



**USAID**  
DEL PUEBLO DE LOS ESTADOS  
UNIDOS DE AMÉRICA

Alianza para el  
**TURISMO COMUNITARIO**



**Annual Report  
Fiscal Year 2009  
October 1, 2008 – September 30, 2009**

**Cooperative Agreement 520-A-00-06-00092-00  
– Community Tourism Alliance –  
USAID – Counterpart International**

**October 2009**



Miriam Raxic ADISA (Association of Parents and Friends of Persons with Disabilities), producing handicrafts from recycled paper with consultation from international designers

## LIST OF ACRONYMS

1. **ACOFOP** □ Asociación de Comunidades Forestales de Petén
2. **ADISA** □ Asociación de Padres y Amigos de Personas con Discapacidad
3. **AFISAP** □ Asociación Forestal Integral San Andrés Petén
4. **AGEXPORT** □ Asociación Guatemalteca de Exportadores
5. **AGRETUCHI** □ Asociación Gremial de Turismo de Chisec
6. **AMDETCA** □ Asociación Maya Q'eqch'í de Candelaria Camposanto
7. **APROBA-SANK** □ Asociación Probienestar en Acción - Sa q'a chol Nim la Kalebaal
8. **BCIE** □ Banco Centroamericano de Integración Económica
9. **BID** □ Banco Interamericano de Desarrollo
10. **CECON** □ Centro de Estudios Conservacionistas
11. **COTURAP** □ Comité Técnico de Turismo en Áreas Protegidas
12. **CPI** □ Counterpart International
13. **CUSTOSEL** □ Custodios de la Selva
14. **FOMIN** □ Fondo Multilateral de Inversiones
15. **FONACON** □ Fondo Nacional para la Conservación de la Naturaleza
16. **FUNDESA** □ Fundación para el Desarrollo de Guatemala, S.A.
17. **IDAEH** □ Instituto de Antropología e Historia
18. **IDB** □ Interamerican Development Bank
19. **INTECAP** □ Instituto Técnico de Capacitación
20. **JICA** □ Japan International Cooperation Agency
21. **MCD** □ Ministerio de Cultura y Deportes
22. **MINECO** □ Ministerio de Economía
23. **OMYC** □ Organización, Manejo y Conservación, Sociedad Civil
24. **PDPCRBM** □ Programa de Desarrollo de Petén para la Conservación de la Reserva de la Biósfera Maya
25. **PP** □ Proyecto Pavo
26. **PRONACOM** □ Programa Nacional de Competitividad
27. **PRORURAL** □ Programa Nacional de Desarrollo Rural
28. **PROSOL** □ Proyecto Sololá
29. **PUP** □ Plan de Uso Público
30. **SNV** - Schweizerische Normen-Vereinigung □ Servicio Holandés de Cooperación al Desarrollo
31. **TNC** □ The Nature Conservancy
32. **UICN** □ International Union for Conservation of Nature
33. **US DOI** □ United States Department of the Interior

## EXECUTIVE SUMMARY FISCAL YEAR 2009



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During Fiscal Year 2009 CPI continued working through direct implementation of field activities and through sub awards with different partners in key technical areas and geographical regions of the country. The main activities implemented and their outstanding results are presented below, based on the structure of the approved work plan.

### **1. Capacity Building for National, Regional and Local Tourism Organizations**

- i CPI continued working in close collaboration with the Municipality of Chahal, Alta Verapaz in order to improve tourism management at Las Conchas protected area. During this fiscal year, a workshop focused on general protected area planning issues and public use planning was implemented for Las Conchas Municipal Recreational and Natural Park. A Management Plan was identified as an immediate need so CPI provided the necessary technical assistance to the Municipal Government in structuring terms of reference for the preparation of a project profile that will cover the planning process. On the other hand, CPI prepared a basic guide and conducted a workshop with managers and personnel of the park in preparation for the Semana Santa '09 high intensity visitor season. The guide and workshop were aimed at implementing strategies and actions leading to minimized impacts from the extremely high occupation occurring during Semana Santa at the site. Results were satisfactory in the sense that visitors reported a more agreeable visit and considerably less complaints than in previous years. CPI also provided technical assistance for the refinement of project proposals presented to and approved by FONACON (Q300,000.00) and CONAP for the implementation of site improvement activities and a proposal still being negotiated with PRORURAL.
- i CPI continued providing technical assistance to the Maya Q'eqchi' communities forming the Puerta al Mundo Maya tourism destinations in Chisec and Raxruhá, Alta Verapaz. Some of the major achievements of the joint work with these communities in FY 2009 include: 1. the implementation of an internal reporting system through which every association produces a periodical report that is shared with all the members through a pre-established system of assemblies and communication networks. This system has improved transparency in the management of each association and reduced conflict derived from the lack of adequate information for constituencies. 2. A series of workshops for the assessment of the status of individual associations and AGRETUCHI<sup>1</sup> as an association of associations. As a result of these workshops, strategic plans for individual associations and for AGRETUCHI were drafted and implemented during the year. Additionally, CPI accompanied different processes for the election and establishment of new boards of directors for several associations. 3. CPI worked jointly with AGRETUCHI in order to establish a working agreement with the Municipality of Chisec, through which the Municipal Government will be providing support for different marketing site management activities and assigned a land lot to establish a tourism information center which will be managed by AGRETUCHI. 4. Proposals for institutional strengthening and implementation of infrastructure were drafted and presented to several potential funding sources (including INGUAT, Pro Rural, among others). Funding from INGUAT for infrastructure building (bathrooms, service areas, and visitor centers) has been

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<sup>1</sup> AGRETUCHI is a second level type of organization formed by representatives of the six associations managing community based tourism destinations in Chisec and Raxruhá, Alta Verapaz and Sayaxché, Petén.

assured (Q 350,000.00); CPI will provide assist AGRETUCHI in the implementation of this project, which will start in November 2009, including training to comply with Contraloría General de Cuentas requirements.

- i In Petén, CPI participated in the process for the preparation of the Public Use Plan for El Mirador – Río Azul National Park. The process was co-financed by CONAP (with support of Dutch Cooperation) and CPI/USAID. CPI participated in the leading technical planning team along with TNC, MICUDE, CONAP, BALAM and CECON. General consensus on several key issues was reached during the Public Use Planning process and the results of the plan were a determinant input in determining key short term investments that will be carried out through PDP – CRBM - IDB Project and 4 Balam Project for the region, estimated in US\$3M.
- i In the Multiple Use Zone of the Maya Biosphere Reserve, CPI continued to provide technical assistance to ACOFOP's Tourism Commission (in part through a sub award with Asociación Balam). During the present Fiscal Year, an assessment of tourism potential was carried out in the forestry concessions of Laborantes del Bosque, Custodios de la Selva, El Esfuerzo, Árbol Verde, AFISAP, Carmelita, and Uaxactún co-financed by CPI/USAID and ACOFOP (with support of World Bank). Based on the results of this initial assessment, a strategic plan contemplating short, medium and long term projects was developed. On the other hand, CPI provided technical guidance and assistance in the preparation of a proposal for the establishment of a Community Tourism School to be financed by PDP-CRBM / BID.
- i In Carmelita, CPI worked with the Tourism Commission in order to evaluate, analyze costs, restructure and produce promotional materials for the tourism packages offered by the Carmelita Community to visit El Mirador and other nearby sites. Through the sub award implemented by Asociación Balam, Carmelita's tourism commission was restructured in consensus with Carmelita's Cooperative.
- i In the Maya Biosphere Reserve, the Pavo Project (with financial and technical support from CPI) executed a successful harvest season during the 3<sup>rd</sup> quarter of FY 2009. The project, however, faced special challenges this year due to the world financial crisis. Several reservations were cancelled and the demand perceived a considerable drop, due to the financial crisis. Nonetheless, Pavo Project was able to operate with a reduced clientele, cover all costs, produce additional benefits for the Maya Biosphere communities and carry out other biological research activities. In total 18 visitors participated in the sustainable hunting activities, harvesting 32 ocellated turkeys. Direct sales were equivalent to \$37,350.00, while additional economic benefits for members of the local communities amounted approximately \$2,800.00, including tips and additional services. Additionally to the turkey harvest activities, Pavo Project collected the necessary data for a third wildlife inventory in AFISAP community concession and prepared the first Management Plan for the Sustainable Harvesting of Ocellated Turkey in this same concession.
- i CPI continued to lead the process for the implementation of the Community Tourism Guide Program in several communities throughout the country. It is important to recognize the fact that the work of CPI facilitated the implementation of this program, specified in an ordinance approved in 2007 but lacking the necessary practical implementation tools. In order to execute the Community Tourism Guide courses in different communities, CPI has coordinated with an extensive network of organizations including INTECAP, INGUAT, UICN, JICA, Mankatitlán, Asociación Balam, US DOI, and the Municipality of San Vicente Pacaya. In total 12 courses have been implemented with participants from 17 communities. 224 community members have participated in the trainings in Carmelita, Uaxactún, and Yaxhá, Petén; Mucbilhá 1 and Candelaria Camposanto, Alta Verapaz; San Juan Comalapa, Chimaltenango; Pacaya Volcano, Escuintla; Ak' Tenamit Association, Izabal; and Tacaná, San Marcos. As a relevant fact, all Community Tourism Guide courses have been implemented in protected areas, thus contributing to a better management of the natural and cultural resources. For detailed information see the Annex.
- i As a part of the technical assistance provided to CONAP and COTURAP, CPI performed a thorough revision of the Normative for Development of Ecotourism in Guatemala's Protected Areas System. Following the revision it was agreed that CPI should lead a process in order to improve the aforementioned normative and implement

necessary changes in order to produce a version better adapted to Guatemala's reality. To date, an up-dated version of the Normative has been developed, which is under revision by CONAP's legal department. CPI will assist CONAP drafting new instruments for tourism development in protected areas, including guidelines for Visitation Management Plans for Protected Areas and the establishment of concessions of tourism services during FY 2010.

## 2. Access to Credit and Financial Services

- i Through CPI's assistance, 3 businesses obtained access to credit in order to begin or extend tourism related enterprises. CPI's assistance included preparation of project profiles, financial projections, and assistance for the completion of bank requirements. The following table summarizes the cases that have successfully obtained financing for their projects:

Name	Project purpose	Financing institution	Amount granted
Pavos Kaquik, Cobán	Restaurant	Banrural	Q 350,000.00
Hotel Casa Luna, Cobán	Shuttle	Banco Industrial	\$12,500.00
Servicios Turísticos Atitlán, Sololá	Shuttle	Banco Industrial	\$13,750.00

Additionally to the previously mentioned, 3 new cases (representing \$ 120,000 in credit) have been submitted to Banrural and are pending approval. In total, 38 tourism and handicrafts SMEs are receiving technical assistance from CPI in terms of completing the requisites and projections necessary to obtain financing for their new or expansion projects during FY 2009.

## 3. Promotion of sustainable tourism good practices and certification

- i Initial assessments for the businesses involved in the certification process under the Guatemalan Green Deal seal were completed during the first quarter of FY 2009. Based on the results of these initial assessments, CPI implemented 14 workshops in collaboration with Alianza Verde in order to provide technical assistance and practical tools for those areas identified as needing more improvement during the assessments (sales and marketing, financial tools and environmental good practices). At the end of the process 27 Guatemalan businesses were certified with the Green Deal seal. CPI co-sponsored a trade fair in order to put certified businesses in contact with national and international tour operators favoring certified services.
- i Based on its extensive experience working with communities and SMEs, CPI led the process for the production of the Sustainable Tourism Good Practices Guide for Communities of Latin America. A joint effort with SNV and Rainforest Alliance, the production of this guide entailed a thorough effort of production and validation. The contents and materials of the Guide were validated with more than 40 community tourism initiatives from Latin America, including groups from Guatemala, El Salvador, Nicaragua, Ecuador, Bolivia and Peru. The guide is supported by a trainer of trainers manual and a toolkit for trainers including activities, ready-to-use forms, and training tools. The guide was officially presented to the general public and the Community Tourism Roundtable in Guatemala City in July 2009. Printed copies were reproduced with support of USAID, while online versions will be available through the portals of the partner organizations. Trainer of trainers and implementation of sustainable tourism good practices in communities will begin in FY 2010.
- i In partnership with Rainforest Alliance and AI Invest (European Union project), CPI started supporting 15 tourism SMEs applying for Green Deal sustainable tourism certification seal in September 2009.

#### **4. Marketing and promotion of tourism products and destinations**

- i The marketing and promotion component face special challenges due to a marked decrease in tourism demand, particularly during the 2<sup>nd</sup> and 3<sup>rd</sup> quarter of this fiscal year, as a result of the world financial crisis and the expansion of A-H1N1 Flu. CPI continued to support businesses in preparing and adapting their marketing strategies and actions and maximizing the results of their investments in these topics. In total, CPI is providing technical assistance with marketing and promotion issues to 111 SMEs and community organizations in Petén, Alta Verapaz, Sololá, Quetzaltenango, and Retalhuleu. Following CPI's methodology, many SME's and community organizations have progressed from having rudimentary marketing strategies and materials to having a complete corporate image, a structured marketing strategy and high end marketing materials that have enabled them to enter new markets or expand their market shares. The success of CPI's methodology is based on personalized interventions, based on individual business or community needs and on a value chain focus.
- i CPI has detected many needs among tourism SMEs in Guatemala. One of the major weaknesses identified has been the lack of adequate financial and general management tools in order to monitor the progress of the business and make well informed decisions. After a thorough evaluation of the conditions and challenges of tourism SMEs in Guatemala, CPI developed a groundbreaking program of entrepreneurial tools geared at improving business management and decision making both for day to day operations and for strategic planning. The program was designed as a 6 month series of practical workshops, where entrepreneurs received excel based worksheets and training on how to implement the tools and analyze the results. In total, 61 businesses and community organizations from Petén (21), Alta Verapaz (12), Sololá (8), Quetzaltenango (6), and Retalhuleu (14) became involved in the program. After completing the program, the businesses and community organizations were implementing better controls on cash flow, cost and pricing determination, benefit margin determination, personnel performance management, marketing and sales strategies design and evaluation, integral management, and statistical sales analysis.

#### **5. Development and marketing of differentiated handicrafts products**

- i CPI was a major contributor to the organization of the two first editions of the New World Craft Handicrafts trade fair. In its first two editions the event consolidated as the leading gift and handicrafts fair in Central America. New World Craft events are different than other handicrafts and gift trade shows because they bring international buyers to the country, allowing more local producers to participate and providing a deeper link between the buyer and the context of the producers. The first edition was held on October 22<sup>nd</sup> and 23<sup>rd</sup> 2008 at Grand Tikal Futura Hotel in Guatemala City. Artisans and exporters showcased their products in 72 stands and generated sales worth over \$500,000.00. The big success of the fair prompted the organization of a second edition that also took place during FY 2009.

The Fair's second edition was also supported by CPI. The event, held on September 29<sup>th</sup> and 30<sup>th</sup> 2009 at Casa Santo Domingo in Antigua Guatemala, was larger than the first edition. Some outstanding preliminary facts of the fair include:

1. The products were showcased in 89 stands.
2. The program included several conferences, delivered by expert international speakers, covering topics such as participation in fairs, color and fashion trends and market tendencies.
3. Preliminary information showed that \$225,000 in sales were generated during the fair, but is expected that after finalizing commercial agreements established in the fair, total sales will be around U\$ 1,000,000.00, benefitting nearly 5,000 artisans out of which an estimated 70% are women.

4. Several artisans who presented their products in the fair have received previous technical assistance from Counterpart and AGEXPORT in order to improve their designs and technical characteristics of their products. The event has generated national and international interest and news coverage.

<http://www.prensalibre.com/pl/2009/octubre/01/345605.html>

<http://www.prensalibre.com/pl/2009/septiembre/30/345345.html>

- i Through sub agreements with AGEXPORT's Handicrafts Commission, CPI supported 8 artisan groups in order to:

1. assess their products and techniques,
2. assess growing markets and market trends,
3. recommend improvements and new product lines,
4. produce a new line of prototypes under strict quality control measures, and
5. market the new lines of products.

The beneficiary groups with their products and number of artisans working in the new lines of products are listed in the following table.

<b>Group</b>	<b># of beneficiaries</b>	<b>Products developed</b>	<b>Location</b>
Sacalá S. A.	100 Men, 80 women	Wood and textiles	San Martín Jilotepeque, Chimaltenango
From the Mayan people to You	5 men, 10 women	Textiles	San Juan del Obispo, Sacatepéquez
Komon Aj kem	10 men, 30 women	Textiles	Sololá
Artesanías Yama	50 men, 10 women	Textiles	Chimaltenango
Painters from Santiago Atitlán	20	Hand painted decorations	Santiago, Atitlán
ADISA (Handicapped Youth Foundation)	40	Recycled paper	Santiago, Atitlán
Ratzán	30	Bead products	Santiago, Atitlán
Mendoza	15	Carved wood	Santiago, Atitlán
Lemá	30	Natural dyed textiles	San Juan La Laguna
<b>TOTAL</b>	<b>430</b>	<b>-</b>	<b>-</b>

The products developed as a result of CPI's assistance were marketed through local and Central American stores such as CEMACO and Walmart, and through participation of Guatemalan producers and exporters in international trade shows such as Expo Artesanías in Colombia, SALPRO in Mexico, Tendence in Germany, New York Gift Show in the USA, Peruvian Gift Show in Perú, and Hong Kong Gift Show. All of the products were showcased in the New World Craft 2009 fair in Antigua Guatemala.

- i As a part of its handicrafts support program, CPI worked through AGEXPORT's Handicrafts Commission with ADISA (Association of Parents and Friends of Handicapped People) in Santiago Atitlán. ADISA has been supporting handicapped people in different topics such as: education, medical assistance, awareness and productive alternatives. The area of productive alternatives poses special challenges because limited results were achieved in terms of producing some handicrafts, but the link to the market was always missing. Through the innovative approach of CPI-AGEXPORT's support, a significantly large group of disabled youth (40 people)

was able to develop a handicraft collection based on market trends and pre-identified markets. The process was supervised by internationally renowned designer Meredith Robinson and several international and national design students were involved in the interaction with the young people from ADISA. The focus was producing a line of good quality, simple, and marketable products through a process that would enable both the designers and the handicapped people to gain valuable knowledge on how to embark in a sustainable handicraft production process with handicapped people. After lengthy discussions, and a complex process of drawing and producing prototypes, three final collections were produced: 1. Fanciful animals from recycled paper (insects, birds, bugs and bees), 2. Decorative boxes with beading and 3. Small mirror frames from recycled paper. The process was very satisfactory, in words of Meredith Robinson "Lots of smiles and laughter!". On the other hand, the products have received preliminary orders after being premiered at the New World Craft Fair in Antigua Guatemala and marketing activities will continue throughout FY 2010.

## ANNEX 1.

**Table. Communities in which the Community Tourism Guide courses have been implemented**

<b>Community (Communities)</b>	<b>Department</b>	<b>Protected area associated</b>
Carmelita	Petén	Mirador – Río Azul National Park and Multiple Use Zone, Maya Biosphere Reserve
Uaxactun	Petén	Tikal National Park and Multiple Use Zone , Maya Biosphere Reserve
Las Viñas, La Máquina and Yaxhá	Petén	Yaxha-Nakum-Naranjo National Park, Maya Biosphere Reserve
San Andrés Semetabaj	Sololá	Atitlán Basin Multiple Use Reserve
Santa Catarina Palopó and San Antonio Palopó	Sololá	Atitlán Basin Multiple Use Reserve
San Pablo Tacaná	San Marcos	Tacaná Volcano Reserve
Candelaria Camposanto and Mucbilha	Alva Verapaz	Candelaria Caves National Park
San Rafael Chilascó	Baja Verapaz	Sierra de Las Minas Biosphere Reserve
Chaculá	Huehuetenango	Cuchumatanes Multiple Use Zone
Aki Tenamit Association	Izabal	Río Dulce National Park
San Juan Comalapa	Chimaltenango	-
El Patrocinio and San Francisco	Escuintla	Pacaya Volcano National Park

ANNEX 2.

Table. Main results ETEO OP Indicators:

<b>OP Indicators</b>	<b>FY 2009 TARGET</b>	<b>FY 2009 ACTUAL</b>
<b>COUNTERPART INTERNATIONAL</b>		
<b>PROGRAM ELEMENT 6.2: PRIVATE SECTOR PRODUCTIVITY</b>		
Number of firms receiving USG assistance to improve their management practices	235	205
Number of SMEs receiving USG assistance to access bank loans or private equity	20	38
Number of public-private dialogue mechanisms utilized as a result of USG assistance.	3	4
<b>PROGRAM ELEMENT 8.1: NATURAL RESOURCES AND BIODIVERSITY</b>		
Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	2,000	3,358
number of women	600	1,628
number of men	1,400	1,730
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	400	851
<b>CUSTOMS INDICATOR:</b>		
Number of rural households benefiting directly from USG interventions		5,333
<b>SO2 CORE PMP Indicators</b>		
Sales of goods and services as a result of USAID programs, In thousand US\$	2,500.0	4,389.77
Number of jobs generated as a result of USAID programs	1,500	700

## **Executive Summary FY 2009**

During the 2009 fiscal year, Counterpart International continued to work through the direct implementation of field activities and through sub grants with different partners on key technical aspects in different geographical regions. The main activities and their outstanding results are presented below, based on the structure of the approved work plan.

### **1. Strengthening National Tourism Organizations Regionally and Locally**

- i CPI continued to work in close collaboration with the Municipality of Chahal, Alta Verapaz to achieve improvement in the administration of the Natural Recreational Park in the Municipality of Las Conchas. During the current fiscal year, a workshop was held focusing on planning issues in protected areas and public use planning for the park. We identified the management plan as an immediate need and provided technical assistance to the Municipality in structuring the terms of reference for the preparation of a project profile covering the planning process. Moreover, CPI prepared a roadmap and implemented a workshop with park managers and staff in preparation for the high season visitors for Easter 2009. The guide and the workshops were focused on implementing strategies and actions aimed at minimizing the impact of extremely high visitation to the area, during the Easter holiday season. The results were satisfactory in the sense that visitors reported a pleasant visit and a significant reduction of complaints from previous years. CPI also provided technical assistance for the preparation of project proposals for the improvement of tourism. CONAP FONACON approved a project for Q300, 000.00 to implement improvement activities on the site. Another proposal is being prepared awaiting negotiation with PRORURAL.
  
- i CPI continued to provide technical assistance to communities Maya Q'eqchi 'that shape the destinies of Puerta al Mundo Maya in Chisec and Raxruhá, and Sayaxché Alta Verapaz, Petén. Some of the major achievements of the project during FY 2009 include: 1. the implementation of an internal report in which each partner produces a periodic report that is shared with all members through a pre-established system assemblies and communication networks. This system has provided transparency in the management of each partner, and reduced the dispute caused by the lack of adequate information to local people. 2. A series of workshops to update the status of the individual partners and AGRETUCHI as second-level association. As a result of these workshops, we have developed a number of strategic plans for individual members and for AGRETUCHI, throughout the year. Additionally, CPI accompanied different processes for the selection and establishment of the board of several associations. 3. CPI worked with AGRETUCHI to establish a working agreement with the Municipality of Chisec, through which the Municipal Government, will provide support for various activities marketing management sites and assign land to establish a tourist information center that will be driven by AGRETUCHI. 4. Advised AGRETUCHI in the preparation and presentation of several proposals submitted to

potential funding sources, including institutional strengthening and implementation of infrastructure (including INGUAT, Rural Pro, etc.). INGUAT funds for building infrastructure (bathrooms, service areas, visitor centers) have ensured (Q 350,000.00); CPI AGRETUCHI assistance in the implementation of this project will begin in November 2009, including training for compliance with the requirements of the Auditor General.

- i CPI continued to provide technical assistance to communities Maya Q'eqchi 'that shape the destinies of Puerta al Mundo Maya in Chisec and Raxruhá, and Sayaxché Alta Verapaz, Petén. Some of the major achievements of the project during FY 2009 include: 1. The implementation of an internal report in which each partner produces a periodic report that is shared with all members through a pre-established system assemblies and communication networks. This system has provided transparency in the management of each partner, and reduced the dispute caused by the lack of adequate information to local people. 2. A series of workshops for the advice on the status of the individual partners and AGRETUCHI as second-level association. As a result of these workshops, we have developed a number of strategic plans for individual members and for AGRETUCHI, throughout the year. Additionally, CPI accompanied different processes for the selection and establishment of the board of several associations. ¶ In Petén, CPI participated in the preparation of the Public Use Plan for the National Park Mirador - Rio Azul. The process was funded by CONAP (with support from the Netherlands) and CPI / USAID. CPI participated in the technical planning team with TNC, MCD, CONAP, Balam and CECON Association. General consensus was reached on several key issues for tourism development in the area and the results of the plan were key in being determinants to define short-term investments to be carried out through the project PDP - CRBM - IDB and the project 4 Balam for the region, estimated at U.S. \$ 3M. The planned investment planning process derived from public use mainly include tourist facilities on the route between Carmelita and El Mirador and Uaxactún. The facilities include toilets, camping areas, storage areas, areas for food preparation and consumption of interpretive signage and infrastructure.
  
- i In the Multiple Use Zone of the Maya Biosphere Reserve, CPI continued to provide technical assistance to ACOFOP Tourism Commission (through an agreement with sub association (Balam). During the current fiscal year, it held an evaluation of tourism potential in forest concessions Laborantes Forest, Guardian of the Forest, The Effort, Green Tree, AFISAP, Carmelita, and Uaxactún, co-funded by CPI / USAID and ACOFOP (with World Bank support). Based on the results of this initial assessment, we developed a strategic plan that includes projects in the short, medium and long term. Likewise, CPI provided assistance in preparing a proposal for the establishment of a Community School of Tourism to be funded by PDP-CRBM / IDB.
  
- i In Carmelita, CPI worked with the Tourism Commission to assess, analyze costs, restructure tour packages offered by the community to visit El Mirador and surrounding sites and promotional

material to produce them. Through the agreement implemented by sub Balam Association, the Tourism Commission of Carmelita was restructured in consensus with the Cooperativa Carmelita.

- i In the Mayan Biosphere Reserve, the Turkey Project (with technical and financial support of CPI) executed a successful harvest season in the third quarter of fiscal 2009. The project faced special challenges this year due to the global financial crisis. Many of the reservations were canceled and there was considerably reduced demand. Still, the project succeeded. Pavo operated its small clientele, covered all costs, produced additional benefits for the communities in the Mayan Biosphere, and performed other biological research activities. A total of 18 customers in the controlled hunting activities, using a total of 32 turkeys, generated sales amounting to \$37,350.00, while other economic benefits to the local community members accumulated to approximately \$ 2,800.00, including tips and additional services. Additionally, the Turkey Project collected the necessary data for the third inventory of wildlife concession granting San Andrés and prepared the first Management Plan for the Development of Ocellated Turkey in the same concession.

□ CPI continued the process of implementation of the Program of Community Tourism Guide in several communities across the country. It is important to recognize the fact that the CPI's work has facilitated the implementation of this program, specified in a new Regulation of guidelines adopted in 2007 but deficient in the tools deployment. To achieve and execute courses of Community Tourism Guide in different communities, CPI has coordinated an extensive network of organizations including INTECAP, INGUAT, IUCN, JICA, Mankatitlán, Balam Association, U.S. DOI, and the Municipality of San Vicente Pacaya. In total we have conducted 12 courses, with participants from 17 communities. 224 members have participated in Carmelite communities, and Yaxhá, Uaxactún, Petén, Mucbilha 1 and Candelaria Cemetery, Alta Verapaz, San Juan Comalapa, Chimaltenango, Pacaya Volcano, Escuintla, Asociación Ak 'Tenamit, Izabal, and Tacaná, San Marcos. As relevant data, all courses of Community Tourism Guide have been implemented in protected areas, thus contributing to better management of natural and cultural resources. The tour guides Carmelite Community (15), Uaxactún (9) and San Juan Comalapa (14) received formal accreditation by INGUAT. It has also initiated the process for accreditation of 16 guides in communities located around the National Park Yaxhá, Nakum, Naranjo.

□ As part of the technical assistance provided to CONAP and COTURAP, CPI conducted the review of the Standards for Ecotourism Development in the Guatemalan System of Protected Areas. Upon review, there was a consensus in which CPI will guide a process which will improve the aforementioned policy and implement the changes necessary to produce a version adapted to the reality of the protected areas in Guatemala. To date, an updated version of the legislation has been developed, which is under review by the legal department CONAP. CONAP attend ICC guidelines providing new tools for the development of tourism in protected areas, including Content Guidelines for Management Plans and Development in Protected Areas, Visitation and review of the regulation of tourism service awards during fiscal 2010.

□ CPI continued to lead the implementation of the Geotourism Initiative for Guatemala and production Geotourism Map Guide. The process of revision and editing guide map was more complicated and time consuming than expected and there are many lessons learned, especially resulting from the failure to carry out the process for the first time for an initiative at country level (including a large number of nominations, a great diversity of attractions, changes in methodology

and production team from National Geographic). The final versions of the map in English and Spanish are in the final review by the editorial staff of National Geographic. It is expected to carry out the final revisions and approval by the National Geographic Institute of Guatemala in late October or early November. The final version of the map should be printed and ready for distribution in late November. Is expected to make a launch event and presentation between December 2009 and January 2010 depending on the date identified as the most suitable in terms of strategic impact.

In agreement with the Center for Sustainable Destinations National Geographic and partners of the initiative in Guatemala, CPI developed a proposal submitted to the Geotourism Challenge 2009, focused on the search for matching funds to design a web platform based on the Map and Guide strengthen efforts in building destinations based on the principles of geotourism. The proposal was one of the seven selected for funding sustainable tourism cluster MIF - IDB, so during the first quarter of 2010 will be refined details of this initiative will complement the efforts of the project Partnership for Community Tourism CPI / USAID.

## 2. Access to Credits and Financial Services

- i Through the assistance of CPI, 3 businesses get access to credit to start or expand businesses related to tourism. CPI's assistance includes preparation of project profiles, financial projections and assistance to meet the requirements requested by financial institutions. The following table summarizes the cases that have successfully obtained funding for their projects:

<b>Name</b>	<b>Project Purpose</b>	<b>Financial Institution</b>	<b>Amount Approved</b>
Pavos Kaquik, Cobán	Restaurant	Banrural	Q 350,000.00
Hotel Casa Luna, Cobán	Shuttle	Banco Industrial	\$12,500.00
Servicios Turísticos Atitlán, Sololá	Shuttle	Banco Industrial	\$13,750.00

- i In addition to the above, three new cases (representing \$ 120,00.00 in credits) have been referred to Banrural and are pending approval. In total, during fiscal 2009, 38 tourism MSMEs and crafts are receiving technical assistance from the CPI in terms of completing the requirements for funding and projections.

### **3. Promotion of Sustainable Tourism: Best Practices and Certification**

- Completed initial diagnoses for businesses included in the certification process under the seal Guatemalan Green Deal during the first quarter of fiscal 2009. Based on these results, CPI implemented 14 workshops in collaboration with Green Alliance, to provide technical and practical tools in areas identified as critical to obtaining certification (which were grouped into the following areas: sales and marketing, financial tools and good environmental practices). At the end of the process, 27 companies were certified Guatemalan Green Seal Deal. CPI co financed a business conference for the purpose of contacting companies certified with national and international tour operators that favor certified products. During the business conference, held at the Hotel Guatemala City Marriott Hotel on December 10, 2008, 23 international tour operators met with the 27 business certificates Guatemala and initiated business contacts. Several certified products, including cultural tours of San Juan La Laguna and Ak Tenamit Association were included in new packages of national and international operators as a result of this exchange. Additionally, the certification process and event were recognized in national media and international, such as Thirteen Telecentre, CidNewsMedia, online travel advisory, American Digital Newspaper, Siglo XXI, and Cicerone Tour Bureau.

▮ Based on his extensive experience working with communities and MSMEs, CPI led the process of the production of the Guide to Good Practice for Tourism Communities of Latin America. This initiative was a joint effort with SNV and Rainforest Alliance, who contributed their expertise and resources. The contents and materials of the Guide were validated with more than 40 initiatives tourist communities of Latin America, including groups of Guatemala, El Salvador, Nicaragua, Ecuador, Bolivia and Peru. The guide is supported by a trainer of trainers manual and a toolkit for trainers including activities, formats ready for use and training support materials. The guide was presented to the National Bureau of Community Tourism in Guatemala in Guatemala City in July 2009 and subsequently to the general public at a public event held on August 31 in Guatemala City.

Printed copies were reproduced with USAID funds, while the online versions will be available through the portal of the involved organizations. Training of trainers and implementation of tourism best practices in priority communities will begin in FY 2010.



Presentation of the Guide to Best Practices.  
31 December 2009

- i In partnership with the Rainforest Alliance and AI Invest (European Union project focused on strengthening MSMEs in Latin America), CPI began supporting tourist 15 MSMEs applying the Green Deal certification of sustainable tourism in September 2009.

#### 4. Marketing and Promotion of Tourist Destination and Products

Advocacy and marketing faced special challenges because of the sharp decline in tourism demand, particularly in the second and third quarters of the fiscal year as a result of the global crisis and the spread of influenza A-H1N1. CPI continued to support companies to prepare and adapt their marketing strategies and actions to maximize the results of their investments in these areas. Overall, CPI is providing technical assistance in marketing and sales to 111 MSMEs and community organizations in Petén, Alta Verapaz, Solola, Quetzaltenango and Retalhuleu. Through the CPI methodology, several MSMEs and community organizations have progressed to have promotional materials and marketing strategies rudimentary, to have a complete corporate image, marketing strategies and marketing materials structured high impact, they have allowed enter new markets or expand their market. The success of the CPI methodology is based on personalized interventions, or individual business needs and community value chain approach.

□ CPI has identified several needs among MSMEs in Guatemala. One of the major weaknesses identified was the lack of financial and administrative tools to monitor the progress of business and make informed decisions. After thorough evaluation of the conditions and challenges of MSMEs in Guatemala, CPI developed an innovative business tools focused on improving decision-making and administrative business, both for daily operations and for strategic planning. The program was designed in a series of workshops for six months, where entrepreneurs receive training in spreadsheets (Excel), implementation of tools and analysis of the results obtained. A

total of 61 companies and organized communities of Peten (21), Alta Verapaz (12), Solola (8), Quetzaltenango (6), and Retalhuleu (14), have participated in the program.

After completing the program, businesses and community organizations implemented better controls on their cash flow, costing and pricing, profit margin determination, staff performance management, development and evaluation of marketing and sales strategies, comprehensive management sales analysis and statistics.

## **5. Development and Marketing of Differentiated Handicrafts**

- i CPI largely contributed to the organization of the first two editions of the New World Crafts Fair. In its first edition, the event established itself as the leading fair of crafts and gifts in Central America. The New World Craft event is distinguished from other events of crafts and gifts because they have buyers coming to the country, allowing more participation of local producers and providing a deeper bond between the buyer and the context of the producers. The first edition was held from 22 to 23 October 2008 at the Grand Tikal Futura Hotel in Guatemala City. Artisans and exporters displayed their products at 72 booths, generating sales of more than \$500,000.00. The great success of the show led to the organization of a second edition which also took place during fiscal 2009.

▣ The second edition of the show, was also supported by CPI. The event took place from 29 to 30 September at the Hotel Casa Santo Domingo in Antigua Guatemala, being greater than the first edition. Some preliminary data surprising the show include:

1. The products were exposed in 89 stands.
2. The program included several conferences, international exhibitors conducted by experts, covering topics such as participation in fairs, color and design trends and market trends.
3. Preliminary information showed that it generated \$ 225,000.00 in sales during the fair, but it is expected that after the completion of sales agreements established within the fair, the total sales amount to approximately U.S. \$ 1,000,000.00, benefiting about 5,000 artisans of which an estimated 70% are women.
4. Several of the craftsmen who presented their products at the show previously received technical assistance from CPI and AGEXPORT focused on improving their designs and technical characterization of its products. The event has generated national and international interest in their news coverage.

<http://www.prensalibre.com/pl/2009/octubre/01/345605.html>

<http://www.prensalibre.com/pl/2009/septiembre/30/345345.html>

- i Through the sub grant agreement with the Commission AGEXPORT Craft, CPI has supported 8 groups of artisans for:
  1. Advice on products and techniques,

2. advice on market expansion and market trends,
3. recommending improvements and new product lines,
4. production of a new line of prototypes under tight control, and
5. marketing new product lines.

Beneficiary groups, along with their products and number of artisans working on new product lines, are listed below in Table:

<b>Group</b>	<b># of Beneficiaries</b>	<b>Products Developed</b>	<b>Location</b>
Sacalá S. A.	100 men, 80 women	Wood and Textiles	San Martín Jilotepeque, Chimaltenango
From the Mayan people to You	5 men, 10 women	Textiles	San Juan del Obispo, Sacatepéquez
Komon Aj kem	10 men, 30 women	Textiles	Sololá
Artesanías Yama	50 men, 10 women	Textiles	Chimaltenango
Pintores de Santiago Atitlán	20	Hand Decorated	Santiago, Atitlán
ADISA (Asociación de jóvenes discapacitados)	40	Recycled Paper	Santiago, Atitlán
Ratzán	30	Beaded Products	Santiago, Atitlán
Mendoza	15	Carved	Santiago, Atitlán
Lemá	30	Textiles with natural dyes	San Juan La Laguna
<b>TOTAL</b>	<b>430</b>	-	-

- i The products developed as a result of the assistance of CPI were marketed through local shops and Central as CEMACO and Wal-Mart, and through the participation of producers and exporters Guatemalan international shows like Expo Crafts in Colombia, SALPRO in Mexico, Tendence in Germany, New York Gift Show in the U.S., Peru's Gift Fair in Peru, and the Hong Kong Gift Show. All products were shown at New World Craft Fair 2009 in Antigua Guatemala.
- i □ As part of the program support craft, CPI worked through the Commission with ADISA AGEXPORT Crafts (Association of Parents and Friends of People with Disabilities) in Santiago Atitlán. ADISA has supported people with disabilities in various topics such as: education, health care, awareness and productive alternatives. The area of production alternatives facing special challenges because of the limited results achieved in terms of craft production, but there was the link with the market. Through the innovative approach of the CPI-AGEXPORT support, a significant group of young people with disabilities (40 persons), was able to develop a collection of craft based on market trends and markets previously identified. The process was overseen by

renowned international designer Meredith Robinson, and several students from national and international design were involved in the interaction with the group ADISA. The aim was to produce a product line of high quality, simple and marketable, through a process that would allow both designers and young people with disabilities gain valuable knowledge about the implementation of a sustainable process of handicraft production. After long discussions, and a complex process of design and production of prototypes, there were three collections: 1. Fantastic Beasts recycled paper (insects, birds, bees), 2. Beaded decorative boxes, 3. Small mirror frames from recycled paper. The process was quite satisfactory, in the words of Meredith Robinson "Lots of smiles and laughter". Furthermore, the products have received preliminary orders after submission to the New World Craft in Antigua Guatemala and marketing activities that will continue throughout fiscal 2010.

**I. Summary of Goals and Results From 2009 Fiscal Year:**

<b>PMP INDICATORS</b>				
<b>Indicator</b>	<b>Overall Project Goal</b>	<b>Fiscal Year 2009</b>	<b>Goals Achieved FY 2009</b>	<b>Accumulated Total</b>
<b>Revenue</b>	\$10,000,000.00	\$ 3,250,000.00	\$ 4,389,765.28	\$ 9,422,762.90
<b>Generated by Tourism</b>		\$ 2,250,000.00	\$ 3,249,829.91	
<b>Generated by Crafts</b>		\$ 1,000,000.00	\$ 1,139,935.37	
<b>Jobs</b>	6,200	2,580	700	1,745
<b>Visitors</b>	287,502	75,100	196,935	334,237
<b>MSMEs Created</b>	220	55	6	116
<b>Organizations Strengthened</b>	135	235	206	866
<b>Appropriations available from tourism and crafts</b>	\$1,000,000	\$ 125,000.00	\$ 71,121.79	\$ 843,581.20
<b>Funds Leveraged</b>	\$6,572,000	\$ 2,000,000	\$ 4,080,045.34	\$ 6,787,663.58
<b>Cost share</b>	\$ 1,600,000		\$ 749,741.46	\$ 1,264,489.80

<b>INDICATORS</b>				
<b>Indicator</b>	<b>Overall Project Goal</b>	<b>Fiscal Year 2009</b>	<b>Goals Achieved FY 2009</b>	<b>Accumulated Total</b>
Number of firms receiving assistance from the Government of the United States to improve their management practices	971	235	249	866
Number of MSMEs receiving assistance from the U.S. government to access bank loans or bank	146	25	38	134

equity				
Number of public dialogue mechanisms - private as a result of assistance from the Government of the United States .	4	3	4	4
Number of people who increase economic benefits from sustainable management and conservation of natural resources as a result of the assistance of the Government of the United Kingdom.	6,913	2,000	2,803	6,866
Number of Women	2,949	600	1,387	3,231
Number of Men	3,964	1,400	1,416	3,635
Number of people receiving training in natural resource management and / or biodiversity conservation	4,882	400	851	4,833
Sale of goods and services as a result of USAID programs (in thousands of U.S. \$)	10,000	3,250	4,390	9,422.76
Number of jobs created as a result of USAID programs.	6,200	2,580	700	1,745

## II. Description of Activities and Results:

### 1. Strengthening Local Tourism Organizations Regionally and Nationally:

#### a. Strengthening organizational and administrative communities **Puerta al Mundo Maya** route, **Alta Verapaz** and other tourist destinations:

During this year we continued to advise communities that make up the community tourism route "Puerta al Mundo Maya" on topics including: management, accounting, organization and planning. These communities and their destinations are: Sepalau (Sepalau Lagoons), the Future II (Pek B'omb'il Caves and Rio San Simon), Candelaria Cemetery, Mucbilha 'I (both located in the Candelaria Caves National Park , La Union, El Zapote and Santa Isabel (Cancuén archaeological site). Actions implemented through monthly visits, including advice on establishing control of revenues and expenditures based on records in reporting monthly income and expenses. Additionally, conducted with managers of each association finance a cash balances and

certification in order to determine which add up to cash balances and banks. Based on the monthly reports are making annual reports, which are then presented to the general assembly of each community association members. During this process have faced several challenges such as changing boards and the low educational level of the form, not all cases it has been possible to implement a mechanism in which the partners take ownership or identify with their associations in the distribution of resources and responsibilities.

During the second quarter of the fiscal year, Counterpart advised the Association of Tourism Chisec (AGRETUCHI) in preparing its annual operating plan, also coordinated the planning and development of a strategic planning workshop and troubleshooting of communities that make up the association, attended by 59 members of the communities Santa Isabel, San Isidro, El Zapote, La Union, Candelaria Cemetery, Muchilha '1, El Porvenir and Sepalau. The workshop was attended Community authorities, destination guides, members of the board of directors of each association and other partners. This activity, which lasted two days, sought to solve organizational aspects together to set goals and unify efforts to advance sustainable management of associations and tourist destinations.



Taller de planificación de AGRETUCHI

He worked with AGRETUCHI for a collaboration agreement with the municipality of Chisec to strengthen the association. The contributions of the municipality include partial payment of local tourism operator (Q1300.00 per month).

On the other hand, there were also activities related to the development of a proposal for the improvement of tourism infrastructure and equipment to community destinations of Puerta al Mundo Maya route, to be filed with the Pro Rural Tourism. CPI provided technical

assistance for the preparation of the project profile and the development of a pre-investment study.

Within the proposal included the construction of a tourist information center will be located on land that the municipality has Chisec AGRETUCHI available. Other works to be performed include: enabling new eco-community shelters, modules and nursing information offices, kitchen improvement, expansion and realignment of trails, and the expansion of health services.

Further to support tourism development planning and destination management Recreational Park Municipal Natural Shells, CPI implemented a workshop for members of the Municipal Corporation of San Rafael Chahal, focused on publicizing guidelines for protected area management, content making processes and management plans and plans for public use. The municipality has expressed interest in developing a management plan for the park, so that CPI has provided assistance in developing a profile for fundraising, which was submitted to the Program Rural Pro - Pro Tourism. In addition, CPI advised the municipality to develop a project profile that includes signs, road signs and development of trails in the shells, which has been approved by FONACON. When starting the project, CPI will provide support to the municipal corporation.



AGRETUCHI Planning Workshop

AMDETCA (Asociación Maya Q'eqchi 'Development and Tourism Candelaria Cemetery) assisted in drafting a proposal to be submitted to the Division of Product Development for building INGUAT restrooms, locker rooms, showers, system piped water pump and septic tank for sanitation. Additionally, you will be supported in the negotiations with the

municipality of Chisec for developing plans and its budget. This project Q.226, 000 INGUAT has been approved and is expected to start running in October and November of 2,009. These works will be of great importance to increase the attention span to tourists in the community.

In September, the refresher course implemented conservation and cave rescue community guidelines intended B'omb'il Pek and Candelaria Caves National Park, taught by professional guides of Belize. Involving a total of 21 guides.

It has initiated the creation of a new website for community ecotourism route Puerta al Mundo Maya ([www.puertamundomaya.com.gt](http://www.puertamundomaya.com.gt)), since due to communication problems with the company that handled the previous website abroad it was lost. Counterpart is advising the association of tourism Chisec in the design and development of site content in a user-friendly platform that can be maintained and updated by the members of the association.

Finally, arguably one of the most important achievements during this fiscal year was the renewal of the management of co participation between the Ministry of Culture and Sports and communities Mucbilha 'I and Candelaria Camposanto, thanks to the advice provided by Counterpart and SANK approval (through a sub award Project Community Alliance for Tourism). In 2004, with the support of various projects of USAID, the signing of the first agreement was achieved for the management and development of tourism in the Candelaria Caves National Park for a period of five years. This new agreement was extended for a period of 15 years, providing the opportunity to consolidate the efforts of local communities in the sustainable management of the heritage area.



Agreement signing ceremony between participants including the Ministry of Culture and Sports, communities and Mucbilha Candelaria Camposanto

**b. Strengthening community-based tourism in the Mayan Biosphere Reserve, Petén:**

**ACOFOP Tourism Commission:**

Counterpart continued advising Balam Association in organizing and planning the ACOFOP Tourism Commission, comprised of community forest concessions Carmelita, Uaxactún - OMYC, AFISAP - San Andres, Green Tree and CUSTOSEL. In order to organize and coordinate the work, ACOFOP was provided technical and logistical support to develop a Strategic Plan ACOFOP Tourism Commission.



Workshops Strategic Plan of the Commission of Tourism ACOFOP.

Support continued to ACOFOP in project management for the implementation of a School of Community Tourism for communities of the Mayan Biosphere Reserve. It has confirmed the inclusion of this project in the project funded by IDB PDP CRBM implemented by the Ministry of Environment and Natural Resources and managed to obtain a letter of endorsement from INGUAT, which was one of the requirements to continue with this process. Finally, at the end of the fiscal year, the PDP CRBM started the bidding process for pre-investment studies project.

Counterpart and ACOFOP (with funding from the World Bank), joined forces and resources to make a diagnosis of tourist potential of communities and management units that make up the Tourism Commission. This document is in its final editing phase and is expected to be an instrument to facilitate project management for the development of community tourism products in the Maya Biosphere Reserve. We have begun the necessary coordination to present its results to the Ministry of Culture and Sports, and the project INGUAT FUNDESA - MIF (which will focus on capacity building of related communities National Park Mirador Rio - Blue).



Participants in a basic English course  
Uaxactún community.

Through a sub-award run by Balam Association and with technical support from Counterpart, we have re-structured tourism commissions and Uaxactún Carmelita. Carmelita was updated in the regulation of the Tourism Commission agreed with the Cooperative, re structured tour packages based on a cost analysis is facilitated initiation of negotiations between the commission and local tour operators, formed the first class of 15 guides nationally certified and implemented cooking classes and basic English. Meanwhile in Uaxactun began developing regulations for the Tourism Commission, completed the implementation of a career Community tour guide with 9 certified guides and training courses were given first aid and basic English.

**c. Controlled use of Ocellated Turkey in Carmelita, and San Andres Uaxactún (AFISAP):**

Between January and May 2009, the Turkey Project (TP) successfully completed all preparations to implement the 2009 season Ocellated Turkey-use in forest concessions Uaxactún, Carmelita and San Andres, in the multiple uses of the Mayan Biosphere Reserve. This year TP operations generated revenues of \$ 37,350 dollars by the visit of 18 clients who participated in the use of 32 male turkeys. The additional benefits included approximately \$2,800 dollars in tips.

The TP suffered an unprecedented shortfall in clientele due to the economic crisis in the United States. This problem caused considerable concern as to whether community organizations could meet all its financial obligations for the provision of necessary services for the annual operations at the site. Advice was provided to communities in finding ways to reduce costs without sacrificing quality of service. Operations in Uaxactún and Carmelita were reduced and found ways to share some expenses. Both community groups were able to maintain financial solvency despite the significant reduction in customers and revenue.

#### d. Implementing Community Race Tour Guide

In 2004 CPI INGUAT started lobbying for the formal recognition of the category of Community tour guide. In 2007, INGUAT approved new regulations for tour guides in Guatemala, which includes that category. Through meetings between INTECAP, CPI, and Section INGUAT Ecotourism and Cultural Heritage CONAP content developed Race Community Guide to start implementation in priority communities.

From this account, CPI led the process by which the first courses were implemented for Community Tourism Guide in the country, lobbying INTECAP, facilitating logistics, offering partial scholarships to participants and advising guides approved for the final evaluation of the course in the corresponding procedure at INGUAT for official certification as community guides.

During this process, they had the support of other institutions including: Balam Association, U.S. DOI, JICA, INGUAT, IUCN, Mankatitlán, Ak 'Tenamit and the Municipality of San Vicente Pacaya. The result of this coordination, were implemented in fiscal year 2009 a total of 12 courses, with the participation of 234 guides in 17 communities. As shown in the table below, the vast majority of communities have implemented the course are related to protected areas, contributing to the sustainable management of natural and cultural resources.

Community (Communities)	Departament	Associated Protected Area
Carmelita	Petén	P.N. Mirador - Río Azul y Zona de Usos Múltiples de la Reserva de la Biosfera Maya
Uaxactún	Petén	Parque Nacional Tikal y Zona de Usos Múltiples de la Reserva de la Biosfera Maya
Las Viñas, La Máquina and Yaxhá	Petén	Parque Nacional Yaxha-Nakum-Naranjo, Reserva de la Biosfera Maya
San Andrés Semetabaj	Sololá	Reserva de Usos Múltiples Cuenca del Lago
Santa Catarina Palopó and San Antonio Palopó	Sololá	Reserva de Usos Múltiples Cuenca del Lago
San Pablo Tacaná	San Marcos	Volcán Tacaná
Candelaria Camposanto and Mucbilha I	Alva Verapaz	Parque Nacional Cuevas Candelaria
San Rafael Chilascó	Baja Verapaz	Reserva de Biosfera Sierra de Las Minas
Chaculá	Huehuetenango	Zona de Usos Múltiples Cuchumatanes
Ak' Tenamit Association	Izabal	Parque Nacional Río Dulce
San Juan Comalapa	Chimaltenango	-
El Patrocinio and San Francisco	Escuintla	Parque Nacional Volcán de Pacaya



El Dr. Rafael Espada entregó los carnets oficiales al grupo de guías de Camelita que aprobó el curso.



Participantes en el curso de guías en Camelita durante el recorrido práctico en el Parque Nacional Mirador Río Azul.



Una de las participantes en el curso en el Parque Nacional Cuevas de Candelaria recibe el diploma de representantes de INTECAP.



Grupo de guías comunitarios de Carmelita con representantes de INGUAT, CONAP, CPI, US DOI, FARES, Cooperativa Carmelita, Asociación Balam, APANAC, el Gobernador Departamental de Petén y el Vicepresidente de la República.

#### **e. Cal Assistance to Tourists, MSMEs Technical Marketing**

CPI continued to provide technical assistance to MSMEs and tourist destinations in Petén, Alta Verapaz, Baja Verapaz, Solola, Chimaltenango, Quetzaltenango and Retalhuleu under the approach of strengthening and expanding the tourism value chain, within the program called "Let's make your company sell more tourist destination." The assistance focused mainly on establishing strategic alliances, developing strategies and sales tools. The development and results of these activities are presented in detail in section 4.1 Strengthening and expansion of the tourism value chain.

#### **f. Tourist Destinations Heritage Conservation under principles of Geotourism:**

During the current year, a comprehensive review and supplement the database obtained as a result of the phase of nominations. The final selection of nominations to be included in the Geotourism Map Guide to Guatemala has generated proposals for geographic areas with the highest number of attributes geotourism, which will focus on building activities and heritage destinations.

Preliminary work began with the Center for Sustainable Destinations National Geographic to determine the issues to consider when designing a strategy for the practical implementation of the principles of Geotourism in Guatemala. From Geotourism a charter agreement was signed between National Geographic and the government of Guatemala, where CPI developed a series of tips that businesses and destinations can be implemented, which will complement the contents of the [Guide to Good Practices] described below.

A meeting with the new director of INGUAT (Mr. Roberto Robles) and ANACAFE to present the progress and results for Guatemala Geotourism Initiative and coordinate actions to follow. As a result of this meeting, INGUAT provided support for the photographs that were needed for the map and agreed to support the definition of map distribution strategies.

#### **g. Strengthening the Tourism Commission**

CPI was part of the working committee of the Tourism Commission of Solola in which, with support from the National Competitiveness Program (PRONACOM), produced a competitiveness agenda for Atitlán. As part of this process, we defined the competitive advantage of Atitlán and the annual work plan for the Commission.

CPI provided technical support for the realization of a drawing competition with children from three municipalities of Solola. The invitation to participate allowed 39 children of basic school level to send their drawings, which then help the creation of the tourist image of Atitlán. On the other hand, CPI worked on the development of an online blog for the Tourism Commission. The purpose of this page (<http://www.turismoatitlan.blogspot.com/>) is to facilitate the editing

work by the manager of Strategic Revitalization Plan. After building the site, the manager was given tips to update and feed the information space for members and visitors in general. The tool has worked satisfactorily.

Support continued internal strengthening of the commission. Additionally, maintaining marketing consultancy and secretarial issues, and participated in workshops to develop the rules and code of ethics of the Tourism Commission.

Finally, it has begun coordinating with PROSOL, joining forces for the activities referred to in the marketing component of destination Atitlán.

#### **h. Management Consultancy in Public Use and Visitation in Protected Areas:**

During fiscal year 2008 CPI, TNC, and CONAP implemented the 1st. National Workshop on Public Use Planning in Protected Areas. One of the most important conclusions of the workshop was that there are significant gaps in the management consulting in public use and visitation in protected areas of the country. In this situation, CPI agreed with COTURAP CONAP and prioritize certain protected areas where CPI visitation could make needs assessments, institutional capacity and implement technical assistance in fiscal year 2009.

The areas in which technical assistance diagnoses made for public use management in protected areas were:

- ▣ Quirigua, Izabal
- ▣ Mario Dary Rivera University Biotope Conservation Quetzal
- ▣ Iximché, Chimaltenango
- ▣ Pacaya Volcano National Park
- ▣ Yaxhá, Petén

During the diagnostic phase it was determined that, in fact, all the above areas have major needs in terms of better manage public use and tourism visitation. However, it was also determined that several of these areas have serious structural and institutional constraints to implement improvements that may be suggested as part of a technical process as proposed. Given this situation CPI has begun to work with those areas which were identified intervention areas and concrete improvement actions identified in which the counterparty is institutional capacity to implement the suggested improvements as a result of the technical assistance provided. The areas in which technical assistance will be implemented to improve the management of public use and / or visitor experience are:

- ▣ Mario Dary Rivera University Biotope: Design Review interpretive site, track improvements on trails, production of promotional material.
- ▣ Yaxhá, Petén: Development of interpretive materials, review of visitor management system.
- ▣ Pacaya Volcano National Park: Development of interpretive materials and tools to better

manage visitors, at the request of tour operators.

▣ Recreational Park Las Conchas, Chahal: Monitoring and technical support to proposals for developing the management plan, managing Easter visitation (including a waste management plan and regulations of the park), formulation of proposals to improve tourism infrastructure and assistance marketing technique under the program achieve. It has won approval of a proposal to FONACON amounting Q. 300,000, for a project focused on improving trails and interpretation to be executed by the Municipality.

▣ Tourist Guide to SIGAP: Counterpart CONAP has supported the review of content and design for a guidebook to the main protected areas of the country, which will be played with funds from INGUAT, FONACON, Conservation International and ICC / USAID.

▣ Public Use Plan for the National Park Mirador-Rio Azul, Lagunas Biotope Naachtún Two and access areas: Counterpart participated in the preparation of the Public Use Plan, co-financed by the Netherlands and CONAP-ICC Project / USAID. Besides coordinating workshops, consultation and validation, CPI was part of the planning team in conjunction with TNC, CONAP, CECON, Balam Association and Ministry of Culture and Sports. The plan is under final review and approval by CONAP. This plan allowed to reach consensus on key issues related to visitation and tourism development of the area, and was instrumental in defining investment priorities in the short term by PDPCRB and 4 Balam projects, estimated at \$ 3M. Counterpart will continue to strengthen the capacities of local communities and Uaxactún Carmelita, mainly focused on the management of tourism businesses to be developed based on the facilities to enable.



Workshops and Public Use Team Planning meetings.

A request for CONAP and COTURAP, CPI conducted a review of the rules for the Development of Ecotourism in SIGAP with the goal of making a proposal for changes to improve the same and fit the reality of SIGAP in Guatemala. This activity is co-funded by ICC / USAID and the CEPF. Participated in the workshop "Regulatory Update Ecotourism Development in SIGAP", in which they discussed the importance of the review and adaptation of management tools SIGAP Ecoturística derived from normative. Derived from this workshop it was agreed to support the CPI in regulatory

updates, beginning with the completion of a proposed minimum content to be carried plans for visitor management in protected areas. We reviewed a total of 9 public use plans developed in different areas in Guatemala. Although not all are part of SIGAP, content inputs were considered useful for comparisons suggest minimal content. PUPs that were reviewed were of the following areas: Laguna Lachuá PN, PN Yaxhá-Nakum-Naranjo, Piedras Negras Archaeological Site, RPM Cerro San Gil, Candelaria Caves, Bioltzá Reserve, Municipal Shipyard San Antonio Aguas Calientes, PRM Volcano San Pedro and Chuiraxamoló. Recommendations were collected as part of a process of public use plan for the National Park Mirador - Blue River Biotope Naachtún - Dos Lagunas.

Currently there is a draft of the new policy, which is being reviewed by the legal department of CONAP. Once it is approved, Counterpart will support CONAP in defining guidelines for updating the management tools that are derived from it, including inputs for a guide to management development plans and visitation in protected areas and for the regulation tourist service concessions in the SIGAP.

#### **i. Technical assistance in business management and tourism management**

Throughout Project implementation Alliance for Community Tourism, has been evident that tourism MSMEs in rural Guatemala, face serious weaknesses in the management of their businesses, which then causes difficulties in their daily operations and handling general business and long term. In addition, the micro and small entrepreneurs are more interested in participating technical assistance programs that provide practical tools for easy implementation in key areas of business management such as financial management, costing and pricing, establishment and management of profit margins, general management, human resource management, among others.

In view of the above facts, CPI has designed a technical assistance program with practical approach (called "Diagnostics Situational Factors") in MS Excel platform, focused on strengthening MSMEs in these subjects. The program consists of six practical tools through which MSMEs can manage cash flows, costs and setting prices, determining profit margin by product or service, evaluate staff performance, design and evaluate marketing strategies and sales evaluate the overall management scorecard and sales and statistically evaluated. The program is taught in six months, consisting of two training sessions and four follow-up sessions. In addition, participants have permanent access to personalized advice through an external consultant by phone or e-mail.

During fiscal year 2009, a total of 61 MSMEs participated in the program, 21 in Petén, Alta Verapaz 12, 8 in Solola, 6 and 14 in Quetzaltenango Retalhuleu. Upon completing the program, small businesses and communities involved were able to implement better controls on cash flow, costing and pricing and improving marketing and sales strategies. During the

first quarter of fiscal 2010 will complete the implementation of the program in Coban, Quetzaltenango and Retalhuleu.



Workshop for developing rules validation and code of conduct.

## 2. Access to credit and financial services

CPI continued to advise a total of 38 identified MSMEs interested in seeking funding for expansion of tourism businesses and crafts, or creating new ones.

The advice is to preparation and review of financial projections, business plan development, compliance with funding requirements demanded by banks and monitoring system implementation process admitted to banks.

It is noteworthy that before the financial crisis, many employers have expressed not receiving assistance be sure to continue the process. Another factor that has negatively affected the outcome of this component is that most banks have changed their financial conditions, including increased interest rates and reduced timelines.

During the current fiscal year three companies gained access to credit, including the Company Turkeys Kaquik (used for the expansion of a restaurant in Coban and the incorporation of a tour, the same amount of Q. 350,000, awarded by Banrural) , Hotel Casa Luna in Coban (aimed at enabling a shuttle service for a total of \$ 12,500 awarded by the Industrial Bank) and Tourist Services Atitlán (for the purchase of a new minibus for tourist transport, amounting to \$ 13,750 granted by Banco Industrial).

We have collaborated with various institutions to work on this component, including the project changed CABEL Asdesarrollo program of Ministry of MSME Vice MINECO and recently resumed coordination with Banrural / DCA Project, profiles presenting three projects totaling total of \$ 120,000 that are under evaluation.

### **3. Promotion of Good Practices and Certification**

During the first quarter of fiscal year 2009 diagnostics companies involved in the process of sustainable tourism certification under the label Green Deal completed assesments. Based on the results of these diagnoses, CPI implemented 14 workshops focused on providing technical assistance in critical areas identified to prepare for the final audit for certification. The workshops focused on the following topics: marketing and sales, financial tools and good environmental practices. At the end of the process, a total of 27 tourism companies were certified Green Deal in December 2.009.

CPI and Green Alliance organized a business conference for bringing together businesses certified national and international tour operators. 23 tour operators in Guatemala, Mexico, Belize and Honduras attended the business conference.

During the last quarter of the fiscal year, a program was coordinated with the Rainforest Alliance to Invest IV (European Union program aimed at strengthening SMEs in Latin America, driven in Guatemala by AGEXPORT) monitoring support to the work of certification under Green Deal standard. This alliance will support tourism MSMEs interested in becoming certified in making initial diagnoses, intermediate, providing technical assistance focused on overcoming the weaknesses identified. In September they began working together with 15 tourism MSMEs that have been involved in the certification process. It is expected to support at least 15 additional MSMEs in fiscal 2010 through this alliance.

Based on the extensive experience gained by working with CPI and MSME community tourism operations, Counterpart led the process of adaptation of the Good Practice Guide for Sustainable Tourism Communities of Latin America. This work developed in partnership with SNV and Rainforest Alliance, was validated in workshops jointly implemented with the participation of over 40 community tourism initiatives in Guatemala, Ecuador, Peru, Bolivia, Nicaragua and El Salvador. In addition to the guide, a manual Leader Trainer designed for trainers, a tool kit and a box support for monitoring and evaluation.

The results of this initiative were filed with the National Bureau of Community Tourism in Guatemala, receiving positive feedback. Subsequently, on August 31 was officially presented at a public event in Guatemala City.

From October 2009 trainers' workshops and specific workshops will begin with guide application in selected communities to be identified in conjunction with the National Bureau of Community Tourism in Guatemala.

#### **4. Tourism Product Marketing**

##### **a. Strengthening and expansion of the tourism value chain**

CPI continued to provide technical assistance in marketing and quality for business and tourist destinations under the focus of its program "Let's make your company or destination sell more". It should be mentioned that the marketing component faced special challenges during fiscal year 2009, particularly in the second and third quarter, as a result of the effects of the global financial crisis and Influenza A-H1N1. Most companies reported significant declines in sales and occupancy levels, consistent with what was reported for destinations. Many businesses were affected mainly by cancellations of groups from Mexico, where influenza A was first reported at a higher level. Although the situation began to improve in the fourth quarter, it is expected that the recovery will be slow. Despite the difficult situation, CPI continued to provide technical assistance in the form satisfactory to 111 MSMEs and community initiatives of Petén, Alta Verapaz, Solola, Quetzaltenango and Retalhuleu. Through the CPI methodology to identify and monitor key marketing actions and involvement in the tourism value chain enterprises have moved from isolated marketing efforts, or not do them, to take action based on a comprehensive strategy supported by quality tools. As a result of this process, most companies have developed or modified their corporate image, refined its marketing strategy and investments and produced marketing materials of high quality and high impact to improve its market position and expand into new segments. The success of the CPI methodology is attributable to tailor interventions based on the individual needs of each SME or community and the value chain approach.

As has been reported in each quarter throughout the project, CPI worked on identifying MSMEs and community groups with potential for growth and improvement, as well as influence on the quality of priority destinations. Then diagnoses was made for each case and established an action plan individualized. Depending on the stage in the process and the identified needs, the technical assistance activities included: development of logos and corporate identity, development of basic handouts (fact sheets), development of printed and electronic promotional materials (flyers, brochures, ads for magazines, banners, newsletters, catalogs, etc.), development of promotional alternatives for specific cases (billboards, business cards, sales vouchers).

The most copies are those MSMEs and destinations that have already completed the first phase of technical assistance under the approach of "Let's Make". In the final stage of this

first phase, companies consolidate their online presence through a powerful and manageable site, as is the case of the following companies that have completed the process:

[www.tikalcnx.com](http://www.tikalcnx.com)

[www.explorequate.com](http://www.explorequate.com)

[www.canopymonoruta.com](http://www.canopymonoruta.com)

[www.hotelposadadedonantonio.com](http://www.hotelposadadedonantonio.com)

[www.laposadadedonjose.com](http://www.laposadadedonjose.com)

[www.hotelvilladelangel.com](http://www.hotelvilladelangel.com)

[www.hotelparaisomaya.com](http://www.hotelparaisomaya.com)

[www.tranviadelosalto.com](http://www.tranviadelosalto.com)

These companies will start a new phase with strategies to cope with the special challenges posed by the decline in the tourism market following the global financial crisis, while the rest of the companies that are in the process of technical assistance will be a combination of the first core phase and new strategies identified.

**b. Promotion of Sites and Initiatives based on Geotourism Map Guides**

CPI continued to lead the implementation of the Geotourism initiative for Guatemala and production of a Geotourism Map Guide. The process of revision and editing the map guide was more complicated and time consuming than expected and there are many lessons learned, especially resulting from the failure to carry out the process for the first time for an initiative at country level (including a large number of nominations, a great diversity of attractions, changes in methodology and production team from National Geographic). The final versions of the map in English and Spanish are in the final review by the editorial staff of National Geographic. It is expected to carry out the final revisions and approval by the National Geographic Institute of Guatemala in late October or early November. The final version of the map should be printed and ready for distribution in late November. It is expected to make a launch event and presentation between December 2009 and January 2010 depending on the date identified as the most suitable in terms of strategic impact.

Meanwhile, CPI has continued to make progress on certain issues parallel to the process of map production guidance, primarily focused on the promotion of sites and initiatives based on the guide map. It is developing a suite of collateral materials and complementary guide map which are addressed in more detail certain geographic and thematic complexes of interest were identified during the preparation of the map. Furthermore, we have analyzed the strategies to maximize the impact of the guide map through a web platform that helps art promoting both sites and initiatives and to promote the implementation of the principles of geotourism nationwide.

In agreement with the Center for Sustainable Destinations National Geographic and partners of the initiative in Guatemala, CPI developed a proposal submitted to the Geotourism Challenge 2009, focused on the search for matching funds to design a web platform based on the Map and Guide strengthen efforts in building destinations based on the principles of geotourism. The proposal was one of the seven selected for funding sustainable tourism cluster MIF - IDB, so during the first quarter of 2010 will be refined details of this initiative will complement the efforts of the project Partnership for Community Tourism CPI / USAID.

**c. Inclusive business atmosphere in Lake Atitlan**

This initiative was developed as part of the support provided to the CPI Commission on Tourism Solola, and follows the recommendations made by the consulting practicum developed by the Universities of George Washington and Del Valle of Guatemala for the region of Lake Atitlan. The approach originally proposed for inclusive business approach was considered impractical for the current conditions of the region, so it was decided to concentrate efforts on the methodology of "stay another day", also given in that year consulting. The initiative is to develop a practical inventory of existing complementary tourist regions in Atitlán then search hubs complementarity and overlap with hosting providers at destination. Through this methodology seeks to create innovative options that expand the stay of tourists and visitors to the destination Atitlán. Studies to date have shown that the stay is short (less than 2 nights on average) due largely to visitors' perception that there is little to do in the region. When making an inventory of the attractions thoroughly present, presenting options appropriate to the market promotion and discount options offer additional night by hosting service providers can make an impact in the short term rates stay in the target. To date we have completed the inventory of complementary services, we are working on structuring and packaging of the alternative offer and have initiated contacts with hosting providers, which have shown very positive reactions to the target of this strategy and to preliminary information found. In 2010 we will be consolidating and implementing the marketing strategy based on the approach of "stay another day".

**d. Re-design of INGUAT Website**

CPI was working closely with the product development department of INGUAT to implement several substantive changes in the official tourism website [www.visitguatemala.com](http://www.visitguatemala.com) Guatemala. CPI presented an analysis of strengths and weaknesses of the previous version of the portal. Based on this analysis were developed terms of reference for hiring a company to develop the new portal of the country. CPI participated in two workshops to follow up the issue, mainly reviewing proposals Company contracted INGUAT and making relevant suggestions according

to the analysis done previously. The new [www.visitguatemala.com](http://www.visitguatemala.com) was brought online in late September 2009, incorporating many of the features recommended by CPI and following the standards proposed by the World Tourism Organization.

## **5. Development and Marketing of Handicrafts**

Within the framework of the agreement between the Commission of Handicrafts Guatemalan Exporters Association - AGEXPORT-and Project Community Alliance for Tourism, there have been several activities supporting artisan development in different departments, including designing new collections handicrafts and advocacy nationally and internationally, contributing to increased sales of Guatemalan handicrafts in different markets, and the improvement of living standards of artisans served, by increasing the quality and diversity of supply craft.

### **a. Design Collections**

The design and development of handicrafts includes a work crew hired for the purpose. This team consists of: an International designer (this year was honored to have the renowned designer Meredith Robinson), responsible for obtaining all information and design group proposed lines to develop new products, focusing especially on the international market trends.

Two local designers (Gloria Escobar and Luis Quintana) were responsible for the development of prototypes of the designs proposed by the international designer, supervising and guiding the production process directly with artisans served. They also provide advice on logistics activities, information, purchase, delivery and control of raw materials and accompanying. A local designer Supervisory Commission of Handicrafts (Ivania Ruiz), undertook to accompany the development of products to be the liaison between the producer and the local designer. All previous coordinated by Aida Fernandez as part of the Commission of Handicrafts.

During a field visit to the groups of artisan producers, assessed their production capacity (current production, raw materials, supply of them, other options available, production processes, times used, costs and product prices, technical used, skills, etc.). Based on this information, the international designer, was the basis for defining what the group could develop.

Taking into consideration all the elements contained in the above, were drawn sketches of the four product lines to be developed with the target groups. Developed a detailed estimate of the costs that would be incurred for the development of new

products. With each of the target groups, it took two days of working together with the team. After having defined product collections, local designers have started with the production of the same, accompanied the group throughout the process. The collections are designed in the current year benefited from products:

**Sacalá, S.A.:**

- i line table (wood): coasters, insulators, round and square containers.
- i table line (textiles): table runner, placemats, napkins and shakers in two palettes.
- i line of room (wood): candle holders, shelves, cubes, pedestals, tables, mirrors, belts.
- i line of room (textiles): cushions.
- i Line of Accessories: grippers for bags (timber) and bags in various designs.

**From the Mayan People to You:** Meaningful products, recycled products, jewelry, picture frames and puzzles.



Artisanal Diagnosis in Sacalá



Prototype crafts From the Mayan People



Artisanal diagnosis form the collection: From the Mayan People to You

**Komon Aj Kem:** Personal accessories: bags, cosmetics, bracelets, coasters, individual and purses

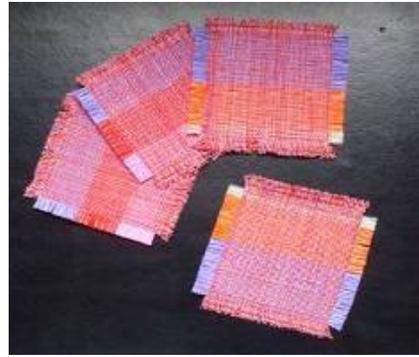
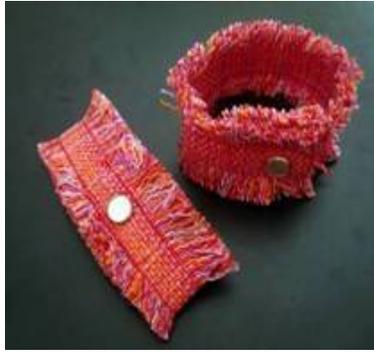


Artisanal Diagnosis in Komon Aj Kem

**Artesanías Yama:** Online baby accessories: shoes, hat, diaper bag, blanket game, stuffed figures. Personal accessories: bags, and purses cosmetiqueras. Home accessories: cushions.

During the third fiscal quarter ending in April we conducted four collections of craft producer groups located in areas affected by Hurricane Stan. They were accompanied throughout the with advice from an international designer and local designers.

One of the main activities was an assessment of the results achieved in the development of each line: this activity was carried out through different meetings between the technical team of the Commission of Handicrafts, local designers and exporters. Through this process, each line adjustments coordinated the visits required to complete groups of developing the standards required in the prototypes. This process aims to ensure the quality needed to participate in the shows previously identified. The results achieved in the development of the lines can be considered as satisfactory, when analyzing aspects such as design, methodology, and stakeholder participation in the process and prototype development.



**Mayan Hands:** *Bracelets and Cupholders*



**De la Selva** ■ *From the Mayan People to You: Puzzles and Surprises*



**Artesanías Yama:** *Heart shaped cushion and a group of women working on crafts*



**Sacalá:** *Porta candels and boxes made out of Wood logs*

Through a partnership with Project Bridging Cultures Through Design at California College of the Arts, under the supervision of the commission Merdith Robinson and Craft AGEXPORT was possible to work this year on new craft collections produced by five groups: a) painters of Santiago Atitlán (with handmade paintings), b) Ratzan, Santiago Atitlán (beaded products), c) Mendoza, Santiago Atitlan (carved wood), d) Association Tagline ', San Juan la Laguna (natural dyes) e ) ADISA, Santiago Atitlan (Association of Parents and Friends of People with Disabilities, recycled paper products). All these products were presented at the 2009 edition of the New World Crafts Fair.

Within these groups is important to highlight the work done with ADISA. This Association has supported people with disabilities in various topics such as: education, health care, awareness and productive alternatives. The area of production alternatives facing special challenges because of the limited results achieved in terms of craft production, but there was the link with the market. Through the innovative approach of the CPI-AGEXPORT support, a significant group of young people with disabilities (40 persons), was able to develop a collection of craft based on market trends and markets previously identified. The process was overseen by an international designer and several students from national and international design.



Adisa and designers working together on a collection

The aim was to produce a product line of high quality, simple and marketable, through a process that would allow both designers and young people with disabilities gain valuable knowledge about the implementation of a sustainable process of handicraft production. After long discussions, and a complex process of design and production of prototypes, there were three collections: 1. Fantastic Beasts recycled paper (insects, birds, bees), 2. Beaded decorative boxes 3. Small mirror frames from recycled paper. The process was quite satisfactory, in the words of Meredith Robinson "Lots of smiles and laughter". Furthermore, the products have received preliminary orders after submission to the New World Craft in Antigua Guatemala and marketing activities that will continue throughout fiscal 2010.

**b. Promotion of International and Regional:**

**▣ New World Crafts▣ Fair:**

The 1<sup>st</sup> Central American Crafts Fair "New World Crafts" was conceptualized and designed as a direct intervention strategy to facilitate the marketing of American craft product. The fair, which was held on 22 and 23 October at the Expo Center Hotel Grand Tikal Futura, allowing buyers to offer a regional offer, where in one place, the products of the 5 countries were represented, with special emphasis on Guatemalans.

The New World Crafts event is distinguished from other events of crafts and gifts because they have buyers coming to the country, allowing more participation of local producers and providing a deeper bond between the buyer and the context of the producers.

The fair received coverage in various national media.

[http://www.guatemala-times.com/index.php?option=com\\_content&task=view&id=463](http://www.guatemala-times.com/index.php?option=com_content&task=view&id=463)  
<http://www.prensalibre.com/pl/2008/octubre/23/271717.html>  
<http://www.guatemala.gob.gt/noticia.php?codigo=1388&tipo=1>

The second edition of the show was also supported by CPI. The event took place from 29 to 30 September at the Hotel Casa Santo Domingo in Antigua Guatemala, being greater than the first edition. Some preliminary data surprising the show included:

1. The products were exposed in 89 stands.
2. The program included several conferences, international exhibitors conducted by experts, covering topics such as participation in fairs, color and design trends and market trends.
3. Preliminary information showed that it generated \$ 225,000.00 in sales during the fair, but it is expected that after the completion of sales agreements established within the fair, the total sales amount to approximately U.S. \$ 1,000,000.00, benefiting about 5,000 artisans of which an estimated 70% are women.
4. Several of the craftsmen who presented their products at the show previously received technical assistance from CPI and AGEXPORT focused on improving their designs and technical characterization of its products. The event has generated national and international interest in their news coverage.

<http://www.prensalibre.com/pl/2009/octubre/01/345605.html>  
<http://www.prensalibre.com/pl/2009/septiembre/30/345345.html>

Additionally, the products developed as a result of the assistance of ICC were marketed through local shops and Central as CEMACO and Walmart, and through the participation of producers and exporters Guatemalan international shows like Expo Crafts in Colombia, SALPRO in Mexico



General visit during the New World Crafts Fair 2009.



Works of Maya Stand, presenting products of one of the collections designed by Meredith Robinson.

Overall, the activities described above allowed to exceed expectations in handicraft sales, reaching \$ 1,139,935.37 in the past fiscal year.

**c. Strategic Planning:**

Given the growth that has taken the Commission of Handicrafts and diversification of activities, it was considered appropriate to develop a Strategic Plan, which was co-funded AGEXPORT and CPI / USAID. This plan is allowing the internal strengthening of the commission.

By último, this year completed the design of the website co-funded [www.handmadeinguatemala.com](http://www.handmadeinguatemala.com) AGEXPORT and CPI / USAID. This page contains information on the craft industry, product samples and contact information of exporters and producers groups.

## **6. Problems encountered in the implementation of the project and corrective actions**

In this section are presented the main encountered during fiscal year 2009, including corrective actions and recommendations

### **Global Financial Crisis and the H1N1 Influenza:**

The global financial crisis had a significant impact on project activities, due to which tourism visitation drastically reduced mainly in the second and third quarters of the fiscal year. Some hotels and Petén regions Atitlan, said they had the lowest employment rate in history, forcing in many cases to reduce operations, laying off staff and in some cases to close deals.

Similarly, most financial institutions increased interest rates and reduced credit limits for bancaros. This situation influenced much of the companies that were in the process of technical assistance in access to credit and financial services, decided to wait for the situation to improve efforts to continue or retire.

Similarly, several clients scheduled to control hunting season of ocellated turkeys in the Mayan Biosphere Reserve in 2009 canceled their trip, so we had to take steps to reduce costs.

CPI's work focused on tourism SMMEs advise on re define marketing strategies, generating low-cost promotional activities and providing assistance in administrative management of tourism businesses. Together, these activities have allowed most companies benefit from project interventions remain stable, managing your cash flow better, based planning tools to forecast sales, manage human resources efficiently and continue marketing activities strategic. It is expected that next year the situation of tourism begins to normalize, which has led to the emergence of new interested in getting access to credit counseling. Finally, there has been an extensive search for funding sources that favorable conditions for users, which has started presenting bankable projects. Despite the decrease in the amount of turkey project clients, thanks to the measures taken, the local communities of the Maya Biosphere Reserve were able to provide a quality service and profit.

### **Coordination with Governmental Institutions:**

The project Partnership for Community Tourism, had the distinction of being executed between two administrations. The change in the authorities of key institutions, as in the case of INGUAT, hindered the continuity of several activities. An example of this case is the Geotourism initiative, which suffered delays due to the need to present the project and re negotiate with each of the three directors who have been appointed INGUAT in just 2 years in office. They have identified key initiatives for the project and of interest to the government, both as to CONAP INGUAT,

including the implementation of a career Community Tour Guide, the coordination of the National Bureau of Community Tourism, creating promotional tools protected areas and review of the regulatory framework for the development of ecotourism in the SIGAP, but progress has been slow. Similarly, have begun coordinating with the Ministry of Culture and Sports through the Technical Management Sub IDAEH to start the process of updating the Master Plan Candelaria Caves National Park, a theme of mutual interest.

### **Pragmatic capabilities in tourism**

Finally, one of the issues observed during the implementation of the project is the tendency to empiricism and informality in the tourism sector. Most MSMEs lack of administrative, financial and internal control

They have initiated support programs aimed at rural communities and MSMEs focused on providing easy to use administrative tools, which has greatly improved the management of tourism businesses benefit from the project. However, these activities should be carried out in an integrated and focused work in the medium term, in order to improve one further strengthening of these companies to improve their competitiveness.

Annex 1. PMP and OP Indicators

**ECONOMIC GROWTH**

	9/30/2006	9/30/2007 Target	9/30/2007 Actual	FY 2008 Target	FY 2008 ACTUAL	FY 2009 TARGET	FY 2009 ACTUAL	FY 2010 TARGET	Implementing Mechanism and comments
<p><i>Indicators/Targets: Targets are required for each common indicator. Acceptable entries include: 1) a number, 2) zero (if there is work specific to that indicator, but results will not be reportable in this timeframe), and 3) N/A (if the indicator does</i></p>									
<b>OP Indicators</b>									
<b>COUNTERPART INTERNATIONAL</b>									
<b>PROGRAM ELEMENT 6.2: PRIVATE SECTOR PRODUCTIVITY</b>									
Number of firms receiving USG assistance to improve their management practices	5	30	24	30	61	235	249	350	Target set before TEC increase was finalized. Number includes 205 new firms incorporated into technical assistance programs and 44 firms previously engaged. Firms include community tourism associations, SMEs integrated into value chain initiative, tourism SMEs implementing good management practices, SMEs involved in sustainable tourism certification process. The results of FY 2008 were higher due to the partnership between Counterpart and FUNDESAs Centros Empresariales de Turismo Program, which closed operations in 2009. The FY 2010 target includes the incorporation of 101 additional firms in the program's technical assistance activities.
Number of SMEs receiving USG assistance to access bank loans or private equity	5	30	24	30	61	20	38	50	Number of SMEs includes 38 SMEs incorporated into the program receiving assistance on access to credit and financial services. Tourism sector was affected this year by Global financial crisis and A-H1N1 flu, several SMEs decided not to continue their credit processes. 38 SMEs continue receiving technical assistance. FY 2010 target includes the 38 SMEs currently receiving assistance and 12 additional SMEs.
Number of public-private dialogue mechanisms utilized as a result of USG assistance.	0	0	3	4	4	3	4	4	<b>FY09:</b> Solola Tourism Commission, Geotourism Council, National Community-based tourism round table and Policy and conservation committee. During FY 2010 Counterpart will maintain these public-private dialogue mechanisms.
<b>PROGRAM ELEMENT 8.1: NATURAL RESOURCES AND BIODIVERSITY</b>									
Number of people with increased economic benefits derived from sustainable natural resource management and conservation as a result of USG assistance	500	1,450	1,118	2,000	2,445	2,000	2,803	250	People benefited from the creation of new SMEs, SMEs increasing profitability as a result of technical assistance. All in areas related to protected areas or with high biodiversity value.
number of women	150	435	602	600	1,092	600	1,387	100	
number of men	350	1,015	516	1,400	1,353	1,400	1,416	150	
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	0	0	0	0	3,914	400	851	200	Includes people receiving training as community tourism guides, participating in certification and sustainable tourism training, and sustainable natural resource-based economic activities.

CUSTOMS INDICATOR:										
Number of rural households benefiting directly from USG interventions		0				3,914		4,078	2,000	Counterpart International (6.2.1) and (8.1.2): This is a customs indicator because CPI is funded under Program Elements 6.2 and 8.1. This indicator is listed only for Program Element 5.2 in the Foreign Assistance Framework. This indicator is reported by the other programs under our initial IR2. Rationale to estimate the total rural households: 1 household per people with increased economic benefits derived from sustainable natural resources management, 2 households per new firm receiving assistance to improve management practices during FY 09, 2 households per new SME created and 1 household for each person receiving training in natural resources management. The total estimated benefiting households for each firm is still very conservative.

SO2 CORE PMP Indicators										
Sales of goods and services as a result of USAID programs, In thousand US\$			1,965.0	2,163.0	2,500.0	2,804.5	2,500.0	4,389.77	1,000	High proportion of sales increase due to a greater number of SMEs incorporated as a result of TEC increase being approved. Target was set lower before TEC increase was approved.
Number of jobs generated as a result of USAID programs			1,450	51	2,000	567	1,500	700	4,455	Job increase has not been as high as expected because investment in the tourism sector has stalled and even receded as a consequence of decreased security conditions in the country, and decreased tourism sector activity as a result of the world financial crisis and H1N1 Flu. Nonetheless, jobs have increased almost proportionally to the rate of increase of sales.

contar todos los jornales