

Chapter 7:

Conclusion

Lessons Learned and Best Practices

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The following is a summary of the main lessons and best practices, selected from the essays, surveys, and case studies in this *Handbook* and arranged as follows:

- ✓ Main Features of Travelers' Philanthropy Programs
- ✓ Businesses: Steps to Successful Travelers' Philanthropy
- ✓ Communities/Local Organizations: Steps to Successful Travelers' Philanthropy
- ✓ Travelers: Steps to Successful Travelers' Philanthropy
- ✓ Challenges and Trends

✓ Main Features of Travelers' Philanthropy Programs

Although their size, emphases, and methodologies may differ, travelers' philanthropy programs share a number of common features. All good programs have some or all of the following characteristics:

- Generate a new stream of cash, goods, and volunteer services beyond what is generated through the normal tourism business.
- Channel these resources into grassroots community and conservation initiatives.
- Promote face-to-face, authentic connections between people of different cultures.
- Engage travel businesses in supporting locally determined needs and projects at the destinations their clients visit.
- Establish new partnerships between local businesses and nonprofit organizations.
- Facilitate the involvement of local residents in decisions related to funding allocation and governance.
- Engage individual donors—the greatest single source of philanthropic dollars.
- Offer a new framework for constructive internationalism and global community-building, as well as cultural and environmental stewardship.
- Focus on destinations where the need for economic development and humanitarian assistance is high.

Travelers' philanthropy is a core component of responsible tourism. It contributes, more broadly, to a progressive development strategy by:

- Facilitating corporate engagement and good citizenship in tourism destinations.
- Enabling private action to address public needs.

- Supporting innovation and creating possibilities for social transformation.
- Generating social and environmental capital for conservation.
- Providing resources for social development.
- Mitigating the impact of state economic policy.
- Offering a cost-effective means of delivering social and conservation services.

The best examples of, travelers' philanthropy are the result of careful, cooperative planning, robust finance, business acumen, accountability, and a long-term perspective. In combination, these characteristics achieve lasting results.

Travelers' philanthropy is unique among funding sources because long-term donor support is built in. The visitors (potential philanthropists) are continually brought to the destination by tourism businesses. And if donors who provide support for the local project continue to be engaged after visiting the destination, the level of philanthropy can build over time, increasing community resources and making projects less likely to depend on tourism revenues alone.

Tourism-based initiatives tend to allow the time necessary for complex community projects to be completed in comparison to the deadlines set by government aid programs and foundations which demand swift implementation and reporting. Projects financed by travelers' philanthropy generally can conduct reasoned assessments of project outcomes based on project needs because they are organized by tourism businesses based or operating long-term in the destination.

✓ **Businesses: Steps to Successful Travelers' Philanthropy**

Today, all types of tourism businesses are involved in travelers' philanthropy, from individual lodgings in a single location to international companies supporting travelers' philanthropy programs around the globe, to collaborative efforts by multiple businesses to create destination-wide travel funds. Some travel companies have philanthropy or voluntourism as their central mission. And those involved in travelers' philanthropy include companies across the price spectrum, from backpackers to high-end luxury tours that are offering a wide range of activities from eco, nature, and adventure to coastal, marine, historic, cultural, and urban tourism. Typically, these companies make corporate donations, involve at least some staff, and educate and solicit contributions from their guests for specific community and/or conservation projects.

Successful travelers' philanthropy programs are carefully designed and built on consultations with the community and local organizations. They should include written agreements, staff training, communication materials, activities for visitors, and established protocols and procedures. The tourism business develops a tourism product that incorporates selected community projects as part of the visitors' experience -- and by doing so, creates unique and memorable holidays.

Businesses need to consider the following seven broad points when setting up a travelers' philanthropy programs:

1. **Carefully design and build your program based on an assessment of the area**
 - a. Identify the geographic areas and issues you want to address through your travelers' philanthropy project.

- b. Learn about and engage with the community. Identify and consult key stakeholders; learn about their decision-making and governance practices. Maintain close and continual observation and engagement.
- c. Demonstrate good corporate leadership through positive interactions with the community.
- d. Develop and work from a list of potential projects that support community identified, needs-driven priorities rather giving “help” based solely on donors’ emotional reactions. Project success tends to be magnified (and more likely) when there is a clear baseline of community identified needs to provide a template for selecting projects.
- e. Weigh the pros and cons of supporting an existing NGO that has active projects versus developing your own project.
- f. Test your business’ readiness through a few selected short term projects. This demonstrates your company’s commitment as a social investor and helps you gauge local leadership and cultural dynamics.
- g. Identify or create a local foundation or other legal structure separate from the tourism business to receive contributions and run travelers’ philanthropy projects.
- h. Develop written agreements with the local organizations that will govern implementation of your program.

2. Analyze Your Company’s Commitment and Capacity

- a. Make travelers’ philanthropy an integral part of your company’s business plan and corporate social responsibility strategy, and not simply an add-on activity.
- b. Look at the problem or issue you want to address as a business challenge to which you will bring your management skills.
- c. Use your initial passion to fuel your travelers’ philanthropy project, inspire a commitment to excellence, and create enthusiasm that will encourage your colleagues and clients to join with you.
- d. Evaluate your company’s collective strengths and deficiencies with candor and care. Being a good business manager doesn’t necessarily mean you know about managing philanthropy and development assistance. What additional skills do you need and where can you get them?
- e. Set objectives and parameters for your project.
- f. Establish a clear set of principles and a policy for selecting projects and their expected deliverables.
- g. Be aware of the following issues when selecting projects:
 - **Core competence:** To be successful, either your staff must have the relevant skills to undertake a project, or you must partner with an organization that can provide the necessary competencies.
 - **Over-committed:** Over-commitment can create a “lose-lose” disaster rather than a “win-win” success: the donor loses money, the community loses faith, your company loses credibility with consumers and the community, and the problem remains unsolved. Your business as a project facilitator needs to be diligent and assess the internal resources carefully before committing to take money from donors and promise results to the community.
 - **Spread too thin:** If those overseeing your travelers’ philanthropy program are too busy to pay sufficient attention to a project, it can sputter along with little drive and will deliver below its potential.

3. Create a Marketing Strategy

- a. Travelers' philanthropy can and should be integrated into your company's overall marketing effort.
- b. Position your program(s) as a company asset.
- c. Pre-trip, during the trip, and post-trip communications with your customers about the projects your company supports, and why, will increase the flow of donations.
- d. Promote your program and projects to the media, but avoid inflating impact.
- e. Use a variety of marketing tools to publicize your program, including websites, newsletters, blogs and other social networking, eco-awards, trade shows and conferences, special events, etc.

4. Organize "The Ask" – and Make It An "Offer"

- a. Develop an experiential product that leads travelers to care about the place and people, and then provide an opportunity for travelers to act on their caring.
- b. Guides and staff play an important role – they bond with travelers, can interpret local problems and needs, and carry the good name of your company. Invest in training them to introduce and promote your travelers' philanthropy initiatives.
- c. Enhance learning and giving through visitor experiences. Community tours, site visits, and/or meetings with key community or conservation leaders can lead to more informed and greater giving, but these interactions must be carefully planned and scheduled.
- d. Timing is important: don't wait until the trip is over to solicit donations.
- e. Offers appealing to the travelers' philanthropic intentions generate more donations than appeals focused primarily on incentives. But incentives (tax deductions, vouchers for future trips, matching funds, etc.) can play an important secondary role in decisions to give.
- f. Develop several methods for 'giving' and collecting funds.

5. Keep Donors in the Loop

- a. Donor engagement at the destination should be the start of a long-term relationship. Never stop communicating with your donors.
- b. Cultivating and maintaining a connection with the donors after they return home is a strong component of assuring sustainability of your program.
- c. Keeping in close touch with donors increases the likelihood of renewed funding. Develop a standardized and regularized – usually quarterly - reporting via donor newsletters and financial reports, and supplement this with social media and the web.
- d. Communicate to your donors how their support impacts the project they supported and how the project has transformed the community and environment.
- e. Use all types of reporting, including a "light" version – personalized reports for donors -- and a "heavy" version on project development with financial audits for foundations and donors who request more details.

6. Follow Sound Management Principles for Handling Donated Funds

- a. Determine where your program's funding will come from: the company, staff, travelers, foundations and grants, fundraising activities.
- b. Funds *should not* be deposited or held in a company account. Donations must be accounted for separately from the finances of your business.

- c. Funds can be given:
 - Directly to the project or local organization.
 - Via a local foundation your company helps to create.
 - To a foundation or NGO based in the donor's 'home' country (may be tax deductible).
 - Through an online service (may be tax deductible).
- d. Ensure transparency in how contributions are used, including regular auditing and reporting to donors.
- e. Remember these key principles for managing donated funds:
 - All fundraising activities are conducted with integrity, honesty, and openness.
 - The philanthropic goal must be put above personal gain.
 - Foster empowerment, self-determination, tolerance, and equal and fair treatment of all people.
 - Follow all applicable laws and regulations.
 - Ensure fairness, accountability, and transparency in all actions and activities.
 - Take care of your donors.
 - Measure success and effectiveness.

7. Ensure Ongoing Accountability

- a. Create mechanisms for financial sustainability through local income-generating activities and/or sources of revenue other than the travelers, including foundations, long term donors, fundraising events and activities.
- b. Engage in continual and honest assessment and evaluation, recognize and learn from mistakes, and strive for improvement.
- c. Institutionalize regular evaluations and financial audits.
- d. Celebrate the outcomes and communicate them clearly.

✓ **Communities/ Local Organizations: Steps to Successful Travelers' Philanthropy**

Increasingly, local NGOs, social service and environmental projects, parks, schools, medical facilities, and other destination-based organizations are looking to travelers' philanthropy programs to bring in needed financial and material contributions and/or volunteer labor and expertise. Done well, travelers' philanthropy brings real benefits to local projects and organizations while deepening traveler understanding of issues and inequities. As a result, travelers may be motivated to support a local project they encounter while on vacation in a sustained way over time.

However, not all local organizations or community projects have the capacity to interact effectively with travelers and travel companies. There are many factors that determine if a local project or organization is "tourism ready." One way for community activists to engage with potentially philanthropic visitors is by building a relationship with an established tourism business. Communities and local organizations interested in aligning with tourism businesses to create a travelers' philanthropy program should consider the following five points:

1. Assess What Organizational Needs Can Be Met From Tourism Contributions

- a. All recipient organizations view financial contributions as positive and vital to their operations.

- b. Some organizations and projects accept material donations and volunteers. Be sure to develop your own policy rather than waiting until the situation arises.
- c. All donations should be needs-driven, not donor-driven. In other words, determine what your community or local organization needs, then communicate and consult with the tourism company with which you intend to partner.
- d. Ensure there is “local ownership” of the project and that there is a high level of community engagement in and local support.
- e. Care must be taken to avoid local dependence on tourists to bring hand-outs and to ‘fix everything’ for the community or the project.

2. Assess Your Organizational Capacity to Manage a Travelers’ Philanthropy Program

- a. Train and dedicate staff to run the program.
- b. Negotiate terms and secure written agreements with travel companies who are sending visitors or funding.
- c. Develop a strategy and materials to inform travel companies and travelers about your activities.
- d. Administer contributions with transparency, oversight, and compliance with legal and financial regulations.
- e. Assist with an independent annual assessment and audits of donor-supported projects.
- f. Establish a system for reporting to donors (photos, website and written updates, audits, due diligence inspections by independent party, etc.).

3. Carefully Weigh the Pros and Cons of Site Visits

- a. Site visits have proven to be the most effective way of introducing visitors to your project or organization and generally increase the number and size of financial donations.
- b. However, they take time and resources, and in some cases, are not appropriate.
 - Timing and frequency of site visits should be negotiated and pre-arranged to avoid disrupting the organization’s activities and allow for coordinated, well-staffed presentations.
 - Visits should not feel ‘voyeuristic’ or uncomfortable for either visitors or locals.
 - Some projects are by their nature not appropriate for site visits: clinics dealing with HIV/AIDS or other sensitive health issues, schools when classes are underway.
 - Visits to child welfare projects must always be pre-arranged and have appropriate oversight. Brief visits often encourage a culture of dependency and teach children that looking cute for foreigners brings gifts or money.
 - Extra sensitivity and planning are important when visiting projects in remote or ethnic minority communities. Guides and tour leaders should prepare visitors beforehand on what to expect and what is appropriate behavior.

4. Develop a Fundraising Strategy to Ensure Your Engagement with Travelers Brings Benefits to Your Organization.

- a. Unless a travel company is raising large sums for the organization, the company should cover the organization’s cost of hosting visits, including staff time, brochures,

- refreshments, etc. This should be negotiated beforehand and may be either a fixed amount per visitor or lump sum for a group.
- b. Offer information to travelers and an opportunity to contribute during or after their visit. Experience will help you determine when is most appropriate to make “the ask” – or “the offer”.
 - c. Offer multiple ways to accept donations, including on the spot, through the tour company, via a local foundation, online, or with a follow-up mailing.
 - d. Explain to travelers how their donations will be used, with tangible examples.
 - e. Travel companies can provide contributions in addition to donations from travelers through corporate and/or staff donations, incentives like matching visitor donations, offering travel vouchers to visitors who make larger donations, and facilitating tax deductions for contributions.
 - f. Travelers are more willing to contribute if they have confidence in the tourism company and the company has a well-established relationship with your organization.
 - g. Prepare a “wish list” of any material donations your organization would like travelers and volunteers to bring, as well as a list of things that should *not* be given.
 - h. Make sure donations and supplies are given to a person in charge and not distributed by the visitors.

5. Determine if Volunteers Can Address Real Needs, and Carefully Weigh the Pros and Cons of Managing Them

- a. Volunteers take staff time and organizational resources to host and manage. Clearly designate a person(s) within your organization or project overseeing volunteer tourism (“voluntourism”) and managing their program.
- b. Voluntourism activities can run from a couple of hours to weeks, months or even one or more years. Carefully consider the length of stay sufficient to accomplish the specified tasks and produce sufficient benefits to your organization or project.
- c. Programs must be managed with the goal of creating financial sustainability. Organizations often require volunteers to cover their own expenses; some charge the volunteers for the experience. Foster commitments by volunteers to donate after they leave the project and become a channel for ongoing giving from the volunteer, friends, and family.
- d. Volunteers can be important teachers, transferring skills to local people and taking their enthusiasm and deeper understanding back to help teach others.
- e. Volunteer projects must be selected by and implemented with the local community or organization.
- f. Volunteers should not take jobs that local people could be hired to do.
- g. If you decide to use volunteers, prepare a written policy outlining for perspective volunteers the necessary skills, length of stay, financial obligations, and other requirements.
- h. Volunteers must be educated about what is culturally appropriate so they will avoid actions – even well intended ones -- that can have negative impacts. This should begin before the volunteer arrives and can be a shared responsibility with the tourism company or other recruiting agency.
- i. Carefully consider the appropriateness and benefits of particular tasks.
 - o Projects involving vulnerable populations – including orphans, school children, and HIV/AIDS patients – are especially sensitive.
 - o Short term volunteer postings with child welfare projects should be avoided because children need stability.

- Volunteers who work with children or other vulnerable populations must have background checks and be carefully monitored.
- Environmental projects – tree planting, wildlife population surveys, beach clean ups, etc.—are often most suitable for outside volunteers.
- j. Programs need to be continually monitored, re-evaluated, and revised to ensure real needs are being met for both the host community and volunteers.

✓ Travelers: Steps to Successful Travelers' Philanthropy

“Giving”, writes Lars Lindkvist of the Basecamp Foundation, provides a deeper sense of belonging, both to people and to place and therefore travelers' philanthropy fulfills “a basic need.” However, giving can also have unintended negative consequences, especially when it takes place across vast economic, cultural, geographic, and political divides.

The following are some of the important considerations for travelers who seek to “do good” by donating “time, talent or treasure”:

1. Ethical action = Good intentions + Good consequences

- a. Good intentions can lead to unintended negative consequences.
 - As a visitor, you can be ill-informed or naïve about the local community.
 - Gifts may unbalance the status quo, generate resentments, and be sabotaged.
 - Avoid impulse giving; contribute to community priorities.
 - Identify (with the assistance of a trustworthy tourism business) and work with local organizations that have an established track record and legitimacy. It helps if the organization has been vetted by an outside NGO.
 - Recipients must take legal, financial, and psychological ownership of your donation.
 - Some donations should also include funds for maintenance.
- b. Donors should look for a project that meets the following checklist for ethical giving:
 - Project is needed and wanted by the local people.
 - Project's financial targets are clear and can be met through travelers' contributions.
 - Project will appeal to future tourists.
 - An agreement is reached before starting the project as to who will finance and administer maintenance and repair costs.
 - Funds are given to and administered by a locally acknowledged authority, who receives agreed upon compensation for this service.

2. For Those Considering Bringing or Sending Material Goods or Supplies

- a. Do not donate goods and supplies unless the organization specifically requests them. Travel companies should request that organizations they are supporting create a “wish list” for travelers and volunteers to bring.
- b. Many material donations are of questionable or even negative value. They may not be culturally appropriate or what is really needed, could be purchased locally, may undermine local industries and retail businesses (clothing, book publishing), may require costly or constant repairs or maintenance, and may incur import duties and other taxes, handling and transport costs.

3. For Those Considering Voluntourism, Understand the Complexities and the Pros and Cons

- a. Volunteering can be a deeply inspirational and educational experience for the volunteer – often more personally satisfying than giving material or financial donations.
- b. Be honest with yourself about your motives and how much tourism and how much volunteering you want to do.
- c. Carefully assess whether the living and working conditions are acceptable.
- d. Determine what you like to do and what skills you can offer.
- e. Determine how much money you can spend on a voluntourism trip.
- f. Consider any potential negative consequences of a volunteer project. For example, is the time you can commit sufficient to be beneficial to the host organization? Would you be doing work that could be done by employing locals? Might it risk creating a culture of dependency on outsiders?
- g. Consider if you might be able to raise the money to pay a local resident to do the work you were planning to do for free
- h. Make arrangements through a well-established and experienced tourism company or volunteer organization.
- i. Thoroughly check out the credentials of the local organization, including contacting past volunteers and organizations specializing in placing volunteers.
- j. Be prepared to make a commitment as a longer term supporter of the organization or project. This includes teaching others in your home community about the organization and providing ongoing contributions personally and/or from your network of family, friends, and colleagues to support its work.

✓ Challenges and Trends in Travelers' Philanthropy

Over the last two decades, the principles and good practices of ecotourism, which were pioneered primarily by small lodges scattered around the globe, have been adapted and incorporated into the operations of larger hotels, resorts, international tour operators, restaurant chains, transport companies, and other sectors of the mainstream tourism industry. Similarly, travelers' philanthropy began through scattered and isolated experiments by owners and managers of tourism businesses – the proverbial Good Samaritans – who had an ear to the ground and responded to local needs and requests for help. Today, travelers' philanthropy has been embraced by many larger businesses and is widely recognized as a core component of corporate social responsibility and responsible travel. Increasingly, bilateral and international development agencies, including USAID, the Inter-American Development Bank, and the World Bank, are viewing travelers' philanthropy as a component of tourism-based poverty alleviation and rural development work.

One challenge, however, is how to keep travelers' philanthropy grounded in supporting local community and conservation needs in the far flung destinations around the globe, rather than simply becoming a funnel for loose change from travelers into the large traditional charities like the Red Cross. Not that these multi-national charities aren't deserving, but they have developed enormous capacities for raising funds. By its very nature, tourism has a unique opportunity and capacity to raise funds for pressing needs in those beautiful, vulnerable, marginalized, and often forgotten places on earth.

As travelers' philanthropy grows and matures, another challenge is how to deepen, enrich, and

embolden the concept so that it becomes an effective tool for social empowerment and sustainable development. One of the most important developments has been the growing recognition that travelers' philanthropy should not be based on a top down or charity model in which the traveler or tourism company decides what and when to give. Rather, to be effective, it must be a needs-based model with the local community or organization "taking ownership" of the giving process, setting the priorities and selecting the projects to be supported. Travel companies play a role, of course, but community organizations need to be the primary drivers in any philanthropy-based development initiatives.

Another development is to move, in some locations, from the model of individual tourism businesses establishing their own travelers' philanthropy programs to tourism businesses within a location collectively a building destination-wide travelers' philanthropy fund. All travel businesses who are part of the fund then promote and help raise contributions for the same suite of projects. This model is probably best suitable for destinations with active and engaged local communities and a clear, positive image in the tourism market. The organization IGTOA was one of the first to adopt this approach, organizing under a single umbrella many of the tour operators in the Galapagos. Today the concept of creating a destination-wide fund is being piloted in both Monteverde and the Osa Peninsula in Costa Rica, and is being considered elsewhere.

Finally, Lars Lindkvist provides seven key words and their underlying concepts that can be used, as he writes, "to give ourselves some preferred direction as to where we are heading with travelers' philanthropy." They are:

1. **Complexity:** Recognize Complexity before Generality.
2. **Partnership:** Aim for Partnership before Individual.
3. **Investment:** Consider Investment before Charity.
4. **Sustainable Change:** Prepare for Sustainable Change before Status Quo.
5. **Proactive:** Be Proactive before Reactive.
6. **Long Term:** Think Long-term before Event.
7. **Professional:** Balance Professional against Interest.

Lars' concludes his essay – and we conclude this *Handbook* – with the hope that these key words become more than simply buzz words. Rather, when put together they can provide some guidance for the future of travelers' philanthropy:

"We travel in recognition of the complexity in the societies and environments we visit and seek to locally support sustainable change by proactive investments in long-term professional partnership projects."

Additional Resources

The following are a sampling of the growing number of resources available in the field of travelers' philanthropy and voluntourism.

- **CREST's Publications and Films**

Available from Center for Responsible Travel (CREST) and Travelers' Philanthropy:
www.responsibletravel.org and www.travelersphilanthropy.org

- CREST, *Dos and Don'ts of Travel Giving*, 2009. Free on website; Hard copy: \$5
- CREST, "Travelers' Philanthropy: Helping Communities Build Economic Assets and Sustain Environmental and Cultural Resources in an Era of Rapid Globalization", Travelers' Philanthropy White Paper, January 2004. Free on website.
- Honey, Martha, editor, *Travelers' Philanthropy Handbook*, published by CREST, February 2011. Free on website; CD-Rom: \$15; Hard copy: \$25.
- Honey, Martha and Raymond Gilpin, "Tourism in the Developing World: Promoting Peace and Reducing Poverty," Special Report, United States Institute of Peace, October 2009. Free on website.
- Music, Charlene and Peter Jordan, "Travelers' Philanthropy: Giving Time, Talent, and Treasure," 30 minute documentary video, December 2008. Available in English and Spanish versions. DVD: \$15.
- "Travelers' Philanthropy Conference Proceedings," 1st International Travelers' Philanthropy Conference, Stanford University, Palo Alto, California, April 2004. CD-Rom: \$15.
- "Travelers' Philanthropy Conference Proceedings," 2nd International Travelers' Philanthropy Conference, Arusha, Tanzania, December 2008. CD-Rom: \$15.
- "Travelers' Philanthropy Conference Proceedings," 3rd International Travelers' Philanthropy Conference, San Jose and Monteverde, Costa Rica, July 2011. Available following the conference. CD-Rom: \$15.
- Wolff, Johanna, "Results of Travelers' Philanthropy Survey", a summary of key findings in "Travelers' Philanthropy: analyzed on the basis of the willingness to give donations to safari tourism in Tanzania," Masters' Thesis, October 12, 2009, Sustainable Tourism Management, University of Applied Sciences Eberswalde, Germany. Free on website.

- **Other Publications**

- Goodwin, Harold, Lucy McCombes, and Claudia Eckhardt, "Advances in Travel Philanthropy: Raising money through the travel and tourism industry for charitable purposes," commissioned by World Travel Mart and presented at WTM Responsible Tourism Dave Report 2, November 2009. Available from International Center for Responsible Tourism (ICRT).
- Goodwin, Harold, ICRT and Claudia Eckardt, Cinnamon Tourism Consulting, Ltd, "Travel Philanthropy Report," World Travel Mart, London, 2008. Available from International Center for Responsible Travel (ICRT).
- McGehee, Nancy, "Resident Attitudes Towards Voluntourism: Perceived Impacts of Voluntourism," <http://www.voluntourism.org/news-studyandresearch21.htm>.

Sustainable Travel International (STI), "Best Practices in Travel Philanthropy Manual: Tour Operator Sector", Vol. 1, December 2008.
Sustainable Travel International, "Best Practices in Travel Philanthropy Manual: Accommodation Sector", Vol. 1, December 2008.
Wearing, Stephen. Volunteer Tourism Experiences That Make a Difference. Wallingford, Oxon: CABI, 2001. Print.
Xola, *Emerging Best Practices in Adventure Tourism and Volunteering*, 2007, www.xolaconsulting.com.

- **Organizations**

Association of Voluntary Service Organizations: www.avso.org

Based in Belgium, this association provides information about voluntary service organizations which send and host volunteers in Europe for periods of 6-12 months.

Center for Responsible Travel (CREST) and Travelers' Philanthropy program: www.responsibletravel.org; www.travelersphilanthropy.org

CREST functions as a bi-coastal institute, offering innovative programs, conferences, publications, courses, and field research opportunities. Its Travelers' Philanthropy program provides field research and studies, publications and videos, expert training and courses, project development, conferences and other resources to strengthen and broaden travelers' philanthropy projects around the world.

Generosity in Action: www.generosityinaction.org

Generosity in Action provides a structure for travelers to support local villages and people. Coordination with tour operators and tour leaders insure that donations are properly applied to the projects intended.

Global Vision International: www.gviusa.com

Provides support to international charities, non-profits and governmental agencies through volunteering opportunities, internship programs and direct funding.

GlobalGiving: www.globalgiving.com

Global giving offers donors a transparent, high-impact giving experience. You choose where you want your money to go, and we get it there, quickly and efficiently.

JustGive: <https://www.justgive.org>

Creates comprehensive tools and services to make charitable giving a part of everyday life, JustGive is a nonprofit organization whose mission is to increase charitable giving by connecting people with the charities and causes they care most about. JustGive has harnessed the power of the Internet to remove barriers to charitable giving.

International Centre for Responsible Tourism: <http://www.icrtourism.org/>

ICRT is a postgraduate teaching and research centre at Leeds Metropolitan University with just less than 100 blended learning students pursuing our MSc in Responsible Tourism Management and ten doctoral students.

International Volunteer Programs Association: www.volunteerinternational.org

IVPA is a membership association made up of non-governmental organizations involved in providing volunteer opportunities for travelers.

Nurturelakeland: <http://www.nurturelakeland.org>

Nurturelakeland helps make the Cumbrian tourism industry sustainable by creating ways for businesses and individuals to donate to conservation.

The Travel Foundation, UK: <http://www.thetravelfoundation.org.uk>

We are an independent UK charity which helps the travel industry understand, manage and take effective action on sustainable tourism.

Tourism Cares: <http://www.tourismcares.org>

Tourism Cares seeks to preserve the travel experience for future generations through awarding grants to natural, cultural and historic sites worldwide.

Stay Another Day: www.stayanotherday.org

Travelers can select from a variety of travel opportunities that give back to the communities they wish to visit. With a current focus in Southeast Asia, Stay Another Day encourages travelers to “stay a bit longer and experience more...”

Sustainable Travel International: www.sustainabletravelinternational.org

STI's Travelers Giving Back program solicits online donations for over 500 grassroots charity projects around the world. By allocating 90 percent of each contribution to these projects, STI helps protect the environment and encourage community self-reliance.

Via International: www.viainternational.org

This is a 501(c)3 service organization based in California. Dedicated to building "paths to self-reliance for an interdependent world," programs are designed to improve quality of life through nutrition and ecology training, community leadership education and microcredit and microenterprise support. Voluntours programs offer educational travel and service learning opportunities to engage with community development initiatives. Via International also sponsors the VolunTourism.org website.

VolunTourism: www.voluntourism.org

VolunTourism provides travelers and travel operators with a variety of voluntary service experiences that include travel to destinations around the globe. VolunTourism helps travelers select an appropriate service program and then guides them through their trip preparation. Following their three-pronged mission – “To Educate, To Empower, and To Engage” – VolunTourism also provides visitors with access to a variety of sustainable tourism resources.

- **E-Information Sources and Blogs:**

Fly for Good: flyforgood.com

This website provides free space to non-profits to showcase their volunteer programs. Fly for Good is also the provider of the new “International Volunteer Card” which is the “first card of its kind to combine travel insurance, 24-Emergency Travel Assistance, and exclusive discounts from 10-50% on major international and national retailers, airlines, and travel providers.” This is similar to the international student card but not limited to students.

Idealist: www.idealists.org

As a project of Action Without Borders, this site serves as a clearinghouse for volunteer resources, information sharing and opportunities related to volunteer travel.

In the Know Traveler: www.intheknowtraveler.com

This is a general travel website which is written by first-hand travelers. The site features a list of voluntourism experiences.

SAVE Travel Alliance: www.save-travel.org

Representing the SAVE market (scientific, academic, volunteer and educational tourism), The SAVE Alliance is non-profit “network of networks” that facilitates linkages between potential or developing tourism destinations and attractions, and the appropriate SAVE markets.

Transitions Abroad: www.transitionsabroad.com/listings/work/volunteer/index.shtml

This volunteer portion of Transitions Abroad website focuses on providing information about volunteering abroad for various age groups.

Travel Philanthropy: www.travaid.org

This is an on-line resource that allows travelers to channel money to projects in need. TP does not conduct its own projects but serves as a conduit to existing initiatives in the UK and overseas.

Travelers’ Philanthropy: www.travelersphilanthropy.org

This offers a one stop shop for information about travelers’ philanthropy, including a online giving portal which provides tax deductibility to donations to specific projects listed on the site.

Volunteer Abroad: www.volunteerabroad.com

As a sub-site of goabroad.com, this site serves as an information source for those looking for international volunteer experiences.

Volunteer Beat on Travel Beat: www.travelbeat.net/volunteer/

London-based blog that discusses volunteer trips.

Volunteer Logue: www.volunteerloque.com/

This is an on-line volunteer travel guide blog where bloggers discuss new volunteer trips, areas for more information and other volunteer travel related resources.

VolunTourism: www.voluntourism.org

This site serves as a clearinghouse about voluntourism including information for providers, media, researchers and travelers. The site also offers a free e-newsletter for the volunteer tourism trade.

Biographies of Authors

Not included here are the case study writers. Their contact information is at the end of each case study.

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Andrew Bill, Andrew Bill has worked in the travel industry throughout his 30-year career, first as a journalist for publications on both sides of the Atlantic and, since 1990, as the CEO of Siera Marketing, based in New York. Clients include tourist boards, multinational companies, individual resorts, tour operators, and the media. For the last five years, he has been a board member of CREST (Center for Responsible Travel), with special focus on the Center's travelers' philanthropy program (travelersphilanthropy.org).
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Whitney Cooper, M.Sc. worked as the Program Associate for Center for Responsible Travel from 2007- mid-2010. She helped coordinate the 2008 Travelers' Philanthropy Conference in Arusha, Tanzania and consulted on CREST's Travelers' Philanthropy program. Her desire for "giving back" started with an internship in Honduras helping to develop ecotourism programs in National Parks with local Garifuna tribes. Currently she works in energy efficiency continuing her passion for social and environmental sustainability by creating "green jobs."
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Jane Crouch

Jane is the Responsible Travel Manager for Intrepid Travel, based out of Melbourne, Australia. Intrepid Travel operates affordable small group adventures, currently in more than 100 countries around the globe. Jane works to foster best practice in responsible travel throughout Intrepid's operations and helps steer Intrepid's sustainability strategies, carbon reduction and neutrality program and community support. Jane has had 25 years involvement with several international NGOs, established The Intrepid Foundation in 2002 and recently completed a Graduate Diploma in International Development. Jane has also been active in the development of sustainable tourism in the young nation of Timor-Leste.
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Sam Ham, Ph.D. is Director of the Center for International Training and Outreach and Professor of communication psychology in the University of Idaho's Department of Conservation Social Sciences, Moscow, Idaho. Sam's work has focused on applying communication theory to sustainable development, interpretation and travelers' philanthropy throughout the United States and in 44 other countries. He is author of *Environmental Interpretation*, the world's leading text on applied interpretation, and 350 other publications. Sam's training in applied communication has reached more than 43,000 people worldwide. Sam conducted the audience research and developed the strategic communication campaign that resulted in a 270% increase in guest donations to Lindblad Expedition's "Galapagos Conservation Fund," in Ecuador. Today, the fund annually generates more than \$400,000 for conservation and local community development.

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Martha Honey, PH.D., is co-founder and Co-Director of CREST and heads the Washington, DC office. She has written and lectured widely on ecotourism, travelers' philanthropy, and certification issues. Her books include *Ecotourism and Sustainable Development: Who Owns Paradise?* (Island Press, 1999 and 2008) and *Ecotourism and Certification: Setting Standards in Practice* (Island Press, 2002). She is working on a book on the impacts of coastal and marine tourism. Martha worked for 20 years as a journalist based in East Africa and Central America and holds a Ph.D. in African history. She was Executive Director of The International Ecotourism Society (TIES) from 2003 to 2006.

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Judy Kepher-Gona is a specialist on Ecotourism with over ten years experience in ecotourism, most of which were spent at the helm of Kenya's national ecotourism society, Ecotourism Kenya. She is credited with initiation, development and implementation of Africa's premier and most successful sustainable tourism certification program, the ESOK Eco-rating scheme. She is an international speaker and has served in many local and international committees working to create a better understanding of ecotourism. Judy joined Basecamp Foundation in 2008 and is today the CEO overseeing Basecamp Explorer's tourism supported projects in Masai Mara and Lamu in Kenya and Rajasthan in India. Basecamp Masai Mara is a showcase of sustainable tourism and has won many prestigious local and international ecotourism awards.

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Kristin Lamoureux, Ph.D. is a faculty member and Director of the International Institute of Tourism (IITS) within the Business School at the George Washington University (GWU). She specializes in niche tourism such as ecotourism, adventure, and volunteer tourism. She also specializes in international development through sustainable tourism. She currently oversees all IITS projects including serving as the GWU liaison to the USAID Global Sustainable Tourism Alliance. Kristin completed her Ph.D. in Business Administration/Strategic Management at GWU with a focus in volunteer tourism partnerships in federal lands.

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Lars Lindkvist, Ph.D., is director of Basecamp Explorer, an aspiring global leading ecotourism provider with several tourism awards from its network of destinations in Africa, India, Europe and the Arctic. Lars is also CEO of the Basecamp Foundation. Born in Sweden, he holds a PhD in Biogeography, specializing in environmental sustainability and development issues in Africa and India. His first international assignment was in Africa with the Swedish Aid and Development Agency (SIDA). Following the posting in Africa, Dr Lindkvist engaged in Biological and Geographical Research at the Earth Science Centre at Gothenburg University. During the past 10 years Lars has developed an award winning pragmatic concept within sustainable tourism, which has been implemented at Basecamp destinations. Basecamp provides a global tourism approach that sustain communities, support local development, drives conservation and is long-term profitable.

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Priscilla Macy, M.A., is President of Global Sojourns which she established in 1997. After receiving her Masters in International Development, working with small businesses in Kenya and Zimbabwe, and spending three years conducting cultural anthropological research in Mozambique, Priscilla experiences and interests catalyzed to inspire her to form a unique travel company. Instead of positioning Global Sojourns as an educational travel company, she decided to cater to adventure travelers and weave in opportunities for clients to “go deeper” in their understanding of the people and places they visit. In 2007 she started the Global Sojourns’ Giving Circle in response to her clients’ and her personal desire to “give back” to sub-Saharan Africa. The GS Giving Circle helps to improve the lives of children, especially girls, in sub-Saharan Africa. She currently lives in Washington D.C. with her husband, Peter.

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Wangari Maathai, Ph.D. is founder and leader of the Green Belt Movement and the 2004 Nobel Peace Laureate. Since 1977 Dr. Maathai has been organizing rural Kenyan women to plant trees in an effort to help combat deforestation, soil erosion, and water shortages. The Green Belt Movement has planted over 40 million trees and has become a leading force in Kenya’s pro-democracy struggles as well as a model for similar initiatives in other developing countries. Professor Maathai serves on the boards of several organizations including the UN Secretary General’s Advisory Board on Disarmament, The Jane Goodall Institute, Women and Environment Development Organization (WEDO), World Learning for International Development, Green Cross International, Environment Liaison Center International, the WorldWIDE Network of Women in Environmental Work and National Council of Women of Kenya.

Green Belt Movement: <http://www.greenbeltmovement.org/>

Marina Novelli, Ph.D., is a Principal Lecturer in Tourism Development & Management, Centre for Tourism Policy Studies, School of Service Management, at the University of Brighton in UK. With a background in economics and human geography, her research is broadly in the field of international tourism planning and development, with a specific focus on niche tourism, travel philanthropy, capacity building, community-based and pro-poor tourism approaches. She sees her mission as generating new knowledge about ways in which tourism can play a key role in stimulating local economies, conserving the environment, and developing peoples and changing lives.

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Daniela Ruby Papi is the founding director of a hybrid social venture, PEPY which offers education programs in rural Cambodia. PEPY’s tagline “Adventurous Living, Responsible

Giving” highlights the dual mission of the organization: to offer tours that expose travelers to development issues and empower them to become more educated donors and to fund and implement development programs that improve access to quality education in rural Cambodia. Driven by a young group of social entrepreneurs, PEPY in the past five years has grown from a one-off bike ride that funded the construction of a rural school to working in over 10 schools and employing over 40 local staff. PEPY Tours has won the National Geographic Geotourism Challenge Award as well as Notre Dame’s Social Venture Business Plan Competition, among other honors. Daniela, a graduate of the University of Notre Dame, has lived and worked in Asia for the past eight years, and is currently based in Siem Reap, Cambodia.
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Mark J. Spalding, President of The Ocean Foundation, concurrently serves as the Executive Director of the St. Kitts Foundation and the Fundación Bahía de Loreto A.C. Both of these subsidiary foundations are the philanthropy arms of sustainable resort developments. Mark has also served as a consultant to Rancho La Puerta spa/resort and its foundation regarding the conservation of the Tecate River Valley, and as an advisor to Kerzner International Limited to assist its formation of the Kerzner Marine Foundation. He is the co-author of the North American Commission for Environmental Cooperation’s study on ecotourism, and conducted green hotel evaluations in India. Mark chairs the Council of the (U.S.) National Whale Conservation Fund, and is an active member of the marine working group, Baja California group, and coral reef group of the funders’ organization, the Consultative Group on Biological Diversity. He has served as a member of the Environmental Grants Advisory Committee of FINCOMUN (Tijuana’s Community Foundation). He was a professor of international law and policy at University of California at San Diego’s Graduate School of International Relations and Pacific Studies for 10 years before bringing his extensive experience with the legal and policy aspects of ocean conservation to The Ocean Foundation’s grantmaking strategy, evaluation process, and development of sustainability standards for coastal development.
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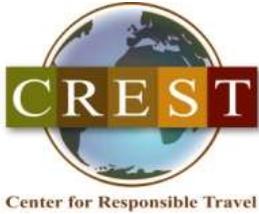
Jill Talladay is an independent consultant who advises for-profit business and non-profit organizations in New England on the promotion of special travel and tourism projects and community relations development. She helps organizations like the Massachusetts Lodging Association and a variety of attractions in the region establish community partnerships, raise funds for grants and scholarships, generate consumer awareness, and increase membership. Jill’s knowledge with the travel and tourism industry runs deep, as she spent twenty five years in the travel trade press with Spirit of Massachusetts Guidebook and as was the Corporate and New England Sales Director for Group Tour Magazine. Beyond her paid work, Jill is a committed volunteer and has served on numerous boards including as president of Single Volunteers of Cape Cod and the Cape Cod Hospitality Marketing Association.
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David (Jonah) Western, Ph.D., is founder and chairman of the African Conservation Centre in Nairobi. He is also the former director of the Kenya Wildlife Service and the first board chair of The International Ecotourism Society (TIES). A Kenya citizen, he was raised and educated in Tanzania, obtained a B.Sc. (Hons.) from Leicester University and a Ph.D. from the University of Nairobi. His research and writing has centered on the local people, parks and tourism.
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Juan Carlos Yáñez is a certified professional tour guide and has been leading tours in the Andes for many years. Trained in his mother city of Cusco, Juan Carlos enjoys sharing his vast knowledge and love for his ancestral culture; evident from his enthusiastic smile and warm sense of humor. When not guiding, Juan Carlos spends time researching the Peruvian Andes with his father and mentor, also a well-known tour guide. Juan Carlos' experience, dedication, and enthusiasm make him a true trailblazer. His passion for world travel is matched by his leadership skills and his dedication to discovering and sharing the wonders, subtleties, and hidden treasures of his home country, Peru.
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About Center for Responsible Travel

The Center for Responsible Travel (CREST) - formerly the Center on Ecotourism and Sustainable Development (CESD) - is a unique non-profit organization devoted to increasing the positive global impact of responsible tourism. CREST functions as a bi-coastal institute, with offices in Washington, DC and at Stanford University in California. It collaborates with experts and institutes around the world. CREST's international network provides interdisciplinary analysis and innovative solutions through consultancies, research, field projects, publications, video documentaries, conferences, and courses. Recognizing responsible tourism's potential as a tool for poverty alleviation and biodiversity conservation, CREST's mission is to use policy-oriented research to design, monitor, evaluate, and promote sustainable practices and principles within the tourism industry.

The Center was founded in 2003 by two pioneers in the field of ecotourism who saw a critical need for providing intellectual rigor to the responsible and ecotourism movements. Dr. William Durham, professor of Anthropology at Stanford University, and Dr. Martha Honey, author and then-director of The International Ecotourism Society (TIES), met at a Stanford event, agreed on the need for a new approach, and launched CREST shortly thereafter.

CREST's programs, research, field projects, publications, courses, and documentaries have included impacts of coastal tourism and residential developments, cruise tourism impacts on ports-of-call, indigenous rights and tourism, 'green' certification programs for tourism businesses, travelers' philanthropy, market research on tourism trends and consumer demand, tools for financing sustainable tourism projects, cost benefit analysis of different types of tourism, and identifying and promoting innovative and replicable models of sustainable tourism.

CREST views responsible tourism as a development and conservation tool that has the potential to address some of the most complex and compelling social and natural conservation issues of our times. Among the questions CREST addresses through its programs, research, and field projects are:

- How can tourism destinations grow in ways that meet the needs of today's citizens without endangering the ability of future generations to meet their own needs?
- How can we build national tourism programs as well as individual tourism businesses that are environmentally responsible, socially beneficial, and profitable?
- How can we decrease the negative social and environmental impacts of tourism?
- How can tourism truly contribute to the survival of endangered flora and fauna?
- How can tourism help to empower local communities and alleviate poverty?
- How can tourism facilitate cross-cultural learning, while diminishing the exploitation of host populations?

As we strive to develop policy tools for addressing these questions, our vision is to *transform the way the world travels*.

Website: www.responsibletravel.org



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CREST's Travelers' Philanthropy Program

Since 2003, the Center for Responsible Travel (CREST, formerly Center on Ecotourism and Sustainable Development) has developed Travelers' Philanthropy into a signature program. As an independent organization based at Stanford University and in Washington, DC, and with tourism business and institute partners around the globe, CREST is ideally positioned to provide expertise, educational and promotional materials, research, networking and shared learning, capacity building and training, and global branding for travelers' philanthropy initiatives.

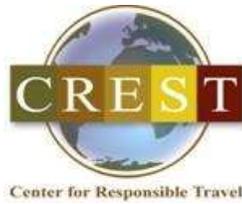
Our unique approach to travelers' philanthropy has five broad objectives: 1) to provide tourism businesses with tools and training to undertake effective community and conservation 'give back' initiatives, 2) to help local NGOs and community-based projects determine how and when to engage with tourism businesses and tourists; 3) to raise the profile of travelers' philanthropy with the media, public, travel industry, governments, foundations, and development agencies; 4) to convert travelers' spur-of-the-moment giving into on-going substantive support, and 5) to develop 'best practices' and 'rules of engagement' for travel companies, travelers, and communities involved in travelers' philanthropy and volunteering projects.

CREST's Travelers' Philanthropy Program is innovative because:

- It partners directly with tourism businesses to assist them in their community and conservation initiatives.
- It brands these initiatives under one umbrella, with a common logo, educational and promotional materials, and dedicated website (www.travelersphilanthropy.org).
- This one-stop-shop website includes a portal accepting tax deductible donations for local projects supported by our partner tour companies.
- It has produced the first ever documentary on travelers' philanthropy ("Giving Time, Talent and Treasure").
- It has created, together with Basecamp Foundation, a 5-hour 'short course' on the 'nuts and bolts' of travelers' philanthropy.
- It has organized the only international conferences held on travelers' philanthropy (Costa Rica/2011, Arusha, Tanzania/2008 and Stanford University, USA/2004).
- It has created an Experts Bureau of people prepared to assist tourism companies, community organizations, and others in initiating, strengthening, assessing, and expanding travelers' philanthropy projects.
- It has created the *Travelers' Philanthropy Handbook*, the first ever comprehensive, practical guide to the history, theory, and practice of travelers' philanthropy. .
- And because CREST recognizes the downsides to philanthropy done badly, it has produced the "Dos and Don'ts of Travel Giving," and a set of 'best practices', and other tools for tourism businesses, communities and visitors involved in travelers' philanthropy.

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Travelers' Philanthropy Handbook Underwriters

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