

# APPENDIX A: KEY BASELINE INDICATORS FOR BIODIVERSITY IMPACT: A MONITORING AND EVALUATION FRAMEWORK FOR ECOLOGES

The attached logical framework (logframe) provides a monitoring and evaluation (M&E) methodology for examining the impact of ecolodge development. The logframe presented here is a shortened version of the original; for the full version, see the study, *Ecolodge Footprint and Justification for Biodiversity Conservation*, at [www.ifc.org/ebfp](http://www.ifc.org/ebfp).

The logframe is divided into three broad categories that are typically referred to, collectively, as the triple bottom line: ecological sustainability, socio-cultural and economic sustainability.

These results are presented for three phases of ecolodge development and operations: (1) the pre-development phase, which includes an overall assessment of the project proposal and the obtaining of appropriate permission and development support from local communities and regulatory agencies; (2) the construction phase, which includes the actual development of the lodge and surrounding area; and (3) the operations phase, which includes the ongoing, daily operations of the business and programs of running an ecolodge, from tracking energy efficiency, to local community benefits and interpretation.

Because ecolodges are so varied in their local and regional geographic, socio-cultural and economic needs and realities, it is inappropriate to develop a single set of M&E indicators for all nature-based lodges. For example, while substantially reducing water consumption is vital for hotels and lodges located along Egypt's Red Sea coast or in or near East Africa's national parks and reserves, it is far less important in parts of Costa Rica's central valley or Ecuador's highlands, where water from rivers is plentiful. Thus, this logframe provides only guidelines for how to develop indicators, as well as some sample indicators that may be used to evaluate ecolodges.

## 1. PRE-DEVELOPMENT PHASE

### A. Ecological Sustainability

- Evaluate infrastructure to determine whether lodge location is ecologically appropriate
- Analyze characteristics: physiographic, soils, geology, hydrology, vegetation, wildlife
- Establish an Environmental Impact Assessment
- Analyze climate factors, including sunlight, temperature, precipitation/humidity, winds

### B. Socio-cultural Sustainability

- Analyze social and cultural factors that are influenced by construction, including:
  - *Acceptance by community*
  - *Sacred significance of site to local community*
  - *Opportunities for local labor*
- Compliance with relevant government regulations and industry standards, including:
  - *Legal permission to utilize area*
  - *Appropriate compensation for landowners*

### C. Economic Sustainability

- Develop comprehensive business plan
- Describe mission, vision, products and services to be offered
- Analyze market
- Present timetables for key milestones and project completion
- Present detailed financial projections based on explicit assumptions
- Discuss primary risks facing the project

## 2. CONSTRUCTION PHASE

### A. Ecological Sustainability

- Assess impacts of construction methods on landscape and wildlife

- Determine source and origin of construction materials
- Assess staff and contractor awareness
- Assess impacts of lodge on visual landscape
- Assess impact of use of lighting devices on site
- Assess extraction and collection of water and water conservation methods
- Assess impacts of unnatural noise at site
- Assess rate and type of use of fuels and chemicals
- Measure emissions from equipment
- Assess purchasing, production, use, recycling and disposal practices of materials and supplies
- Assess drainage techniques
- Assess impact of storm water on site
- Assess discharge of wastewater and effluent system
- Assess use of energy-saving renewable energy equipment and techniques
- Assess use of transport for various tasks
- Assess interaction between staff/clients and wildlife
- Avoid areas of dense vegetation or primary forest
- Use endemic species whenever possible
- Undertake wildlife viewing in manner that avoids ongoing repeated, regular and sustained disturbance

#### *B. Socio-Cultural Sustainability*

- Assess number of local versus non-local labor
- Assess levels of satisfaction of labor regarding worker rights
- Assess wage levels
- Assess evidence of worker rights being included in labor contract
- Assess satisfaction of labor in regards to worker rights

#### *C. Economic Sustainability*

- Assess contracts awarded during construction for pay and benefits
- Assess percentage of local suppliers, services and materials used in construction to minimize imported products
- Assess wage levels of local versus non-local labor
- Monitor construction costs and timetable against budget and projections
- Identify staff needs, develop and implement local training programs
- Create management team
- Create marketing strategy
- Create system for continually monitoring market and political climate
- Create systems for monitoring visitor satisfaction with lodge

### 3. OPERATIONAL PHASE

#### *A. Ecological Sustainability*

- Assess impacts of lodge on visual landscape
- Assess impact of use of lighting devices on site
- Assess extraction and collection of water
- Assess implementation of water conservation measures
- Assess impacts of unnatural noise at the site
- Assess rate and type of use of fuels and chemicals
- Measure emissions from equipment
- Assess purchasing, production, use, recycling and disposal practices of materials and supplies
- Assess drainage techniques
- Assess impact of storm water on site
- Assess discharge of wastewater and effluent system
- Assess use of energy-saving renewable energy equipment and techniques

- Assess use of transport for various tasks
- Assess changes in biodiversity
- Assess interaction between staff/clients and flora/fauna
- Identify ways in which lodge supports conservation within and/or beyond site
- Assess use of natural areas around lodge
- Assess skills and knowledge of staff about conservation and the environment
- Assess skills and performance of local guides
- Assess satisfaction of visitors regarding interpretation program
- Assess accuracy of interpretation materials

#### B. *Socio-Cultural Sustainability*

- Review and assess lodge's register of current legislation and compliance records
- Assess whether community is benefiting from direct or indirect employment by the lodge
- Assess whether community is benefiting socially, directly or indirectly, from the lodge
- Assess community perceptions and concerns about impacts lodge has had on their culture
- Assess efforts of lodge's operator and staff to minimize impact on culture

#### C. *Economic Sustainability*

- Assess financial performance of lodge: revenue, expenses, profit level, return on investment, occupancy levels
- Assess visitor perceptions of quality of their experiences at the lodge
- Assess marketing plan, system, and materials, including:
  - *Promotional materials produced in ecologically responsible manner*
  - *Material reflecting natural values of region visited, interpretative and educational services, principles of ecotourism, steps to prevent damage to environment or community visited*

- *Pre-trip/tour/activity material for distribution, reflecting:*
  - natural values of the area
  - the activity
  - interpretative/educative provided
  - care codes/codes of conduct.

# APPENDIX B:

## TABLE A-1 BELOW DETAILS THE 106 NATURE-BASED LODGES SURVEYED IN TIES STUDY.<sup>1</sup>

### LODGE LISTING BY PART I AND PART II COUNTRY/LODGE NAME

#### Bahamas

Tiamo Resorts 1

#### Belize

duPloys Jungle Lodge  
El Pescador  
Rum Point Inn  
Saga Eco Camp  
The Lodge at Big Falls  
The Lodge at Chaa Creek 6

#### Bolivia

Planeta de Luz 1

#### Brazil

Amazonat Jungle Lodge  
Cristalino Jungle Lodge  
Fazenda Rio Negro  
Juma Lodge  
Perdras Negras Lodge  
Pousada Ecologica Rancho Grande  
Terra Verde Lodge 7

#### China

Wenhai Ecolodge 1

#### Costa Rica

Arenal Observatory Lodge  
Cerro Escondido Lodge  
Delfin Amor Ecolodge  
Ecolodge San Luis  
Finca Rosa Blanca Country Inn  
Hacienda Baru  
Hotel Valle Escondido  
La Laguna del Lagarto Ecolodge  
La Mariposa Hotel  
Luna Lodge  
Magsasay Lodge, Hacienda Pozo Azul  
Nacientes Palmichal  
Pacuare Lodge

Rancho Mastatal  
Selva Verde Lodge and Rainforest Reserve 15

#### Dominica

3 Rivers Ecolodge  
Papillote Wilderness Retreat & Nature Sanctuary 2

#### Ecuador

Black Sheep Inn  
Cabaña Santa Rosa, Cabaña Corazon (Fundacion Golondrinas)  
Hacienda Don Juan, Tito Santos Dry Forest Biological Reserve  
Hacienda Primavera  
Kapawi Lodge  
Luna Runtun, The Adventure Spa and Hotel  
San Jorge Ecolodge  
Tapir Lodge 8

#### Egypt

Basata 1

#### Fiji Islands

Jean-Michel Cousteau Fiji Islands Resort  
Maravu Plantation and Beach Resort  
Matava, The Astrolabe Hideaway 3

#### Guatemala

Hacienda Tijax Jungle Lodge 1

#### Guyana

Baganara Island Resort 1

#### Honduras

The Lodge at Pico Bonito 1

<sup>1</sup> This appendix summarizes the 106 lodges that completed a written survey made by TIES. As part of this survey, TIES contacted 423 ecolodges, nature-based lodges, and sm Finca Esperanza Verde in Nicaragua, Lapa Rios in Costa Rica, Karnataka Ecolodge in Western Ghats, India, and Chalalan Ecolodge in Bolivia.

*India*

- Apani Dhani
- Green Magic Nature Resort
- The Pimenta, Haritha Farms
- Mayuram Farm at Thenkasi

4

*Indonesia*

- Bajo Komodo Ecolodge
- Menjangan Jungle and Beach Resort
- Sua Bali
- Wakatobi Dive Resort

4

*Jamaica*

- Zion Country Beach Cabins
- Hotel Mocking Bird Hill

2

*Kenya*

- Campi ya Kanzi
- Cottar's 1920's Mara Safari Camp
- Diamond Beach Village
- Galdessa Camps
- Il Ngwesi Lodge
- Loisaba
- Malewa River Lodge
- Mombasa Serena Beach Hotel
- Ol Donyo Wuas, Chyulu Hills
- Richard Bonh
- Rekeru
- Saruni

11

*Laos*

- The Boat Landing Guesthouse

1

*Madagascar*

- Bush House

1

*Malaysia*

- Sepilok Lodge
- Sukau Rainforest Lodge

2

*Mexico*

- Hotel Eco Paraiso Xixim
- Villa Calmecac Ecotouristic Hostel

2

*Micronesia*

- Kosrae Village

1

*Morocco*

- Kasbah du Toubkal

1

*Mozambique*

- Mchenga Nkwichi Lodge

1

*Nepal*

- Chitwan Jungle Lodge
- Tiger Mountain Pokhara Lodge

2

*Netherlands Antilles*

- Ecolodge Rendez-Vous
- El Momo Cottages

2

*Panama*

- Club De Golf Turistico, Hotel Campestre
- Hostal Casa De Campo
- Sierra Llorona Panama Lodge

3

*Peru*

- Explorer's Inn/Peruvian Safaris
- Heliconia Amazon River Lodge
- La Posada Lodge/Jungle Expeditions
- Posada Amazonas/Tambopata
- Reserva Amazonica

5

*Philippines*

- El Nido Resorts

1

*Saint Vincent*

- Petit Byahaut

1

# APPENDIX C: CASE STUDIES

<i>South Africa</i>	Djuma Game Reserve (Vuyatela, Bush Lodge) Oudrif Farm Tshukudu Game Lodge Wilderness Safaris	4
<i>Sri Lanka</i>	Ranveli Holiday Village	1
<i>Tanzania</i>	Chumbe Island Coral Park	1
<i>Thailand</i>	Khao Yai Garden Lodge Lisu Lodge	2
<i>Trinidad &amp; Tobago</i>	Cuffie River Nature Retreat Man O War Bay Cottages	2
<i>United Arab Emirates</i>	Al Maha Desert Resort	1
<i>Venezuela</i>	Campamento Rio de Agua Hacienda Aguasana	2
<i>Zimbabwe</i>	Chizarira Lodge	1
<b>TOTAL</b>		<b>106</b>

## THE FOLLOWING CASE STUDIES

*examine in more detail four of the ecotourism businesses studied for this report.* These case studies are meant to illustrate both the business case and the environmental and social impact issues discussed in this report. The first two case studies on Rainforest Expeditions of Peru and Turtle Island Resort of Fiji focus on market information, business practices and success factors that have made these two businesses financially viable. The second two case studies on Finca Rosa Blanca of Costa Rica and Campi ya Kanzi of Kenya focus on the environmental and social practices that have proven effective and sustainable for these two businesses. The difference in the two types of case studies is only for illustrative purposes, highlighting particular aspects of each lodge. This does not mean that the first two businesses are not environmentally and socially sustainable, or that the second two are not financially viable.



## 1. RAINFOREST EXPEDITIONS, PERU

Founded in 1992 by Peruvian entrepreneurs Eduardo Nycander and Kurt Holle, Rainforest Expeditions (RFE) seeks to provide authentic educational experiences that support the conservation of the areas in which it operates. The company manages two lodges along the Tambopata River in the Peruvian Amazon: Posada Amazonas and The Tambopata Research Center (TRC). The Tambopata watershed is one of the most biodiverse regions on the planet, and there is no hunting near either lodge, which makes wildlife viewing unusually good for a rainforest destination. The area's viewable wildlife diversity is satisfying both to newcomers and to the most experienced naturalists and birders in the world. The clay licks that attract dozens of macaws and hundreds of parrots almost daily are major attractions at both lodges. It is also possible to

see harpy eagles and nests, giant river otters, capybara and an abundant array of other rainforest mammals and birds in a pristine habitat.

The 30-room Posada Amazonas lodge, which opened in 1998, is located just 1.5 hours upriver from the closest commercial airport in Puerto Maldonado. The lodge was built in partnership with the Infierno Native Community on community land in the buffer zone of the uninhabited Tambopata National Reserve (TNR), part of a 3.7-million-acre conservation corridor in southeastern Peru. The 13-room TRC, which has been under RFE management since 1989, is a five-hour journey upriver from Puerto Maldonado, within the TNR. The TRC doubles as a research station for scientists and volunteers studying an adjacent macaw clay lick.

### AT A GLANCE: *Posada Amazonas*

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**RATES:** \$95 per night for a two-night minimum, including all transfers from Puerto Maldonado, a full itinerary of guided activities and food.

**STAFFING:** 21 staff in high season, 17 in low season, not including guides. All except the manager are from the community.

**ACCOMMODATION INFRASTRUCTURE:** Combines native architecture and materials such as palm fronds, wild cane and clay with modern, low-impact, ecotechnologies. Unique open-air rooms adjacent to pristine rainforest have no screens, yet few insects. The lodge has no electricity and uses kerosene lamps for lighting. Mosquito netting is provided for beds. All rooms have private baths with unheated showers, which are of moderate temperature because of the warm climate.

**OCCUPANCY:** Average occupancy in 2001 and 2002 was 49 percent. This is based on 73 percent occupancy in the high season, 50 percent in the shoulder seasons, and 25 percent in the low season.

**INCLUDED ACTIVITIES:** Canopy tower overlook for early morning views, bird watching, half-day oxbow lake trip with giant river otter viewing, parrot clay licks viewing from blinds, guided walks with small monkey viewing. Cultural interactions with the local community include ethnobotanical walks and visits to small farms.

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## AT A GLANCE: *Tambopata Research Center*

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**RATES:** \$145 per night for two nights at Posada Amazonas (a necessary stopover point) and four nights at TRC, including all transfers from Puerto Maldonado, a full itinerary of guided activities, a park entry fee and food. Packages for one night at TRC are 18 percent more, and two to three nights are 9 percent above the base price.

**ACCOMMODATION INFRASTRUCTURE:** Designed using traditional, low-impact native architecture with an unobstructed view of rainforest ten meters from the lodge perimeter. Similar design to Posada Amazonas, but with slightly smaller rooms and no private baths.

**INCLUDED ACTIVITIES:** Visits to the largest-known macaw clay lick with research scientists and guides, visits to macaw nesting sites with guides, and guided walks on extensive trails in seven distinct habitats found in easy walking distance. Bird diversity is extremely high and excellent for casual or serious bird watching.

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## MARKET INFORMATION

**Target market:** RFE's clientele is 50 percent free and independent, 30 percent from international tour operators, and 20 percent from local operators.

**Current visitor composition:** Guests come from all over the world, with the largest number, 40 percent, from the United States. Other major markets include Europe (30 percent), Canada (10 percent), Australia (5 percent) and Peru (5 percent).

**Selling propositions:** One hundred percent of clients who come to Posada Amazonas and TRC are interested in wildlife and general scenery. Of these, 10 percent are also interested in indigenous culture and 5 percent in birding.

**Market potential:** RFE has achieved an annual average growth rate of 10 percent, even in 2001/2002, when global travel markets suffered after the September 11, 2001, attacks on the United States. Prospects for future growth are as high as 20 percent per year. Although the company has focused on the American market in the past, in 2004 they are targeting the

European market and adding more guides with German language ability. The large majority (more than 65 percent) of clientele are middle class, with incomes ranging from \$50,000 to \$100,000 per year. The company is also pursuing expansion strategies.

## POLICIES AND ENABLING ENVIRONMENT

According to RFE, Peruvian policies and legal systems for protected areas are the most advanced in Latin America, and there has been increased attention to appropriate licensing and concessions for tourism operations within Peruvian reserves. The RFE owners predict that the protected area system of Peru will have tourism plans and concession systems completed within the next decade, and some tourism concessions are already available. RFE considers this to be an excellent business opportunity for the company, which is highly experienced working within protected areas. Outside of the protected area system, there is no zoning or land planning, leaving ecolodge



developers vulnerable to development such as ranching, logging or mining operations that can destroy or seriously damage natural assets upon which ecolodges depend. Ecolodge investors and business owners depend on the protection of natural assets as part of their business plans. The lack of land planning in Peru is a serious impediment to ecolodge development outside of the natural reserves in Peru.

## BUSINESS MODEL

RFE is a specialty tour operator based in Lima, Peru, that handles both custom and standardized departures to Peru's leading ecotourism attractions. The company is 100-percent-owned by Holle and Nycander, who are also the managers. They have an informal horizontal management structure in Lima, and there is a high degree of collaboration with staff. The company heavily stresses the development of talented quality guides and devotes one month of training time per year to upgrade existing guide skills and train new guides. There is a transparent system of promoting guides from the ranks based on merit, and extra training is given to guides who receive the best ratings from guests.

Posada Amazonas was built in partnership with the local community of Infierno, which owns 100 percent of the land and infrastructure. Financing for the lodge infrastructure came primarily from a Peru-Canada Fund loan, complemented by sweat equity from RFE and the community. The MacArthur Foundation also provided a grant to finance community training. In 1998, a revenue-sharing agreement was negotiated, with full community participation, that gives the community of Infierno 60 percent of net revenues from the lodge until 2018. At that time, the community can renegotiate a new management agreement with RFE, undertake all lodge operations themselves, or contract with another management company. In 2003, RFE received more than 5,000 visitors, and community profits have been invested in projects such as schools, in health services and community training projects.

## Triple Bottom Line Methodologies

RFE incorporates a number of environmental and social programs in its operations, including:

- Support for the research station at TRC, with five researchers, at a cost of approximately \$10,000 per year.
- A profit sharing and management agreement with the local community of Infierno for Posada Amazonas. A fundamental concept of the project is shared participation in the decision-making process. Work procedures, infrastructure, project policies, marketing strategies, and itinerary development are all designed and approved by both Rainforest Expeditions and the community, as represented by its ten-member Ecotourism Committee. Outcomes of this approach, as documented by outside researchers, are as follows:
  - *Community members are increasingly aware of their status as partners; everyday discourse reveals a sense of ownership.*
  - *The Ecotourism Committee is taking an increasingly active approach to decision-making, and deals with hiring, solving staff problems and implementing certain itinerary improvements.*
  - *Catalyzed by the tangible success of Posada Amazonas, the community is forming committees to lead education, handicraft, cultural rescue, agriculture and urbanization programs in the community. Handicrafts, cultural rescue and education projects have already produced economic and social benefits.*
  - *Community members have been trained to occupy all lodge positions, community products of market quality and price are purchased by the lodge, and cultural resources have gradually been incorporated into the tour programs.*
- A full-time community outreach manager employed by the lodge to assist with community development initiatives.
- Help in obtaining grants and outside support and technical guidance on the development of crafts by the community as a micro enterprise,

- and purchasing these crafts for lodge gift shops.
- Fostering of a variety of microenterprise ventures by the community.
- Hiring and training of community guides.
- Support of an ethnobotanical center with fees from daily guest visits.

## SUCCESS FACTORS

Even before RFE was established, Tambopata was an excellent rainforest destination with a high reputation among naturalists. For a pristine rainforest destination, the ease of access is unparalleled. Travelers coming to see Machu Picchu near Cuzco are just one hour away by a reliable, inexpensive commercial flight to Puerto Maldonado. RFE offers high-quality guiding and interpretation, making it easy for guests to enjoy the complex rainforest ecosystem. From an operational standpoint, RFE offers highly efficient, well-run systems to move their clients through their guided programs, and they use customer feedback extensively to improve operations. The company has used public relations very effectively to win a market, and has a very refined understanding of who its market is and how to market their experiences.

The owners of RFE have overcome considerable obstacles to success in the development of Posada Amazonas, using an innovative finance structure that was not dependent on the owners' own assets, and a full partnership with an indigenous local community that had title to prime land with access to Puerto Maldonado and undisturbed rain forest. The company's location and quality service has led to almost instant success, and therefore the barriers to success relate to expansion to meet the growing demand for RFE's product. Despite the success of their business model, the owners comment that investment capital presents the greatest barrier to growth. Attracting investment capital to finance expansion to other parts of Peru is especially difficult, because ecolodges, which by definition are small-scale operations, have higher operating costs, and the return on investment for such facilities tends to be less attractive to investors.

## Replicability of model

- *Local owners/manager entrepreneurs:* The owners'/managers' dedication and entrepreneurial business approach are a key determinant of success for RFE. These skills, complemented by a commitment to sustainable community development and the cultivation of native leadership, distinguish these entrepreneurs.
- *Staff management:* Staff contribute to all aspects of decision-making, and are involved in ensuring that the company achieves positive outcomes to challenges. The use of transparent merit promotions for guides has built a corporate ladder that leads to management positions. The company management approach resembles good company management worldwide, and is highly replicable.
- *Location:* The Tambopata region is highly accessible to travelers, and the selection of this location is one of the most prominent success factors for the business. However, other businesses have failed to succeed in this destination due to poor management or less effective guiding. Selecting accessible destinations with highly viewable wildlife within protected areas is a replicable strategy, but will depend on a good enabling environment.
- *Quality guiding:* The company cash investment in guide training has not been large, due to many individuals providing in-kind training time, which may be difficult to replicate. The amount of corporate time invested in planning and managing the training is significant. The result is bankable, as quality guiding appears to be a highly competitive asset for an ecolodge that will distinguish it for consumers in the marketplace. This strategy is replicable, but may cost more for other companies.
- *Community partnership:* The 60 percent share of profits given to the community in return for land equity and labor in building the lodge has paid significant dividends to RFE by ensuring that they have one of the most well-protected and accessible sites on the Tambopata River, a sought-after destination. The amount of up-front sweat equity invested by the owners into establishing a quality relationship with the

community is incalculable and has led them to comment that, as the business matures, such a strategy would be difficult for them to undertake again due to the time commitment involved. This strategy is replicable, but with many provisos.

- *Financing Structure:* The RFE entrepreneurs found creative and innovative ways to combine loans, sweat

equity, community assets and limited personal capital to finance the construction of Posada Amazonas. This financing structure, combined with their business skills and community development approach, makes the partnership a very important model to study. Expansions and improvements have been financed, for the most part, from business cash flow.

## 2. TURTLE ISLAND RESORT, FIJI

Turtle Island Resort, Fiji, was founded in 1980 by American business entrepreneur Richard Evanson. Evanson purchased the uninhabited island of Nanuya Levu and relocated there in 1972, renaming it Turtle Island Resort. In the late 1970s, Evanson began to convert his island retreat into a five-star resort. Today, Turtle Island Resort offers luxury accommodation to up to 14 couples; all activities, meals and beverages are included.

Turtle Island Resort is located on an island in the Yasawas Island group. The island group is home to seven villages with 3,500 inhabitants, all of whom own

their land through native title. In 2000, Turtle Island Resort launched an innovative program to support job creation for local people living on neighboring islands. Three local villages were invited to become “social entrepreneurs” and work with Turtle Island Resort to establish lodges specifically for budget travelers. No-interest loans totaling \$820,000 were provided to three villages to launch the Safe Landing, Oarsman Bay and Sunset Resort lodges. Although Sunset Resort closed after only eight months (see below), Safe Landing and Oarsman Bay have been successful ventures.

### AT A GLANCE: *Turtle Island Resort*

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**RATES:** \$1,975 per night all inclusive for bures (traditional two-room thatched cottages) (\$660 is the estimated food cost within this price).

**STAFFING:** 200 local Fijians. An equal opportunity employer.

**ACCOMMODATION INFRASTRUCTURE:** Each bure has 21-foot vaulted ceilings, louvered windows, separate sleeping, dressing, lounging and bathing areas, an outdoor verandah with day bed, hairdryer, CD player, tea and coffee making equipment, toiletries, iron and ironing board, wet bar, and indoor jetted spa.

**INCLUDED ACTIVITIES:** Diving, deep-sea fishing, sailing, swimming, wind surfing, sunset cruises, kayaking, snorkeling, scuba diving, scenic boat tours.

**ADDITIONAL INCLUDED SERVICES:** Personal concierge, two-way radios, room service anywhere on island, private beach picnics at sunset, lunch buffets for two, Fijian feasts, evening dinner parties, mountaintop dinners.

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FOOD: *Crab, lobster, beef, organic vegetables, full wine selection, French champagnes. French chef.*

NATURAL ATTRACTIONS: *14 white sand beaches, hiking trails, tropical rainforest, mangrove boardwalks, coral reefs, sea turtle release program.*

HEALTH SPA ATTRACTIONS: *Lomi-Lomi massage — traditional Hawaiian massage.*

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### AT A GLANCE: *Safe Landing*

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RATES: *\$70 per night inclusive, plus \$10 for liquor and activities. Meal plan includes breakfast, lunch and dinner.*

STAFFING: *20 staff, including two guides.*

ACCOMMODATION INFRASTRUCTURE: *Two private bures and Fijian-style dormitory accommodation for six people. Owners Joe Poasa and his family welcome visitors in traditional Fijian style.*

OCCUPANCY: *30 percent in 2002, 60 percent in 2003.*

AVERAGE STAY: *Four days.*

CONSTRUCTION TIME: *Founded in 2002, the lodge was built in six months.*

FINANCING: *The lodge received a \$280,000 interest-free loan from Turtle Island Resort. The loan is expected to be paid off in three years.*

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### AT A GLANCE: *Oarsman Bay*

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RATES: *\$80 per night, plus \$20 for three meals. A mix of Fijian and international cuisine is served, with bar service.*

STAFFING: *34 staff, including two guides.*

ACCOMMODATION INFRASTRUCTURE: *Built on the shores of one of Fiji's most renowned island beaches, the lodge consists of six individual bures with private facilities and hot showers, and a 20-bed dormitory, with excellent views of the ocean, above a dining and bar area.*

OCCUPANCY: *50 percent in 2002, 75 percent in 2003.*

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**AVERAGE STAY:** *Four days.*

**ACTIVITIES OFFERED:** *Paddle boats, snorkeling, hiking, village trips and volleyball.*

**CONSTRUCTION TIME:** *Founded in 2001, the lodge was built in nine months.*

**FINANCING:** *The lodge received a \$400,000 interest-free loan from Turtle Island Resort. \$200,000 of this was repaid in 2002, and the remaining loan principal is expected to be paid in several years.*

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## MARKET INFORMATION

**Target market:** The resort leadership has defined its market for Safe Landing and Oarsman Bay as “Richpackers,” whom they describe as high-income professionals willing to exchange luxury accommodations for unique experiences. According to Turtle Island Resort, these individuals spend more money on activities, such as scuba diving, than on nightly accommodation. For Turtle Island Resort, these travelers are in their thirties and are stopping over in Fiji on flights to and from Australia and New Zealand.

**Current visitor composition:** The vast majority of visitors to Turtle Island Resort (75 percent) come from Europe and the United Kingdom. Other main markets include Australia and New Zealand (10 percent), and Canada and the United States (10 percent).

**Marketing approach:** Turtle Island Resort has wholly owned marketing offices in both Australia and North America. The company targets the high-income honeymoon market in the 25–40 age group via public relations and print advertising, and is targeting the ecolodge market by working with The International Ecotourism Society. Turtle Island Resort provides all-expense-paid five-night stays for journalists and their spouses. The company also provides the Tikina Tourism Association with access to its customer data base and a grant to create brochures, to support the Safe Landing and Oarsman Bay properties.

**Selling propositions:** The main features that attract visitors to Turtle Island Resort include accessible beaches, pristine reefs, indigenous cultures, undeveloped scenic landscapes, and quality food and beverages.

**Market potential:** Turtle Island Resort is seeking to grow by about 10 percent per year. As its current thirty-something market matures, the resort plans to invest in more comfortable amenities that will attract older travelers. The company will add new village-based lodges as needed and is targeting Australia and the United Kingdom as the best markets for these lodges.

## POLICIES AND ENABLING ENVIRONMENT

Fiji receives approximately 500,000 visitors annually, and government policies are attracting more operators, more resort developers and international hotel chains. An Environmental Management bill has recently been introduced in Parliament that will involve the government taking more responsibility for environmental protection. However, there is no plan for a sustainable tourism policy. The present tourism board approach is to sell Fiji as a “truly relaxing destination,” without highlighting its unique culture, heritage and environment. Local entrepreneurs, such as the owners of Turtle Island Resort, continue to push for a more sustainable tourism development approach.



## BUSINESS MODEL

Turtle Island Resort seeks to be regarded as one of the leading ecotourism resorts in the world by providing a positive and unique guest experience. A high-end resort on an exclusive island with world-class beaches and underwater natural environment, it is staffed by a team of people who share the resort's commitment to high standards, while demonstrating a caring attitude toward the guests and each other. The leadership of Turtle Island Resort comments that the strength and success of a lodge's product, reputation and brand are, to a large extent, dependent on acceptance by the community in which it operates. The resort leadership has a well-articulated business philosophy and mission that revolves around the concept of corporate and social responsibility. Their interest in meeting community needs has evolved into an expansive set of health and education programs, partly supported by their guests. Turtle Island Resort has become a leading proponent of "Traveller's Philanthropy," which they believe is a response to their guests' desire to engage with and be committed to and empowered by community needs, and to play a role in meeting some of those needs.

### *Triple Bottom Line Strategies*

Turtle Island Resort's many environmental and social programs include:

- employment of local people;
- purchase of local goods, such as fish;
- support for the Yasawas Community Foundation, which provides extensive health care and education programs for local islanders;
- permission for auditing of the social and environmental impacts of the resort by independent experts, and launch of Green Globe 21 certification;
- support for a job creation program that helped establish the three separate locally owned budget resorts with \$820,000 in no-interest loans; and
- creation of the Tikina Tourism Association, which offers support for local destination planning, marketing and guidelines.

## SUCCESS FACTORS

Turtle Island Resort has benefited from a visionary entrepreneurial owner who understands that the local community is fundamental to the resort's success. The high-end, exclusive nature of Turtle Island Resort has afforded it the profit margins to invest in philanthropic education and health initiatives, which have won it many friends and respect internationally. The philosophy of "Travellers Philanthropy," which evolved at Turtle Island Resort, has inspired the resort to match community needs with client interest in contributing to local health and educational challenges. The development of Oarsman and Safe Landing ecolodges expands Turtle Island Resort into a new arena: sustainable economic development. The senior resort has provided the vision for the smaller enterprises, worked through thorny issues with communities, provided marketing expertise, dollars and contacts, and helped launch a destination marketing and stewardship initiative with the Tikina Tourism Association.

Turtle Island Resort has overcome a number of barriers to its success, including its entrepreneurs' lack of patience for consultation with local communities and failure to finalize agreements in writing with local communities. In addition, there have been problems with local misinterpretation of the philanthropic approach, where something is given without any expectation of anything in return. Finally, political instability in Fiji, resulting in a coup d'etat in 2000, presented challenges to the business.

There were also a number of problems with Sunset Resort, the third of the village-owned lodges, and the only one to close. The lodge was opened with a \$140,000 interest-free loan from Turtle Island Resort. However, disputes within subclans about income-sharing relationships within the community and job entitlements led to the closing of the resort. Concerns were mainly about who would get jobs, who would be in charge, and the amount of money to be "instantly" available for distribution to villagers before the loans were repaid. These disputes put long-term family relationships at risk in the village where Sunset Resort was built. Negotiations between the village and Turtle Island Resort management for future activities have resumed.



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**ACCOMMODATION INFRASTRUCTURE:** *Seven rooms and two villas, with a capacity of 33 people. The Rosa Blanca Suite (honeymoon suite) is located in a tower 40 feet above the ground, which guests reach by climbing circular stairs built around a Cristóbal tree trunk. Odd-shaped windows throughout enhance the sun-filled inn. The cathedral ceiling above the lounge area sets the tone for the whitewashed stucco structure, with an atrium dominated by a soaring, floral-motif beehive fireplace, masses of tropical plants and vivid jungle murals painted by local artists. A spring-fed infinity pool, featuring a 12-foot cascading waterfall, is surrounded by gardens and adjacent to an open-air game room/lounge and large hot-tub/Jacuzzi.*

**FOOD:** *“Nouvelle Costa Rican Cuisine,” using organic fruits, vegetables and coffee, all grown on the premises.*

**OFFERED ACTIVITIES:** *Rosa Blanca has its own stables, where horses can be rented for rides in the countryside, including the slopes of Barva Volcano. The inn also offers personalized guided tours to many of the area’s national parks, cloud forests, biological rainforest reserves, botanical gardens and butterfly farms. Bungie jumping, white-water rafting, bird-watching excursions to Costa Rica’s best coffee producers, hikes into the Braulio Carillo National Park Cloud Forest and visits to Poás and Irazú volcanoes are also offered.*

**NATURAL ATTRACTIONS:** *Located on 2.9 hectares (7.25 acres) in reforested gardens, Rosa Blanca overlooks Costa Rica’s Central Valley and nearby volcanoes, as well as the capital, San José. The inn’s gardens, wooded walkways, meditation areas and hiking paths attract a wide variety of native birds and butterflies. One of the most popular destinations for day trips is Barva Volcano, only 30 minutes from the inn and located within Braulio Carillo, Costa Rica’s largest national park. Rosa Blanca has contributed to Parque Volcán Barva in a variety of ways, and staff can arrange extraordinary tours and hikes of all categories within the park and to the various lagoons of the crater. Along the trails, hikers can observe white-faced monkeys, red spider monkeys, tapirs, larger wild cats, hummingbirds, the bonking bellbird, seven species of warblers, and Costa Rica’s most treasured bird, the quetzal.*

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## SUSTAINABILITY POLICIES AND PRACTICES

Rosa Blanca's owners have always had a clearly articulated sustainability mission. As Glenn Jampol explains on the inn's website, "Since 1985, when we began our project at Finca Rosa Blanca, we have always had one important goal in mind: to leave the minimum possible trace of our existence. Since the beginning of our adventure on this property, we have concentrated on an ambitious plan of recycling and regeneration, social consciousness and education." To ensure effective implementation of this plan, the inn has designed a manual that describes its sustainability mission and policies, educates its employees on sustainability goals, and keeps a record of efforts to achieve these goals.

### *Environmental policies and practices*

Rosa Blanca was built in accordance with an environmental impact assessment, and systems are in place to monitor environmental impacts on an ongoing basis. Glenn Jampol has become one of Costa Rica's leading experts on sustainable hotel construction. The inn continuously participates in environmental improvement programs in the surrounding area and in other parts of the country.

The inn has a policy of limiting the number of non-native plants, instead emphasizing the planting of local species, and avoids use of non-organic fertilizers, pesticides, and herbicides. The owners have reforested and replanted their original 7.25 acres, which was originally heavily denuded cattle-grazing land, with native species, including tropical flora and fruit trees, as well as organic coffee and vegetable gardens. Today the property is covered with thousands of native and tropical plants, including more than 300 fruit trees. Rosa Blanca received the first certification under a new Costa Rican program for sustainable coffee.

The Jampols recently purchased an adjacent, 18-acre coffee plantation and are in the process of converting it to certified organic coffee. With the help of the local electric company, Costa Rica's leading newspaper and the Environment Ministry, they have also planted 1,500 native trees in the outer perimeter and around the springs of this property.

Water consumption at Rosa Blanca is controlled in a number of ways, including the use of low-flow showerheads and tap aerators, and rainwater collection. Guests are encouraged to reuse linens and advised to minimize water use. The swimming pool's water is cleaned with an environmentally benign copper-silver ionization system, rather than chemicals. The inn provides for careful handling and disposal of solid waste and sewage and operates a controlled, inspected and biologically maintained septic system to avoid discharging directly into the environment. Gray water is regularly tested for quality, biodegradable cleaning chemicals are used, and refrigeration systems do not use chlorofluorocarbons. The inn has a solar hot water system.

Though there is no solar electricity on site, the architectural design maximizes natural lighting. In addition, all lighting is energy efficient and well-maintained, and staff is trained to minimize energy use.

Recycling activities include total recycling of food waste to fertilizers with two systems: (1) feeding and fertilizing coffee plants and vegetable gardens directly, and (2) a custom-made composting area and vermiculture system that processes raw organic waste. They also recycle non-organic waste, including glass and bottles, plastics, cardboard, metal and newspapers. Each room has recycling bins, and there is a complete recycling zone on the grounds, located below the horse stables.

### *Social policies and practices*

The inn's owners and staff work closely with both the local community and the nearby Braulio Carillo and Barva Volcano National Parks. During the early years, several people from the park assisted the Jampols with determining which species to plant to rejuvenate the land and attract a wide variety of bird species. In return, Rosa Blanca has assisted the park in a variety of ways, including paying for telephone lines and publishing bilingual maps and brochures for visitors to the park. In addition, the inn offers educational tours of the property and discounts for local people to stay there. It contributes to school education programs,



and the owners and staff are involved with local conservation organizations, including the running of a children's food bank, two community-based recycling centers, and special exercise programs at the Center for the Golden Age in Santa Bárbara.

Glenn Jampol has been an active proponent of Costa Rica's "green" certification program, is active in Costa Rica's ecotourism society, and serves on the Board of Directors of both CANAECO (the National Chamber of Ecotourism) and The International Ecotourism Society. In addition, he has actively promoted techniques for "greening" ecolodges among other lodge owners in Costa Rica.

The Jampols are also working with community members to build the country's first "sustainable public school" by purchasing land, building the school and designing it to include recycling programs, energy conservation, organic semi-self-sufficient food processing, solar heating, and other sustainable features.

### *Economic policies and practices*

Rosa Blanca donates 5 percent of its restaurant's gross income to local community projects. Nearly the entire staff, including management, comes from the surrounding community. In addition, the inn proactively strives to buy goods and services locally, and to buy in bulk whenever possible, in order to cut down on packaging.

### *Guest education*

Guests at Rosa Blanca are invited to visit the greenhouses, where organic vegetables are grown, and the elaborate recycling, composting and vermiculture facilities, and to learn about the swimming pool's natural filtration system. Trees on the property are identified according to their local and scientific names, and written information is available for guests about the plant species located on the grounds.

The inn also promotes visits to nearby national parks and protected areas, as well as local cultural and historic sites. Guests are encouraged to participate in and/or contribute to conservation, educational and social welfare projects in the surrounding community. The inn provides interpretive programs and material

to educate guests about the cultural and natural surroundings, and provides well-trained and experienced guides to accompany guests.

### **FUTURE VENTURES**

The Jampols are currently building a new sustainable hotel, Arenas del Mar ("Sea Sands"), on 11 acres of beachfront property adjacent to Manuel Antonio, Costa Rica's best-known national park. They have completed a government-approved Environmental Impact Assessment (EIA) and a study that mapped the location of every tree on the property. The hotel will use solar heating panels, energy saving "on-demand only" water heaters, copper-silver ionization systems to clean pool water, energy-efficient light bulbs, and a recycling and wastewater treatment program. The facility will be built with new and low-impact building materials, including recycled plastic roof tiles and rocks found on site. A portion of the land will be dedicated to a museum and a nursery of indigenous tropical trees and plants. More than 2,000 native species of trees and thousands of native plants will be planted in the next decade. Arenas del Mar is scheduled to be open for guests in December 2005.

## **4. CAMPI YA KANZI, KENYA**

Campi ya Kanzi is a luxury safari camp located next to Kenya's Amboseli National Park and bordering Tsavo West and Chyulu National Parks. The camp, which is a joint venture between a private company (Luca Safari) and a Maasai group ranch, strives to provide tangible economic benefits to the local Maasai community to enhance their cultural welfare and pride, and to protect wildlife by demonstrating that game-viewing tourism is more lucrative than hunting or poaching. The camp is located within the 400-square-mile Kuku group ranch, owned by Maasai herdsman. Via Land Rovers and on foot, guests view rare wildlife including black rhinos, cheetahs and wild dogs, and learn firsthand about Maasai culture by meeting people in the local village.



Campi ya Kanzi, which means “Camp of the Hidden Treasures” in Kiswahili, has a Bronze rating under the Ecotourism Society of Kenya’s certification program, which was launched in 2002. In 2004, the camp was a finalist in the Heritage category for the World Legacy Awards, a prestigious eco-awards program sponsored by Conservation International and National Geographic Traveler magazine.

The camp is owned and managed by an Italian couple, Luca Belpietro and Antonella Bonomi, who founded Luca Safari. Belpietro, a professional guide, has lived in Kenya since 1975. The couple created Campi ya Kanzi in partnership with the Maasai group ranch in order to put into practice the principles of environmental protection and social and economic equity.

**AT A GLANCE: Campi ya Kanzi**

**RATES:** \$370 to \$430 per person per night for double occupancy, no single supplements are charged. Children under 12 are \$250 per night per child. The price includes full board, game drives and walking safaris, cultural and community project visits, and transfers to and from the airstrip. There is an additional \$30 per person per day conservation fee. The camp offers a discounted rate for local residents.

**STAFFING:** 35 employees, 90 percent of whom are local Maasai hired as cooks, housekeepers, maintenance staff, and wildlife trackers and scouts. Three local people hold management positions. Through the Maasai Wilderness Conservation Trust, which the camp created to support community social welfare projects, more than 70 local Maasai are employed in projects linked to tourism.

**ACCOMMODATION INFRASTRUCTURE:** Seven thatched-roof guesthouses that can accommodate a maximum of 14 guests. Each guesthouse has a wooden floor, a private bath, and a wide veranda with superb views of Mt. Kilimanjaro and the Tsavo Hills. The guesthouses are far enough from each other to ensure maximum privacy. In the center of the camp, Tembo (Elephant) House serves as the dining room, game room, library and lounge. The entire camp was built with local materials, lava rocks, native timbers and Maasai crafts.

**FOOD:** Campi ya Kanzi cooks have been trained in the preparation of fine Italian cuisine, along with other international and local dishes. The kitchen is supplied by the camp’s organic vegetable garden and dairy, and wines come from the Italian vineyards of the Bonomi family.

**OFFERED ACTIVITIES:** Unlike safari camps and lodges inside national parks, where visitors are restricted to game viewing in vehicles, Campi ya Kanzi offers walking safaris with Maasai trackers. These walks take guests from the Chyulu forest to the savanna plains, along rivers and through lava flows. Game drives are also offered, in open Land Rover Defenders, with either Luca Belpietro or Samson Parashina (a Maasai professional guide) and a Maasai tracker. Guests can work directly with a guide to design each day’s safari and activities.

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*Campi ya Kanzi also strives to help guests learn about Maasai cultural heritage. Guests can visit the home of one of the trackers in the nearby Maasai village, view women doing their famous beadwork, and attend traditional dance performances. Tourists can also visit projects supported by the Maasai Wilderness Conservation Trust, including a Maasai school and dispensary.*

**NATURAL ATTRACTIONS:** *More than 50 different mammals and 400 bird species are found on the ranch. Besides the “Big Five” (elephant, rhino, leopard, lion and Cape buffalo), rare animals such as lesser kudu, gerenuk, cheetah and wild dog also inhabit the ranch. Plains game is also very rich; antelopes such as the klipspringer and the mountain reedbuck are found on the hills, and the fringed ear oryx and Maasai giraffe are very common.*

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## SUSTAINABILITY POLICIES AND PRACTICES

Campi Ya Kanzi seeks to demonstrate how community, tourism and conservation can work together for a mutual benefit. The camp managers state that their main goal is to make wildlife profitable through tourism. Since 75 percent of Kenyan wildlife lives outside of national parks and game reserves, the only way to preserve it is to make it valuable for the landowners. Maasai landlords have been deeply involved in the planning, building and running of the camp.

### *Environmental policies and practices*

Campi ya Kanzi was built using local techniques and materials wherever possible. No trees were cut, and a thorough study was undertaken to ensure that the camp’s construction was physically and culturally appropriate and provided “a sense of place” to staff and guests.

Everything from electricity to hot water is generated with solar power at Campi ya Kanzi. The state-of-the-art solar system provides 220-volt electricity for each guesthouse. There is no air conditioning or external lighting; guests are provided with rechargeable flashlights.

Rainwater is collected and water consumption is minimized by using, for instance, low-flow showerheads, low-flush toilets and small sinks. Each guest-

house has its own water meter, and guests are briefed on how to conserve water. All water is recycled through lava filters, supplying the organic vegetable garden, as well as two water ponds where lion and gazelle come to drink.

No firewood is used in the kitchen; only charcoal made by a United Nations-funded project using coffee bean husks is used. Organic waste is composted, and only biodegradable cleaning products and natural soap are used.

Campi ya Kanzi also actively works to protect the surrounding land and wildlife. They have a major project in fire management, and employ a network of game scouts to patrol against poachers, monitor grazing, and undertake feral animal control. The camp has strict policies to ensure that no products are sold or purchased from threatened species, runs programs for reforestation and grazing management, and works in partnership with local and international conservation organizations.

### *Social policies and practices*

Campi ya Kanzi is a living example of the new policies of the Kenya Wildlife Service, which encourages local people to become involved in the conservation of wildlife. This approach to conservation is based on the voluntary, self-interested involvement of the Maasai, rather than on the imposition of government laws and bans.

The camp runs educational programs in the community and local schools on minimizing impacts on the land and wildlife, provides a secondary education scholarship, and supports local community projects that are helping to revitalize local crafts, traditions, and customs, thus promoting ethnic pride, particularly among younger Maasai. The Maasai Wilderness Conservation Trust employs Maasai elders to teach traditional culture and customs in the schools. The camp's managers also work extensively with their staff to provide job-training programs and improve their skills.

These efforts have led to changes in local attitudes toward wildlife. As the Campi ya Kanzi website explains, "For example, when lions kill Maasai cattle, the Maasai naturally wish to eliminate the lions to protect their livelihood. However, if the same lions produce profit through tourism, the Maasai realize that it is best to co-exist with them. The Maasai now see the benefit of having wildlife on their land, so they protect the animals and view them as an extension of their ranching activities."

### *Economic policies and practices*

While the two top managers are Italian, the rest of the staff of Campi ya Kanzi are local Maasai. Employees are specifically trained for their positions at the camp and benefit directly from the camp's revenues. In this way, the success of the camp contributes to the local community and to the group ranch's policy of conservation.

In addition to providing employment for more than 70 local Maasai from the group ranch, Campi ya Kanzi collects a conservation fee of \$30 per guest per day. This fee is used to support a variety of local programs, including reimbursing Maasai who have lost

their livestock to wild animals, providing scholarships to the poorest and best students to continue their education, paying for school supplies, helping pay teachers' salaries, and providing the community with basic medical care. The funds have also been used to build school classrooms and a dispensary. The camp is currently supporting eight schools.

Besides the conservation fee, Campi ya Kanzi pays an annual management fee to the Kuku Group Ranch for use of their land and for game viewing. This fee is helping to maintain the ranch lands in a natural state, since, under the terms of the agreement, it cannot be used for cattle, hunting or farming.

The Maasai Wilderness Conservation Trust helps finance community projects and adoption schemes for wild animals on the ranch. Guests and others can make donations to support the Camp's wildlife conservation efforts and the perpetuation of the Maasai heritage.

The Camp also strives to purchase products locally and monitors the impact of these purchases.

### *Guest education*

Upon arrival, guests are given presentations on the Maasai and wildlife and are advised on how to minimize the negative impacts of tourism. The lodge provides interpretive programs to educate guests (and employees) about the surrounding natural and cultural environments. A guest's stay at Campi ya Kanzi is focused on increasing understanding and appreciation of the heritage, culture and people of the area. The Maasai trackers introduce guests to local medicinal plants, identify animal tracks and behavior, and share local culture and traditions. While Campi ya Kanzi helps the Maasai women preserve traditional craft-making skills, guests can also buy their work knowing that the money benefits them directly, instead of going into the pockets of a middleman.

Via a newsletter, the camp provides ongoing information to both former guests and travel agents and tour operators. Its website also contains background information about the Maasai.

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**PRINTERS:**

**Jarboe Printing**

*Contributions from the numerous staff of the Environment & Social Development Department are greatly acknowledged.*





This publication and the two studies, *Ecolodge Footprint and Justification for Biodiversity Conservation*, and *A Review of International Markets, Business, Finance, and Technical Assistance Models for Ecolodges in Developing Countries*, have been made possible, thanks to funding from the Global Environment Facility.





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