake in a number of wilderness activities	Annapurna, Nepal
Pricing and quality control	Greater tourist satisfaction; instill pride in community and good hygiene and health	Rules are enforced by community re: standardization of facilities, minimum rates and control of services	Annapurna, Nepal
Restrictions on ownership	Reduce revenue leakage out of local community	Sale of land or businesses outside the local community is restricted	Syabru Besi, Nepal

PRACTICE	PURPOSE	HOW IT WORKS	SELECTED EXAMPLES <sup>1</sup>
<b>Zoning and Regulation <i>continued</i></b>			
Temporary site restriction or closure	Allow time for degraded areas to recover	Use limitations are set and areas with high levels of degradation are temporarily closed	Maori Rahui, New Zealand
Sacred sites protection	Protect sacred sites and areas of cultural value; promote conservation; reduce potential conflicts between users	Legal or voluntary practices that ensure protection of sites deemed sacred by indigenous groups or groups sharing common cultural values	Mutawintji, Australia; Maori, New Zealand; HandMade in America, USA; Stevens Village, USA
Code of ethics	Voluntary self-regulation by individuals or groups	Groups create guidelines for themselves and for tourist behavior	Revelstoke, Canada; Yuksam, India; Huascarán, Peru
<b>Financial Sustainability</b>			
Grants	Supply capital or other needed resources	Financial or technical support to projects which meet donor criteria	Upper Mustang, Nepal; Douiret, Tunisia; Sa Pa, Vietnam
Loans	Supply necessary capital to get an enterprise started	Low interest loans to qualified cooperatives	Prespa Lakes, Greece; Annapurna, Nepal
Intra-cooperative subsidy	Share revenue; foster a sense of community and sharing, enhance cultural identity	Successful members of a cooperative subsidize work of lesser successful members of the same cooperative	Yuendumu, Australia
Trust funds	Provide long-term financing and a some independence among borrowing groups	Donor agencies create endowment that is managed by a trustee	Annapurna, Nepal
Entrance and access fees	Generate revenue; cover cost of resource maintenance and protection	Fees charged to tourist or tour operator upon entrance to park or for the use of a resource	Bromo Tengger Semeru, Indonesia
Micro-enterprise	Generate revenue, enhance community life, conserve cultural heritage	See micro-enterprise examples in Table 3	See Table 3
Revenue distribution by group consensus	Invest revenue equitably within community	Local assembly or working group allocates revenues to conservation and community activities	Ixtlán de Juarez, Mexico; Gobi Gurvansaikhan, Mongolia
Revenue collection and distribution by category	Invest revenue within community in a transparent way	Categories established for collection correspond to those for distribution	Budongo, Uganda
Revenue distribution by percentage	Benefit community welfare, enhance conservation efforts	A percentage of total revenue distributed to conservation efforts and community welfare	Upper Mustang, Nepal
<b>Promotion</b>			
Niche or targeted marketing	Draw desirable tourist numbers and types	Different aspects of the same destination are emphasized to different groups	Tourism and Environment, Scotland
Responsible promotion	Protect local cultures and tourists against misrepresentation	The true situation, including local concerns, is presented in promotional materials	Uluru-Kata Tjuta, Australia; Ecotourism International, Nicaragua
World Wide Web promotion	Promote a product globally and inexpensively	Web pages are created that provide information about a destination and/or tourist product	Huichol, Mexico; Ecotourism International, Nicaragua; Pikes Peak, USA

<sup>1</sup>Note: For additional information about the examples in this table, see the appendices and index at the back of this document.

disadvantaged mountain regions. National strategies often rely on NGOs and community initiatives for implementation, as the case studies from Nepal reveal.

By declaring certain mountain areas as protected or conservation zones, policy-makers and governments can mitigate or even halt the downward flow of mountain resources. Although most national parks are principally designated to protect environmental resources, they have also been used as tourism-based economic tools to enhance the well-being of local populations. As such, they are examples of national tourism development strategies, as demonstrated in the case of Fiji's Mount Koroyanitu National Park Program, below.

### **Mount Koroyanitu National Park Program, Fiji**

Within the past decade, the Fijian government has responded to the threats that conventional tourism and clear-cut logging have brought to several mountain regions by taking measures to promote community-based ecotourism. Much of the impetus behind these efforts stems from a national policy in support of cultural conservation.

One example of a community-based mountain tourism initiative that works within the framework of Fiji's national tourism development plan is Koroyanitu National Park Development Program, centered in the Mount Evans Range. The program is funded by the New Zealand government, and implemented by the Ministry of Forestry and the Native Lands Trust Board. Of primary concern was the protection of cultural heritage and water, soil and forest resources through the promotion of ecotourism in land-owning villages. The Koroyanitu National Park Program proved instrumental in facilitating village and regional level ecotourism projects. While all operational decisions are at the village level, these decisions are guided by a larger national framework.

*Summarized from Pam Godde 1998a and 1998b.*

### **Project assumptions**

Project assumptions are statements about the beliefs of the practitioners asserted either orally or in writing. Once established, project assumptions help define the approaches to be taken in initiating, implementing and evaluating a project.

### **The Budongo Forest Ecotourism Project: Uganda**

The Budongo Forest Ecotourism Project in the highlands of Uganda involves the communities of five parishes and is based on wildlife viewing. A small work team organized itself to form a set of principles, or project assumptions, upon which the project was based. After the project assumptions were established, the field team were better able to identify suitable approaches and practices. From these, they devised an ecotourism action plan. The assumptions included the following:

1. Any development cannot ignore social, biological and physical environment.
2. Partnerships between natural resource managers and their neighbouring communities create a win-win situation in natural resource management.
3. A community that puts values on its natural resources is likely to protect that resource willingly.

4. Grassroots management of the environment facilitates conservation, particularly when the community consents.

*Summarized from C.D. Langoya 1998a and 1998b.*

### **Economic and social impact studies**

Economic and social impact studies help assess the potential for community-based mountain tourism in an area. An economic impact study, feasibility study (C. Gurung 1998a), financial analysis or benefit-cost analysis (Lindberg and Huber 1993) assists in identifying needs and priorities as well as determining whether costs will be covered. Such studies may incorporate the use of questionnaires and/or financial analysis techniques and are conducted at the early stage of project organization. A central weakness with the economic analysis is that it typically is not linked with socio-cultural and environmental well-being analyses. The case study of HandMade in America is an example of an economic analysis combined with a social impact study.

### **HandMade in America: North Carolina, USA**

In the Appalachian Range of North Carolina, a local NGO known as HandMade in America has facilitated the creation of craft heritage trails through a number of small towns. In the organizational phase of the project, an economic and social impact study was conducted through questionnaires distributed to twenty counties in the region. The general results indicated that craft production and sales are an important part of the traditional economy of the region. The results of the study also showed that craft producers enjoy a quality of life that reaches far beyond economic measures.

Of particular importance in the study were the statistics related to sales and marketing needs. Craft-producers stated their desire to spend less time traveling to fairs and craft shows and more time in the studios. The subsequent development of guided craft-heritage trails and guidebooks have been effective in attracting tourists to the communities—into the craft studios and galleries, as well as to town shops, restaurants and lodging.

*Summarized from Kim Yates 1998.*

### **Providing information to the local communities and other practitioners**

In the planning stages of tourism, communities should be able to make informed decisions about the changes that are likely to occur. Alternatives and potential impacts should be understood, and unrealistic expectations dispelled (McLaren, Taylor and Lacey 1998; Koeman 1998a).

### **Rethinking Tourism and the Stevens Village Project, Alaska**

The role of education in informing traditional communities about the impacts and fairness of tourism has been the major focus of work for the Rethinking Tourism Project. Tourism and conventional western concepts of sustainable development and environmental protection as linked to

enterprise can be potentially exploitative of indigenous peoples. Stevens Village Yukon River Tours exemplifies how a mutually beneficial partnership between indigenous people and tourism can be reached through: (1) control by local people, (2) exclusion of sacred sites and sacred knowledge in tourism, and (3) education of both the host and guest.

The coalition working on the Stevens Village Project includes Rethinking Tourism Project facilitators, local community members (including Yukon River Tours), students, teachers, the natural resource management officer and others. The project helps to educate the community about tourism and alternatives and links the village with information resources and contacts. It also aids in the negotiation over co-management issues for a national wild-life refuge.

*Summarized from Deborah McLaren, Roy Taylor and Dave Lacey 1998.*

Local community information exchange includes raising awareness within local communities and potential partners about the linkages between nature, culture, economy and tourism, or about the impacts of tourism. Accurate and complete information regarding tourism's potentials and pitfalls, as well as alternatives, are essential from a human rights perspective.

The provision of information can also help dispel unrealistic expectations that a community might hold. As Kamal Banskota relates, "Often mountain tourism is emphasized to such an extent that many local people get the impression that tourism in their area will resolve their problems of poverty and unemployment. When in reality this does not happen, frustrations and resentments develop among those who have not been able to benefit in any meaningful way from tourism." An accurate depiction of tourism costs and benefits can be provided through awareness raising within the community. Further, community members can understand how tourism acts as an instrument for the community to achieve its own broader set of goals (Barkin 1998). They can better envision how tourism might—or might not—be integrated into the larger economic and socio-cultural framework.

Community workshops, lectures and classes conducted by local educators are effective means for educating community members. Local teachers can often provide the valuable environmental knowledge, as they are likely to be aware of many modern methodologies and materials as well as time-tested traditional knowledge.

Facilitating NGOs and park administration teams can also foster awareness about environmental issues and help communities look toward methods of alternative land use, as in the case of the Huascarán National Park (above) and the Guandera Reserve below.

### **Education and the Guandera Reserve, Ecuador**

In the inter-Andean high altitude forest of the Guandera Reserve in the Carchi province of Northern Ecuador, the Biological Station team promotes the development of ecotourism as a viable option to potato cultivation. With the goal of conserving the cloud forests, the team formed an integrated program that works to strengthen the economic base of the local population and to promote environmental education. Environmental understanding empowers local communities and helps them realistically

evaluate opportunities that a shift in agricultural production and new ecotourism activities can offer.

*Summarized from Larry Frolich, Esmeralda Guevara and Marianne Fry 1998*

Awareness-raising should not be limited to local community practitioners; it applies equally to all stakeholders, including project managers, planners, tour operators, travel agents, NGOs, policy-makers, donors, and the tourists themselves. According to Kevin Murray (1998a), educational curricula should place a greater emphasis on the biological nature of the "product," as this is most commonly the driving force behind community-based mountain tourism: "[I]ncreased emphasis placed on educating those involved in this business of the basic nature of the mountain world . . . might enhance sensitivity and appreciation of indigenous mountain cultures." Information dissemination should be considered with relation to content, but also as to the level that is targeted. Duncan Bryden (1998c), for example, emphasizes the need for "more training at college or university level in travel trade courses relating to sustainable tourism," since many travel agents have little training in this area. Along a similar vein, Elizabeth Malek-Zadeh (1998) suggests, "Greater efforts might focus on educating and involving [travel] agents in the objectives of ecotourism."

### **Monitoring parameters, indicators, and checklists**

Monitoring parameters, indicators and checklists help practitioners evaluate the degree of tourism success relative to project assumptions or principles established early on. If not carefully monitored, fragile mountain environments can degrade rapidly as a result of disturbance. Monitoring should be seen as an essential tool for strengthening the conservation/enterprise link.

Workshops that draw from the experience of local community members and field experts serve as an excellent source of feedback for monitoring the impacts of mountain tourism.

### **ICIMOD Parameters for Assessing Tourism Impacts: Hindu Kush Himalayas, Nepal**

In 1995, the International Centre for Integrated Mountain Development (ICIMOD) hosted a workshop on mountain tourism in the Hindu Kush Himalayas. Participants of this workshop devised monitoring parameters for assessing the impacts of mountain tourism.

Five areas of impacts are particularly targeted: (1) physical impacts, including forest and vegetation conditions, consumption of forest products, usage of alternative energy, water, air quality, noise pollution, sanitation, biophysical environment, and community environmental consciousness; (2) socio-cultural impacts, or demographics, social mobility, social cohesion, attitudes and values, practice of cultural traditions and rituals, cultural heritage, and law, order and security; (3) economic impacts, including contribution to cash income and livelihood options (e.g. distribution of tourism revenues), land ownership (e.g. sales to outsiders), asset formation (e.g. new construction), wage rates, prevalence of child labor, reinvestment of tourism revenues, and linkages within the productive sectors; (4) gender impacts, measured in terms of income and employment for women, women's work load, status within the household and the community, literacy level, attitudes

of facilitating agencies toward women's participation, sex ratios and life expectancy; and (5) development parameters including accessibility to an area, availability and quality of services, literacy levels, vitality of local institutions, human resource development, general enthusiasm and relative change in standards of living.

*Summarized from Pitamber Sharma 1998c.*

The World Tourism Organization has identified core indicators of sustainable tourism. These indicators can be applied to all destinations and include: site protection, stress, use intensity, social impact, development control, waste management, planning process, critical ecosystems, consumer satisfaction, local satisfaction and tourism contribution to local economy. Supplementary indicators specific to mountain environments are listed as (WTO 1995):

- ▲ reproductive success of indicator species (loss of flora and fauna)
- ▲ extent of erosion caused by tourists (erosion)
- ▲ length of vehicle line-ups (lack of access to key sites)
- ▲ consumer satisfaction (lack of solitude)
- ▲ site attraction (loss of aesthetic qualities)
- ▲ pollution counts (diminished water quality)

Sometimes indicators are qualitative and not subject to quantification in an economic sense; "This limitation, however, does not in any way detract from their utility as management information in promoting sustainable tourism" (Manning et al. 1995: 7).

The use of checklists is another tool for gauging and managing various impacts of tourism. When used at the planning stages, the information gathered from the checklist can be used to modify potential problems in the identification and design of a project.

### **World Bank Checklist for Gender Issues**

The World Bank uses a checklist derived from the 1991 publication "Gender Analysis in Development Planning: A Case Book" in assessing the role women play in project identification and design. This checklist is used to evaluate a project's response to women's needs, the level of women's participation and the effects of a project on women. The checklist includes a section on project identification, including assessing women's needs, defining general project objectives, and identifying possible negative effects. It also addresses project design with parameters such as impact on women's activities and impact on women's access and control.

*Summarized from Michael Bamberger 1998.*

Again, it is important to include community in impact assessment. Methods that don't require literacy, such as oral or picture-based methods, can be useful in areas where literacy levels are low, as is frequently the case for women in mountain regions of developing countries.

### **Field studies and photo-documentation**

Field studies, including interviews, questionnaires, literature research, observation and photo-documentation can be useful assessment tools. Photographs may be used to document impacts such as litter or erosion, or they may be used to compare

conditions over a period of time, from a few days (e.g. lodge construction) to many years (e.g. landscape change).

### **Impact Studies in the Velebit Mountains, Croatia**

Within Croatia, tourism is expected to increase rapidly in economic importance, especially within relatively undeveloped mountainous regions. Although a number of mountain regions have been granted protected status by governments, they still face the potential of negative impacts brought in by tourism. As a result, Institute Rudjer Boskovic has conducted a comprehensive field study based on the use of a questionnaire involving 200 people and photo documentation. The objectives of the study were not only to identify negative impacts that are or could potentially be brought about by tourism, but also to examine visitor needs and behavior. The results of the questionnaire and photographic material revealed the role of infrastructure, or lack thereof, in generating increased impacts.

*Summarized from Jagoda Munic 1998.*

## **Infrastructure and Social Capacity Building**

INFRASTRUCTURE COMPRISES the basic physical facilities necessary for community-based mountain tourism to function, including buildings, transportation, energy, water and waste management systems. Social capacity is equally important to successful community initiatives and may be strengthened through training, communication and dissemination of information.

There are many issues surrounding the question of infrastructure building for mountain tourism. What are the advantages? What are the challenges? How can it be constructed with minimal impacts to local culture and the fragile mountain environment? How can it be appropriately sized to allow visitation without exceeding carrying capacities? Conference participants brought out a number of these questions in their discussions. Several pointed out the potential harm that new tourism infrastructure can cause to mountain communities, including conflict, displacement of local communities, increasing reliance on the global economy, exploitation of local communities for cheap labor, cultural commodification and urban migration (e.g. C. Gurung 1998a; Koeman 1998a; McLaren, Taylor and Lacey 1998; Roberts 1998). Others discussed the negative effects that new tourism infrastructure can have on the mountain environments, including over-population in fragile mountain ecosystems and the concomitant exploitation of natural resources (McLaren, Taylor and Lacey 1998). Paradoxically, new infrastructure that initially supports tourism can bring enough negative cultural and environmental changes so that mountain regions are no longer desirable to tourists (Price, Moss and Williams 1997). Conversely, others have suggested infrastructure development to be pivotal in any community-based mountain tourism project, so long as it is implemented in a sustainable fashion and is in place prior to tourism activity in mountain regions (C. Gurung 1998a). Akhtar and Karki (1997) were optimistic: "tourism can be its own cure, i.e., the environmental, cultural, and economic problems and ills associated with tourism can also be addressed through the infrastructure and resources built through tourism."

In the case of Vietnam, Annalisa Koeman (1998b) points out that while transportation and communication are essential for development, authorities are “not considering the consequences of enabling larger numbers of visitors to protected and sensitive areas, nor the general environmental impacts of infrastructure development.” According to Tom Fletcher (1998b), infrastructure is not necessarily a requirement of successful small-scale ecotourism. Such statements suggest a need to rethink the form and degree of infrastructure development. Greater awareness also needs to be generated concerning the impacts which could result from tourism infrastructure.

Indeed, the development of tourism infrastructure in mountain areas is becoming an increasingly controversial issue. According to conference participants, infrastructure development should conform to the type and scale of tourism desired by local communities, and the full range of potential cultural and environmental impacts should be taken into account.

### **Roads and trails**

Lack of accessibility is a defining characteristic of mountain locations. With tourism, however, comes the perceived need to develop roads that can link local communities and mountain regions to incoming tourists. Some participants viewed road development as absolutely essential to tourism development. In market terms, roads are the means for linking the tourist to the product.

The negative impacts of road development on mountain environments can, however, be considerable. Poor planning for road development can cause serious impacts on mountain ecology and water regimes (Dasmann and Poore 1992) as well as erosion (E. Byers 1995). With access to the outside world, communities may be faced with rapid and often negative cultural and social shifts. For example, traditional systems of forest protection may be abandoned near new road construction, when easy access by outsiders makes the forest resource impossible to protect. Short-term profiteering, an alienation from the traditional land base, and increased economic marginalization are common negative effects experienced by communities newly reached by roads (E. Byers 1995). Further, roads that bypass local enterprises can cause a decrease in business and lower revenue intake (C. Gurung 1998b).

As arteries between mountain communities and the outside world, roads need to be built with the welfare of both the community and the environment in mind. This is especially true of developing countries where, according to the United Nations Commission on Sustainable Development (1995), “poorly constructed mountain roads usually require much higher maintenance costs, and are often ecologically and even culturally damaging.” Conference participants have also suggested that roads be developed with culturally sensitive issues at hand, avoiding sacred sites and bypassing areas that local community members wish to keep private. One promising example comes from HandMade in America below.

#### **HandMade in America and the Craft Heritage Driving Circuit, U.S.**

The community-based mountain tourism program of HandMade in America in the North Carolina Appalachian Range has its basis in the handicraft industry of a number of regional communities. As with most towns in the US, a

network of roads joins these communities; however, unlike most towns, these roads have been mapped out in a craft heritage trail guidebook that tourists use to direct their travels. The roads lead to craft studios within each of the towns but steer clear of any sites considered sacred or regarded as private by the community. In this way, tourists supply the economy through craft and service purchases in a relatively directed manner.

*Summarized from Kim Yates 1998.*

Like roads, trails are used to bring tourists to sites of attraction or interest and should have a design suited to erosion control and spreading, sacred areas, and differences in strides and levels of physical fitness that tourists have. Further, because trails can serve as the motivating factor for tourism, diversity in route is also important, as the trail system developed by the St-Martin Community in Switzerland, below, suggests.

#### **Trails and the St-Martin Commune, Switzerland**

The villages within the township of St-Martin, Switzerland have collaborated to revitalize and preserve the agriculture-based culture of this alpine region through a sustainable form of community-based tourism. Originally developed as an alternative to a winter ski resort, the project complements other ski resorts in the area as it provides a fair-weather activity for tourists who still wish to enjoy mountain environments.

The St-Martin Commune’s project takes the form of a culture-based hike-and-stay experience with a focus on traditional architecture and agriculture. Tourists follow the trail starting at the base of the mountain and continue to the top, passing through a number of villages, traditionally constructed houses and mountain ecosystems. The trail naturally offers a great deal of diversity, as it ascends through various and unique microclimates and landscapes, some of flowering prairie, woods, terraced fields, and rocky terrain. The trail also offers diversity of man-made features, such as small hamlets, terraced fields and areas of tourist chalets and cabins. As such, tourists can enjoy different natural and cultural environments within a single trek.

*Summarized from Michel Gaspoz 1998.*

### **Alternative energy programs**

Of particular importance to the conservation of mountain ecosystems is the source of fuel for cooking, heating, and energy use, both for tourists and local populations. Renewable hydroelectric power is available in some mountain locations, particularly in more developed countries. Imported fuels are expensive to transport, and electrical grids do not reach some mountain locations even in developed countries. In the developing world, fuelwood is often used for cooking and heating, which poses an immediate challenge in terms of conserving the local environment. Sources of naturally occurring deadfall can become quickly depleted, forcing communities to cut trees to meet their needs. Since mountain forests regenerate very slowly, unsustainable use often occurs, creating increasing hardship for local users, who must travel long distances to gather necessary fuelwood. The beauty

and ecological integrity of the local environment also suffers, thus undermining its attractiveness to tourists. Using an alternative to wood, such micro-hydropower or kerosene, enhances the sustainability of fuel use in many areas.

The case study of ecotourism in the Annapurna Sanctuary below provides a good example of the use of alternative energy.

### **Ecotourism in the Annapurna Sanctuary, Nepal**

Mass tourism came to Annapurna in the mid-1970's, with impacts being noted soon after. In response to these impacts, the King Mahendra Trust for Nature Conservation implemented better tourism management strategies among local communities within the Annapurna Sanctuary Area. Six key programs were set up, one of which was an alternative energy program.

One of the central conservation problems being faced was the excessive cutting of trees for fuel wood. Key users of fuel wood are lodge-owners who use wood for cooking, heating and lighting. The Annapurna Conservation Area Project took a number of steps to supply an alternative means of fuel, the first of which was educating locals about the importance of the forest as a tourist attraction, as well as an important environmental feature. Although the local people suggested micro-hydro electricity as an alternative, this was not possible in the short time required to make a transition away from tree-felling. A consensus was then reached about the use of kerosene as an alternative. A kerosene depot was established at Chhomrong Village. The project provided a soft interest loan to the depot runner who was responsible for providing kerosene to lodges in the area and for ensuring the lowest price possible. Aid was also provided in marketing and transporting kerosene stoves and supporting stove repair and maintenance training. As a result of these efforts, all lodges today use kerosene and not wood for energy.

*Summarized from Gehendra Gurung 1998.*

While an excellent short-term solution, kerosene may be an unreliable fuel source in areas where it must be imported. Chandra Gurung (1998) cites the examples of the blockade by India to Nepal in 1989 and the Gulf War in 1991, which led to the shortage of kerosene at Chhomrong Kerosene Depot in the Annapurna Conservation Area. Other forms of alternative energy include micro- or mini-hydro power, solar energy, wind energy, low wattage cookers and back boiler stoves.

### **Waste management programs**

Waste management is a critical aspect of tourist management that affects health and the aesthetic value of a destination. Cooperative action and appropriate infrastructure are helpful in waste management efforts. Waste deteriorates very slowly at high altitudes, and therefore much of the waste generated in the mountains should simply be carried out. In the vicinity of Mount Everest, for example, the Sagarmatha Pollution Control Committee shows how "well-coordinated local initiatives, local institutional systems for environmental care can be developed" (Sharma 1998) to combat the problems of tourist waste management. Within one year, this NGO collected nearly 200 tons of garbage in addition to 719 gas and oxygen cylinders and 603 kilograms of batteries (ibid).

Waste management can range from information distribution on litter and waste, to litter removal projects, to the con-

struction of local incinerators and dumping pits, along with septic, pit, or composting toilets. These methods have proven useful in such mountain areas as Annapurna (C. Gurung 1998a), Aconcagua (Carlsson 1997) and Mt. Kenya (Carlsson 1998).

### **Waste Management on Mt. Kenya, Kenya**

Every year, between ten to fifteen thousand tourists visit Mount Kenya National Park, most of whom climb one or more of the three routes ascending the mountain. Each of the three climbing routes up the mountain are developed for visitors and have huts for trekkers en route. Due to the large numbers of tourists, and particularly at heavily used hut locations, problems with litter and human waste are nevertheless prevalent.

Three kinds of initiatives are presently being undertaken to address the waste problem: (1) informative pamphlets and signs, (2) government sponsored and private-interest sponsored group clean-ups, and (3) disseminating information by word-of-mouth about impacts by tour operators to tourists. The key lies in collaboration between interest groups, which currently include the Association of Mount Kenya tour operators, National Park authorities, the Kenya Wildlife Service, National Outdoor Leadership School, the Mountain Club of Kenya, and the United Nations Environment Programme.

*Summarized from Ulf Carlsson 1998.*

### **Tourist information centers**

The development of tourist information centers and activities is an integral part of infrastructure development, and can help to achieve sustainable and long-term success of any project. Providing information about the destination helps meet tourist expectations and enhances appreciation of the surrounding environment. It can help establish the economic value of a region to tourists, give the tourist a stronger sense of mountain ecosystem vulnerability, and instill a feeling of responsibility in protecting the surrounding areas.

A number of tools can be used in informing tourists, the most economical being information panels established at gateways to parks and reserves and at trailheads. These can provide information on flora, fauna and precautions to increase tourist safety. Brochures, codes of conduct, and informed tour guides can also have a positive impact.

Visitor centers, cultural centers and cultural museums can have greater teaching value if they use hands-on or audio-visual teaching tools. Information centers are typically geared to provide a broad spectrum of information about an area, including information about the local community and ways of life that need to be respected. The Uluru-Kata Tjuta National Park Cultural Centre in the example below illustrates how responsible promotion can reinforce the values of the local community.

### **Uluru-Kata Tjuta National Park Cultural Centre, Australia**

The Uluru-Kata Tjuta National Park in Central Australia is jointly managed by the Australian Nature Conservation Agency and the indigenous land owners, or Anangu people. The park houses one of Australia's most popular attractions: Ayers Rock, or Uluru. Over the years, Ayers Rock has become known among tourists as a geological feature



to be climbed. To the Anangu people, however, Uluru has tremendous spiritual significance. In an effort to stem visitor climbing, the Anangu and the Australian National Conservation Agency have cooperated in developing the Uluru-Kata Tjuta National Park Cultural Centre. This centre informs tourists of the cultural and spiritual significance of Uluru and the surrounding area. One part of the Cultural Centre explains the sacredness of the route up to the top of Uluru and why tourists should not climb the rock. The Centre, then, is a marketing tool that promotes Uluru according to cultural values. It also deepens the tourists' understanding of the place and provides a shift of focus for visiting Uluru.

*Summarized from Jim Kelly 1998.*

According to Teresa Morales, museums, like visitor centers, can be a vehicle for unifying a community as well as revitalizing community culture. "It is a place that generates pride and weaves together the old and new generations" (1998). A community can become even more unified when it develops a cultural center as a tourism enterprise and when it involves community members in projects related to the cultural center. Conservation, community welfare and enterprise thus all come together through the creation of museums and visitor/cultural centers.

Other tools for educating tourists are professional lectures and environment-centered study programs. These are often offered through university or institute programs and incorporate learning with travel. Combined research and tourism projects can enhance meaning for tourists, instill a sense of responsibility and generate sensitivity toward natural and cultural environments, as the case of Dig Afognak below suggests. As awareness raising increases the quality of the experience, revenues have potential to increase as well.

### **Lectures at Dig Afognak, Alaska, U.S.**

Dig Afognak is a project that arose from the interest of the Koniaq Alutiiq people in recovering a number of pre-historic artifacts located on a native-lands site. The primary source of funding for this project comes from museums interested in this site, but now the project has supplementary funding from tourists who partake in the archeological dig and learn about the local culture, geography and environment in general.

A central part of the program is lectures given to tourists and local community members who take part in the dig. Visiting scholars from the areas of geology, botany, dendrochronology, paleo-botany, natural history and linguistics contribute their knowledge and promote general learning about the Alutiiq history and culture. Lectures, combined with hands-on experience at the archeological site, create a unique and comprehensive learning experience for the tourist.

*Summarized from Mary Patterson 1998.*

### **Restoration of original physical infrastructure**

Traditional architecture and historic infrastructure can be important primary or secondary tourist attractions. Tourists can be housed in restored or traditional buildings, served traditional foods, and led along ancient trails. Infrastructure resto-

ration can also revitalize other forms of economic activity, as in the case of the St-Martin Commune above and of the town of Douiret below.

### **Rehabilitating Ancient Infrastructure in Douiret, Tunisia**

In the Matmata Mountains of Tunisia, the historical town of Douiret is a cultural site of ancient Berber civilization. Its tourist appeal lies in its architectural ruins as well as many historical structures still in use. Due to rapid modernization following independence in 1956, Douiret's inhabitants increasingly abandoned the ancient architectural structures and agricultural techniques and relocated to the new town of Douiret, which the government built, leaving the old Douiret deserted by 1990. In 1986, the Association of Sauvegarde de la Nature et de Protection de l'Environnement à Douiret (ASNAPED), was founded as a partnership between local community members and outsiders to restore the most important parts of the Douiret, including the mosque, the primary school, the retaining walls, and some of the houses. The Association has since broadened its scope to include the overall development of the local traditional economy through such means as ecotourism. Current projects focus primarily on the rehabilitation of the ancient infrastructure, including the water harvesting structures which will benefit local agriculture, ecosystem health and ecotourism promotion of the city. Other aspects of infrastructure being restored are old buildings and house, a traditional olive mill, and four traditional grave monuments of religious leaders. The restoration is carried out by local specialists so that original construction techniques are preserved. Restored buildings house a center for international studies and tourist hostels.

*Summarized from Mohamed Ouessar and Habib Belhedi 1998.*

The restoration of traditional infrastructure, particularly if the original construction techniques and design are employed, is an excellent example of the link between conservation and enterprise in community-based mountain tourism. As a result of their relative isolation, some mountain cultures retain traditional building skills which have been lost in more developed areas. This deserves significant attention, for, as Bill Semple (1998) notes, "The buildings of traditional cultures reflect a rich relationship between the practical and the symbolic, and are very rooted in the sense of place...and demonstrate the integral connection that exists between environmental and cultural sustainability."

The potential for infrastructure restoration to work hand-in-hand with national or international special classification is strong. The mechanism of classifying a region or town as a world heritage area, an international monument, an historic place, a national protected area, a conservation area or other is highly effective in fulfilling two goals. First, such classification—or granting of special status—can allow for conservation of an area through the existence of various regulating policies that accompany the status, as discussed above under sacred sites protection. Second, special classification establishes the environmental and cultural value of an area, hence becoming a promotional tool and increasing tourists' disposition to financially contribute to the maintenance of the area.

## **Skill-based training**

Skill-based training provides a community with instruction in the technical aspects of operating and managing tourism, including cooking, house keeping, and business management. It also provides information on the linkages between nature, culture and tourism. Without sufficient training, programs can fail, particularly in developing countries where tourism may be a recent phenomenon (Banskota 1998b; Ruiz Sandoval 1998).

Observation tours are one means to facilitate skill-based training while increasing community involvement and awareness of mountain tourism initiatives. Teachers and trainers have long recognized the value of real-life models for providing motivation and a clear example of how an operation might be undertaken.

Although not all community members can be involved in observation tours, those who are involved can pass the benefits onto other members. In the example of the Partnership for Quality Tourism program at Syabru Besi, for example, women included in the tour returned to the community to share knowledge with other women.

### **Skill-based Training in Langtang National Park, Nepal.**

The United Nations Development Programme funded a two-year Partnership of Quality Tourism at Syabru Besi village in Langtang National Park. A number of short-term activities and revenue-generating programs for women were initiated to promote the link between tourism and community welfare.

One of these programs was an observation tour for potential lodge operators in the community. A number of accommodations were visited, including five-star hotels and lodges in Kathmandu and Pokhara, and later in Ghandruk village in the Annapurna region. Here, tour participants were able to see the standard of cleanliness to which tourists are accustomed. The ability to see the technology used in the Ghandruk lodges made tour participants more thoughtful and accepting of a new way of doing things. The Ghandruk hosts were also able to communicate the benefits of training and committee organizations. Women who participated in the tour disseminated awareness among other women in the community. In all, the models seen and messages heard on the tour helped establish a vision of standards that could be achieved by community members themselves.

Following the tour, community participation in the training sessions offered by the project increased. Lodge owners were motivated to enhance the cleanliness of lodges and to organize themselves into a Conservation Development Committee. They also constructed toilets within their lodges.

*Summarized from Kamal Banskota 1998b*

Trainers may remain in the communities for an extended period to monitor, follow-up and provide any necessary support, as they did in Syabru Besi (C. Gurung 1998b).

## **Women-specific training and awareness raising**

Women-specific training and the raising of awareness can help combat the numerous hurdles facing the integration of moun-

tain women into community-based mountain tourism activities. Time management conflicts due to fulfilling livelihood tasks in often extreme conditions, secondary social status, minimal education, and poor foreign language skills all contribute to lower participation rates among women in developing countries.

Awareness-raising begins with a community's understanding of the value of women and women's work. Women's production and caretaker roles should be valued along with men's work, preferably in non-monetary terms. Traditional roles of women that are readily transferable to mountain tourism tend to be undervalued and this can lead to diminished participation by women. As Wendy Lama states, "Helping a community to appreciate the 'value' of women and their contributions to sustainable village-based tourism and the community as a whole is the first step toward greater involvement of women in tourism" (1998).

According to Wendy Lama, tourism practitioners can facilitate a greater awareness of women's value through the use of discussions and workshops that incorporate participatory rural appraisal techniques such as (1) Venn diagrams, which depict village institutions including women's groups, (2) trend lines, which trace the historic changes in women's village activities, (3) seasonal calendars, which show the multiple tasks of women year-round, and (4) appreciative inquiry, or questions which bring out the particular strengths and positive contributions of women.

Once an understanding of women's value has been established, training can be achieved through a number of practices. These might include study tour exchanges or language courses geared toward women (Hewitt 1996 in Ives eds. 1997). As Wendy Lama states, "Communication and self-expression are key to empowerment, and vital to community-based tourism which depends upon an informed and understanding tourist" (ibid). Women role models represented in NGOs can also aid in the information dissemination process.

### **Women's Education and Community-Based Tourism in Langtang, Nepal.**

The Mountain Institute's Langtang National Park community-based tourism project provides a framework for communities, especially women, to deal with the challenges of creating sustainable tourism enterprises. This includes management of and sharing in the benefits of tourism; marketing of sustainable tourism, community conservation practices and reinvesting tourism revenues in conservation. Among the many strategies used for facilitating women's participation, education through which all community members gain a better understanding of women's roles has been particularly effective. This education is best achieved through Participatory Rural Appraisal techniques and appreciative inquiry.

Study tours enable women to network with other women and learn by seeing, hearing and doing. In one instance, a Langtang-Helambu exchange spurred the creation of a women's dance program for tourists, a revolving loan program and a monthly village clean-up without outside intervention. The funds they generated are used to restore a local monastery.

Education to raise literacy and English levels are also important. Although women may learn some English from trekkers, language skills tend to remain poor without supplemental English training. In response to this need, Kathmandu Environmental Education Project has intro-

duced two English language training courses using self-generated funds.

*Summarized from Wendy Lama 1998.*

## Institutional Development

INSTITUTIONAL DEVELOPMENT is one means through which local community members can empower themselves and generate the knowledge base and enthusiasm necessary for conservation and for involvement in community-based mountain tourism. According to Kamal Banskota (1998b), "how to promote and accumulate decision making, public action, institutional capability, participation, leadership, etc., are important. While there is a good idea on how to accumulate other forms of capital, how to accumulate and build social capital is still a learning process."

Institutions identified by conference participants include committees, cooperatives and networks. Committees and cooperatives can ease unhealthy competition between individuals or communities, and increase the resource base available to all participants. Networks provide community members with a means for transferring knowledge and experience with mountain tourism, including related impacts and useful practices.

### Committees

Committees are the most frequently mentioned type of working partnership in the case studies of the conference. They exist in most geographical zones as well as in a number of socio-politically and economically diverse regions. This decision-making body can be seen as an essential part of community-based mountain tourism.

Committees can be organized and managed internally either by the community itself, or with the help of national or international NGOs. It is important that local committees work in a transparent and equitable fashion and that they coordinate with the existing political organizations and other committees in the community (C. Gurung 1998b).

Funding for committees and committee-related projects can come through a number of means, including soft loans provided from NGOs and micro-enterprises. In Syabru Besi, for example, the Conservation and Development Committee relies on funds it is able to generate locally through the sale of brochures, a portion of which is reinvested into lodge maintenance and the Committee projects (Banskota 1998a).

Reserving a set number of seats for disadvantaged groups on decision-making committees promotes a more democratic representation of community interests. Indigenous groups, as in the case of Maori representation in New Zealand (Sole and Woods 1998), and women, as in the case of the Langtang ecotourism project (Lama 1998), are important to include. The Ghale Kharka-Siklis Ecotourism Project (Sharma 1998a) mandates representation from disadvantaged groups, as described below.

#### **Village Development Committees and the Ghale Kharka-Siklis Ecotourism Project, Nepal.**

The Annapurna Conservation Area Project facilitates the building of community-based local institutions throughout the Annapurna region. When the Ghale Kharka-Siklis Ecotourism Development Project started, several Conser-

vation Area Management Committees (CAMC) had already been organized by the project. The CAMCs are responsible for managing forests and natural resources and for advising other committees. The strength of each CAMC lies in a relatively broad community representation. There are fifteen seats on each CAMC. Nine are elected, three are reserved for disadvantaged groups, and two are held by ex-office members. Other committees formed under consultation with the CAMCs are the Mothers' Groups, Lodge Management Committees, Campsite Management Committees, and Electricity Management Committees.

*Summarized from Pitamber Sharma 1998a.*

The Union of Community Museums of Oaxaca, below, demonstrates how a committee can fit well with the traditional form of local government (Morales 1998). Other studies have also shown the advantage of working with traditional social organization (e.g. see Cernea 1991).

#### **Union of Community Museums, Oaxaca, Mexico**

In the Central Valleys of Oaxaca, Mexico's Sierra Madre Mountains, the Union of Community Museums of Oaxaca has established itself as a support network for eighteen local communities. Each of the communities is represented by a committee elected by the village assembly. The committees of the Union are responsible for creating and sustaining the community museums.

The Union's committees are part of a traditional form of local government, the general assembly, and have the ability to call upon the services and opinions of each community household head. This includes the selection of areas to be studied in the museum, research and documentation of their heritage, the creation and care of collections of historical and ethnographic artifacts, the creation of exhibits, the revitalization of traditional dance and music, and the creation of theater, radio and video programs. The committees promote local products and crafts, the formation of artisan groups, and the establishment of training services for local administrators and farmers. As such, community representation is fairly widespread and committee members are accountable to the larger community.

*Summarized from Teresa Morales 1998.*

### Cooperatives

As action-based organizational structures, cooperatives are useful for enterprise formation. They often operate on a shared source of funding. In some cases, more successful members who benefit from closer markets or have other advantages will subsidize less successful members.

Contributions show that cooperative micro-enterprise has been very successful for women in traditional communities. In the cases of the women's cooperatives of Dadia and Yuendumu above and of Alta Cima, below, for example, cooperatives help develop the capacities of women while strengthening their confidence in starting and operating micro-enterprises.

#### **El Grupo Mujeres de Alta Cima Women's Cooperative, Mexico**

The community of Alta Cima in the El Cielo Biosphere Reserve, a mountain cloud forest in Northeastern Mexico,

had traditionally depended on what is now a protected area for their livelihoods. They have found alternative livelihoods with the help of a local NGO, which assisted the community of about twenty families in organizing workshops and developing action plans. One of the results was the formation of a women's cooperative called El Grupo de Mujeres de Alta Cima.

With start-up money from a small international grant, the cooperative opened a restaurant and a small store, selling sodas, embroidered T-shirts, and homemade wine. The restaurant began on a dirt-floored pavilion with a wood stove, in which the women served local food, primarily tortillas, beans, rice, eggs and coffee. Today, the restaurant is outfitted with a screen, concrete floor, gas stove, rest rooms, photovoltaic DC lights, a CB radio, a truck and uniforms for the women.

According to the results of an economic impact study, the benefits from the cooperative are numerous. First, nearly all women of the town who want to work are employed by the cooperative. Therefore, tourism revenue and opportunity benefits are distributed widely within the community. Secondly, the incomes of the women have increased, affording greater independence in some cases. One single mother with two daughters, for example, was able to build her family a small house with the earnings from the coop.

*Summarized from Scott Walker 1998a and 1998b.*

Several participants indicated that cooperatives, in addition to funding micro-enterprise development and providing community benefits, often promote conservation and revitalization of land and culture as a by-product of business. David Betz (1998), for example, explains how the women of Yuendumu, Australia used the funds earned from art sales to purchase a four-wheel drive vehicle to take them to a distant sacred site. Chryssanthi Laiou-Antoniou (1991) also shows how the women of Lesvos, Greece transformed abandoned land plots into flourishing gardens of traditional foods. Cooperatives hence offer a unique and highly valuable model of partnership.

## Networks

Networks allow people with common interests to share ideas and brainstorm solutions to resolve common issues. Rethinking Tourism Project, for example, is a network that shares current information among indigenous peoples to increase informed decision-making on issues related to tourism. The Indigenous Peoples Biodiversity Network is another such example.

### Indigenous Peoples Biodiversity Network

The Indigenous People's Biodiversity Network is an international network of indigenous peoples and organizations working toward the conservation of biological diversity that will benefit indigenous communities and non-indigenous communities alike. The main thrust of the network is the exchange of ideas about indigenous knowledge, intellectual property rights and benefit sharing. Through this exchange, knowledge is increased, innovative practices are shared, and indigenous voices are strengthened, particularly in the area of national, regional and international policy formation.

Currently, the network is forming a Holistic Livelihoods Programme which focuses on tourism and sustainable

community development. Working through case studies, workshops and pilot projects, the aim is community-based indigenous tourism enterprises in biologically diverse ecosystems, such as the Peruvian Andes.

*Summarized from Alejandro Argumedo 1998.*

Networks benefit mountain communities, particularly those communities which have limited access to up-to-date information. The start-up of networks, however, requires significant effort and funding that may not always be readily at hand, particularly in remote or disadvantaged upland areas.

### Tourism Association of Sa Pa, Vietnam

In the Annamatiq Mountains of northern Vietnam lies the town of Sa Pa, a major site for ethnic tourism. Because tourism is developing rapidly in Vietnam, the country faces many concerns about the direction of future development. The Sa Pa based project, "Capacity Building for Sustainable Tourism Initiatives" seeks to identify and raise awareness of the negative socio-economic, cultural and ecological impacts of tourism. Implemented by the World Conservation Union, the project offers assistance to mountain communities in Vietnam—often disadvantaged ethnic minorities—in developing sustainable tourism activities. Educational opportunities and maintaining cultural and biological diversity are emphasized.

With a group of NGOs, the Capacity Building for Sustainable Tourism Initiatives project is working to establish a tourism association to manage tourism in the area. The association will implement a number of identified priority activities, such as the creation of a tourism centre and a waste management program. Before this can be established, however, sources of funding and technical advice must be identified.

*Summarized from Annalisa Koeman 1998.*

## Zoning and Regulation

ZONING AND REGULATION of a tourist region are indispensable components of sustainable community-based mountain tourism. They are essential for protecting the fragile environments common to highland areas and also for maintaining the quality of the tourist experience. Less well-known but important applications of zoning include protection of local economic interests and sacred sites.

Establishing zoning and regulations in community-based mountain tourism depends on a number of factors, including biophysical constraints, community needs, and tourist motivation and impact. Biophysical constraints in mountain regions that affect zoning and regulation include access routes, slope, elevation, water supply, and concentrations of biodiversity or endemic species. Community needs include privacy, opportunities for income, and avoidance of sacred sites. Finally, tourist motivation may relate to the desire to experience traditional social life of mountain communities, to trek in relatively remote wilderness areas, to enjoy mountain recreation (e.g. alpine skiing), to trek with pack animals, or to lodge in small, but multi-party accommodations. At the same time, however, tourists may expect to have many of the comforts of home. Practitioners and policy makers must consider

these and many other factors when establishing zoning and regulations.

According to Wallace (1993: 68), zones should be created that relate to the specific management objectives. They should also be set according to visitor expectation and motivation. Examples provided by Wallace include: visitor density, number of encounters between visitors, amount of evidence of human activity and infrastructure, remoteness, type of travel, appropriate equipment, level of regulation or visitor freedom. Each of these attributes must match the environmental constraints but also be distinct so as to add to visitor diversity.

Similar consideration should be given to the establishment of regulations, which can restrict the size, number and location of architectural structures, tourists and pack animals. When coupled with zoning, regulations are highly useful for managing and monitoring biologically diverse and ecologically sensitive mountain regions.

### ***Zoning for resource management***

An example of how a mountain region can be zoned for specific management objectives is the Annapurna Conservation Area, described below.

#### **Zoning in the Annapurna Conservation Area, Nepal**

The King Mahendra Trust for National Conservation studied, systematized and formalized a traditional system of zoning in Nepal's Annapurna Conservation Area. This plan was then agreed to by the Nepalese government. Five zone types based on resource use have been designated.

The first of these is a fully-protected wilderness zone found above seasonal grazing elevations (15,000ft). This zone houses high mountains, glaciers, rock formations and meadows. The second zone is the protected forest/seasonal grazing zone which includes such resources as alpine grazing pasture and pine and temperate forest. Management implications are to restrict the use of the resources and limit use to locals only. Third is the intensive use zone that is a human settlement area of high impact. Agriculture, livestock, and fuel-wood collection all contribute to the impacts. Focus on this area is given to improving natural forest management practices, restricting hunting and commercial use of local resources, implementing conservation education, and creating alternative income generating activities. The fourth zone is the special management zone and it includes areas that have been directly affected by tourism activity. At the moment, this is a high-priority zone for conservation, encompassing roughly six major areas. Plans include the establishment of management and monitoring efforts directed toward reversing negative impacts. Lastly is the biotic/anthropological zone where isolation from modern technology has, to a comparatively large degree, left community traditions and cultures largely unchanged. Implications for this area include the implementation of integrated conservation area management programs and activities, excluding tourism.

*Summarized from Gehendra Gurung 1998b.*

### ***Accommodation Regulations***

Regulations can be used to cluster lodges in designated "hub" areas, to limit the land space upon which a lodge and its ac-

companying facilities can be built, and to regulate the number of guests each lodge can host. An example taken from the Annapurna Sanctuary Area reveals that when combined, these restrictions can be effective in linking conservation with enterprise.

#### **Lodge Restrictions in the Annapurna Sanctuary, Nepal**

Until recently, the Annapurna Conservation Area was plagued by an excessive number of lodges, deteriorating quality of service, and waste disposal difficulties. In a number of cases, lodges were too small to accommodate more than a single tourist at a time. For many single travelers, these lodges presented themselves as dangerous situations. At the other extreme, some lodges would attempt to accommodate more travelers than the lodge could hold, and as a result, problems with quality of service and waste management resulted. Toilets and waste disposal units were spread out over excessive areas.

Following an assessment of these ineffective practices, restrictions were put into place. The Annapurna Conservation Area Project assisted lodge owners in moving lodges to a number of central sites, located two to three hours walking distance apart. Currently, there are twenty-six lodges in the Annapurna sanctuary, in seven clustered locations. Lodges are restricted to housing a maximum of fifteen guests per night. The land area occupied by each lodge has also been restricted, to a maximum 80 feet × 45 feet, including a pit or septic tank toilet, a bath room and rubbish pits for decomposable and non-decomposable wastes. To compensate for the decreased number of lodges, at least two households must share the ownership of each lodge.

*Summarized from Gehendra Gurung 1998a.*

### ***Limitations on number of tourists and pack animals***

Similar to regulations on lodge sizes and on guest numbers are regulations on overall tourist numbers, size of group-guided tours and number of pack animals. Large numbers of tourists and large tour sizes can severely impact the environment in the absence of adequate infrastructure. For the tourists themselves, large group-guided tours can sometimes mean a decreased enjoyment of scenic beauty, decreased opportunities for wildlife viewing and decreased overall tour quality. In Bhutan, a policy of 'low-volume, high-yield' tourism (Sharma 1998d) has allowed for significant control over environmental and social impacts. The Nepalese government initially established similar efforts in Lo-Manthang (Upper Mustang) where limitations were once set at 200 visitors per year and royalties at \$500 per person per week (see C. Gurung 1998a). This strategy requires that numbers are kept low, which can be difficult given the allure of greater revenues which might be generated from demand-driven tourism.

The concept of carrying capacity is as important as it is difficult to define. Direct correlations between visitor numbers and environmental or cultural impacts are difficult to establish. Indeed, a range of variables can potentially affect the environment, including visitor behavior and season of use. Despite such debate, the limitation of tourist numbers can still be a useful management tool. Tom Fletcher, for example, limits ecotours in Nicaragua to a maximum of fifteen people. On

expedition tours, the maximum capacity is eight. In this manner, impacts can be better assessed and interpretive value retained (1998a; 1998c).

Policy makers can also influence the number of tourists by establishing written regulations for a given area. The national park board of Yosemite National Park, California, for example, has established a policy that requires tourists to purchase a pass to the park. Only a limited number of passes are distributed per season, hence regulating the maximum number of tourists that can enter at any one time.

An extreme number of pack animals in any mountain region can lead to serious environmental degradation through trampling of earth and grazing upon delicate plant species. In certain areas of the Annapurna region, this has been dealt with by establishing “no mule zones” (G. Gurung 1998a).

### ***Strategic positioning of tourism services***

Basic tourism services such as lodging, sanitation facilities and food supply centers can sometimes suffer from fierce competition among owners. While some level of competition may be beneficial to local businesses, excessive competition can lead to overcrowding of service structures, artificially low prices, social disharmony and decreased tourist satisfaction.

Adequate spacing of tourism services along mountain routes can ease environmental depletion, decrease rivalry, and increase tourist satisfaction, as shown in the case of lodge spacing in the Annapurna Sanctuary above (G. Gurung 1998a). The area between one service site and the next can be kept as wilderness, allowing a quality experience for the tourist and promoting environmental conservation.

Complementary to spacing tourism services is the creation of a tourism mini-hub. A mini-hub provides a centralization of services and caters to different activities situated within a short distance of the hub. These activities not only diversify the tourism product but also enable multiple-night stays for tourists. As such, the economy increases while impacts are contained. According to Kamal Banskota (1998a), the development and marketing of a variety of new products lend to diversity, which in turn increases visitor nights and help stem leakages. Quality control, however, is a great importance here: “All products developed must maintain high standards and the services provided must be first-rate if tourist night and occupancy rates are to be maximized” (ibid).

Campsite centralization is another mechanism used for strategic positioning of tourist services. According to Adriana Otero (1998), a high dispersion of camp sites in the main National Parks of the Patagonian Andes in Argentina contributes to environmental degradation. One suggestion is to relocate campsites and day-use areas into concentrated areas or hubs, where other services can be centered as well. These areas would need to have, however, a relatively high level of environmental stability and accessibility and may have a certain degree of degradation already existing.

### ***Pricing and service quality control***

As noted by Kamal Banskota above, quality control is of extreme importance for ensuring greater tourist satisfaction. Quality control on services provided to tourists and on pricing are also necessary for instilling a sense of pride in micro-enterprise operators as well as promoting good hygiene and health.

With regard to pricing, it is easy for competition to build among individuals within the same enterprise, and this can

drive prices below sustainable levels. As a result, quality of services may decline and hostility between entrepreneurs may develop. In the Annapurna Sanctuary, an Executive Lodge Management Committee was formed to create and enforce rules pertaining to the standardization of facilities, the fixing of minimum menu rates, and control of service quality (G. Gurung 1998a).

### ***Restrictions on ownership***

Restrictions that keep lodges, land and resources in community hands can help control impacts on mountain environments and communities. “No outsider” restrictions can decrease economic leakage and social exploitation by outside interests. Policies that restrict land ownership through local, regional or national legislation is highly effective, if combined with appropriate environmental policies. A number of areas and countries have legislation that prohibits foreign sales. For example, systems through which foreigners can lease land for an extended period of time, such as the ninety-nine year leases common in Australia, Fiji and Canada, can prove ineffective, as profits earned during the lease period generally leak to outside regions. Leakage from tourism accounts for one of the severest economic problems faced in several developing countries that allow foreign investments. As Kamal Banskota notes (1998a), the minimization of leakages in mountain tourism constitutes one of the major issues deserving significantly more attention than has been given in the past.

Even without restrictive legislation in place, community members can have a “hidden rule,” or an oral agreement amongst themselves, which discourages foreign sales. For instance, as part of the Annapurna Conservation Area Project discussed above, the community has formed a general rule, based on verbal agreement, to allow no outsiders to own or run a lodge in the area. Lodges are sold only to other locals (G. Gurung 1998a).

### ***Site regulation***

Site regulation may include closing a site with high levels of degradation or during sensitive periods of growth, such as newly-planted forest areas or breeding seasons for protected species. Site regulation may also include limitations, e.g. on the number of automobiles entering an area, or increases in fees in order to reduce demand. Promoting use during off-peak seasons by reducing fees may also help in regulating the conservation of an area (Otero 1998).

In some cases, site restrictions are based upon traditional practices, as in the case of the Maori *rahui* below.

#### **Traditional Conservation and Maori *rahui*, New Zealand**

*Rahui* refers to the traditional Maori practice of restricting access to essential natural resources when they are being damaged or falling below sustainable levels. For example, prohibitions on killing an economically valued bird species are set during breeding season or when its population seems to be declining. *Rahui* are imposed for a given period of time—for example, one to two years—to allow resources to build back to sustainable levels. *Rahui* could be established by a verbal notification or by a marker, such as a rock, scrap of cloth, bunch of fern or lock of hair and lifted only by those authorized to do so.

The tradition of *rahui* was historically widespread through much of the South Pacific and it is still used today in New Zealand. It is, however, less effective than government laws, as there is less respect toward Maori land management methods due to changing environmental and social conditions. Despite this fact, Maori tribal elders are working with the Department of Conservation to reinstate customary use of traditional resources complementary to government laws. They are also using *rahui* among their own people with respect to certain protected species, such as wood pigeons, and to waterways.

*Summarized from Ailsa Smith 1998a and 1998b.*

### **Sacred sites and traditional cultural properties protection**

Mountains carry sacred connotations in many of the world's religions (Bernbaum 1997; Moussouris 1998). Spiritual or religious values are important forces for conservation and traditional stewardship of mountain environments.

Spiritual values may not be understood or appreciated by modern tourists, although some tourists are sensitive to local cultural values and may themselves visit the mountains in search of solitude, peace, and personal renewal. Differences in values and opinions regarding allowable uses of a sacred resource are not uncommon. According to Rex Linville, "Besides the potential for conflict between indigenous groups, conflict can also arise between indigenous groups and visitors or tourists, such as is happening in certain areas of the United States between rock climbers and Native Americans" (1998).

Policy or legislation that provides for the protection of sacred sites and traditional cultural policies is an important mechanism for linking conservation with tourism enterprise.

According to Bulletin 38 of the U.S. National Register of Historic Places, "Traditional cultural properties, and the beliefs and institutions that give them significance, should be systematically addressed in programs of preservation planning and in the historic preservation components of land use plans" (Parker and King 1989). Legal and regulatory practices that protect sacred sites can promote conservation of environment and of cultural values.

#### **Sacred Sites Protection, New Zealand**

Maori *wahi tapu* refers to cultural sacred sites and, literally translated as 'window to the past,' provides genealogical links of Maori people to their cosmological origins. These sites include burial grounds and caves, battlefields, and certain mountains. While a number of legislative acts affect *wahi tapu*, two have been seen to be most effective: the Resource Management Act 1991 and the revised Historic Places Act 1989. The Resource Management Act allows for tribal authorities to become heritage protection authorities on approval from the Minister for the Environment. A heritage protection authority can influence the local government to include a heritage order in a district plan to protect sacred sites. The Historic Places act also allows for Maori representation, but in the form of a Council.

*Summarized from Tony Sole and Kirsty Woods 1998.*

As mentioned by Tony Sole and Kirsty Woods in the example above, as well as by Ron Mader (1998a) and Barry Parker

(1998), representation by the cultural parties concerned is essential if legislation is to be created which affects cultural practices. Badger Bates and Dan Witter (1996, 1998) confirm this same point:

"The beliefs of a community concerning sacred mountains and sacred mountain sites demonstrates an important link between the community's cultural identity and traditional patterns of land conservation and use. If local people are involved in natural resource management decisions, including tourism development, this cultural linkage to land use practices can benefit conservation practices."

### **Code of ethics/conduct**

A set of codes depicting desirable ethics or conduct is another mechanism used to regulate tourism impacts. Codes of ethics can be made a part of an accreditation program or offered as a set of guidelines to bring about awareness.

While a code of ethics to guide tourist behavior is, perhaps, the most widely used, a code of ethics for guiding community organizational structures for tourism initiatives can also be highly useful. A code of ethics can remind community members what the goals of a given project are, especially if these goals seem in the distant future.

#### **Revelstoke Tourism Action Committee Code of Ethics, Canada**

Interested stakeholders in tourism planning for the geographical area east of Glacier National Park, Canada formed the Revelstoke Tourism Action Committee in April of 1995. The twenty-one participants worked together through workshops to build participation levels and multi-sectoral alliances and develop a sustainable tourism strategy. One year after its formation, the committee developed a code of ethics governing the promotion of tourism. This code emphasizes cooperation, sustainable development, concerns of the local community, and conservation of the environment.

*Summarized from Jenny Feick 1998.*

Codes of conduct can include (1) guidelines for conservation, such as staying on trails to protect fragile mountain vegetation, (2) safety concerns, such as measures taken to avoid high altitude sickness, (3) accommodation regulations (4) registration information, and (5) and practices for benefiting local communities, such as the use of local services or guides. Codes of conduct are distributed by tour operators or guides, printed on brochures and exhibited on signage.

The beauty of "best practices" guidelines lies in the ease with which they can be replicated. The Huascarán National Park Code of Conduct below, for example, was inspired by Yuksam Code of Conduct in the Sikkim Himalayas of India.

#### **Code of Conduct, Huascarán National Park, Peru**

The Huascarán National Park Conservation and Buffer Zone Development Project in the Cordillera Blanca of Peru, a part of The Mountain Institute's Andean program, devised a code of ethics used to protect the natural beauty and cultural heritage of the area. This code is given to travelers upon entering the park. Included in the code are the following general recommendations:

1. Be honest, respectful and professional in all proceedings
2. Respect the past as well as local customs
3. Help maintain the self-esteem of local people
4. Conserve wild plants and animals of the region
5. Preserve the cleanliness of all water sources
6. Avoid contaminating the environment
7. Use proper hygiene
8. Help protect heavily visited areas
9. Raise the level of awareness of all travelers

*Summarized from Huascarán National Park 1998.*

## Financial Sustainability

MANY OF THE POSITIVE environmental and social impacts of community-based mountain tourism are possible only if the tourism activities are financially sustainable. As with other businesses, tourism relies on the three primary business activities: financing, investing, and operating activities. In this model, financing refers to the money needed to start the business; investing involves the use of resources both to develop the actual business and to support the development of the environmental and cultural resources upon which community-based mountain tourism depends. Operating activities refer to the generation of revenue and fees collected as a result of the tourism services provided.

Conference participants identified several important types of financing options available for community-based mountain tourism entrepreneurs. These include grants, loans, and intra-cooperative subsidies. In regard to investing activities, participants discussed trust funds and revenue allocation schemes as useful mechanisms to reinvest profits from tourism activities back into environmental conservation and community development over a sustained period of time. Operating activities consist largely of micro-enterprise, fee collection, and regulation.

### Grants

Due to the economic challenges of living in mountainous regions, grants are often needed as seed money to jump-start tourism initiatives. Many remote mountain communities do not have access to banks, loans or capital and therefore rely on NGOs and international aid and donor grants to finance their ventures. Such grants and international aid are particularly welcomed by communities because the money is essentially a gift and does not need to be paid back or returned, as in the case of a loan which is discussed next. In the case of Ixtlán de Jaurez (Suarez, 1998), initial grant money was effective in catalyzing sustainable tourism activities. A combination of strong community leadership and a communal conservation ethic were significant factors in the establishment of an integrated ecotourism component of the largely forest-based local economy.

Grant money, however, can have negative impacts, precisely because the money is a gift. Since tourism activities are typically for-profit businesses, they must be financially sound in order to be sustainable and have a positive impact on the community and the environment. If people are given free money, there is often a tendency to rush into an ecotourism project without developing a sound business plan, assessing the eco-

nomics viability or devising a strategy to ensure long-term sustainability. Numerous tourism ventures have been established without adequate planning and consequently were short-lived—and even in some cases detrimental to both the environment and communities. In Syabru Besi, Nepal, tourism activities declined sharply when external support was withdrawn before sustainable systems were firmly in place (Banskota 1998b).

Another cautionary note in regard to the provision of grants is the need for close coordination and collaboration among the donors providing grants. As in the case of the Upper Mustang Conservation and Development project, many donors have been eager to contribute to this unique natural environment and to the communities living there. However, as the example illustrates, the lack of collaboration among donors has led to initial challenges.

### International funding of Upper Mustang Conservation and Development Project, Nepal

On the northern border of Nepal adjoining Tibet, Upper Mustang has become a rapidly developing tourism region within the Annapurna Conservation Area. Upper Mustang was opened for trekking tourism by the Nepalese government after 1990. The government's aim was to encourage environmental and cultural conservation while bringing economic development to the region. While the King Mahendra Trust for Nature Conservation has been leading the Upper Mustang Conservation and Development Project, a number of international donors have been active in setting up other conservation and tourism-based projects. Currently, there are five international donor agencies funding multi-year projects in the region. While some of these organizations have been working closely together, others have been operating independently, hence creating problems with duplication, contrary methods and competition for community support. To amend the situation, the King Mahendra Trust has successfully led meetings with the government and these INGOs for better coordination.

*Summarized from Chandra Gurung 1998a.*

### Loans

Provision of loans are an alternative to grants in that loans also provide start-up funds needed to finance tourism activities. The main difference is that loans need to be repaid with interest. The organizations and/or banks that typically finance small start-up businesses in economically depressed areas often provide loans with an interest rate that is significantly lower than typical bank loans. While the interest rate and the need to repay the loan places a financial burden on the tourism operators, the provision of loans rather than grants often leads to more financially sustainable enterprises. Before granting a loan, the tourism activity is assessed by the lending agency to determine whether or not the business as designed has the capability of paying back the loan. If not, the business is required to restructure so it is more viable before the loan is granted.

Many loans are used to pay for infrastructure which will later generate revenue. As Chandra Gurung notes (1998b), the Asian Development Bank provided loans to Nepal's KMTNC to develop micro-hydro electricity, campsites, and community lodges in the Ghale Kharka-Siklis Ecotourism Area. Each of



these activities will later generate revenue which can be used to repay the loan. At times, however, loans are used to pay for facilities and infrastructure which do not directly generate income. In Gurung's example, the Asian Development Bank also provided loans to fund the development of trails, community drinking water, and waste management. While such activities enhance the experience for tourists, repayment of these loans is more difficult to manage due to the indirect benefits from and beneficiaries of these improvements. In such a situation, grants may have been more appropriate for enhancing such public goods, while loans are more useful if provided directly to one individual or organization which is then accountable to repay the loan.

Loans to support community-based mountain tourism initiatives are typically provided by NGOs, regional or national governments, private banking institutions, or international funding agencies. It is important for such agencies to provide education and training programs when distributing loans to build capacity in business skills.

Many international development agencies struggle with whether to provide grants or loans. While their budgets often are adequate to provide grants rather than loans, agencies also are beginning to recognize the advantages of loans *vs.* grants, which make loans a more attractive investment.

### ***Intra-cooperative subsidies***

Intra-cooperative subsidies are another financing mechanism identified by conference participants. As mentioned previously, cooperatives are a form of partnership whereby members work together and provide mutual support toward the achievement of a particular goal. The support is often financial. When some members of a cooperative are more successful at selling their product and are earning more revenue, these members have the ability to subsidize other members of the cooperative. Such support enables the cooperative as a whole to continue operation, with some revenue for all participants.

Such subsidies work best in communities with an orientation toward communal social organization. Among the Aboriginal people of Australia's central mountain regions, for example, intra-cooperative subsidies are highly effective due to a tradition of strong communal bonds.

#### **Yuendumu Aboriginal Art Cooperatives, Australia**

Art production has been a way of life for the Aboriginal people of Australia's central highlands for centuries. Contemporary art production is still prolific and has become a popular attraction for tourists visiting Australia's central territory. Art centers lie on Aboriginal land accessible to tourists only by permit or invitation. Sales are through art dealers and Aboriginal gallery owners largely in Alice Springs but also throughout the world.

Due to national policies now coming into place that recognize Aboriginal desires to maintain their culture, the Australian government has instituted a number of art centers. One example is the art center of Yuendumu, which, like other art centers, is owned by the local community and functions as a cooperative. The cooperative represents the basic social organization of traditional Aboriginal society in that entire families work closely together, with the more successful artists subsidizing other artists. Revenue generated from art sales to tourists keeps the enterprise operational. Extra revenue filters down through the

rest of the community, with even the least successful artists receiving some revenue.

*Summarized from David Betz 1998*

### ***Trust funds and investments***

A key element in ensuring sustainable community-based mountain tourism involves reinvesting in the natural and cultural resources upon which this kind of tourism depends. Trust funds are a common mechanism designed to provide such reinvestments over a long period of time. Trust funds are most often established as endowments, whereby a sum of money is invested and only the interest is spent each year. This ensures a steady flow of funding for the desired activities into perpetuity. In a tourism context, trust funds are often established either with external sources of funding from donors or with tourism profits. His Majesty's Government of Nepal, together with local and international NGOs, are currently working to establish a Nepal Trust Fund for Biodiversity which hopes to utilize bilateral and multilateral donor funding combined with internal tourism revenue to capitalize the fund. The annual interest generated will then be reinvested to conserve Nepal's biodiversity, thereby protecting the long-term viability of Nepal's lucrative tourism industry. Without making such visionary reinvestments in the country's biodiversity, Nepal's tourism industry would not be sustainable (Preston 1999).

Another example of an approach to pooling resources and then reinvesting them is the Community Development Fund established by the Budongo Forest Ecotourism Project in Uganda. In this example, fees from certain sources were pooled and distributed according to categories.

#### **Budongo Forest Ecotourism Project, Uganda**

Over a three-year period, approximately \$2500 was earned as tourism revenue, which was put into a revenue distribution scheme whereby 40% of the total revenue was allocated to the community. The Budongo Forest Ecotourism Project field team decided this allocation was too high. Instead, the field team worked out a system of revenue sharing and reinvestment based on categories. The team collected revenues in two categories. The first category represented revenue raised from forest entry fees, camping fees and chalet user fees. This revenue was placed into the Community Development Fund, 60% of which was allocated to project maintenance, such as buildings, site expenses and publicity. The remaining 40% of the fund was allocated to community activities. Revenue raised from guided walks fell into the second category and was reinvested into the cost of running the operation, including paying for guide wages, trail maintenance and replacement of guide's equipment.

*Summarized from C.D. Langoya 1998b.*

### ***Fees***

Tourism initiatives must be designed to be self-sustaining, as well as generating revenue for reinvestment. Setting the appropriate fee level and fee structure often requires a careful cost analysis. The fees should theoretically be able to recover the direct costs incurred, as well as the indirect costs of operating a tourism business in a particular mountainous environment or

community. For example, if a tourism lodge depends on firewood for cooking meals, the fees charged for meals should cover the cost of food and fuel. The fees should also cover the costs of planting new trees so that the tourism venture is sustainable and doesn't deplete forest resources. Similarly, the costs of staying at a lodge which is only accessible by hiking should cover the indirect costs of trail maintenance. Examples of other indirect costs covered by tourism fees might include the preservation of religious and sacred sites, and even in some cases, support for local schools where government support is unavailable or inadequate.

In the example of the Bromo Tengger Semeru National Park in Indonesia, the park fees are used specifically to support conservation projects while the operational costs for the park are covered by government funding.

### **Revenue Generation and Fees in Bromo Tengger Semeru National Park, Indonesia**

Bromo Tengger Semeru National Park in eastern Java, Indonesia currently receives the greatest number of tourists of any national park in the country, approximately 150,000 visitors a year. The objectives of the park are to generate sufficient revenue to provide benefits to the national parks authority, the people in the immediate area and the entire province of East Java. In 1995/96, revenue generated from park fees totaled approximately US\$107,000. This represents only one-fifth of total operating costs of the park, which are paid entirely through separate government funding.

The revenue from the fees themselves supports several conservation projects. User fees are graduated on a declining scale for standard entrance, student entrance, and premium insurance, with a hefty surcharge for vehicles, thus effectively discriminating in favor of lower income, local people.

*Summarized from Janet Cochrane 1998.*

Several strategies have proven useful in setting fee structures. Often entrance fees are higher for international visitors than for domestic visitors. This enables adequate revenue to be generated while keeping parks affordable for locals. Similarly, fees may be higher during the peak season and lower during off-season to encourage additional visitors. Adriana Otero (1998) writes that "The administration of protected areas in general underestimates the user's ability to pay for services offered by National Parks." As Duncan Bryden points out, the payment of user fees helps establish the economic value of a park, which in turn can enhance the public's disposition to pay appropriate fees. For these reasons, setting appropriate fees requires careful analysis and market studies. Effective collection of fees can also pose a significant challenge. Common problems include toll booth operator scams in which fees are pocketed, coupled with non-issuance of a ticket, failure to double-check tickets, and failure to date-stamp tickets (Cochrane 1998).

### **Micro-enterprise**

Micro-enterprise is at the heart of community-based mountain tourism. Through it, communities can generate revenue, thereby improving their standard of living, developing a stake in conserving the local resource base and conserving their

cultural heritage. The variety of enterprises discussed in the case studies are outlined in Table 3. General categories include lodging, food and drink, transport and access, culture-based micro-enterprise, nature-based micro-enterprise, and adventure and recreation. Each has potential to be linked with conservation. In the case of the Eco-Hacienda of Aztlan, for example, Sandra Skrei (1998) relates how the establishment of a tourist lodge led to the restoration of a pre-colonial estate and to the development of an environmental information center. Another example of the role micro-enterprise activities can play in conservation is the hiring of local naturalists as guides. Alton Byers (1998), related the case of a Rai *shikari* (hunter) in Nepal who earned income from tourists as a naturalist after his hunting grounds were declared a national park. A few of his many skills included the ability to call in several species of birds using grass blades, hollow reeds or whistles and identify the "thoughts" of a leopard by its pug marks.

Micro-enterprise was successfully used to value both cultural and natural heritage by the Dadia Women's Cooperative in Greece.

### **Micro-enterprise of the Dadia Women's Cooperative, Greece**

The Dadia-Kefkimi-Soufli Forest Reserve of Greece is a rich ecosystem known for its variety and density of birds of prey and herpetofauna. Although residents of Dadia were initially opposed to the reserve due to limitations which were imposed on lumber activities, the community later made steps toward accepting and working with the reserve. A women's cooperative was formed in 1994 when the forestry service allowed the women to use the canteen in a recreation area. The village of Dadia then gave them a piece of land to build their own food kitchen. At first, store-owners in the nearby town of Soufli gave them credit for purchasing raw materials which was repaid once money started flowing in. The women now rent a small building to prepare traditional dishes, such as pasticcio, moussaka, chicken with bulghar rice, and charcoal cooked pies. The women also sell traditional products, such as pasta, filo dough village style, tomato paste, knitted socks for adults and babies, cloth and lace table coverings and wall hangings made from silkworm pupae, through the visitor center. The women were recently given an opportunity to receive US \$114,000 as grant funding but are hesitant to take it because their cooperative is already self-funding and working well.

*Summarized from Georgia Valaoras 1998a, 1998b.*

The issue of financial sustainability is particularly challenging for environmental tourism in mountainous regions. On the one hand, the remote and rugged nature of these areas requires recognizing and accepting that proportionately greater investment per capita is required to initiate conservation-linked enterprise development in these regions. On the other hand, the provision of long-term subsidies tends to undermine the ability of local people to manage ecotourism on a proper business footing.

The design of financial mechanisms therefore demands exceptionally careful attention. The first issue examined is that of ensuring that the enterprise itself generates sufficient revenue to cover full costs, rather than simply generating a

**Table 3. Micro-Enterprise Examples**

<b>MICRO-ENTERPRISE</b>	<b>SELECTED EXAMPLES<sup>1</sup></b>
<b>Lodging</b>	
Local or community-owned	Caucasus, Georgia; Ixtlán de Juarez, Mexico; Queretaro, Mexico; Langtang, Nepal; Annapurna, Nepal; Ecotourism and Biodiversity, Pakistan; and many case studies listed in Appendix A
Home stays	<i>Vakavanua</i> , Fiji
Traditional architecture lodges	Traditional architecture, Bhutan and India; Eco-lodges, Australia, Jordan, Nepal; St-Martin, Switzerland
<b>Food and Drink</b>	
Community-owned restaurants, teahouses, or concessions	Monteverde, Costa Rica; San Nicolas Totolapan, Mexico; Ixtlán de Juarez, Mexico; Gobi Gurvansaikhan, Mongolia; Ghale Kharka-Siklis, Nepal; and many case studies listed in Appendix A
Traditional foods	Prespa Lakes, Greece; Dadia, Greece; El Cielo, Mexico; Huascarán, Peru; St-Martin, Switzerland
Cooking fuel depots	Annapurna, Nepal; Dhampus, Nepal; Langtang, Nepal
Vegetable farming, horticulture, Poultry, alcohol brewing and sales	Dhampus, Nepal
<b>Transport and Access</b>	
Motorized transport	Patagonian Andes, Argentina; Bromo Tengger Semeru, Indonesia; Pikes Peak, USA;
Burros, horses, llamas, mules, yak, and yak cross-breeds	Aconcagua, Argentina; Bromo Tengger Semeru, Indonesia; El Triunfo, Mexico; Annapurna, Nepal; Upper Mustang, Nepal; Huascarán, Peru
Porter service	Bromo Tengger Semeru, Indonesia; Makalu-Barun, Nepal
Trail guide service	Patagonian Andes, Argentina; Caucasus, Georgia; Yuxsam, India; El Cielo, Mexico; El Triunfo, Mexico; Gobi Gurvansaikhan, Mongolia; Ghale Kharka-Siklis, Nepal
Circuit itineraries	Czech Inspiration, Czech Republic
Ferry service	Palawan, Philippines
Entrance or access fees	Bouma Falls, Fiji; Bromo Tengger Semeru, Indonesia; Annapurna, Nepal; Huascarán, Peru; Budongo, Uganda; Sa Pa, Vietnam
<b>Culture-based micro-enterprise</b>	
Cultural centers/museums	Uluru-Kata Tjuta, Australia; Oaxaca, Mexico; Sa Pa, Vietnam
Cultural trails or maintained sites	Spirit Hawk, Canada; St-Martin, Switzerland; HandMade in America, USA
Historical or archaeological sites	Mutawintji, Australia; Monarch Butterfly, Mexico; Douiret, Tunisia; Dig Afognak, USA
Art or handicraft sales	Yuendumu, Australia; Spirit Hawk, Canada; Huichol, Mexico; Ixtlán de Juarez, Mexico; Monarch Butterfly, Mexico; Stevens Village, USA
Festival or dance viewing	Bromo Tengger Semeru, Indonesia; Sa Pa, Vietnam
Cultural calendar	Czech Inspiration, Czech Republic
Cultural guides	Lovoni, Fiji
<b>Nature-based micro-enterprise</b>	
Nature trails or maintained sites	Bouma Falls, Fiji
Naturalist guides	Chipinque, Mexico; Makalu-Barun, Nepal; Ecotourism International, Nicaragua; Stevens Village, USA
Wildlife viewing, including birds and butterflies	Monarch Butterfly, Mexico; Sierra Gorda, Mexico; Bird Conservation, Nicaragua; Budongo, Uganda; Mountain Gorillas, Uganda
Canopy tours, butterfly garden, Orchid garden, ecological farm	Monteverde, Costa Rica
Non-timber forest product sales	El Cielo, Mexico

**Table 3. continued**

MICRO-ENTERPRISE	SELECTED EXAMPLES <sup>1</sup>
<b>Adventure and Recreation</b>	
Trekking services	Aconcagua, Argentina; Yuksam, India; El Cielo, Mexico; Gobi Gurvansaikhan, Mongolia; all Nepal examples; Ecotourism and Biodiversity, Pakistan; Huascarán, Peru
Rafting and river tours	Stevens Village, USA; Colorado, USA
Climbing services	Aconcagua, Argentina; Mt. Kenya, Kenya; Huascarán, Peru; Colorado, USA
Regulated hunting services	Wakhan and Pamir, Afghanistan
Equipment rental and sales	Patagonian Andes, Argentina; San Nicolas Totolapan, Mexico; Huascarán, Peru

<sup>1</sup>Note: For additional information about the examples in this table, see the appendices and index at the back of this document.

positive cash flow. Indeed, not all ecotourism enterprises can meet such basic criteria, in which case it is better not to begin than make a commitment to perpetual subsidy, if such external support cannot be sustained. For most enterprises, however, the process of establishing a business plan and identifying true costs is an important step in establishing the structure and level of fees that are required. As has been noted, there is considerable upward flexibility in the ability and willingness of tourists to pay. The more important point is for community-based ecotourism services to recognize and recuperate costs, relying on competition to ensure that prices do not escalate without constraint.

More difficult is the issue of ensuring that an equitable share of “surplus” benefits flows to the community, rather than just to the individual entrepreneur. This is what makes community-based ecotourism in mountains different in many respects from other ecotourism. As noted above, the inaccessibility of mountainous regions makes it necessary—as a rule rather than as an expectation—that initial activities be subsidized by donors. The ultimate rationale for such subsidies is that the enterprises created will ultimately generate benefits for the entire community in a more cost-effective way than could be achieved through direct government support for services. For this reason, the mechanisms established for recuperating and allocating “surplus” revenues becomes a matter of critical importance (Pratt 1999).

In the examples cited, one thread that runs through nearly all of the cases is that success is associated with successful partnerships and collaborations. In most instances, the community (directly or through an NGO intermediary) works with government and/or donors to devise a mechanism for revenues to be shared for both the private and the common good. In addition, many successful cases have incorporated innovative mechanisms for decision-making that helps to ensure that stakeholders continue to collaborate in establishing priorities for community investments.

We have seen too often that development interventions in traditional and remote communities can severely test cultural norms and stress community relationships. Where a small women’s cooperative generates revenue that exceeds the combined income of all men in the village, for example, the situation is more likely to generate resentment than appreciation. However, where arrangements have been carefully designed to ensure common benefit, the reaction is often widespread

emulation and pride. Thus, in the example just noted, provision of steady wage income to cooperative members, coupled with decision-making mechanisms that include broader and more inclusive representation of the community can help ensure that the common good is served.

### **Tourism Working Group in the Gobi, Mongolia**

The Gobi Gurvansaikhan National Conservation Park, situated in the mountain steppe region in the south of Mongolia, was created in response to the Mongolian government’s recent decision to open the country to tourism. As of 1992, the Mongolian government has been working with international aid agencies on the transfer of 30% of lands to protected areas. While much of the infrastructure and organizational structure is still underway, it has been proposed that all revenues generated from tourism will be separated from the park’s budget. At the moment, park fees constitute the main source of revenue. How tourism revenues should be raised and distributed depends on the decisions of the Tourism Working Group. This group comprises representation from mixed interest groups, including park administrators, members of the Ministry, and consultants. The group is aiming to include local community representation as well. Currently, the Tourism Working Group is working on the issue of expanding sources of revenue, including the sale of brochures, souvenirs and handicrafts, employment of local guides, e-mail sending services (as an alternative to postcards) and sponsorship and donation schemes.

*Summarized from Alan Saffery 1998.*

## **Promotion**

WELL-STRUCTURED and controlled marketing management can be a highly effective practice for ensuring the long-term success of community-based mountain tourism. Marketing management must encompass all aspects of traditional marketing focus, including pricing, place, product development and promotion. According to Steven McCool (1998) and Duncan Bryden (1998), however, a fifth element, or “P,” to the traditional four P’s should be added: protection. As most the aforementioned

strategies and practices have been based somewhat on pricing, place, product development and protection, this section will present practices for promotion.

Successful promotional practices, like the more general marketing practices, are those tools that effectively ensure or create a stable tourist demand while meeting, and not overburdening, current resource supply. Although Pamela Wight (1994: 47) notes that a "there has been no consistent approach . . . to environmental marketing practices," conference participants have identified a number of practices that work toward such practices. For example, the state or regional government can facilitate local community marketing and promotion by listing community-based mountain tourism programs in official travelling and tourist itineraries (Ouassar and Belhedi 1998).

Who takes responsibility for promotion may vary from region to region. According to Duncan Bryden, for example, international holiday itineraries in the United Kingdom are generally handled by large chains of travel agents (as opposed to the independent travel agent found in the USA), and these chains generally are not equipped to organize independent itineraries. A small number of specialists are able to handle smaller-scale products through newspaper ads or specialist magazines. For small-scale operations in other countries, promotion may need to be handled by the program operator due to perceived low economic return by travel agencies (Fletcher 1998c; Malek-Zadeh 1998). Ron Mader (1998b) notes that the USA and international marketing of Mexico's tourism secretariat is passed on every few years to a new firm. In this manner the international tourism campaign is weakened by the replacement of knowledgeable personnel by new, inexperienced personnel.

### ***Niche or targeted promotion***

Promotion geared toward a select market are referred to as niche or targeted marketing. Such promotion can offer greater control over the tourist market in drawing desirable tourist numbers and types. As Duncan Bryden (1998b) stresses, there is a marked difference between mountain tourism that is created through responsible, consistent marketing and that which is lead by market demand and volatilities. "Mountains are not like chocolate bars; they are a complex arrangement of communities and ecosystems and marketing needs to reflect this as a product. More segmentation, niche approaches and sensitivity are required."

In Scotland, for example, much of the country's tourist destinations are marketed to general audiences with images of mountains and valleys, as research has shown that these images appeal to consumers. According to Duncan Bryden, however, the German market, which is the second largest consumer, is targeted with images of wild landscapes with suggestions of limited human influence, such as a small white cottage. For the French or Italian markets, different images are used. When visitors arrive, however, all will fundamentally share the same resource (Bryden 1998a).

### ***Responsible promotion***

Responsible promotion refers to accurate and true representation of the tourism product as it exists in reality. Promotion that is not responsible can be harmful to both the tourist and the local community, as suggested in the case of Uluru-Kata Tjuta National Park Cultural Centre above. Tourist expectations are largely shaped by market promotions and images,

which, when not met, can lead to disappointment on part of the tourist and the host community.

Inaccurate and particularly negative promotion can also prove to be detrimental to the quality and efficient operation of community-based mountain tourism (Parker 1998; Fletcher 1998d). In particular, negative promotion can effect local, regional and national economy. For example, according to Tom Fletcher (1998d) the past political state in Nicaragua has had severe consequences for the national tourism industry. Despite the relatively safe travel environment in most areas of the country, the perception commonly held, and perpetuated by some promoters, is a negative one.

Exploitation of environmental promotion is another area of concern whenever the word "conservation" comes into play. In such instances of exploitation, tourism operations will take advantage of the "greening" marketplace. As Pamela Wight states, "It makes sense to use the fact that 'green sells' for marketing purposes, but only when the product labelling conforms with both consumer expectations and with industry standards" (1994: 44). To avoid exploitation, systems of accreditation from acceptable organizations and policies that encourage and guide responsible marketing are needed.

### ***World Wide Web promotion***

Perhaps the newest means of advertising community-based mountain tourism experiences or products is through the Internet. Internet promotions have the advantage of wide international exposure at low cost. At the same time, however, not everyone has access to the Internet and as such, promotions can be limited. Furthermore, for communities without technical access and support, promoting a community-based web site may require outside assistance.

Web sites containing information on community-based mountain tourism, such as "Eco Travels in Latin America" (<http://www.planeta.com>) assist in raising awareness about the market, while other web sites might be geared purposely for specific destinations or enterprises, such as the sale of Huichol traditional art.

#### **Huichol Art and Internet Promotion, Mexico**

The communities of Huichol in Mexico have developed their traditional arts into an enterprise geared toward tourists and the general public. While small-scale tourism to Huichol land and community provides some revenues, benefits have come principally by way of art sales. The Huichol people have expressed a need for help in marketing their artwork to a wider audience, and the Mexican government has responded by sponsoring art displays. More recently, the Huichol people have taken an enterprising approach to marketing their artwork through a web site called "The Center of the Rose." While art sales are at an all-time high, there is concern that the growing popularity of this culture might attract unsustainable numbers of tourists, for which the Huichol are not yet prepared.

*Summarized from Charmayne McGee 1998.*

Web sites promoting community tourism ventures are becoming increasingly common, largely because of the information they can supply tourists that travel agencies often cannot. As Tom Fletcher notes, however, travel agents still have tremendous potential to benefit community-based mountain tourism (1998c).

# Implications and Recommendations for Policy and Action

LINKING ENVIRONMENTAL AND CULTURAL conservation with mountain tourism for equitable community benefits is an achievable goal, albeit a complex and challenging one, as illustrated by the case studies described in the previous section. Policy and action must work side by side to achieve long-term, sustainable results. Together, policy makers and practitioners must identify the impacts tourism has on the natural and cultural attributes of a region—the same attributes that attract tourists in the first place. Carefully undertaken, conservation efforts and enterprise development can be compatible and even mutually reinforcing.

## Factors in Successful Community-Based Mountain Tourism Implementation

CONFERENCE PARTICIPANTS identified a range of factors essential for the successful integration of conservation and enterprise in community-based mountain tourism. The following factors were highlighted in many of the case studies:

1. Holistic management strategies,
2. Local ownership and control of resources,
3. Supportive national and regional policies,
4. Balance between highland and lowland resource flows and decision-making,
5. Local knowledge and traditional systems of social and environmental management,
6. External knowledge and technology,
7. Infrastructure development appropriate to fragile environments,
8. Reinvestment of tourism revenues into conservation,
9. Equitable distribution of tourism benefits and opportunities,
10. Full integration of women,
11. Organizational capacity building,
12. Skill-based training,
13. Awareness-raising of all stakeholders,
14. Partnerships, and
15. Continuing research and information exchange.

### 1. Holistic management strategies

The objective of community-based mountain tourism is to maximize the positive impacts on local ecology, economy and culture, while minimizing the negative impacts. It should, therefore, seek to balance the natural, cultural and social elements of tourism, as well as economic elements. Unbalanced focus will eventually cause attrition of the other elements and, consequently, damage the overall tourism effort or strategy.

### 2. Local ownership and control of resources

Local control appears to be a necessary component for creating and maintaining the link between conservation and tourism. Ownership rights and control over a particular resource provide incentives for active participation and effective conservation management. Policy and action should support initiatives that (a) encourage adequate representation of local people in decision-making and (b) give them a significant degree of control over the type of tourism to be developed and their individual and collective roles in it.

### 3. Supportive national and regional policies

National and regional policies and legislation are extremely important in stimulating sustainable mountain tourism activities. Supportive cultural policies, environmental protection policies, and economic policies for disadvantaged areas play a major role. Recognition of the needs of community-based mountain tourism initiatives must exist at the national or regional level for effective implementation at the local level.

### 4. Balance between highland and lowland resource flows and decision-making

In many mountain areas, the financial, technical or institutional means to develop tourism infrastructure and programs are lacking. When the means come from urban or lowland areas, decision-making may be lost at the local level. A balance should be created which values the primary mountain resource (i.e. the destination) and the lowland inputs, while providing for equitable decision-making.

### 5. Local knowledge and traditional systems of social and environmental management

The recognition and valuing of local knowledge, practices and traditional systems of social and environmental management

provide a means for better linking conservation to enterprise. Tourism development should not be imposed upon communities who do not wish to have it. Policies and practices that safeguard local knowledge, establish links between traditional and scientific knowledge systems, and protect communities against unwanted change can promote conservation as well as the potential for enhanced enterprise development.

### 6. External knowledge and new technology

External knowledge that brings new or non-traditional technology can be crucial to linking conservation and enterprise. Policies and action that strengthen the integration of external and local knowledge show the greatest promise.

### 7. Infrastructure development appropriate to fragile environments

Infrastructure development should conform to the type and scale of tourism desired by local communities and, if possible, should be put in place before tourists arrive. Because of the far-reaching and often unintended negative impacts of infrastructure development in fragile mountain regions, the full range of potential cultural and environmental impacts should be taken into account prior to construction.

### 8. Reinvestment of tourism revenues into conservation

Policy and action that foster the direct link between community conservation practices and revenue generation / economic compensation are key to community-based mountain tourism. Revenue that is returned to local communities provides a means for and encourages sustainable environmental conservation practices.

### 9. Equitable distribution of tourism benefits and opportunities

Reinvestment of tourism revenue should be conducted in a manner that ensures equitable distribution to all community members. Policy and action that advance equitable distribution help maintain economic fairness, social well-being and community cooperation in conservation efforts.

### 10. Full integration of women

Mountain women, as traditional custodians of culture and resource management knowledge, have particularly important roles to play in mountain tourism. Access to training, credit, and group decision-making are critical.

### 11. Organizational capacity building

Policy and action that encourage institutional capability, participation, decision-making and leadership within local communities benefit conservation through the development of public action and sound management. Many of the examples provided in this report were dependent upon strong local organizational structures that increased leadership skills and active roles in decision-making.

### 12. Skill-based training

Skill-based training is most urgently needed by communities, and especially women, who have little prior experience with tourism. The accessibility, amount and quality of skill-based training are important factors in the degree of success community-based mountain tourism initiatives will have. Skills in financial management are as important as more commonly available training in food services or lodge operation.

### 13. Awareness raising of all stakeholders

Awareness raising of all stakeholders involved in community-based mountain tourism is essential for promoting an understanding of the beneficial link between conservation and community development. Awareness raising and information dissemination to the community allows for greater self-determination and informed decision-making. For mountain communities, equitable access to information is particularly important because of their relative isolation from information bases. Awareness raising is equally important to other stakeholders involved, as it leads to greater understanding and sensitivity toward the variables involved in implementing community-based mountain tourism.

### 14. Partnerships

An important condition for successful community-based mountain tourism initiatives is close cooperation and strong local leadership within mountain communities. Of equal importance is the communication between mountain communities, outside experts, NGOs, tour operators, travel agents and regional, national and international government authorities. According to Miriam Torres, for example, "it is very important to develop alliances and relationships with external levels that have an important influence on the ratification of local decisions" (1998). Table 4 shows examples of roles and partnerships that were presented in the conference case studies.

### 15. Continuing research and information exchange

Community-based mountain tourism is a complex and nascent field of study, and much remains to be learned. On-going research is integral to understanding the means by which community-based mountain tourism can be made more economically, environmentally and culturally sustainable. Policy and action should promote continuing research through the provision of financial, academic, technical, and dissemination support.

## Recommendations

FROM THE PRINCIPLES and practices discussed in the previous chapters come a number of general recommendations for implementing community-based mountain tourism. Many of these are intrinsically linked to mountain features such as ecosystem fragility, political and economic marginality, and cultural diversity. Recommendations include:

- ▲ Community-based mountain tourism should not be seen as an industry capable of single-handedly sustaining the economic and socio-cultural frameworks of a community. Tourism planning must extend beyond this sector and must be carefully integrated into the broader goals of a community. In many areas, community-based mountain tourism should be considered as a **supplementary** means of income and used in combination with other sustainable livelihood sources.
- ▲ Community-based mountain tourism should be viewed as having potential to **benefit more than just the economy**. It should be designed to enhance quality of life through heightened self-esteem, cultural pride and environmental responsibility. Note that this has been historically difficult to achieve, and may initially require additional resources.

**Table 4. Stakeholder Roles**

<b>ROLE</b>	<b>HOW IT WORKS</b>	<b>SELECTED EXAMPLES<sup>1</sup></b>
<b>Local Community</b>		
Financial Inputs	Community micro-enterprise revenue generation and possibly intra-cooperative subsidy provide self-funding. NGO or government may provide start-up funds.	Lovoni, Fiji; Dadia, Greece; El Cielo, Mexico; Oaxaca, Mexico
Marketing	Communities locate marketing agents and provide necessary information, or create visitor center for responsible marketing.	Huichol, Mexico; Uluru, Australia
Project design	Through committees and/or cooperatives, communities develop action plans. Outside facilitation may be called upon.	Lovoni, Fiji; Oaxaca, Mexico
Regional Tourism Planning	Councils and leaders of several communities work together to establish a tourism plan for the region, which may include a circuit itinerary, a cooperative of museums, or a common approach	Czech Inspiration, Czech Republic; Oaxaca, Mexico; St-Martin, Switzerland
Management and Decision-making	Communities manage and decide upon issues cooperatively. Outside support may initiate the management phase of a project.	Monteverde, Costa Rica; Annapurna, Nepal; Budongo, Uganda
Reinstating Traditional Conservation Policy	Traditional social taboos and laws regarding native land conservation act as policy in modern day. This can work with or without outside facilitation and funding.	Maori <i>rahui</i> , New Zealand
<b>Non-governmental Organization (NGO)</b>		
Planning	NGO works closely with community from the start in drawing up a local mountain tourism plan. National policies, tourism impact studies and other market analysis tools may be used for guidance.	Velebit, Croatia; Ghale Kharka-Siklis, Nepal; HandMade in America, USA
Fee Collection	NGO collects user fees as set by national government policy, and distributes these fees to communities.	Annapurna, Nepal
Soft Loans	NGO provides loans to start local community projects on a soft interest basis	Annapurna, Nepal
Infrastructure Building / Restoration	In cooperation with community and possibly government, road and trail routes are strategically outlined. NGO and local community establish alternative energy supplies, waste management programs and visitor centers.	Mt Kenya, Kenya; Annapurna, Nepal; Douiret, Tunisia; HandMade in America, USA
Education	NGO uses network information services, lectures, workshops, and observation tours to educate communities about the potential positive and negative impacts of tourism and alternatives.	Guandera, Ecuador; Re-thinking Tourism, USA
Training	NGO uses study tours, community facilitation, workshops to train in such skills as cooking, tour guiding, lodge management, financial planning, marketing, and credit.	Caucasus, Georgia; Langtang, Nepal; Re-thinking Tourism, USA
Regulate through zoning	NGO assists community and local government in creating site-specific regulations to maintain natural and cultural heritage.	Annapurna, Nepal
<b>Tour Operators</b>		
Marketing	Local tour operators create self-marketing structures such as web sites and/or brochures.	Ecotourism International, Nicaragua
Tourist Education	Tour guides provide lectures on environment and conservation responsibilities of the tourist in cooperation with the national park service.	Mt. Kenya, Kenya
Community Development	Tour operators hire local guides and assist in collecting local entrance fees.	Ecotourism International, Nicaragua
Community and Government Liaison	Tourism interests cooperate with community and government representatives to advance common goals	Revelstoke, Canada



ROLE	HOW IT WORKS	SELECTED EXAMPLES <sup>1</sup>
<b>Tourist</b>		
Financial Inputs	Tourist hires local guides and purchases local goods and services in support of community enterprises.	Makalu Barun, Nepal
Responsible Use	Tourist monitors own use and impacts; talks to tour operators and other tourists about responsible use. Tourist actively encourages responsible waste disposal and alternative energy use.	Uluru-Kata Tjuta, Australia; Mt. Kenya, Kenya
<b>Government and Inter-governmental Organization (GO &amp; IGO)</b>		
Loans	Government provides loans to create cooperative sales centers for traditional art.	Yuendumu, Australia; Huichol, Mexico
International Support	Funding or other resources provided to sustainable tourism initiatives which meet international goals for conservation or sustainable development.	Upper Mustang, Nepal; Douiret, Tunisia; Sa Pa Vietnam
Marketing	State promotion of local tourism initiatives	Colorado, USA
Infrastructure Development	Government provides infrastructure, services, and maintenance of public sites used by many small tourism enterprises	Ecotourism and Environment, Scotland
Regional Tourism Plan or Guidelines	Provincial or regional government creates tourism action plan according to national tourism strategy for promoting cooperation among regional communities.	Alberta, Canada
National Tourism Plan or Guidelines	National Government encourages sustainable tourism growth that matches national cultural and/or environmental policies.	Vakavanua, Fiji; Huichol, Mexico
Granting protection status	GO or IGO establishes protection status or legislation which directs policies on tourism and conservation.	Velebit, Croatia; Upper Mustang, Nepal; Maori, New Zealand

<sup>1</sup>Note: For additional information about the examples in this table, see the appendices and index at the back of this document.

- ▲ **Holistic and strategic planning**, coupled with monitoring and assessment is essential. The priorities, values and knowledge of local communities should be integrated into tourism planning. Local social structures, especially women's groups, can be important assets to build upon.
- ▲ **Marketing strategies** need to be more strategic in nature, focusing on protection of the natural and cultural environment as much as on placing, pricing, product development and promotion.
- ▲ **Economic leakage**, i.e. the capture of revenue by outside interests, should be minimized and the economic welfare of the mountain community should be maximized through innovative initiatives that promote local reinvestment of revenue.
- ▲ **Distribution of benefits** should be equitable. Women and disadvantaged groups should participate equally with more powerful groups.
- ▲ A vital component of **informed decision-making** is raising awareness about the potential positive and negative impacts of tourism development at the local community level as well as with tourists and outside organizations.
- ▲ Minimum tourist **group size and frequency** should be determined to avoid negative cultural and environmental impacts.
- ▲ Project **time frames and commitments** should be long enough to ensure that sustainable systems and organizational structures are firmly in place.
- ▲ **National and regional policies and legislation** are extremely important in stimulating sustainable mountain tourism activities. Supportive and arbitrating cultural policies, environmental protection policies, and economic policies for disadvantaged areas need to be more widely developed and applied.
- ▲ Continued **information sharing** and dissemination of research results are needed to identify better solutions for linking conservation to tourism enterprise. In this regard, the Mountain Forum and other networks should continue to promote the exchange of experiences and study results related to community-based mountain tourism.

# Conclusion

**T**OURISM IS THE fastest-growing industry in the world. By the year 2010, the World Tourism Organization predicts that there will be one billion international tourists and more than US\$1,500 billion generated in revenue. As tourism increases in mountain regions around the world, the environmental and social impacts of tourism can also be expected to increase. Tourism's potential for improving environmental conservation and community well-being is nevertheless considerable. Based on the results of the 74 case studies considered in this report, the key to accessing this potential is the direct involvement of local communities within a climate of supportive regional or national policy. Policy makers, non-governmental organizations, and practitioners of mountain tourism must therefore work to create opportunities that center on local communities, promote conservation efforts and link conservation with enterprise development.

The global mountain community, brought together through cross-cutting networks such as the Mountain Forum, has great potential for directing new policy and initiatives in mountain tourism. Electronic conferences such as the Mountain Forum's "Community-based Mountain Tourism" can help to disseminate innovative ideas and experiences from a wide range of participants in mountain regions around the world.

Policy makers and practitioners can implement a number of actions to facilitate sustainable and equitable mountain tourism. Many of these are intrinsically linked to mountain features such as ecosystem fragility, political and economic mar-

ginality, and cultural diversity. They include the encouragement and reinforcement of

- ▲ holistic planning and management strategies,
- ▲ local ownership and control of resources,
- ▲ supportive national and regional policies,
- ▲ balance between highland and lowland resource flows and decision-making,
- ▲ integrating local knowledge and external knowledge,
- ▲ infrastructure development appropriate to fragile environments,
- ▲ reinvesting tourism revenues into conservation,
- ▲ equitable distribution of tourism benefits and opportunities,
- ▲ organizational capacity building,
- ▲ skill-based training and awareness-raising,
- ▲ full integration of women,
- ▲ partnerships, and
- ▲ continuing exchange of experiences and ideas.

Community leadership and a favorable national or regional policy environment are two central components of successful community-based mountain tourism initiatives. Policies and actions that link conservation, enterprise development and community control in mountain tourism have the potential to address one of the most important challenges facing the 21st century—sustainable management of mountain resources and a sustainable future for mountain populations.

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## Appendix A: Case Studies and Examples, with URLs

CASE STUDY OR EXAMPLE	CONTRIBUTOR	COUNTRY	URL
Wakhan and Pamir Ecotourism	Abdul Wajid Adil	Afghanistan	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050498d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050498d.htm</a>
Aconcagua Waste Management	Ulf Carlsson	Argentina	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss97/sep97/090997a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss97/sep97/090997a.htm</a>
Patagonian Andes Tourism	Adriana Maria Otero	Argentina	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/oter97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/oter97a.htm</a>
Mutawintji Cultural Tourism	Badger Bates and Dan Witter	Australia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050698b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050698b.htm</a>
Uluru-Kata Tjuta Cultural Center	Jim Kelly	Australia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041998c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041998c.htm</a>
Yuendumu Artist's Cooperative	David Betz	Australia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051298d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051298d.htm</a>
Eco-lodges	Chandra Gurung	Australia, Jordan, Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051098b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051098b.htm</a>
Traditional Architecture	Bill Semple	Bhutan, India	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/051198d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/051198d.htm</a>
Amboro National Park Ecotourism	R. Portugal	Bolivia	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/portr97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/portr97a.htm</a>
Alberta Community Tourism	Laurence A.G. Moss	Canada	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/050498a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/050498a.htm</a>
Revelstoke Tourism Action Committee	Jenny Feick	Canada	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298e.htm</a>
Spirit Hawk Aboriginal Tourism	Barry Parker	Canada	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/parkb98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/parkb98a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050398a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050398a.htm</a>
Women and Community-based Tourism	Wendy Lama	China, India, Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050898d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050898d.htm</a>
Monteverde Institute	Quint Newcomer	Costa Rica	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798c.htm</a>
Velebit Biosphere Reserve	Jagoda Munic	Croatia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041498c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041498c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598e.htm</a>
Czech Inspiration	Laurence Moss	Czech Republic	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/050498a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/050498a.htm</a>
Guandera Reserve Ecotourism	Larry Frolich	Ecuador	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042098e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042098e.htm</a>
Bouma Falls Community-led Tourism	Pamela Godde	Fiji	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm</a>
Lovoni Ecotourism Project	Pamela Godde	Fiji	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm</a>
Mount Koroyanitu National Park	Pamela Godde	Fiji	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm</a>
Vakavanua and Cultural Tourism	Pamela Godde	Fiji	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798a.htm</a>
Pyrenees Guide to Mountain Politeness	Louise-Marie Espinassous	France	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/espil94a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/espil94a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/arpe97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/arpe97a.htm</a>

CASE STUDY OR EXAMPLE	CONTRIBUTOR	COUNTRY	URL
Caucasus Sustainable Tourism Center	Vano Vashakmadze	Georgia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss97/may97/050497a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss97/may97/050497a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042898b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042898b.htm</a>
Dadia Forest Reserve Ecotourism	Georgia Valaoras	Greece	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/valag98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/valag98a.htm</a>
Lesvos Agro-Tourism	Chryssanthi Laiou-Antoniou	Greece	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050498c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050498c.htm</a>
Prespa Lakes Ecotourism	Georgia Valaoras	Greece	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/valag98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/valag98a.htm</a>
Yuksam Codes of Conduct	Sikkim Biodiversity and Ecotourism Project	India	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/sikkia.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/sikkia.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598d.htm</a>
Zoning Protected Areas for Ecotourism	Nandita Jain	India	<a href="http://www.mtnforum.org/mtnforum/archives/document/mpl/mpl/040897d.htm">http://www.mtnforum.org/mtnforum/archives/document/mpl/mpl/040897d.htm</a>
Bromo Tengger Semeru National Park	Janet Cochrane	Indonesia	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/cochj97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/cochj97a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498e.htm</a>
Mt. Kenya Waste Management	Ulf Carlsson	Kenya	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050598d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050598d.htm</a>
Cerro Altamirano	Gerardo Osornio	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042398a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042398a.htm</a>
Chipinque Ecological Park	A.G. Robles	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/robla97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/robla97a.htm</a>
El Cielo Biosphere Reserve	Scott Walker	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks95a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks95a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97c.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97d.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97d.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97e.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/walks97e.htm</a>
El Triunfo	P. Tanimoto	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/tanip97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/tanip97a.htm</a>
Huichol Tourism & Traditional Art	Charmayne McGee David Barkin	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/043098b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/043098b.htm</a> <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050198c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050198c.htm</a>
Ixtlán de Juarez	R. Montes, N. Angelica and G. Ramirez; Antonio Suarez	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/montx97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/montx97a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051798a.htm</a>
Monarch Butterfly	Daniel Ruiz Sandoval, David Barkin	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042198f.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042198f.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042398b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042398b.htm</a>
Oaxaca Community Museums	Teresa Morales	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042098f.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042098f.htm</a>
Queretaro Women and Ecotourism	Sandra Skrei	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051898c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051898c.htm</a>
San Nicolas Totolapan	Antonio Suarez; A.S. Bonilla and J.C. Ibarra	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/bonix97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/bonix97a.htm</a>
Sierra Gorda Women and Ecotourism	Sandra Skrei	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051698a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051698a.htm</a>

**Appendix A: continued**

<b>CASE STUDY OR EXAMPLE</b>	<b>CONTRIBUTOR</b>	<b>COUNTRY</b>	<b>URL</b>
Terra Nostra Community Workshops	Scott Walker	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298a.htm</a>
Tourism Norms	Government of Mexico	Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mexg97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mexg97a.htm</a>
Gobi Gurvansaikhan Tourism	Alan Saffery	Mongolia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/051298e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/051298e.htm</a>
Annapurna Sanctuary Ecotourism	Gehendra Gurung	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041598d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041598d.htm</a>
Dhampus Women's Entrepreneurship	Dibya Gurung	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051598c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051598c.htm</a>
Ghale Kharka-Siklis Ecotourism	Pitamber Sharma, Gehendra Gurung	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/041998d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/041998d.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042198h.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042198h.htm</a>
Kathmandu Environmental Education	Wendy Brewer Lama	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/keep.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/keep.htm</a>
Makalu-Barun Naturalist Guides	Alton Byers	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898a.htm</a>
Mountaineering Reflections	H. Gurung	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/guruh98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/guruh98a.htm</a>
Syabru Besi Quality Tourism	Kamal Banskota	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798b.htm</a>
Tourism and Community Health	Stephen Bezruchka, Alton Byers	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041598b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041598b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898a.htm</a>
Upper Mustang Project	Chandra Gurung	Nepal	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/guruc98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/guruc98a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051098c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051098c.htm</a>
Maori Rahui	Ailsa Lorraine Smith	New Zealand	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/051298c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/051298c.htm</a>
Maori Sacred Sites	Tony Sole and Kirsty Woods	New Zealand	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898e.htm</a>
Ecotourism International of Nicaragua	Tom Fletcher	Nicaragua	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041598a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041598a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041998a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041998a.htm</a>
Bird Conservation Tourism	Tom Fletcher, Sandra Skrei	Nicaragua, Mexico	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698b.htm</a>
Do Walkers need Farmers?	Paul Hesp	Norway, Scotland	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/hespp97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/hespp97a.htm</a>
Ecotourism and Biodiversity	J. Mock and K. O'Neil	Pakistan	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mockx96a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mockx96a.htm</a>
Huascaran National Park	Miriam Torres	Peru	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498g.htm</a>
Travellers' Code of Ethics	Huascaran NP Project	Peru	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/tmi-a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/tmi-a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598d.htm</a>
Baguio Amenity Migration	Rommela S. Glorioso	Philippines	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051898a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051898a.htm</a>



CASE STUDY OR EXAMPLE	CONTRIBUTOR	COUNTRY	URL
Tourism and Environment Initiative	Duncan Bryden	Scotland	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698c.htm</a>
St. Martin Commune	Michel Gaspoz	Switzerland	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/stmar98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/stmar98a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/042998a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/042998a.htm</a>
Douiret Ancient Architecture & Tourism	Mohamed Ouessar and Habib Belhedi	Tunisia	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/051298a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/051298a.htm</a>
Budongo Forest Ecotourism	C.D. Langoya	Uganda	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/langx97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/langx97a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051398a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051398a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498f.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498f.htm</a>
Mountain Gorillas & Responsible Tours	Carla Litchfield	Uganda	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/cst98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/cst98a.htm</a>
Colorado Tourism Board	Marcus Endicott	USA	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398c.htm</a>
Dig Afognak Archaeological Tourism	Mary Patterson	USA	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/043098c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/043098c.htm</a>
Handmade in America	Kim Yates	USA	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041698d.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/043098a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/043098a.htm</a>
Marketing Ecotourism to Travel Agents	Elizabeth Makel-Zadeh	USA	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041798a.htm</a>
Montana Sustainable Tourism	S. McCool, C. Burgess, N. Nickerson	USA	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mccox98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mccox98a.htm</a>
Pikes Peak Internet Promotion	Marcus Endicott	USA	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398c.htm</a>
Re-thinking Tourism Project	D. McLaren, R. Taylor, D. Lacey	USA	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mclad96a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/mclad96a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598e.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598f.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598f.htm</a>
Stevens Village	D. McLaren, R. Taylor, D. Lacey	USA	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598f.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598f.htm</a>
Sa Pa Tourism Association	Annalisa Koeman	Vietnam	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050598g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050598g.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051198b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051198b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051198c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051198c.htm</a>

## Appendix B: Selected Discussion Topics, with URLs

DISCUSSION TOPIC	AUTHOR(S)	URL
Biodiversity and Tourism	German Environment Ministry, Indigenous Peoples' Biodiversity Network	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/gfme97a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/gfme97a.htm</a> <a href="http://www.ecouncil.ac.cr/rio/focus/report/english/ipbn.htm">http://www.ecouncil.ac.cr/rio/focus/report/english/ipbn.htm</a>
Cultural Tourism	Pam Godde, Barry Parker, Tom Fletcher, Andrew Roberts, Deborah McLaren	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050198e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050198e.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050398a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050398a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050398b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050398b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050598e.htm</a>
Defining Community	Pitamber Sharma, Pam Godde, Laurence Moss, Quint Newcomer	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042198h.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042198h.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042298g.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042898a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042898a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050198e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050198e.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/050498a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/050498a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042998e.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042998e.htm</a>
Defining Ecotourism	Marcus Endicott, Tom Fletcher, Andrew Roberts, Laurence Moss	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050598c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050598c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050698c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050698c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050798a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898b.htm</a>
Defining Local Knowledge	Pam Godde, John Studley, Yorgos Moussouris	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042798a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050798c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050798c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/studj98a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/studj98a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898f.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt3/050898f.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051798a.htm</a>
Ecotourism Standards	John Shores	<a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/shorj96a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/shorj96a.htm</a>
Gender Issues	Pam Godde, Michael Bamberger, Wendy Brewer Lama, Pitamber Sharma	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050498c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050498c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051498a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/051498a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050898c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050898c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050898d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt4/050898d.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598b.htm</a>
Leakage of Revenue	Kamal Banskota	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041998b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041998b.htm</a>
Local Re-investment	Chandra Gurung, Michael Victor	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051098c.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051098c.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/052198b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/052198b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051198a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051198a.htm</a>
Marketing	Marcus Endicott, Steve McCool, Elizabeth Makel-Zadeh	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041398b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042098g.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt2/042098g.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041498a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041498a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041798a.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt1/041798a.htm</a>

<b>DISCUSSION TOPIC</b>	<b>AUTHOR(S)</b>	<b>URL</b>
Monitoring Indicators	Pitamber Sharma, World Tourism Organization	<a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598b.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051598b.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/reportspubs/library/omt95a.htm">http://www.mtnforum.org/mtnforum/archives/reportspubs/library/omt95a.htm</a> , <a href="http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498d.htm">http://www.mtnforum.org/mtnforum/archives/document/discuss98/cbmt/cbmt5/051498d.htm</a>
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# Index

## A

access 14, 15, 17, 20, 21, 26, 28, 32, 33, 35, 37  
Aconcagua 22, 33, 34, 41, 44  
Afghanistan 34, 43, 44  
Alaska 18, 23  
Alberta 14, 15, 39, 44  
Alps 11, 12, 21  
Alta Cima 25  
Alutiiq 23  
Amoro 44  
Andes 16, 26, 28, 29, 33, 34, 44  
Annamatiq Mountains 26  
Annapurna 13, 14, 15, 16, 17, 22, 24, 25, 27, 28, 30, 33, 38, 42, 46  
Appalachian Range 18, 21  
archaeology 33, 47  
architecture 21, 23, 33, 43, 44, 47  
Argentina 16, 28, 33, 34, 44  
Argumedo, A 26  
Australia 16, 17, 22, 26, 28, 31, 33, 38, 39, 44  
Ayers Rock 22

## B

Baguio 46  
Bamberger, M. 1, 20, 41, 48  
Banskota, K. 1, 9, 13, 19, 24, 25, 28, 30, 41, 46, 48  
Barkin, D. 1, 11, 19, 41, 45  
Bates, B. 1, 29, 41, 44  
Belhedi, H. 1, 23, 35, 42, 47  
Berber 23  
Betz, D. 1, 26, 31, 41, 44  
Bezruchka, S. 1, 9, 10, 41, 46  
Bhutan 27, 33, 44  
biodiversity 7, 16, 26, 31, 33, 34, 41, 42, 43, 45, 46, 48  
birds 32, 33, 46  
Bisaz, A. 1, 11, 41  
Bohemia 14  
Bolivia 44  
Bouma Falls 15, 33, 44  
Brandolini, G. 1  
Bromo Tengger Semeru 17, 32, 33, 41, 45  
Bryden, D. 1, 9, 11, 19, 32, 34, 35, 41, 47  
Budongo 15, 17, 18, 31, 33, 38, 42, 47  
butterflies 33, 43, 45  
Byers, A. 1, 32, 41, 46  
Byers, E. 1, 21, 41, 43

## C

Canada 14, 15, 16, 17, 28, 29, 33, 38, 39, 41, 42, 43, 44  
Carlsson, U. 1, 22, 41, 44, 45  
Caucasus 15, 33, 38, 45  
centers 16, 22, 23, 28, 31, 32, 33, 35, 38, 44, 45  
Cerro Altamirano 45  
China 44  
Chipinque 33, 45  
circuit 13, 14, 21, 33, 38  
climbing 9, 22, 23, 34  
Cochrane, J. 1, 9, 11, 32, 41, 45, 49  
code 17, 29, 46  
Colorado 34, 39, 47  
committees 10, 16, 25, 38  
cooperatives 14, 16, 17, 25, 26, 31, 32, 38, 41  
Cordillera Blanca 14, 29  
Costa Rica 16, 33, 38, 44  
Croatia 15, 20, 38, 39, 44  
Czech Inspiration 14, 15, 16, 33, 38, 44  
Czech Republic 14, 15, 16, 33, 38, 44

## D

Dadia 16, 25, 32, 33, 38, 45  
Dario, J. 1  
Dhampus 15, 16, 33, 46  
Dig Afognak 16, 23, 33, 47  
Douiret 15, 17, 23, 33, 38, 39, 47

## E

Ecuador 15, 19, 38, 44  
education 10, 14, 15, 16, 18, 19, 24, 27, 31, 38, 46  
El Cielo 16, 25, 33, 34, 38, 45  
El Triunfo 33, 45  
Endicott, M. 1, 8, 9, 41, 47, 48  
energy 15, 19, 20, 21, 22, 38, 39  
entrance fee 32, 38  
equipment 27, 31, 34  
Espinassous, L. 1, 44  
ethics 17, 29, 46, 49

## F

fees 17, 28, 30, 31, 32, 33, 34, 38  
Feick, J. 1, 29, 41, 44  
Fiji 15, 18, 28, 33, 38, 39, 42, 44  
Fletcher, T. 1, 21, 27, 35, 41, 46, 48  
food 26, 28, 32, 33, 43

France 44  
Frolich, L. 1, 19, 42, 44  
Fry, M. 1, 19, 42  
fuel 11, 21, 22, 32, 33

## G

Gaspoz, M. 1, 21, 42, 47  
gender 6, 8, 15, 19, 20, 24, 32, 48  
Georgia 1, 15, 33, 38, 43, 45  
Ghale Kharka-Siklis 13, 15, 16, 25, 30, 33, 38, 46  
Ghandruk 24  
Glorioso, R. 1, 46  
Gobi Gurvansaikhan 17, 33, 34, 46  
Godde, P. 1, 8, 18, 41, 42, 43, 44, 48  
grants 17, 30, 31  
Greece 16, 17, 26, 32, 33, 38, 42, 43, 45  
Guandera 15, 19, 38, 42, 44  
Guevara, E. 1, 19, 42  
guides 15, 22, 31, 32, 33, 34, 35, 38, 39, 41, 42, 43, 44, 46  
Gurung, C. 1, 8, 18, 20, 21, 22, 24, 25, 27, 30, 42, 44, 46, 48  
Gurung, D. 46  
Gurung, G. 1, 22, 27, 28, 42, 46  
Gurung, H. 1

## H

HandMade in America 15, 17, 18, 21, 33, 38, 43  
Himalayas 19, 29  
Hindu Kush 19  
historical 23, 25, 33  
Huascarán 14, 17, 19, 29, 33, 34, 43  
Huichol 17, 33, 35, 38, 39, 45  
hunting 27, 32, 34  
Hurni, H. 1, 11, 42

## I

Ibarra, J. 45  
ICIMOD 8, 15, 19, 41  
India 16, 17, 22, 29, 33, 34, 44, 45  
indicators 15, 19, 20, 43, 49  
Indonesia 9, 11, 17, 32, 33, 41, 45  
Ixtlán de Juarez 15, 17, 33

## J

Jain, N. 1, 45  
Jordan 33, 44

**K**

Kathmandu 24, 41, 46  
 Kelly, J. 1, 23, 42, 44  
 Kenya 15, 16, 22, 34, 38, 39, 41, 45  
 kerosene 15, 22  
 Koeman, A. 1, 18, 20, 21, 26, 42, 47  
 Kohler, T. 1, 11, 42

**L**

Lacey, D. 1, 18, 19, 20, 42, 47  
 Laiou-Antoniou, C. 1, 26, 42, 45  
 Lama, W. 1, 24, 25, 42, 44, 46, 48  
 Langoya, C. 1, 13, 18, 31, 42, 47  
 Langtang 15, 16, 24, 25, 33, 38  
 leakage 16, 28, 39, 48  
 legislation 28, 29, 36, 39  
 Lesvos 26, 45  
 Linville, R. 1, 29, 42, 49  
 loans 15, 17, 25, 30, 31, 38, 39  
 lodges 14, 16, 20, 22, 24, 25, 26, 27, 28,  
 30, 32, 33, 37, 38  
 Lovoni 33, 38, 44  
 Lutz, U. 1, 11, 42

**M**

Mader, R. 1, 29, 35, 42  
 Madin, K. 1  
 Makalu-Barun 33, 46  
 Malek-Zadeh, E. 1, 19, 35, 42  
 Maori 17, 25, 28, 29, 38, 43, 46  
 Matmata Mountains 23  
 Mayo-Anda, G. 1  
 McCool, S. 1, 34, 42, 47, 48, 49  
 McGee, C. 1, 35, 42, 45  
 McLaren, D. 1, 18, 19, 20, 42, 47, 48  
 Mexico 15, 16, 17, 25, 33, 34, 35, 38, 39,  
 43, 45, 46  
 Mongolia 17, 33, 34, 43, 46  
 Montana 47  
 Montes, A. 1, 45  
 Monteverde 16, 33, 38, 44  
 Morales, T. 1, 14, 23, 25, 42, 45  
 Moss, L. 1, 9, 13, 14, 20, 42, 43, 44, 48  
 Mount Evans 18  
 Mount Everest 22  
 Mount Kenya 15, 16, 22, 34, 38, 39, 45  
 Mount Koroyanitu 18, 44  
 mountain gorillas 33, 47  
 mountaineering 46, 49  
 Munic, J. 1, 20, 42, 44  
 Murray, K. 1, 19, 42  
 museums 14, 22, 23, 25, 33, 38, 45  
 Mustang 17, 27, 30, 33, 39, 46  
 Mutawintji 17, 33, 41, 44

**N**

naturalist 32, 33, 46  
 Nepal 10, 13, 15, 16, 17, 18, 19, 22, 24,  
 25, 27, 30, 31, 32, 33, 34, 38, 39, 41,  
 42, 44, 46

New Zealand 17, 18, 25, 28, 29, 38, 43, 46  
 Newcomer, Q. 1, 9, 10, 42, 44, 48  
 Nicaragua 16, 17, 27, 33, 35, 38, 46  
 Norway 46

**O**

Oaxaca 16, 25, 33, 38, 42, 45  
 observation tours 15, 24, 38  
 Offler, N. 1  
 Osornio, G. 1, 45  
 Otero, A. 1, 28, 32, 42, 44  
 Ouessar, M. 1, 23, 35, 42, 47  
 ownership 6, 10, 13, 16, 19, 27, 28, 36, 40

**P**

pack animals 16, 26, 27, 28  
 Pakistan 33, 34, 42, 46  
 Pamir 34, 44  
 Parker, B. 1, 29, 35, 42, 44, 48  
 Patagonia 16, 28, 33, 34, 44  
 Patterson, M. 1, 23, 42, 47  
 Peru 14, 17, 29, 33, 34, 41, 43, 46  
 Philippines 33, 46  
 Pikes Peak 17, 33, 47  
 porters 33  
 Portugal, R. 1, 44  
 Pratt, J. 1, 5, 34, 43  
 Prespa Lakes 16, 17, 33, 45  
 Price, M. 1, 13

**Q**

Queretaro 33, 43, 45

**R**

Ramírez, G. 1  
 Rana, G. 1  
 Re-thinking Tourism 15, 26, 38, 47  
 Revelstoke 16, 17, 29, 38, 41, 44  
 roads 15, 21  
 Roberts, A. 1, 20, 43, 48, 49  
 Robles, A. 1, 45  
 Roca, D. 1

**S**

Sa Pa 16, 17, 26, 33, 39, 42, 47  
 sacred mountains 17, 19, 21, 23, 26, 29,  
 32, 42, 43, 46, 49  
 Saffery, A. 1, 34, 43, 46  
 Sagarmatha 22  
 San Nicolas Totolapan 33, 34, 45  
 Sandoval, D. 1, 24, 43, 45  
 Scotland 11, 17, 35, 39, 46, 47  
 Semple, W. 1, 23, 43, 44  
 Sène, E. 1, 10, 43  
 Sharma, P. 1, 8, 9, 10, 14, 15, 20, 22, 25,  
 27, 43, 46, 48, 49  
 Sierra Gorda 33, 45  
 Sierra Madre 25  
 Sikkim 16, 29, 45

skill-based training 6, 15, 16, 24, 37, 40  
 Skrei, S. 1, 32, 43, 45, 46  
 Smith, A. 1, 29, 41, 43, 46  
 Sole, T. 1, 25, 29, 43, 46  
 Spirit Hawk 15, 33, 44  
 St-Martin 15, 16, 21, 23, 33, 38, 42  
 standards 10, 20, 24, 28, 35, 48  
 Stevens Village 15, 17, 18, 19, 33, 34, 47  
 Studley, J. 1, 10, 48  
 Suarez, A. 1, 30, 43, 45  
 subsidy 17, 34, 38  
 Switzerland 15, 16, 21, 33, 38, 41, 42, 47  
 Syabru Besi 15, 24, 25, 30, 46

**T**

Tanimoto, P. 1, 45  
 Taylor, R. 1, 18, 19, 20, 42, 47  
 Terra Nostra 46  
 toilets 15, 22, 24, 27  
 Torres, M. 1, 14, 37, 43, 46  
 trails 15, 18, 21, 23, 29, 31, 33  
 transport 21, 32, 33  
 trekking 9, 11, 13, 30, 34  
 trust fund 30, 31  
 Tunisia 15, 17, 23, 33, 38, 39, 42, 47

**U**

Uganda 15, 17, 18, 31, 33, 38, 47  
 Uluru 22, 38  
 USA 15, 16, 17, 18, 33, 34, 35, 38, 39, 41,  
 42, 43, 47

**V**

Valaoras, G. 1, 32, 43, 45  
 Vashakmadze, V. 1, 45  
 Velebit Mountains 15, 20, 38, 39, 44  
 Victor, M. 1, 42, 48  
 Vietnam 16, 17, 21, 26, 33, 39, 42, 47

**W**

Wajid, A. 1, 10, 43, 44  
 Wakhan 34, 44  
 Walker, S. 1, 26, 43, 45, 46  
 Waser, K. 1  
 waste 12, 15, 20, 22, 26, 27, 31, 38, 39,  
 41, 44, 45  
 wildlife 18, 19, 22, 27, 33, 41  
 Witter, D. 1, 29, 41, 44  
 Woods, K. 1, 25, 29, 43, 46  
 world wide web 7, 17, 35

**Y**

Yates, K. 1, 18, 21, 43, 47  
 Yosemite National Park 28  
 Yuendumu 17, 25, 26, 31, 33, 39, 44  
 Yukon River 19  
 Yuksam 17, 29, 33, 34, 45

**Z**

zoning 6, 16, 17, 26, 27, 38, 45



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