Monteverde Community Fund: Promoting Sustainability through Traveler's Philanthropy

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Monteverde Community Fund: Promoting Sustainability Through Traveler's Philanthropy

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Abstract

This study, conducted in Monteverde, Costa Rica, examines how best to engage the tourism industry for philanthropic ventures. Our sponsor, the Monteverde Community Fund (MCF), collaborates with local businesses in collecting tourist donations, a strategy known as Traveler's Philanthropy. However, their ability to support sustainable projects was limited by a lack of visibility to tourists and the community. To strengthen MCF's approach to the Traveler's Philanthropy model, we surveyed tourists and conducted interviews with local businesses and grassroots organizations. Using our data, we created various strategies to optimize MCF's visibility and outreach efforts. We used the investigation to form a plan for MCF to develop as an organization and maximize their impact on the community.

Executive Summary

Monteverde Community Fund

Due to its unique landscape and rich biodiversity, Monteverde is a popular tourist destination within Costa Rica, inviting over 150,000 tourists annually (Monteverde Travel Guide, 2018). Maintaining the environmental and cultural richness that attracts tourists, while also allowing the growth required to accommodate so many visitors, are the main issues addressed by our sponsor, the Monteverde Community Fund (MCF). MCF promotes balance by supporting community projects and grassroots initiatives.

MCF fundraises through Traveler's Philanthropy, a model relying on tourist contributions beyond what the tourism industry would naturally produce (Honey, 2011). MCF's unique implementation of Traveler's Philanthropy involves working with local tourist businesses that independently collect donations to be distributed to community projects. MCF is working to overcome the logistical challenge of connecting a wide variety of businesses and organizations in order to have a widespread impact in Monteverde.

Project Goal and Objectives

The goal of our project was to strengthen MCF's approach to the Traveler's Philanthropy model by providing strategies for collaboration with the tourism industry and outreach to community organizations. We completed five objectives to meet this goal.

Objective 1: Assessed the current operating structure of MCF.
Objective 2: Gauged feasible methods of collaboration between tourist businesses and MCF.
Objective 3: Assessed tourist opinions on current and possible donation methods.
Objective 4: Evaluated the visibility of MCF to grassroots organizations.

Objective 5: Provided MCF with a systematic approach to revitalize their Traveler's Philanthropy program.

Methods

Our team first analyzed and documented MCF's methods of operation, including their promotional strategies, connection to businesses and local initiatives, and media presence.

We conducted interviews with 18 tourist businesses to evaluate the visibility of MCF's programs and to gauge the feasibility of potential partnerships. We investigated the viability of several methods of donation, such as opt-out, round up, collection boxes, charitable merchandising, and annual donations.

Picture A. MCF's green coffee, an example of charitable merchandising.

To supplement our business interview data, we surveyed tourists in areas of high foot traffic. We sought to determine the feasibility of incorporating different donation methods based on tourists' opinions and reactions.

Finally, to investigate the relationship between grassroots initiatives and MCF, our team conducted eight semi-structured interviews with grassroots initiatives.

Using the themes from our systems analysis, interviews, and surveys, we provided MCF with a revitalized approach to their application of Traveler's Philanthropy.

Findings

With an increase in visibility and transparency, MCF would develop a stronger network and obtain more donations.

MCF must focus on their visibility so it can stimulate community involvement. The organization's lack of time and resources has caused their presence in Monteverde to plateau, largely impacting the amount of donations they are able to regularly obtain. Due to the nature of tourism in Monteverde, MCF must tailor their promotional strategies toward tourist businesses, as such establishments have the highest potential to relay the mission of MCF to visitors. However, our data indicated that few tourist businesses know anything about MCF beyond its general mission. As a result, tourist businesses have limited ability to share any information about the organization to prospective donors.

Each business has a unique set of motivating factors that MCF must consider when establishing and maintaining partnerships.

When building a relationship with a tourist business, MCF must first identify what would motivate that business to collaborate. The most prominent motivating factors that our data indicated were to improve their Certification for Sustainable Tourism rating, positively influence the community, and promote their business through their sustainable actions. MCF must take the time to determine the best way to motivate potential collaborators and design their relationship accordingly to increase their level of partnership with the tourism industry.

MCF must be flexible with donation strategies in order to maximize their effect on the community.

Throughout our research, the team studied how businesses can best be engaged. We found that all businesses have a unique set of needs. In order for MCF to engage the maximum amount of businesses, it needs to be flexible in its methods of donation to determine which is most suitable for each business.

Picture B. An example of an MCF poster.

MCF has the potential to connect community members and empower them to create positive change.

MCF serves an important purpose as a central philanthropic organization, as it has allocated over $30,000 to local projects through its Small Grants Programs. They engage many organizations and individuals within the community through their various events and initiatives. By focusing on the local and supportive aspects of their program, MCF can grow into a unifying force of change within the Monteverde community.

Short-Term Recommendations

We recommend implementing a flexible way to engage businesses in Travelers Philanthropy.

In order to encompass all the different needs businesses may have, we created a packet for our sponsor that contains different methods of donation. With this, MCF can easily approach new businesses and propose a variety of donation methods, strengthening their connections to the tourism industry and bolstering their Traveler's Philanthropy Program.

We recommend that MCF proactively shares information using both traditional and digital promotional strategies.

With the social media guide, newsletter designs, and website updates provided by our team, MCF can more easily keep partners up to date on their current activities. Utilizing the materials provided, MCF can advertise which projects are being funded, when MCF is hosting events, and new ways to get involved with MCF. We also recommend that MCF distributes the branded materials that have already been produced to increase the presence of their name and logo in the community.

Picture C. Postcards, one of MCF's branded materials.

We recommend our sponsor provides a letter of recognition to business partners looking to improve their CST rating.

MCF should provide partners with documentation to serve as evidence for their actions when being rated on a CST scale. We provided MCF with a Microsoft Excel template that automatically generates letters of recognition for businesses that contribute to MCF.

Long-Term Recommendations

We recommend that our sponsor offers incentive to strengthen existing business partnerships and encourage balanced relationships with new connections in the future.

We supplied MCF with a detailed plan for a Sponsorship Recognition system. This system incentivizes loyalty and duration of partnership. Depending of the duration of

partnership, businesses would receive either a sticker, banner, or plaque.

We recommend that MCF improves the accessibility of the Small Grants Program.

MCF should maintain updated information about the grant application on their website. We also suggest changes to the application that would provide greater clarity, streamlining the application process for less experienced applicants.

We recommend that MCF actively connects with the surrounding community to identify major needs and unite people with common goals.

We recommend MCF consistently hosts events for the public based on our suggested event ideas. Their events should focus on community problems and facilitating change. Discussions at these events would lead to ideas for new proposals and more impactful community projects.

Conclusion

During our time in Monteverde, our team examined all of the working components of MCF- tourists, tourist businesses, and grassroots initiatives. We established a baseline understanding of the functionality of MCF so that we could provide recommendations to maximize the efficiency of the organization. With optimal efficiency, facilitators can apply their time and energy to the most important areas of improvement, such as community presence and business engagement.

Through our efforts, we offered MCF a trajectory for their development as a prominent organization in the community. MCF has the potential to empower those working to support the sustainable development of Monteverde. In the future, we hope to see MCF grow into a unifying force that acts as an agent of change.

Acknowledgements

Over the past seven weeks in Monteverde, we encountered an incredibly inspiring group of individuals who have helped shape the outcome of our project. Of these individuals, no one was more caring, generous, and helpful than our sponsor, Tim Curtis. We greatly appreciate the time that he took out of his workday to provide us with the help and resources we needed under any circumstance. Additionally, we would like to thank Grace Bachmann, another employee of MCF, for her continued support and encouragement of our work. Her eagerness to assist our efforts and optimism pushed us to complete our best work.

We would also like to thank the following businesses and grassroots initiatives not only for the time that they took to help us complete our project, but also for their service to the Monteverde community:

Los Pinos	Escuela de los Amigos
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Restaurante D'Thomas	CB Pajaro Campana
Orchid Garden	CORCLIMA
Restaurante Cabure	
Don Juan Tours	
Hotel Los Jardines	
Monteverde Art Gallery	
Foresta Arte Local	
Hotel Poco a Poco	
Pension Santa Elena	
Choco Cafe	
Casem Art Co-op	
Dolce Aroma	

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1.0 Introduction and Background

With the increased accessibility of travel, people have gained the opportunity to visit places all over the globe and witness firsthand the many social and cultural differences from one community to the next. Such global experiences can emotionally connect travelers to communities outside of their own (Chok, 2008). Some tourists feel inspired to give back to these places, a motivation that drives many philanthropic efforts around the world (Honey, 2011). The Latin roots of the word philanthropy translate literally to "love of humanity." If humanitarian organizations are able to appeal to people's intrinsic love of humanity, then they can begin to cause a widespread impact on the world around us (Morley, Ife, 2008).

Philanthropic efforts can vary in size and scale. However, major foundations receive most of the attention from the press, sometimes causing smaller philanthropic efforts to go unrecognized (Reilly, 2018). Despite the lack of attention, small donations make up the majority of philanthropic investment in the United States (Charity Navigator, 2018). Although small-scale philanthropy has the potential to help improve communities, organizations using this method must overcome the logistical challenges associated with establishing themselves as effective philanthropic organizations in a world where large-scale philanthropy has the spotlight (Reilly, 2018).

Our sponsor, the Monteverde Community Fund (MCF), is an organization that uses an innovative form of philanthropy, the Traveler's Philanthropy model, to support grassroots initiatives that promote sustainability in Monteverde, Costa Rica. MCF is pioneering an adapted approach to the Traveler's Philanthropy model. Although there are several active Traveler's Philanthropy programs across the globe, MCF is one of few organizations that requires widespread community participation to function (Honey, 2011). While other Traveler's Philanthropy programs work through one business, MCF aims to initiate collaboration between multiple tourist businesses working independently to provide support. This unique approach has created new challenges that MCF must overcome when collecting funds and distributing grants. Our goal is to strengthen MCF's approach to the Traveler's Philanthropy model by providing strategies for collaboration with the tourism industry and outreach to community organizations.

In the following report, we will establish the relationship between philanthropy, tourism, grassroots organizations, and MCF. After elaborating on our goal, we will then discuss our objectives and the methods we executed for data collection. Finally, we will present our findings and the derived recommendations that we produced for MCF.

1.1 Philanthropy

The overarching goal of philanthropy is to better the lives of others, mainly through monetary donations (Zimmer, n.d.). Many famous philanthropists have dedicated millions of dollars to change the world. Their singular efforts can change the lives of people and even whole nations, but philanthropy is much more complex than just giving (Kotecki, 2018). There are many approaches, such as strategic philanthropy and charitable donations, that are implemented by philanthropists to maximize the efficiency of their donations.

One modern form of philanthropy, known as strategic philanthropy, is the act of donating toward an idea as a whole. (Meiksins, 2013). A philanthropist who currently utilizes strategic

philanthropy is Bill Gates. The Gates Foundation has donated billions of dollars to further the education and health care of the less fortunate (Kotecki, 2018). However, the Gates Foundation does not give all this money to one non-profit, rather it distributes the wealth to many. For example, in 2007 the Gates Foundation donated half of a billion dollars to help combat hunger in Africa. They donated to the Alliance for a Green Revolution in Africa, the International Agriculture Research System, and the African Technology Foundation (GRAIN, 2014). By investing in multiple different non-profits which specialize in various fields, the Gates Foundation was able to reach its goal of decreasing the number of hungry people in Africa (Rosner, 2019). Strategic Philanthropy has led to more collaboration between non-profits across different sectors, and has opened up a global view for philanthropists (Meiksins, 2013). All the benefits of strategic philanthropy also come with their hardships (Meiksins, 2013). Since donors have power over where their money goes, they can choose to not fund a certain program due to its size or lack of research into results. This leads to donors overlooking newer, possibly innovative, non-profit organizations in favor of larger, more established ones (Meiksins, 2013). However, since strategic philanthropy allows donors to diversify their philanthropic investment, there is still opportunity for them to make 'high risk' donations to smaller or new organizations (Shelley, 2016).

Although strategic philanthropy inspires a global mindset, many small-scale organizations find success through community based, charitable giving. Charitable donations are standard monetary donations to non-profit organizations that support a community. These are common donations that often lack strategy, such as giving a dollar to the Salvation Army or putting change into a collection box. Small donations are the lifeblood of most non-profits; without them they would not be able to operate (National Council of Nonprofits, 2018). This small-scale type of philanthropy appeals to people's emotions, including a feeling of community or love of an area, since the donations tend to go directly back to the community (An, 2015). A recent study conducted at North Carolina State University showed that people who are familiar with and feel comfortable in a place are much more likely to donate money to the betterment of that area (Clerkin, 2012). Charitable donations also elicit emotions from people (Strahilevitz, 1998). After donating money or purchasing charitable items, people experience the warm glow effect, where the act of donating creates a pleasurable emotional experience (Strahilevitz, 1998). The warm glow effect also makes people more inclined to give, no matter the amount. Charitable donations tend to be small, but when small donations are given by a big population, a large sum is accrued (An, 2015).

Philanthropic ventures, while benevolent, can be unreliable. For example, during recessions people are significantly less inclined to give, and non-profits see a decrease in all types of donations, both strategic and charitable (Schwinn, 2008). However, due to the necessity of donations and the hardships non-profits face, many creative donations methods have surfaced to support charitable causes. One such method is the round-up program, which takes a balance owed at a restaurant or store and rounds up the sum to the nearest whole dollar (Andorsky, 2018). The difference is then donated to a charity. The popular ride sharing company Lyft raised more than three million dollars and distributed it to various causes, within seven months of implementing a round-up campaign (Andorsky, 2018). Another popular method is the give-a-dollar program. This system adds an extra dollar to a bill. The consumer then has the option to opt out of having this extra dollar added through checking a box on their bill (Thurston, 2013). Large retailers such as Wal-Mart and Costco have utilized give-a-dollar programs, raising 358.4

million dollars in 2013 (Thurston, 2013). These creative fundraising strategies appeal to the good will of people, multiply small donations, and make a big difference.

Philanthropy has many ways of manifesting itself, growing and evolving throughout the years. Community and goodwill are driving forces behind any type of philanthropy and are often used to increase the number of donations (Clerkin, 2012, 102). As people become immersed within their surroundings, they "feel compelled to contribute to their community, regardless of personal gain, through philanthropic gifts of time and resources" (Clerkin, 2012, 98). These driving forces are not only effective in small communities but have applications that extend across borders.

1.2 Traveler's Philanthropy

When traveling to new destinations across the globe, tourists often develop strong emotional connections to the places they visit that encourage them to make positive contributions to the community (Honey, 2011). However, tourists with ambitious, large-scale plans of helping an entire community can not only fall short of their goal, but also fail to identify the underlying problem. For example, TOMS, a prominent American shoe brand, employed a "one-for-one" model in which a pair of shoes was donated to the Ugandan youth for every sale made in the United States (Reed, 2017). This generous measure was strategically off-target, considering the existence of much larger problems facing the impoverished Ugandan community (Reed 2017). It is a growing concern that tourists are overlooking smaller, more reliable methods of giving back to the places that have been so hospitable (Dunahay, 2014). Among these methods is Traveler's Philanthropy, a program that looks to unite tourists and tourist businesses in positively impacting communities across the globe by encouraging donations of all magnitudes.

According to the Traveler's Philanthropy Handbook, this form of giving is "the contribution of time, money, and resources by tourism businesses and travelers toward community initiatives beyond what is generated through the normal tourism business" (Honey, 2011, 3). Spearheaded by individual businesses, the goal of this program is to increase sustainability and encourage development of the community by promoting public health, social justice, conservation, tourism, and other initiatives through their partnership with local project groups (Western, 2008). The quality that makes the ideal Traveler's Philanthropy program effective compared to alternative methods of donation is the "satisfaction that comes of making a personal contribution--and seeing people and nature benefit as a result" (Western, 2008, 1). Personal contributions to the Traveler's Philanthropy program not only provide gratification to the contributor, but also help to build a small community into a more developed one (Dunahay, 2014).

Through analysis of various Traveler's Philanthropy programs, certain characteristics of successful and unsuccessful models were identified. For example, one of the most successful Traveler's Philanthropy programs was established organically during an immersive tour given by a small organization known as Country Walkers in 1979. While visiting a village of thirteen thousand people in Patacancha, Peru, the tour-goers spontaneously decided they wanted to give back to the community that gave them such a warm welcome. This "giving back" mindset gave rise to a new dormitory for local Patacanchan students living too far from the current school facility (Bradley & Honey, 2011). This engaging tourist experience, guided by a resident of the area, resulted in a "Traveler's Fund" that raised as much as $16,000 in one year for reinvestment into Patacanchan education (Bradley & Honey, 2011). Much like the success of the Patacancha

program, a research-focused Traveler's Philanthropy program in Africa similarly looked to immerse the tourist into the community. Global Sojourns, the Traveler's Philanthropy program in Zimbabwe during the late 1990s, focused on targeting, researching, and supporting sustainable grassroot projects, especially those involved in assisting young women in pursuing their education (Macy & Honey, 2011). Funds for the program were raised during three-day trips that the organization coordinated in project areas. During these trips, members of Global Sojourns formed small gatherings with tourists to help increase awareness of the projects being conducted in the area (Macy & Honey, 2011). This program was met with similar economic success as the Country Walkers program, which magnifies the importance of a clear motive of assisting community initiatives and understanding how to involve tourists in the process.

Unfortunately, not all Traveler's Philanthropy programs look to reinvest their earnings back into the community. Among these programs was an unsuccessful attempt at Traveler's Philanthropy implemented in Kenya. "One of the most powerful forces in the rise of the East African tourism industry was the creation of national parks," but in Kenya specifically, these parks did not function to "to protect biodiversity… The lure of tourist dollars was the primary motive" (Western, 2008, 3). In Kenya's national parks, tourists donate money toward wildlife preservation beyond what the parks currently generate, but the excess revenue often boosts the power of the Kenyan leaders who disperse the money amongst themselves (Western, 2008). Since the basis of Kenya's tourism strategy was to maximize revenue rather than improve the community, the Kenyan program lacked the transparency of other successful Traveler's Philanthropy programs as seen in Peru and Zimbabwe, and therefore tourists were unable to see how their contributions impacted the respective community.

1.3 Grassroots Giving

Traveler's Philanthropy acts as a method to collect donations from tourists and tourist businesses. However, once these donations have been attained, the focus then shifts to how that money can be effectively invested. Traveler's Philanthropy programs promote sustainable development by providing their funding to organizations that work toward the improvement of a community. They reinvest their donations to grassroots initiatives, which can be defined as businesses and organizations that work toward the best interests of a community (Davies, 2012). These initiatives support a variety of causes, such as the preservation of the environment, economic development, promotion of local culture, and more. Grassroots organizations and projects can be found all over the globe, ranging from the efforts of Zhassyl Azyk in Kazakhstan to fight against the threat of soil degradation to the efforts of ATIX in Brazil to preserve indigenous culture and support the sale of local, organic products (Global Citizen, 2017). These organizations build from the small scale to spread the promotion of sustainability.

Grassroots initiatives rely on local support in order to achieve their goals. This support can come from anywhere, but the priority lies in a grassroots organization's ability to obtain a continuous source of funding to maintain functionality. Funding often comes from small-scale, local philanthropy, which has grown in popularity in recent years (Eikenberry, 2009). Community members often feel motivated to give back to their hometowns, which proves to be beneficial for the success of grassroots initiatives (Eikenberry, 2009). However, Traveler's Philanthropy programs have the unique challenge of inspiring both tourists and tourist businesses to mimic this motivation to support local philanthropy.

The success of both grassroots initiatives and Traveler's Philanthropy programs depend on facilitators' ability to connect stakeholders in an area, uniting residents, tourists, and local tourist businesses (Zipprich, 2007). This requires emphasizing residents' love for their home, encouraging tourists to care about the places they visit, and assuring local businesses that their future will improve with the sustainable development of their region. All stakeholders in a community have reason to work in favor of local grassroots initiatives, but in order for these initiatives to work effectively, implementers must properly highlight how their achievements can positively impact all community members (Davies, 2012). The proper implementation of these considerations can allow grassroots organizations to connect stakeholders to work toward a common goal, namely the sustainability of their community.

Traveler's Philanthropy programs bridge the gap between donors and grassroots initiatives. They offer an opportunity for people who care about their surroundings to donate and trust that their money will be used for the improvement of a community.

1.4 Monteverde Community Fund

Monteverde is a relatively isolated district containing the largest complex of private reserves in Costa Rica, attracting over 150,000 tourists annually to a community with about 6,000 permanent residents (Monteverde Travel Guide, 2018). This high proportion of tourists to locals has given rise to a strong tourism industry in Monteverde, but has also created a need for balance between economic growth, protecting the environment, and cultural development (Monteverde Community Fund, 2018). This challenge of maintaining economic, ecological, and social sustainability in Monteverde drove the Monteverde Institute, a scientific research school, to create a community fund in line with the ideas of Traveler's Philanthropy. This fund later turned into a dedicated organization, the Monteverde Community Fund, which uses the Traveler's Philanthropy model to help keep these key aspects of sustainability balanced.

MCF is a unique philanthropic organization. While many Traveler's Philanthropy programs are run by a single or small group of organizations that collect and distribute donations directly, the model used in Monteverde is one of few that utilizes a community wide approach for collective funding (Honey, 2011). MCF spearheads the program, operating as a non-profit organization that collects funds from a variety of tourist businesses. MCF then distributes these funds through a Small Grants program, offering grants of up to $4,500 to local grassroots organizations and initiatives (Monteverde Community Fund, 2018).

In the spirit of strategic philanthropy, money from the Small Grants Program is directed towards organizations addressing issues under four overarching themes, all centered on sustainability. The thematic foci are: addressing the local effects of climate change, promoting sustainable economic growth, advancing social and cultural development within the community, and addressing environmental issues facing the Monteverde region (Monteverde Community Fund, 2018). MCF also has two specialty funds focused on youth programs and emergency preparedness/response. These key themes provide an easy way to understand MCF's objectives and goals to those unfamiliar with them. Another service MCF provides is their Technical Assistance Program, or TAP, a series of workshops teaching fundraising and planning skills directed towards new or small grassroots organizations. MCF also assists community efforts by bringing together organizations that are working independently on addressing similar issues, making their efforts more effective overall.

In order to fund their programs, MCF relies on consistent donations from the community. However, over the past few years, the amount of donations and grant applications MCF receives has gradually declined. To address this downward trend, MCF aims to improve their connections to community organizations and to the tourist industry in order to promote more community efforts and charitable donations respectively. They are particularly interested in improving how they reach out to tourist businesses, and knowing which donation methods businesses would prefer.

MCF has the opportunity to use the power of small-scale philanthropy to have an impact on their community. They work to bring people together in their love of Monteverde's natural beauty and rich culture to support the prolonged sustainability of the community.

2.0 Methodology

The goal of our project was to strengthen the Monteverde Community Fund's approach to the Traveler's Philanthropy model by providing strategies for collaboration with the tourism industry and outreach to community organizations. To accomplish this goal, we:

1. Assessed the current operating structure of MCF.
2. Gauged feasible methods of collaboration between tourist businesses and MCF.
3. Assessed tourist opinions on current and possible donation methods.
4. Evaluated the visibility of MCF to grassroots organizations.
5. Provided MCF with a systematic approach to revitalize their Traveler's Philanthropy program.

2.1 Objective 1

Assess the current operating structure of MCF.

Before we could understand MCF's Traveler's Philanthropy program and its visibility within the Monteverde community, it was critical to understand MCF's business operations. In order to meet this objective, we conducted a two-week systems analysis upon our arrival in Costa Rica. Systems analysis is a unique method of data collection that "provides an expanded set of conceptual tools and specific techniques for understanding how local people view their situation" (Beebe, 2014, 68). Conducting this methodology helped us understand the intricate elements at work within MCF, how they work together to serve a community purpose, and what concerns arise as a result of these specific elements within the system.

To gather enough information for our systems analysis, we spent the first week at the office communicating directly with our sponsor to discuss the current methods of operation of MCF. We developed a preliminary assessment of MCF's current presence within the community by first examining all of their promotional strategies and social media platforms. We looked through a variety of ways that MCF currently engages tourists, specifically through Green Passports, envelopes, postcards, and charitable merchandising. Next, we gathered archival research on all tourist businesses and grassroot initiatives within the community that either currently have or used to have a relationship with MCF. Among the businesses, we found which ones currently donate to MCF. After compiling all these businesses into an organized Excel

sheet, our sponsor provided us with information on current donation methods being used by existing partners. We then grouped existing partners together based on respective donation type.

Using all the information collected within the first two weeks at the office, we focused our attention primarily on modeling the operating structure of MCF to better our understanding of how their Traveler's Philanthropy program works. We developed a comprehensive flow diagram to visualize how MCF currently interacts with community organizations and vice versa. Using this visualization, we were able to "capture, informally, the main entities, structures, and viewpoints in the situation, the processes going on, and the current recognized issues, and any potential ones" (Checkland & Poulter, 2007, 25). After developing a baseline understanding of MCF's business operations, we used our data to tailor our surveys and interviews in future objectives.

2.2 Objective 2

Gauge feasible methods of collaboration between tourist businesses and MCF.

In order to understand the ability and willingness of tourist businesses in Monteverde to collaborate with MCF, we reached out to multiple tourist businesses in the region for interviews. The implementation of MCF's Traveler's Philanthropy program relies mainly on these businesses for funding, both directly and through collecting tourist donations. MCF aims to attract more businesses that are interested in collaboration. We chose which businesses to approach based on a list of past and current donors provided by our sponsor, as well as a general study of the major businesses in the region that are not yet partners with MCF. Our investigation of the feasibility of various donation methods for each business was accomplished through semi-structured interviews. These interviews had specific questions we wished to ask, but left room for free response from the businesses (Berg, 2012). We chose this method of interview because we wanted to approach each business with a clear presentation of the kinds of donation methods we are investigating, as shown in Appendix B and Appendix C. Using semi-structured interviews allowed us to gain additional details we might not have otherwise asked about, such as personal connections between business owners and MCF.

We conducted interviews with eighteen tourist businesses in Monteverde, such as hotels, restaurants, gift stores, and other prominent businesses in the tourism industry. The interviews occurred at the respective businesses and took approximately 20-30 minutes to complete. Interview questions were presented in English, as seen in Appendix B, or Spanish, as seen in Appendix C, depending on the preference of the interviewee. We scheduled interviews at times that were agreed upon by the manager or owner, or in a way that allowed the business to continue service during our interview. We asked for permission to record the interviews and took notes as well. We compiled our notes into a single document to compare our impressions, and extracted key takeaways from each interview. The key takeaways were also compiled into a single document so we could establish overarching trends between interviews (Berg, 2012). Additionally, we identified trends in which donation methods would work best for certain groups of businesses, such as restaurants or gift stores, to help guide MCF in how they approach businesses in the future. These interviews were scheduled during the first two weeks of our project, and were then conducted throughout the first four weeks. We used our data on what donation methods were easiest for businesses to implement when finalizing our tourist survey.

2.3 Objective 3

Assess tourist opinion of donation methods.

In order to determine which donation methods would be effective in local tourist businesses, we assessed tourists' opinions of selected donation methods. We examined tourist responses by conducting a comprehensive survey, as seen in Appendix D. The goal of this survey was to determine the feasibility of incorporating different donation methods at tourist businesses in the context of Monteverde. Since most tourist attractions already charge admission fees, we aimed to ensure that the businesses contributing to MCF would not lose business by adding a philanthropic component to their fees. Our survey focused on a variety of concepts, as we wrote the questions keeping both the goal and the perspective of the respondents in mind (Thayer-Hart, 2010). Some example topics included tourists' travel habits, their opinions on expense, and their reactions to several donation methods that could be utilized to support sustainability programs in Monteverde.

The survey was conducted on multiple streets with heavy foot traffic, especially in downtown Santa Elena. We went during different times of the day and asked tourists to fill out our survey on a tablet using QuickTap Survey. The survey lasted no more than two minutes. Our sample size was dependent on the number of tourists visiting Monteverde at the same time that we did, but we successfully collected seventy-eight responses.

The responses to all of our questions fell on a scale of one to four, which we used during our data analysis process. Once we collected our surveys, we uploaded the responses to Microsoft Excel and presented the data using histograms and graphs. This allowed us to identify trends in tourist opinions so that we could draw conclusions that helped us shape our final recommendations. We gauged elements that contribute to MCF's use of Traveler's Philanthropy, including whether or not tourists would be willing to give more than what they already have to pay while visiting Monteverde, whether or not a business' affiliation with MCF would make that business more attractive, and which methods of donation would be perceived as most comfortable and trustworthy.

2.4 Objective 4

Evaluate visibility of MCF to grassroots organizations.

In order to investigate the relationship between grassroots initiatives and MCF, our team traveled to eight grassroots initiatives and conducted semi-structured interviews. Our team received a list of grassroots organizations from our sponsor. We reached out to 40 different organizations. However, due to the initiatives' founders being busy and many living outside Monteverde, our sample size was limited to eight. The grassroots initiatives we interviewed were both past recipients of small grants and ones who had no affiliation with MCF. We conducted interviews during the day at the grassroots initiatives' office or a neutral location during weeks 4 and 5. The interviews took about twenty minutes to complete. The interviews changed depending on whether or not the grassroots initiative has had a relationship with MCF as seen in Appendices F, G, H and I. Our team recorded these interviews and took detailed notes. Semi-structured interviews were chosen as the method of data collection to ensure that the specific needs of different grassroots initiatives would be captured. Since MCF works with many different types of organizations, it was crucial that our team allowed grassroots initiatives to

express their individual views. By using semi-structured interviews, we were able to go off-script and probe into different areas to gain a more comprehensive understanding (Berg, 2012). The interview was structured enough that we gained insightful information that was relevant to our data collection (Berg, 2012). Our questions were focused on the grassroots initiatives' experiences, or lack thereof, with MCF.

Upon the completion of the interviews, the main topics were transcribed digitally. After this was done, we coded our data. This entailed looking for common themes throughout the transcripts (Beebe, 2001). Once these larger themes were discovered, we gained a greater understanding of how MCF can better their efforts with grassroots initiatives.

2.5 Objective 5

Provide MCF with a systematic approach to revitalize relationships with the tourist industry.

Our final objective was to provide MCF with an enhanced approach to their application of the Traveler's Philanthropy program. We used the overarching themes from our systems analysis, interviews, and surveys to identify key areas of improvement of MCF. We then compiled these components and our respective recommendations into organized documentation that we shared with our sponsor. The provided documentation included a template for reaching out to new businesses, a promotional strategy that aligned with the tourist climate in Monteverde, and a thorough outline of possible donation methods and how different businesses could apply them to support MCF. We offered a more organized, systematic approach to MCF in an effort to increase their effectiveness and efficiency as a philanthropic organization.

3.0 Findings and Discussion

The data we collected throughout our methodology yielded findings encompassed by four major themes- visibility, motivation, donation methods, and community empowerment. In this section, we will first elaborate on the operational structure of MCF to provide a baseline for our findings. We will then discuss the rest of our findings and how they relate to MCF.

During our primary analysis of MCF, we established a baseline for the operational structure of the organization. We aimed to supplement our research with a developed understanding of MCF's role in the community. MCF invites tourist businesses to collect donations from tourists to support its Traveler's Philanthropy program. It then distributes the funds to projects promoting the sustainable development of Monteverde using a grant application process. The organization acts as the connecting force between tourist businesses gathering donations from tourists and grassroots projects that request the donations. Since the

Figure 1. Branded materials used as donation methods for MCF.

program's conception in 2012, MCF has worked with over twenty businesses to raise money, and it has distributed over $30,000 to fifteen different local projects. Over the past seven years,

MCF has established itself as a reputable organization that is trusted by many to serve as an agent of change in the community. Only two people regularly work in the office, and they are able to cause a widespread impact despite their minimal manpower.

MCF currently uses four primary methods of donation- Green Passports, branded postcards, collection envelopes, and charitable merchandising. The Green Passport is a coupon book that includes discounts valued at $150 from local tourist businesses and tips on responsible tourism. The book, designed to look like a passport, was originally sold for $10 at nine establishments. During our analysis, we found that only two business still have them on sale, and all of the coupons were only valid between 2013 and 2014. MCF also practices a similar small-scale fundraising method in its distribution of branded postcards, which are currently sold for $5 per postcard at the Monteverde Art House and Café Cabure. The organization has also distributed collection envelopes to six hotels in the area, which are listed in *Table 1*.

Table 1. Current business partners of MCF and respective donation methods

Green Passport	Hotel Envelopes	Product	Annual donations	Postcards
Restaurante Cabure	Hotel Belmar	Restaurante Cabure	Pension Santa Elena	Monteverde Art House
Camara de Tourismo	Hotel Trapp Family	Don Juan Coffee Tours	Sinwa Tours	Restaurante Cabure
	Cala Lodge	Woods Art Gallery	Ocotea Tours	
	Ocotea Tours		Hotel Trapp Family	
	Cabanas Los Pinos			
	Hospedaje Mariposa			

The envelopes are placed in rooms so that visitors have the option to leave behind a cash donation to MCF. Finally, two tourist businesses utilize charitable merchandising to support MCF. Café Cabure sells chocolate bats, and Don Juan Coffee Tours sells green coffee. A portion of the proceeds from both products, which are depicted in *Figure 2*, is donated to MCF. The four primary small-scale donation methods combined with annual donations from a few businesses make up the donations that MCF acquires on a regular basis.

Figure 2. Charitable merchandise found at Cabure and Don Juan Coffee Tours. Left image depicts Cabure's chocolate bats. Right image depicts Don Juan's Green Coffee.

MCF distributes the collected funds using the Small Grants Program. This program provides grants of up to $4,500 to projects that fit within the four main themes, which include the environment, community, economy, and climate change. MCF also recently adopted two

specialty funds for emergency preparedness and youth programming. Every year, grassroots initiatives focusing on a variety of goals under such themes submit applications to MCF. Applicants must follow the guidelines provided on the website to submit a letter of intent to MCF by a certain deadline. MCF then reviews the letters of intent, provides feedback, and offers an invitation to submit a formal proposal if the project meets the guidelines highlighted on the website. Our time in Costa Rica coincided with the application deadline, so our team had the opportunity to witness the initiation of the selection process. The director of MCF formulates a selection committee that consists of two representatives of MCF, one local leader, one representative from the academic sector, and one expert in the subject to review each proposal and select the grant recipients (Monteverde Community Fund, 2018). The awardees then execute their projects over a maximum of eighteen months, submitting progress reports periodically throughout the duration of implementation. The implementers of the projects present their results at a regular event hosted by MCF known as the Summit. Completed projects that have been funded by MCF are highlighted in *Table 2*.

Table 2. Projects that have been funded by MCF between 2013 and 2018. The titles of the projects have been translated, and the original Spanish titles can be found in Appendix A.

Environmental Fund	Climate Change Fund	Social and Cultural Funds	Smart Economy Fund
Rainwater Capture at CEC-Phase I	Solar Panel for the Interactive Library of Santa Elena	Monteverde in Motion: Phase II	Virtual Visitors Center
Baseline study of waste water in the Municipal District of Monteverde	Gray water management system and rainwater collection		Elaboration of decorative soaps with plants with medicinal properties
Reforestation of springs and recharge areas for the Protection of Water Resources			Pilate Project for the Productive Treatment of Organic Waste in Monteverde
Strategy for the Implementation and Financing of Three Processes Related to the Integral Management of Wastewater			
Edible Organic Garden and Native Ornamental			

During our evaluation of the operations of MCF, our team developed a flow diagram, found in *Figure 3*, that illustrates all the working components of MCF's current functionality.
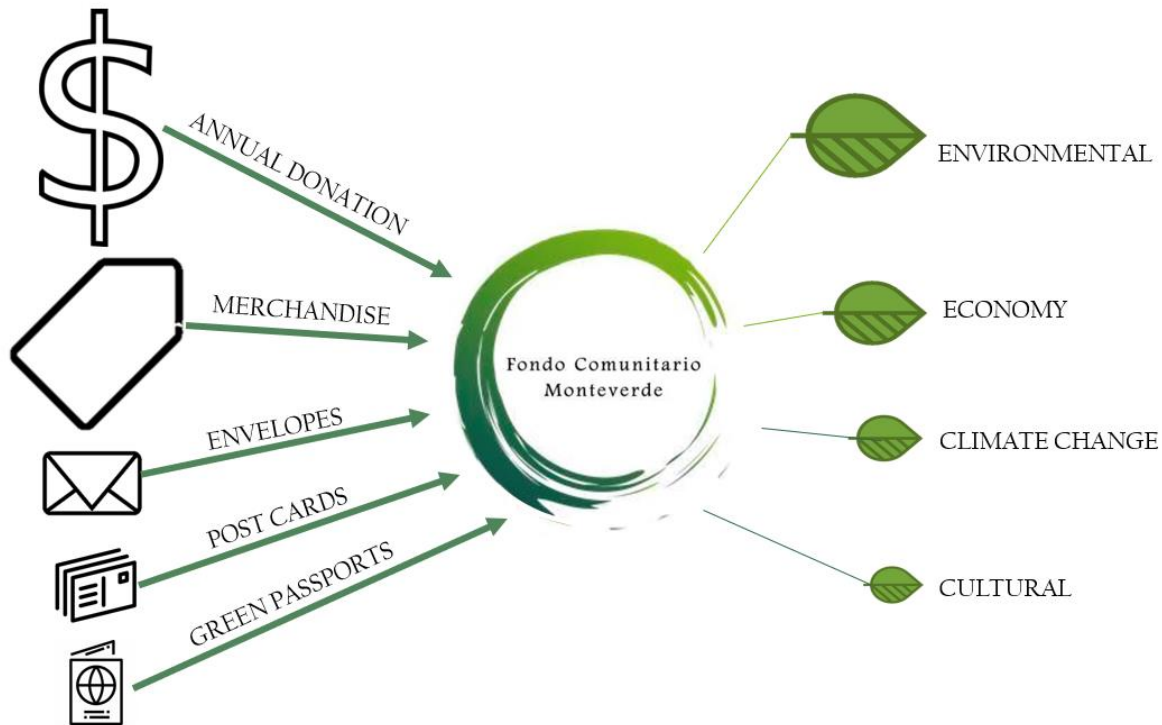
Figure 3. Flow diagram representing the movement of funds through MCF. The icons are scaled based on relative amount of funding collected through the donation methods and the leaves' sizes are scaled based on the amount of funding going to projects in each category.

The left side of the diagram depicts the donation methods utilized by the business in *Table 1* to collect donations for MCF. The right side of the diagram highlights the categories that encompass the funded projects found in *Table 2*. We used this diagram to visualize the structure of MCF so that we could both identify key areas of focus within the system and develop useful recommendations to maximize the efficiency of the organization.

3.1 Visibility

Finding #1: With an increase in visibility and transparency, MCF would develop a stronger network and obtain more donations.

  Improved outward visibility of MCF to its community can stimulate increased community involvement. Because of the organization's small staff, visibility to the community has fallen in daily priority. This lack of emphasis on visibility has caused their presence in Monteverde to plateau, largely impacting the amount of donations they are able to regularly obtain.

  MCF relies on collaboration with tourist businesses to collect its donations. In order to gain an understanding of how well MCF promotes itself to potential collaborators, we interviewed different types of tourist businesses, including hotels, restaurants, gift shops, and attractions. We found that 72% of the respondents knew what MCF was, but 92% of those who were familiar with MCF did not know anything beyond the general mission of the organization. They were not aware of any of the projects funded by MCF, thus inhibiting their ability to

recognize any impact that MCF has had on the community. Without being provoked, 44% of tourist business interviewees mentioned that MCF needed to provide a much higher level of clarity. For example, the manager of the Butterfly Gardens suggested that he would need to receive a project report of what has been funded by MCF before he would feel inclined to collaborate. Our data suggest that an increased emphasis on visibility and transparency would lead to a larger network of tourist businesses who decide to work with MCF.

Lack of visibility to tourist businesses also results in lack of visibility to tourists themselves. Our team examined the tourist climate in Monteverde and found that the tourists that visit tend to stay for a short period of time. According to our data, 94% of the respondents were visiting Monteverde for the first time, and 51% of them were only planning on staying for one to two days. However, 85% of the tourist survey respondents expressed interest in donating to programs that benefit sustainability and community in Monteverde, as demonstrated in *Figure 4*. MCF simply must ensure that the information regarding the organization reaches the visitors who feel inclined to donate. The short-term nature of tourism in Monteverde adds an obstacle to MCF's effort to promote itself to visiting tourists because the organization has to develop a strategy to reach people who are only there for a short period of time. MCF must rely on tourist businesses to relay its mission to the tourists that visit. However, because many tourist businesses are unclear of MCF's activity, they have a weakened ability to provide a thorough

explanation of the organization to tourists. The manager of the Cloud Forest Lodge stated that he would not feel confident in his ability to tell his clients why they should consider donating to MCF. In addition, only 22% of all tourist businesses that we interviewed had any form of signage or advertisements for MCF. This indicates that a tourist, the targeted donor, has the potential to go their entire stay in Monteverde without seeing a single advertisement for MCF.
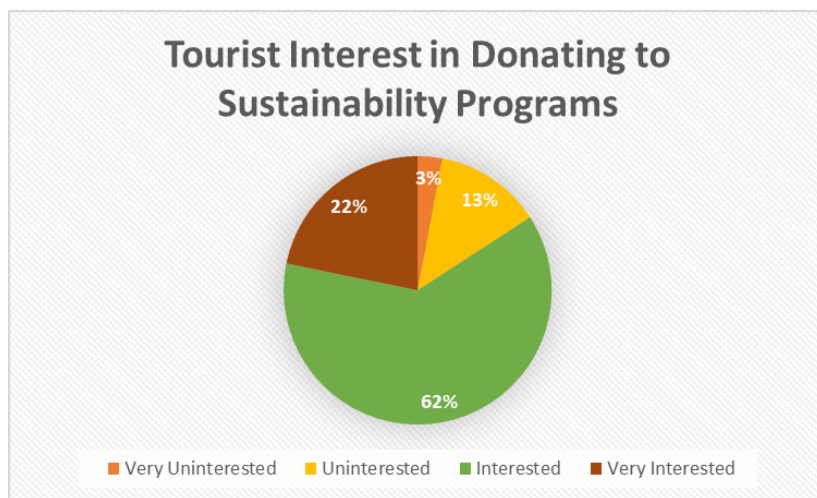

Figure 4. Tourist interest in donating to sustainability programs.

In order to understand how lack of visibility manifested, we examined the outreach strategies currently utilized by MCF. The four small-scale donation methods, Green Passports, postcards, envelopes, and charitable merchandising, act as MCF's most frequently distributed physical promotional materials. However, since these materials only reach eleven out of all businesses in Monteverde, their circulation does not act as the most effective promotional strategy. Our team only found four other physical displays throughout Monteverde, including two posters, one informational screen, and one sticker. MCF's logo can only be found in approximately 12% of all businesses in Monteverde.

The other component of MCF's promotional materials that we examined was its online presence. They utilize two major platforms, a website and social media. We found that its website was well-developed and easy to use for both Spanish and English speakers. It did contain some out-of-date information regarding the Small Grants Program. However, once the website is

updated, it could serve as a positive promotional tool for MCF. Beyond its website, the only social media platform used by MCF is Facebook. Its page has 1,300 followers, and most of them were gained when the page was created. The administrators have begun to post more frequently, approximately three times per week, causing the page to gain over thirty new followers over a two-week period. Because Instagram has gained popularity in recent years, our team decided to create an account for the organization. Before the account was completely updated, the page quickly gained eighty-four followers over a two-week period, suggesting that MCF has a reputable name that community members are eager to follow. Active, accurate, and relevant social media accounts and website updates can provide clear information about what MCF has accomplished, thus enticing more tourists and tourist businesses to collaborate with the organization.

Once MCF establishes a more recognizable, community-wide presence, it will become much easier for local businesses to provide their clients with a narrative about how they are assisting the community initiatives through their contributions to MCF. A higher level of transparency can be provided to the community by building on promotional materials that MCF has already established, indicating that the organization can reach far more people in the community with minimal effort.

3.2 Motivation

Finding #2: Each business has a unique set of motivating factors that MCF must consider when establishing and maintaining partnerships.

MCF seeks to engage as many businesses as possible in its Traveler's Philanthropy program. We found that the three primary reasons that businesses are motivated to partner with MCF are to improve their Certification for Sustainable Tourism (CST) rating, positively influence the community, and promote their business through their sustainable actions.

Since the expansion of the tourism industry in Monteverde, tourist businesses have focused their efforts on not just being sustainable, but also being the frontrunner in the effort to create positive change. As a result, it is difficult for less established tourist businesses to distinguish themselves in the competitive tourist climate. However, businesses such as Luna Azul and Cala Lodge asserted that forming a relationship with MCF offers them an opportunity to be "socially responsible" through their contributions to local grassroot projects. Such opportunities are valued in the Monteverde community, as all tourist businesses are rated on a national CST scale, and tourists are exposed to these ratings through travel agency websites. CST is the current rating system used for distinguishing the most sustainable and socially responsible tourist businesses throughout Costa Rica (CST, 2016). CST ratings are critical to the success and marketability of all local businesses, and being recognized as sustainable and socially responsible is necessary in order to flourish within the competitive tourism industry (Klempner, 2010). Of the hotels that we interviewed, the average CST rating listed on their websites was 4.2 out of a possible 5. Local businesses take pride in advertising such high CST ratings, and by becoming partners with MCF they can maintain or improve their ratings.

Besides improving their CST rating, businesses are also motivated to have a positive influence on the Monteverde community, and it is important to encourage collaboration with tourist businesses who share the same mission as MCF. Only 33% of existing partners with MCF

feel the relationship benefits their business directly, however all the businesses in this study remain loyal partners with MCF nonetheless. It is evident that most remaining businesses achieve satisfaction solely through the positive impacts they have on their community as a result of MCF partnership. Therefore, it is critical to provide such businesses with information about which local projects are being supported, thus strengthening the connection between the contributing businesses and grassroot initiatives.

Some businesses, such as Pension Santa Elena and Los Pinos, are motivated to engage more clients by promoting their partnership with MCF. One strategy that we studied for approaching such businesses was a plaque or sticker to recognize socially responsible actions through their contributions to MCF. Of the eight businesses that showed interest in a plaque, five proposed to us that a plaque would help them market their business as a responsible and sustainable component of the community. According to Los Pinos, this promotional strategy will help their customer-base expand. While all of the businesses that expressed interest in a plaque had previous knowledge of the operations of MCF, it is critical to show new business partners the significance of MCF and how partnership can positively affect the business' community image. According to our interview data, only 20% of new business connections believe that forming a relationship with MCF would

Figure 5. Tourists' inclination to be a customer at a business that advertises their affiliation with the sustainability of the region.

directly benefit their business. However, our tourist survey tells us otherwise. As seen in *Figure 5*, our survey states that if a business advertises its affiliation with a program that supports the sustainability of Monteverde, 76% of tourists expressed some level of inclination to be a patron there. By providing a plaque, or a more cost-effective sticker or banner, new business connections will be able to easily market their sustainable efforts, while MCF develops as a community-wide identity.

By considering all the different motivating factors described in this section, such as improving CST rating, positively influencing the community, and receiving tangible business benefit, MCF will have much greater success in forming business relationships and revitalizing their Traveler's Philanthropy program.

3.3 Donation Methods

Finding #3: MCF must be flexible with donation strategies in order to maximize their effect on the community.

Like other philanthropic organizations, MCF's success depends on receiving donations. There is a positive correlation between MCF's financial growth and their impact on the
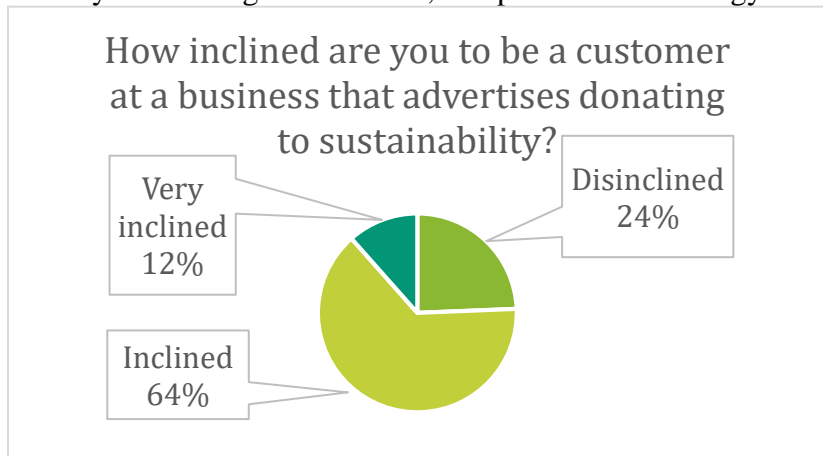
community, as the number of donations directly affects the number of programs that MCF can fund.

The need for donations is evidently important to MCF, seen through their many different donation strategies they have implemented over the years. Through our systems analysis, we found that MCF used creative strategies. Unfortunately, some of these methods are not appropriate for the types of tourists that visit Monteverde. For example, while the Green Passport contained great deals, the highest value coupons were for planned trips and hotels. However, 94% of tourists coming to Monteverde are visiting for the first time with 95% staying for less than one week. With this data it can be assumed that many of these tourists are pre-planning their trips, already having a hotel and possibly a tour booked. The Green Passport has the potential to engage tourists, but MCF needs to be selective on the deals, focusing on restaurants and gift shops as the primary coupons. The sales of MCF's postcards have been relatively low. This could be attributed to the price of the postcards, which cost $5 compared to the average price of $1. Our sponsor had also stated that the cost of resources and lack of sales caused postcards to be an inefficient means of donation collection. MCF's envelope strategy also faced hardships. These envelopes, placed in hotel rooms, did have information about MCF, but they were too small to have a real impact on the guest. Without proper advertisement in the hotel, guests are left wondering why they should be donating. The method of donation that has proven most successful was charitable merchandising. Our sponsor told our team it was the only method that yielded consistent donations. The sale of these products is effective due to the warm glow effect, as discussed in **1.1 Philanthropy**. People who buy charitable products feel that the money is going to a good cause and based on our interviews, "people will buy things anyways". The warm glow effect, coupled with the effective advertisement of MCF at these establishments, have led to the success of charitable merchandising. These methods are synthesized in *Table 3*.

Table 3. Opinions on current donation methods used by MCF.

Donation Methods Used by MCF				
Method	Green Passport	Envelope	Postcards	Charitable Merchandise
Description	Coupon book sold at local businesses. The proceeds go to MCF.	Informational envelope placed in hotel rooms. Occupants were asked to leave money for the fund	Postcards sold at local businesses. Proceeds went to MCF.	Merchandise sold at retailers in which some or all of the profit went to MCF.
Pros	Engaged the community.	Easy for people to donate.	Showed pictures of the community.	Products sold are ones that people already buy. Give information about MCF.
Cons	People only stay in Monteverde for a short time. Tourists don't have the time to use it.	Often mistaken for tip envelope. Not enough information is shared to be meaningful.	Not many people send postcards anymore. Pictures are dark.	Requires certain types of businesses to partake.

To find the most effective donation methods for businesses, our team investigated new donation methods MCF could implement. These included Opt-Out and Round-Up programs, collection boxes, annual donations, and online donations. We also looked into charitable merchandising, determining how many other businesses could take part in the most successful

method MCF utilizes. The results and opinions come from the data collected through business interviews and are shown in *Table 4*.

Table 4. Opinions on possible new donation methods that could be used by MCF.

Possible New Donation Methods						
Methods	Opt-Out	Round-Up	Collection Box	Annual	Online	Charitable Merchandise
Description	Fixed extra amount is added to the end of bill. Customer has option to opt out.	Bill is rounded up to nearest whole dollar amount and difference is donated.	Collection box is put out on counter and money is placed into.	Businesses donate a set annual donation to MCF or match tourist donations generated from the business	Tourists can use online resources such as PayPal, Venmo, or GoFundMe to donate	Merchandise sold at retailers in which some or all of the profit went to MCF.
Pros	Ease for tourists		Very easy	Easy to donate directly	Cutting edge

Easy for tourists and businesses

Allowed for more knowledge to be shared | Customers buy things regardless.

Previous success made more appealing |
| Cons | Complicates taxes

Many bookings come from 3rd parties

Fear this pressures guests. | Businesses charge to the whole U.S. dollar

Complicates taxes | Easily ignored

People do not carry cash | Hard to commit with fluctuating income

Smaller businesses cannot afford it | Businesses did not know much about online methods | Smaller businesses do not have as stable a revenue stream and cannot front the cost |

The success of the donation methods hinges on the ease of implementation for the business. In order for a business to want to help MCF, the chosen method needs to be unobtrusive to the business. Our data show that if a business feels the donation method creates more work, the business will not participate. This is most evident through the Round-Up and Opt-Out programs. These donation methods require extra accounting work and can possibly complicate taxes. The added work made many businesses respond negatively to Opt-Out and Round-Up programs. This also applied to businesses who claimed collection boxes or annual donations were feasible due to the ease of implementation. One reason collection boxes were the most well received method was because the design of the boxes had the ability to advertise MCF to tourists. With additional advertisements, businesses can help ensure that customers know where their donations go. Our data also show that almost all tourists were comfortable with the presented donation methods, alleviating many businesses' concerns that asking for donations would deter from their profits.

MCF has the ability to be a large agent of change. It has funded many projects that have supported the sustainability of the region. Through reexamination of donation methods MCF can

reach the maximum number of tourists in the area, expanding its funding, which in turn will strengthen its impact on the community.

3.4 Community Empowerment

Finding #4: MCF has the potential to connect community members and empower them to create positive change.

 MCF serves an important purpose in bringing the community together under common goals. MCF keeps itself open and available to the community as much as they can. Both staff members are friendly and bilingual, welcoming members of the community to come to them any time they are in the office. They have also begun actively inviting people to come to them through hosting 'Coffee Hours,' events meant to instigate discussion over community issues. The two Coffee Hours MCF has hosted since we arrived have been successful, showing that the community appreciates and wants the opportunity to easily come together. MCF also hosts a larger event known as the Summit, shown in *Figure 6*, where they give presentations on the year's funded projects and other sustainability related talks. While the Summit has not been hosted on a consistent annual basis, it has received positive responses from the community every time it has occurred. Apart from MCF's efforts, there are few ways for people to get in touch with others that share similar concerns. Providing more ways to connect will encourage people to come together under common goals and push for change.

Figure 6. Our sponsor, Tim Curtis, giving a talk at the 2018 Summit.

 MCF's grant program has been successful since its conception in 2012. Despite a downward trend in the number of applications received each year, MCF received a record number of grant applications in their 2018-2019 cycle, showing their resilience as an organization in the community. In total, MCF has successfully funded 15 unique projects since its creation, allocating over $30,000 through their Small Grants Program. Additionally, almost no proposed projects have been turned down, in part due to direct feedback from MCF staff during the application process. Over half of the previous applicants that we interviewed said that this assistance was critical to the success of their application. From our interviews with grassroots organizations, we also found that some areas of MCF's grant application process could be changed to further improve applicant experience. For example, MCF's website has some information that is a year or two out of date and does not have the full application form available to view. There are several similar areas where a simple change or update can go a long way to reduce potential confusion and generally clarify the process to potential applicants.

 MCF is an incredibly unique and impactful organization, something that the community of Monteverde is proud to have. Embracing the unique qualities of MCF is important, as there

are many grant programs in Costa Rica that require similar amounts of work for potentially larger amounts of funding (GEF, 2019 & OPEC, 2019). By focusing on the local and supportive aspects of their program, MCF can grow into a unifying force of change within the Monteverde community.

4.0 Recommendations

Based on our findings, we developed a comprehensive list of recommendations. We separated our recommendations into the short term, focusing on optimizing the efficiency of MCF, and the long term, focusing on expanding when time and resources permit. We supplemented these recommendations with deliverables, found in the Appendices, that MCF can utilize to execute our ideas after we leave. We provided a series of deliverable instruction manuals for future reference, and we met with our sponsor before our departure to explain how to use everything we produced.

4.1 Short-Term Recommendations

Our team made short-term recommendations to help MCF become more efficient in the workplace. Given the small staff in the office, we offered these resources as a way to reduce the time spent on important tasks. The following short-term recommendations include methods to flexibly engage businesses, maximize their visibility, and provide recognition to partners.

We recommend MCF implement a flexible way to engage businesses in Traveler's Philanthropy. The success of MCF is dependent on donations. Although MCF has many different donation strategies, businesses have different needs that MCF must address. MCF could increase their access to the tourism industry by utilizing more flexibility in their donation methods. To propose these strategies to businesses, our team created a comprehensive packet shown in Appendix J. The packet contains all donation methods our team investigated and charitable merchandising ideas for businesses that had the capacity to use this method. The packet includes the benefits and drawbacks, derived from our business interviews, of each method to engage businesses with the Traveler's Philanthropy model. To supplement our donation methods data, we included the tourist survey data to reassure businesses that becoming a partner would not have a negative effect on their profits.

After the implementation of this system MCF should follow up with collaborators and maintain records regarding the relative success of the implemented strategies. This can easily be achieved through follow-up emails. With information from follow-up emails, the packet should be updated, allowing for the most recent information to be presented in future connections. While the packet contains all the information that we gathered on tourist businesses, all businesses have unique needs that MCF must account for, making individual plans for businesses necessary for successful implementation. By following up, our sponsor may uncover new data, reinforcing the need for updated material.

We started the process of determining the most suitable donation method for the businesses we interviewed, and our results are shown in Appendix R. This includes a matrix representation of the donation method preferences for eighteen local businesses.

We recommend that MCF increases outreach using both traditional and digital promotional strategies. Because clarity of mission and activity proved to be a major area of focus for collaborators with MCF, we recommend that MCF utilizes multiple promotional platforms to share information. A traditional strategy that would provide updated information to partners of MCF is a newsletter. MCF should develop a mailing list that includes donors and funded grassroots organizations through which it can distribute a regular newsletter via email with updates on project progress and major issues of focus in the community. Offering such information would not only clarify to collaborators how their donations are impacting the community, but also unify members of the community who feel a similar motivation to address specific issues within the region. We designed a template, found in Appendix K, for a newsletter that would promote MCF and appeal to its audience.

MCF should also consider producing posters and infographics that highlight the progress of funded projects. These visually appealing reports can be shared with donors to give them clear updates on how their money is being used. Our team created a template for producing these infographics, which can be found in Appendix L. The infographics should be distributed after the Summit event to summarize the updates from each project and present it in concise manner to those that could not attend.

Digital strategies should also be used to supplement MCF's promotional materials. MCF already has a strong website in place, but we recommend that they work with a web developer to ensure that all of the information on the website is both accurate and relevant. The website should offer clear directions for how to donate to MCF and how to apply for a grant. We also recommend that MCF makes an active effort to spread the link to their website on all promotional materials. The link should appear on all small-scale materials that are distributed, such as the bookmarks and envelopes, and it should be very easy to find through search engines and social media. We have developed a QR code, found in Appendix M, that can be put on any promotional material to facilitate the easy distribution of the website link. Another method of increasing transparency that should be heavily utilized is the active updating of social media. We recommend that MCF posts on both Facebook and Instagram as frequently as possible, ideally several times per week, to ensure that followers remain engaged in the activity of MCF. To facilitate this, we have linked the Facebook and Instagram accounts such that posts from its Instagram will automatically post on Facebook as well. We have also developed a social media guide, found in Appendix M, that can be used to produce social media posts for both Facebook and Instagram so that facilitators at MCF can easily stay on top of social media without taking too much time out of the work day. The guide includes templates for captions, tips on increasing the amount of people that see it, and suggestions for different ways MCF can highlight their activities.

We also recommend that MCF prioritizes the spread of their name and mission through the consistent distribution of materials with their logo. The development of a recognizable brand would allow MCF to establish a long-term name for themselves that can be easily described to visitors. With proactive distribution of these materials, more people will be able to recognize who they are and what they do, thus facilitating the spread of MCF's mission throughout Monteverde. We recommend that MCF starts to regularly distribute materials such as the bookmarks, postcards, and envelopes that they have already produced. They should also start spreading these products to more locations so that their logo reaches more people.

The major consideration for the promotional plan we developed for MCF is the amount of labor required to execute our ideas. Only two people regularly work at MCF's office, thus

limiting the amount of time they have to maintain their presence in the community. In addition, the personnel at MCF might lack prior experience working with social media and website development. This drove our decision to produce templates and programs that are both user friendly and time efficient.

We recommend our sponsor provides a letter of recognition to business partners looking to improve their CST rating. We found that a major motivating factor for collaborating businesses is to improve their CST rating. MCF should provide business partners acting in the best interest of the community with documentation that can be used as evidence for their business practices that CST recognizes as sustainable. We provided MCF with a Microsoft Excel template for creating a letter of recognition to businesses that contribute to MCF. The Excel template was designed to automatically fill a pre-written letter, provided in Appendix N, using a standardized set of business information in the Excel spreadsheet. We met with our sponsor to teach him how to use this spreadsheet to automatically generate letters of recognition. By providing them this letter of recognition, it will be become easier for businesses to provide evidence for their socially equitable actions when being rated on a CST scale.

4.2 Long-Term Recommendations

Our team has also developed a series of long-term recommendations that should be considered once the facilitators of MCF feel comfortable taking on more work. Once in effect, our short-term recommendations should give MCF the ability to focus more of their energy into expansion. The following long-term recommendations include methods to strengthen business partnerships, streamline their Small Grants Program, and improve connections within the community.

We recommend that our sponsor offers incentive to strengthen existing business partnerships and encourage balanced relationships with new connections in the future. In our findings, we provided an example of a plaque that recognizes a business partner's sustainable efforts. It is important to recognize such businesses not only for their contributions to MCF through various donation methods, but also for their shared vision of assisting the Monteverde community. We supplied MCF with a detailed plan for a Sponsorship Recognition system based on the motivating factors of these local businesses. This system aims to recognize existing and new business partners. Rather than identifying businesses that contribute the most to MCF, this system incentivizes loyalty and duration of partnership. Due to the variability of each business' revenue, we chose not to design the Sponsor Recognition program around monetary contribution to MCF.

After one year of active partnership, the respective collaborator will be provided a sticker containing information such as MCF's logo, contact information, and duration of their partnership. The design of this sticker can be seen in Appendix O. After three years of active partnership, MCF should provide the collaborator with a banner, seen in Appendix P. This banner will contain MCF's logo, duration of partnership, contact information, and a statement detailing which efforts their contributions support. After five years of active partnership, we recommend that MCF provides their most loyal business partners with a plaque. This plaque contains MCF's logo, the donor's name, and a statement describing the contribution to MCF and the community. However, it is our understanding that cost of resources could play a big role in

the implementation of this long-term strategy. After heavy consideration when designing our Sponsorship Recognition program, we decided that a plaque might not be the most economical method of incentivizing an active business partner, but with steady improvement of MCF, we hope cost of resources becomes less of a factor in the future.

We recommend that MCF improves the accessibility of the Small Grants Program. Because of the heavily involved process of writing a technical proposal, we believe MCF is losing potential grant applicants. Updating MCF's website with the current information regarding grants is critical to minimizing confusion around applications. Another way to improve applicant experience is to provide consistent assistance throughout the grant application process for organizations that do not have prior experience writing technical proposals. MCF does currently provide comments on proposals, but this is not an official part of the application process. Standardizing feedback to be a part of the application process will help organizations through the process, and also show that MCF wants to have good contact with the applicant. Additionally, MCF should have an example of the full application form available on their website, or a detailed list of the required information, so potential applicants can go into the process better informed. The questions on the letter of intent and application should also be edited to give more specific examples of the information MCF is looking for, and provide tables to easily organize large amounts of information. These changes will streamline the grant application process for the organizations that would benefit most from the Small Grants Program.

We recommend that MCF actively connects with the surrounding community to identify major needs and unite people with common goals. To do this, we recommend that MCF hosts more public events so that people can come together and discuss issues that they see or face in the community. We have developed a set of plans for diverse, low-budget, and easy to run events, as seen in Appendix Q. These events can be either discussion-based or informative. The events can be open forums, similar to the recently piloted coffee hours, or they can be themed such that they unite people with similar passions and motivations. Events should be held on a monthly basis and be promoted through social media and physical fliers at popular locations in Monteverde to reach the largest audience. Additionally, MCF should hold their Summit on a more consistent, annual basis. In this way, the small events could also build up to MCF's Summit, where they can summarize the year, showing common issues and action that's been taken by the community. Connecting to the community by listening to and helping to address common concerns is key for MCF's future growth. By acting as a uniting force in the community, MCF has the ability to bring people together in an effort to address major issues and make a lasting impact.

5.0 Conclusion

Promoting sustainable development requires balancing many aspects of economy, community, and environment. The Monteverde Community Fund helps maintain this balance through their support of grassroots initiatives and community projects. MCF's unique application of the Traveler's Philanthropy model has the potential to bring the community and tourists together in support of Monteverde's sustainability.

Over our seven weeks in Monteverde, we worked closely with tourists, local businesses, and grassroots initiatives to strengthen MCF's approach to Traveler's Philanthropy. We provided recommendations for improving their visibility within the community while also offering suggestions about how to better engage new and existing business partners. Our plan for MCF looks to not only improve their efficiency in the short term, but also facilitate their expansion in the future.

Through our efforts, we offered MCF a trajectory for their development as a prominent organization in the community. MCF has the potential to empower those working to support the sustainable development of Monteverde. In the future, we hope to see MCF continue to grow as a unifying force that serves as an agent of positive change.

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Appendix A: Translated Grassroots Projects

Fondo Ambiental	Fondo Cambio Climático	Fondo Des Social y Cultural	Fondo Economía Inteligente
Captación de aguas pluviales en el CEC - Fase I	Panel solar para Biblioteca Interactiva de Santa Elena	Monteverde en Movimiento: Fase II	Centro Virtual de Visitantes
Estudio de línea base sobre aguas residuales en el Distrito Municipal de Monteverde	Sistema de manejo de aguas grises y recolección de aguas llovidas		Elaboración de jabones decorativos con plantas con propiedades medicinales
Reforestación de Nacientes y Áreas de Recarga para la Protección del Recurso Hídrico			Proyecto Piloto para el Tratamiento Productivo de Residuos Orgánicos en Monteverde
Estrategia para la Implementación y el Financiamiento de Tres Procesos Relacionados a la Gestión Integral de Aguas Residuales: Zonas de Protección Especial			
Jardín Orgánico Comestible y Ornamental Nativo			

Appendix B: Business Interview – English

We would like to invite you to participate in an interview. This interview will be part of our research project to identify areas of improvement for the Monteverde Community Fund, focusing primarily on the expansion of their outreach program. This research will be published on a database accessible to Worcester Polytechnic Institute, a college in the United States. We are trying to figure out the best way for businesses to get involved with the Monteverde Community Fund. The interview will last 20 to 30 minutes. We will use direct quotes, but we will not include the names of the people we interview in the final report. This process is completely voluntary and you can choose to not participate, stop at any point, or skip any questions. You are more than welcome to ask any questions about our study before you respond. You can contact us at any time via email at gr-MCF-MV19@wpi.edu or at the Monteverde Community Fund.

Goal: Our goal is to gauge the interest of local businesses to collaborate with the Monteverde Community Fund.

General Questions
1. We understand that you are _____. (Show general knowledge of business)
2. How long has your establishment been in business?
3. What do you see as your business' role in the community?
4. Has your business ever considered ways of investing in the community?
    a. Besides monetary donations, do you feel like you can contribute in other ways?
5. What do you know about the Monteverde Community Fund?
    a. How or where did you learn about MCF?
    b. Do you have a relationship with the Monteverde Community Fund?
        i. Do you experience any benefits from this affiliation?
            1. If yes, what benefits?
            2. Do you advertise your affiliation with them?
        ii. If no, would you be interested in establishing a partnership with MCF, through monetary donations or otherwise?
            1. Do you feel there would be any benefits from affiliating your business with MCF?
6. Do you currently collaborate with the Monteverde Community Fund? Have you collaborated in the past?
    a. If so, in what way have you supported them? (Annual donations, Passports, Bookmarks, envelopes, sponsorship)
        i. Were those methods successful?
    b. If you feel comfortable sharing, do you have any reasons why you stopped collaborating with MCF?
    c. Could you see your business working with them again in the future?
    d. Do you currently contribute to another charitable cause?

We will now present several small-scale donation methods, we would like to hear your opinions on each.

1. The opt-out program is a method in which a fixed additional gratuity is added to the final cost. The customer then has the choice to opt-out of paying this additional fee. Would this donation method work for your business? Why or why not?
2. The round-up program is a method in which the final bill is rounded up to the nearest whole number. The difference from each bill is then donated to MCF. Would this donation method work for your business? Why or why not?
3. Another donation method includes putting out a collection box/jar that would go directly to MCF. Customers can donate any sum of money by putting it into the jar. Would this donation method work for your business? Why or why not?
4. Other companies contribute to charitable causes by giving annual or semi-annual donations. Would this donation method work for your business? Why or why not?
5. Some businesses donate a portion of proceeds from a specific product to the Monteverde Community Fund. Would this donation method work for your business? Why or why not?
6. Online fundraising has become a popular way for philanthropic organizations to raise money.
    a. Are online donation methods feasible to use in businesses in Monteverde?
        i. If Yes, is your business comfortable using an online donation method? Why?
        ii. Has your business ever donated to an online fundraiser?
            1. If you have before, what was used?
    b. Do you feel your customers would be comfortable using an online donation method that would go directly to the Monteverde Community Fund?

Appendix C: Business Interview - Spanish

Tenemos un negante antes de empezar la entrevista.
Queríamos que invitarse a participar en una entrevista. Esta entrevista va a ser parte de nuestro proyecto de investigación para identificar las áreas que necesita que mejorar en el Fondo Comunitario de Monteverde. Queremos que expandir los conexiones de su programa. Esta investigación va a ser publicado en Worcester Polytechnic Institute, una Universidad en los estados Unidos. Estamos tratando a determinar la manera mejora en que las empresas de Monteverde pueden contribuir al fondo comunitario de Monteverde. La entrevista va a ser 20 a 30 minutos. Vamos a usar citas directas, pero no vamos a incluir los nombres de la gente que nosotros entrevistamos en el reporte final. Este proceso es voluntario y ustedes no necesitan que participar. Se puede parar en cualquier momento y se puede omitir cualquier pregunta. Ustedes pueden preguntar cualquier pregunta sobre nuestro Proyecto antes de deciden a participar. Nos puede contactar por el correo electrónico, teléfono celular, o a la oficina del Fondo Comunitario de Monteverde en el centro comercial en Santa Elena.

¿Está bien con esto? ¿Le gustaría continuar?

Meta: Nuestra meta es calibrar el interés de empresas locales para colaborar con el Fondo Comunitario de Monteverde.

1. Entendemos que su empresa _____ (información general)
2. ¿Cuantos años funciona su empresa?
3. ¿Que es el papel (el rol) de su empresa en la comunidad de Monteverde?
4. ¿Ha considerado su empresa métodos de invirtiendo en su comunidad?
   a. ¿Piensa usted que puede contribuir a la comunidad en otras maneras?
5. ¿Qué sabe usted sobre el Fondo Comunitario de Monteverde?
   a. ¿Cómo aprendiste sobre el fondo?
   b. ¿Tiene usted relaciones con el fondo?
      i. ¿Experimenta usted beneficios de sus relaciones con el fondo?
         1. ¿Qué beneficios?
         2. ¿Anuncia usted sus relaciones con el fondo? (¿Tiene usted anuncios del fondo en su empresa?)
      ii. ¿Estaría usted interesado en creando una relación con el fondo comunitario de Monteverde?
         1. ¿Piensa usted que hay beneficios con teniendo una relación con el fondo?
6. ¿Colabora usted actualmente al Fondo Comunitario Monteverde? ¿Ha colaborado en el pasado?
   a. Si es así, ¿Qué método utiliza/usó para apoyarles? (donaciones anuales, pasaportes,marcadores, sobres, productos).
      i. ¿Fueron esos métodos exitosos?
   b. Si Ud. se siente cómodo compartiendo, ¿Tiene alguna razón por la que dejó de colabrar?
   c. ¿Podría ver su empresa trabajando con el fondo otra vez en el futuro?
   d. ¿Contribuye actualmente a otra causa benéfica?

Ahora presentamos varios métodos de donación a pequeña escala, nos gustaría escuchar sus opiniones sobre cada uno.
   1. El programa de exclusión voluntaria es un método en el que se agrega una propina adicional fija al costo final. El cliente entonces tiene la opción de optar por no pagar esta

tarifa adicional. ¿Functionaría este método de donación para su empresa? ¿Por qué o por qué no?

2. Un programa de redondo es un método en el que la factura final se redondea al número entero más cercano. La diferencia de cada factura es donada a MCF. ¿Functionaría este método de donación para su empresa? ¿Por qué o por qué no?

3. Un otro método donaciónes un caja de recolección que iría directamente a MCF. Los clientes pueden donar cualquier suma de dinero colocándola en el frasco. ¿Functionaría este método de donación para su empresa? ¿Por qué o por qué no?

4. Otras companías contribuyen a causas benéficas mediante donaciones anuales o semestrales. ¿Functionaría este método de donación para su empresa? ¿Por qué o por qué no?

5. Algunas empresas contribuyen un ración de los ganancias de un producto specifica al Fondo Comunitario. Por ejemplo, una empresa vende un producto por cinco dolores. Esta empresa mantiene tres dolores y da dos dolores al Fondo. ¿Functionaría este método de donación para su empresa? ¿Por qué o por qué no?

6. La recaudación de fondos en línea ha ganado popularidad constantemente. ¿Alguna vez su empresa ha donado a un recaudador de fondos en linea?
    a. ¿Se sintió cómodo su empresa utilizando un métado de donación en el Sitio Red? ¿Por qué o por qué no?
    b. Si es así, ¿Qué método de donación en línea se utilizó?

Appendix D: Tourist Survey

We would like to invite you to participate in a survey. This interview will be part of our research project to identify areas of improvement for the Monteverde Community Fund, focusing primarily on the expansion of their outreach program. This research will be published on a database accessible to Worcester Polytechnic Institute, a college in the United States. We would like to ask about your thoughts on different means of donations that businesses in Monteverde could implement. The survey will last 5 minutes. We will use direct quotes from responses, but we will not include the names of the people we survey in the final report. This process is completely voluntary and you can choose to not participate, stop at any point, or skip any questions. You are more than welcome to ask any questions about our study before you respond. You can contact us at any time via email at gr-MCF-MV19@wpi.edu or at the Monteverde Community Fund.

Goal: We would like to ask about your thoughts on different means of donations that businesses in Monteverde could implement.

Tourist Background

1. Which option best describes your traveling habits in relation to Monteverde?

This is my first time visiting Monteverde.	I have been to Monteverde before, but not regularly.	I come to Monteverde regularly.
○	○	○

2. When staying in Monteverde, how long do you typically stay?

1-2 days	3-7 days	8-14 days	15+ days
○	○	○	○
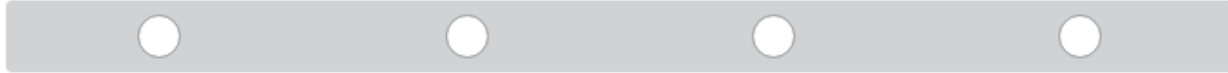
3. How does Monteverde compare to other Costa Rican places you have visited in terms of expense?

Very inexpensive	Moderately inexpensive	Moderately expensive	Very expensive	This is the only place in Costa Rica I have been.
○	○	○	○	○

Donation Methods
1. The round-up program is a method in which the final bill is rounded up to the nearest whole number. The difference from each bill is then donated. On the given scale, how comfortable would you feel with a round-up system being implemented at major tourist businesses in Monteverde?

Very uncomfortable	Uncomfortable	Comfortable	Very comfortable
○	○	○	○

2. The opt-out program is a method in which a fixed additional gratuity is added to the final cost. The customer then has the choice to opt-out of paying this additional fee. If the customer chooses to pay the additional fee, the fee would then be donated. On the given scale, how comfortable would you feel with an opt-out gratuity system being implemented at major tourist businesses in Monteverde?

Very uncomfortable	Uncomfortable	Comfortable	Very comfortable
○	○	○	○

3. A tip jar program is a method where people place money into a container at a register or another safe publicly accessible location. This money is collected by the business at the end of the day and is then donated. On the given scale, how comfortable would you feel with a tip jar system being implemented at major tourist businesses in Monteverde?

Very uncomfortable	Uncomfortable	Comfortable	Very comfortable
○	○	○	○

Monteverde Community Fund Marketing
1. How interested would you be in donating to programs that benefit sustainability and community in Monteverde?

Very uninterested	Uninterested	Interested	Very interested
○	○	○	○

2. If a business advertised their affiliation with a program that supports the sustainability of Monteverde, would you feel more or less inclined to be a patron there? Please rank your inclination on the given scale.

Very uninclined	Uninclined	Inclined	Very Inclined
○	○	○	○

3. Have you ever used an online crowdfunding method of donation, such as GoFundMe?
   a. Yes
   b. No
4. How secure do you feel crowdfunding sites, such as GoFundMe, are?

Very insecure	Insecure	Secure	Very secure
○	○	○	○

5. Have you ever used a direct payment app, such as Venmo?
   a. Yes
   b. No
6. How secure do you feel direct payment applications are?

Very insecure	Insecure	Secure	Very secure
○	○	○	○

7. Have you ever used a direct payment platforms, such as PayPal?
   a. Yes
   b. No
8. How secure do you feel direct payment platforms are?

Very insecure	Insecure	Secure	Very secure
○	○	○	○

9. Which is your preferred method of contributing a fund to another/party?
   a. GoFundMe
   b. Venmo
   c. PayPal
   d. I would never use online donation methods.
   e. I have never heard of these online donation methods.

Appendix E: Interview Logs

Business	Date of Interview	Starting Time
Los Pinos	Wednesday, January 16, 2019	10:30 AM
Cloud Forest Lodge	Thursday, January 17, 2019	9:05 AM
Monteverde Butterfly Garden	Thursday, January 17, 2019	12:30 PM
Santuario Ecologico	Friday, January 18, 2019	9:00 AM
Hotel Belmar	Friday, January 18, 2019	11:00 AM
Cala Lodge	Wednesday, January 23, 2019	9:20 AM
Restaurante D'Thomas	Friday, January 25, 2019	2:00 PM
Orchid Garden	Monday, January 28, 2019	11:10 AM
Restaurante Cabure	Monday, January 28, 2019	1:00 PM
Don Juan Tours	Tuesday, January 29, 2019	10:15 AM
Hotel Los Jardines	Wednesday, January 30, 2019	9:10 AM
Art Gallery	Wednesday, January 30, 2019	10:00 AM
Foresta Arte Local	Wednesday, January 30, 2019	10:30 AM
Poco a Poco	Wednesday, January 30, 2019	1:30 PM
Pension Santa Elena / Luna Azul	Thursday, January 31, 2019	2:50 PM
Choco Cafe	Monday, February 4, 2019	10:00 AM
Casem Art Co-op	Thursday, February 7, 2019	9:00 AM
Dolce Aroma	Thursday, February 7, 2019	2:00 PM
Grassroots Name	**Date of Interview**	**Starting Time**
Escuela de los Amigos	Monday, February 4, 2019	10:30 AM
CFS/CEC	Tuesday, February 5, 2019	2:05 PM
Comite Monteverde	Wednesday, February 6, 2019	2:00 PM
Chamber of Tourism	Wednesday, February 6, 2019	3:10 PM
Monteverde in Motion	Thursday, February 7, 2019	2:00 PM
Reforestation Project	Thursday, February 7, 2019	2:00 PM
CB Pajaro Campana	Monday, February 11, 2019	2:00 PM

Appendix F: Grassroots Semi-Structured Interview - Past Relationships - English

We would like to invite you to participate in an interview. This interview will be part of our research project to identify areas of improvement for the Monteverde Community Fund, focusing primarily on the expansion of their outreach program. This research will be published on a database accessible to Worcester Polytechnic Institute, a college in the United States. We are looking to understand the capacity of local grassroot initiatives to form partnerships with the Monteverde Community Fund. The interview will last about 20 to 30 minutes. We will use direct quotes, but we will not include the names of the people we interview in the final report. This process is completely voluntary and you can choose to not participate, stop at any point, or skip any questions. You are more than welcome to ask any questions about our study before you respond. You can contact us at any time via email at gr-MCF-MV19@wpi.edu or at the Monteverde Community Fund.

Goal: We are looking to develop our understanding of your project's previous connection to the Fund and your experience with the Small Grants Program.

Background
1. Can you give us a brief history of you project?
2. What is the goal of your project?
    a. How does your project affect the community?
    b. What are the main challenges for your organization in achieving its goals in MV?
3. Is your project ongoing or has it been completed?
    a. If completed what were results?
    b. Did other initiatives start from it?
4. Does your organization have personeria juridical?
    a. If not, do you have a fiscal agent?

Personal Experience
1. What is your understanding of the role of the MCF in the community?
2. How did you learn about the MCF Small Grants Program?
3. How was your experience applying for the grant?
4. Can you briefly describe the communications habits of the Fund throughout the application process?
5. Can you briefly describe the communication habits of the Fund throughout the grant distribution process?
6. Do you still have a strong relationship with the Fund?
    1. What was helpful with this relationship?
    2. How could the relationship have been more helpful?

Leading Questions
1. Besides what your project covers, are there other issues in the Monteverde region you feel need to be addressed?
2. Would you be willing to assist MCF by:
    a. Letting the fund share general information about your project?
    b. Giving MCF pictures/video of your project for advertising purposes?

c. Advertising the fund alongside your project?
d. Assisting donation methods?

Appendix G: Grassroots Semi-Structured Interview - Past Relationships - Spanish

Queríamos que invitarse a participar en una entrevista. Esta entrevista va a ser parte de nuestro proyecto de investigación para identificar las áreas que necesita que mejorar en el Fondo Comunitario de Monteverde. Queremos que expandir los conexiones de su programa. Esta investigación va a ser publicado en Worcester Polytechnic Institute, una Universidad en los estados Unidos. Estamos tratando de determinar la manera mejora en que el Fondo puede colaborar con los proyectos locales. La entrevista va a ser 20 a 30 minutos. Vamos a usar citas directas, pero no vamos a incluir los nombres de la gente que nosotros entrevistamos en el reporte final. Este proceso es voluntario y usted no necesita que participar. Se puede parar en cualquier momento y se puede omitir cualquier pregunta. Ustedes pueden hacer cualquier pregunta sobre nuestro proyecto antes de decide a participar. Nos puede contactar por el correo electrónico, teléfono celular, o a la oficina del Fondo Comunitario de Monteverde en el centro comercial en Santa Elena.

Meta: Queremos que entender la conexión entre su proyecto y el Fondo y su experiencia con el programa de Small Grants.

Background
1. ¿Puede usted decirnos sobre la historia de su proyecto?
2. ¿Que es la meta de su proyecto?
    a. ¿Cómo afecta la comunidad?
    b. ¿Qué son las dificultades que su organización necesita que superar para completar sus metas en Monteverde?
3. ¿Su proyecto ha terminado?
    a. ¿Si ha terminado, como fue?
    b. ¿Empezó otra proyectos después?

Experiencia personal
1. ¿Qué piensa usted que es el papel del Fondo Comunitario en la comunidad?
2. ¿Como escucho del Fondo Comunitario y su programa de Small Grants?
3. ¿Cómo fue su experiencia con la aplicación de los fondos?
4. ¿Puede decirnos sobre los hábitos de la comunicación del Fondo durante el proceso de aplicación?
5. ¿Puede decirnos sobre los hábitos de la comunicación del Fondo durante la distribución de los fondos?
6. ¿Tiene relaciones fuertes con el Fondo todavía?
    a. ¿Que fue útil con esta relación?
    b. ¿Como la relación podría ser más útil?

Leading
1. Fuera de la tema de su proyecto, ¿Piensa usted que hay otras problemas en la región de Monteverde que necesita ser dirigido?
2. ¿Podría ayudar al Fondo por...
    a. dar permiso al Fondo para compartir información general sobre su proyecto?
    b. dar fotos y videos al Fondo para los anuncios?
    c. anunciar el Fondo con su proyecto?
    d. ayudar con algunos métodos de donación? (Como una caja de recolección o un poster)

Appendix H: Grassroots Semi-Structured Interview - New Relationships - English

We would like to invite you to participate in an interview. This interview will be part of our research project to identify areas of improvement for the Monteverde Community Fund, focusing primarily on the expansion of their outreach program. This research will be published on a database accessible to Worcester Polytechnic Institute, a college in the United States. We are looking to understand the capacity of local grassroot initiatives to form partnerships with the Monteverde Community Fund. The interview will last about 20 to 30 minutes. We will use direct quotes, but we will not include the names of the people we interview in the final report. This process is completely voluntary and you can choose to not participate, stop at any point, or skip any questions. You are more than welcome to ask any questions about our study before you respond. You can contact us at any time via email at gr-MCF-MV19@wpi.edu or at the Monteverde Community Fund.

Goal: We are looking to develop our understanding of your project and how a connection to MCF's Small Grants Program would help your initiative achieve your goal.

Business Background
1. How did your initiative start?
2. What is the goal of your initiative?
3. Do you feel you have sufficient resources to achieve your goal?

Personal Experience
1. Do you know what the Monteverde Community Fund is?
    a. If no, we will explain it.
2. Has your initiative applied for a grant before?
    a. If so, was this grant requested from MCF?
        i. If yes, can you describe the experience?
        ii. If no, is there a particular reason why you did not request a grant from MCF?
    b. If not, what are some of the reasons for not applying for a grant?
3. Would you be interested in requesting a grant from MCF?
    a. Are you aware of how to request a grant from MCF?
4. Are you aware of any other services the Monteverde Community Fund offers?

Appendix I: Grassroots Semi-Structured Interview - New Relationships - Spanish

Queríamos que invitarse a participar en una entrevista. Esta entrevista va a ser parte de nuestro proyecto de investigación para identificar las áreas que necesita que mejorar en el Fondo Comunitario de Monteverde. Queremos que expandir los conexiones de su programa. Esta investigación va a ser publicado en Worcester Polytechnic Institute, una Universidad en los estados Unidos. Estamos tratando de determinar la manera mejora en que el Fondo puede colaborar con los proyectos locales. La entrevista va a ser 20 a 30 minutos. Vamos a usar citas directas, pero no vamos a incluir los nombres de la gente que nosotros entrevistamos en el reporte final. Este proceso es voluntario y usted no necesita que participar. Se puede parar en cualquier momento y se puede omitir cualquier pregunta. Ustedes pueden hacer cualquier pregunta sobre nuestro proyecto antes de decide a participar. Nos puede contactar por el correo electrónico, teléfono celular, o a la oficina del Fondo Comunitario de Monteverde en el centro comercial en Santa Elena.

Meta: Queremos que entender la conexión entre su proyecto y el Fondo y su experiencia con el programa de Small Grants.

Business Background
1. ¿Cómo empezó su organización?
2. ¿Que es la meta de su organización y los proyectos?
3. ¿Piensa usted que su organización tiene suficientes recursos para lograr su meta?

Personal Experience
1. ¿Sabe usted que es el Fondo Comunitario de Monteverde?
2. ¿Alguna vez ha solicitado su organización una concesión? (otras palabras por grant son beca, subvencion, donacion)
   a. ¿Si es asi, ha solicitado una concesión del Fondo Comunitario?
      i. ¿Si es asi, podria descobrir la experiencia?
      ii. ¿Si no es así, hay razones específicas que no ha solicitado una concesión del Fondo?
   b. ¿Si no es así, que son algunas de las razones por que no ha solicitado una concesión?
3. ¿Estaría usted interesado para solicitar una concesión del Fondo?
   a. ¿Sabe usted cómo se puede solicitar una concesión del Fondo?
4. ¿Sabe usted sobre cualquier otros servicios que el Fondo Comunitario ofrece?

Appendix J: Donation Method Packet

Donation Methods

Opt-Out

A method where an extra dollar is added to the end of a bill, the customer then has the ability to not pay the dollar.

Collection Box

A box into which customers can choose to place money. The box will be collected regularly.

Annual Donations

An arrangement made with MCF for a set monetary donation to be donated every year.

Charitable Merchandise

A product in which a portion or all of the proceeds are donated to MCF. These products are representative of Monteverde.

Monteverde Community Fund
Investing in Sustainable Community Development

Opt-Out

Description: Opt-out is a program where a set amount of money is added to the end of the bill when a customer makes a purchase. The customer is presented with the choice to include the donation in their total, or to opt out of the donation. The additional fee would be a consistent, small, and conveniently sized sum, such as $1 or ₡600. This maximizes the ease for both the tourist and business, keeping the donation easy to separate out from the rest of the transaction.

Examples: On a bill of $45, the customer would be asked if they want to pay $1 more towards MCF.

Preference: Opt-out programs are not strongly preferred by any one kind of business. This method works well in businesses that require or favor cash transactions.

Considerations: Opt-out can come across as sneaky by asking for donations after the customer has already started the purchase. However, opt-out programs don't affect the customer's initial desire to make the purchase, and customers are okay with this system as long as they are presented the choice, so this method would not take away from a business' profits.

Collection Box

Description: Collection boxes are publicly accessible containers that people can donate spare change or small amounts of money by placing the money into the box at their own discretion. This is a common form of collecting small donations, and is simple to set up. Collection boxes are usually placed near the register, so that customers see it when receiving change, or near areas where large amounts of people gather.

Example: The box would have MCF's logo, a link/QR code to MCF's website, and display other information about MCF. The full design of the box can be flexible, such that it can fit in to any location, but would have consistent branding visible on all boxes. One suggestion is to use a clear container for the main body of the box, as this allows tourists to see other people's donations, potentially motivating them to donate as well.

Preference: Collection boxes are equally preferred by all kinds of businesses, as long as there is space to put one. But they are especially practical at places that favor cash transactions. For places that want to support a specific fund, one option would be to display a project covered by that fund alongside the collection box.

Considerations: One major consideration with collection boxes is that they can conflict with already standing tip jars. While tipping is not as common in Costa Rica, it's still important businesses feel their profits are not getting cut into by donating. Businesses with this concern might need to consider other donation options.

Annual Donations

Description: Annual donations are a predetermined donation made once per year. They are a widely used and relatively simple form of donation.

Examples: There are several methods of organizing and determining how a company would donate annually, such as:

- Predetermined lump sum (i.e. $100 per year)

- Set percentage of total profits (i.e. 2% of total profits)

- Matching total of other donation methods used. (ie. matching total from collection box)

    - Can have a maximum matching limit

Preference: Annual donations are generally preferred by larger businesses with a stable source of income.

Considerations: Income fluctuation is the largest obstacle to this donation method, but options like the set percentage of total profits help to mitigate that factor. Splitting donations into semi-annual chunks can also help the business plan around the donation more easily. We suggest that annual donations be made towards the end of the fiscal year, so that businesses are also aware of their current tax standings.

Charitable Merchandising

Description: Charitable merchandising is when a portion of the proceeds from a specific product sale is donated to the Monteverde Community Fund.

Examples: A business can sell a product for five dollars, and for each sale, two of those dollars goes towards MCF. Example items that can sold as charitable merchandise are:

- Food items: coffee, pastries, chocolates

- Cosmetics: soaps, creams

- Apparel: clothing, jewelry, pins, necklaces

- Decor: paintings, figurines, magnets

- Practical Items: drinking glasses, mugs

    Each business has the opportunity to select which item they would like this method to apply to. However, the charitable merchandise that have shown the most success are locally produced items that represent Monteverde.

Preference: This method of donation has been successful among smaller businesses, such as gift shops, art houses, and cafés.

Considerations: The biggest obstacle with this method is its potential effect on profit margins, but this method only donates a portion of the proceeds from just one item of the business' choosing. Charitable merchandising does not interfere with the customer's choice to purchase, and it may even encourage the customer to purchase more at the respective business. This makes charitable merchandising a great method of collaboration with MCF without significant impact on profits.

Appendix K: Newsletter Template

The original template file was shared with our sponsor.

Appendix L: Infographic Template

This is the design of the infographic template. The original template file was shared with our sponsor so that information for projects can be filled in accordingly.
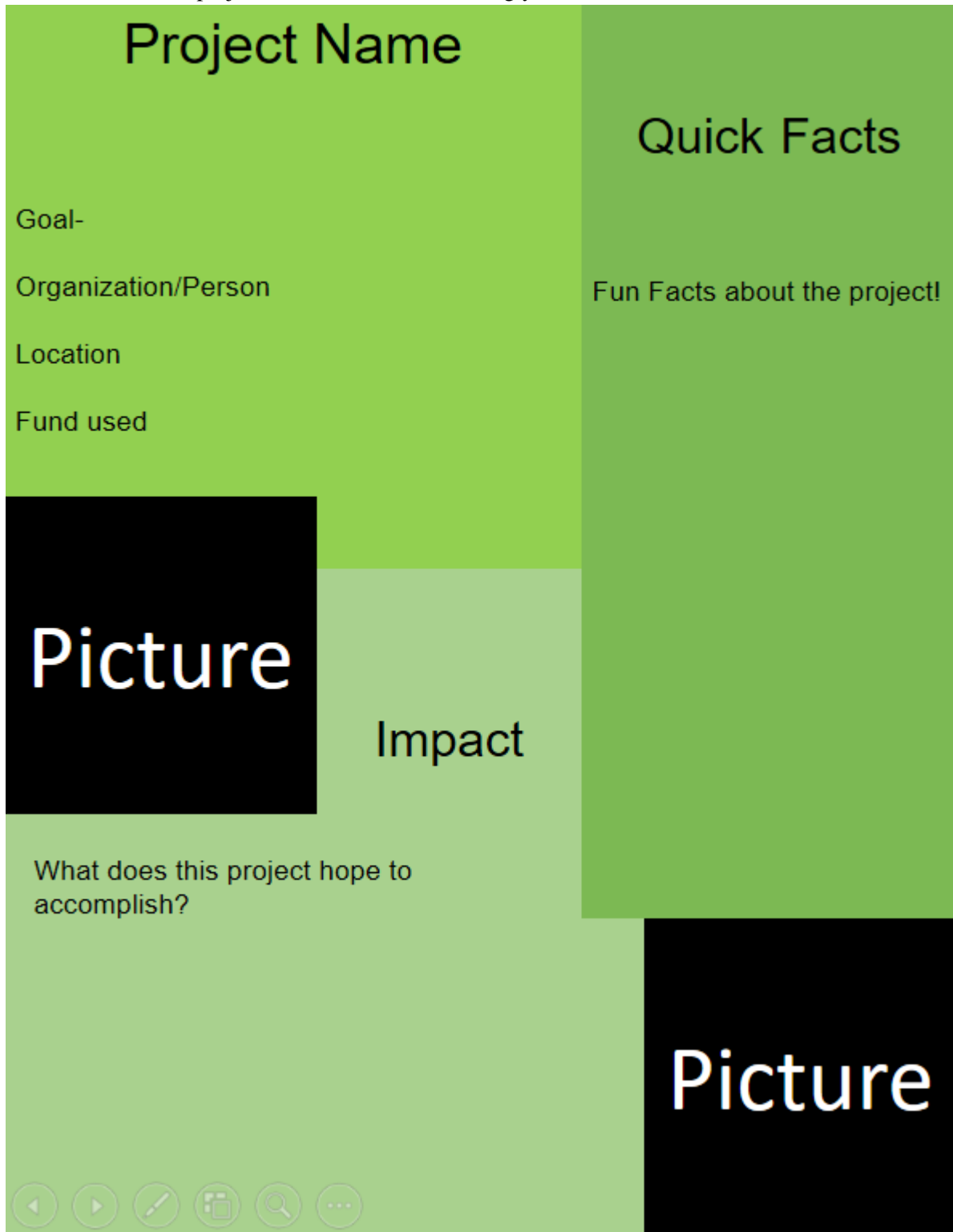
Social Media Guide:

Templates & Tips for Successful Content Promotion

Table of Contents

Facebook

Followers

The goal is to achieve as many active followers as possible. You can utilize business tools on Facebook to monitor your follower count.
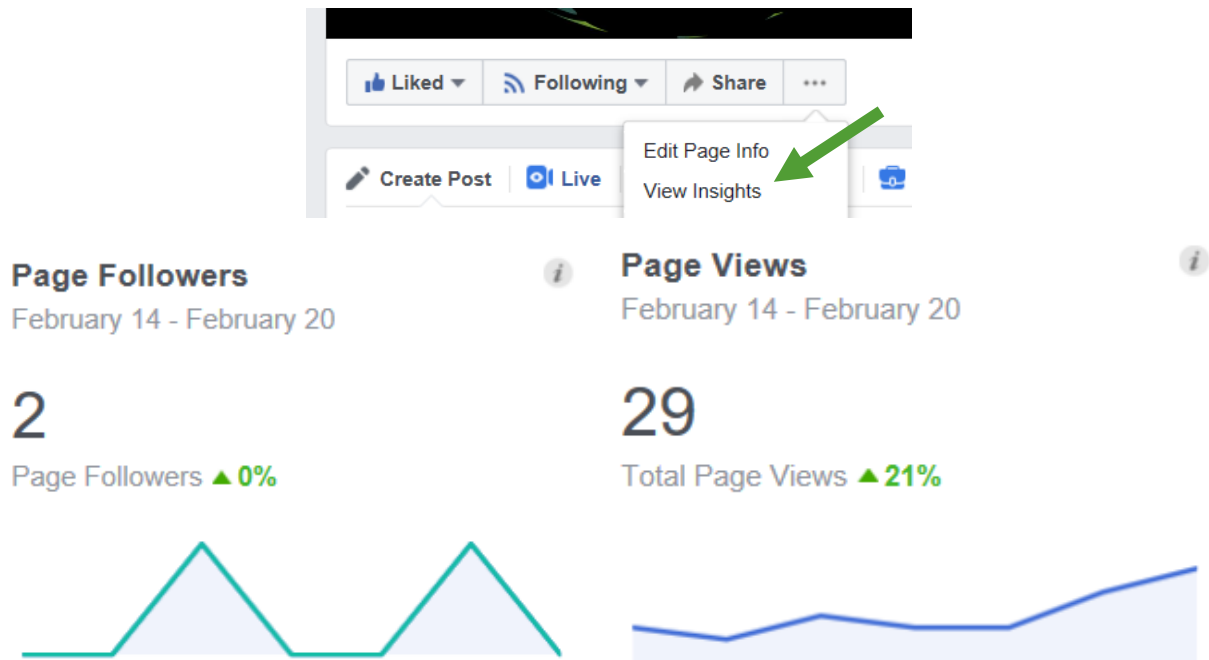
Check these statistics after you try different strategies to increase your follower count!

To increase follower count and reach more people, there are several strategies:

- Networking
    - Follow well-developed pages of local organizations! Your name will come up on their followers' feeds and likely make them want to follow you too.
    - Request to be tagged in any and all posts that relate to MCF. This will increase the number of users who see it.
    - Tag other organizations/people who are involved in your posts.
    - Invite friends to like your page!
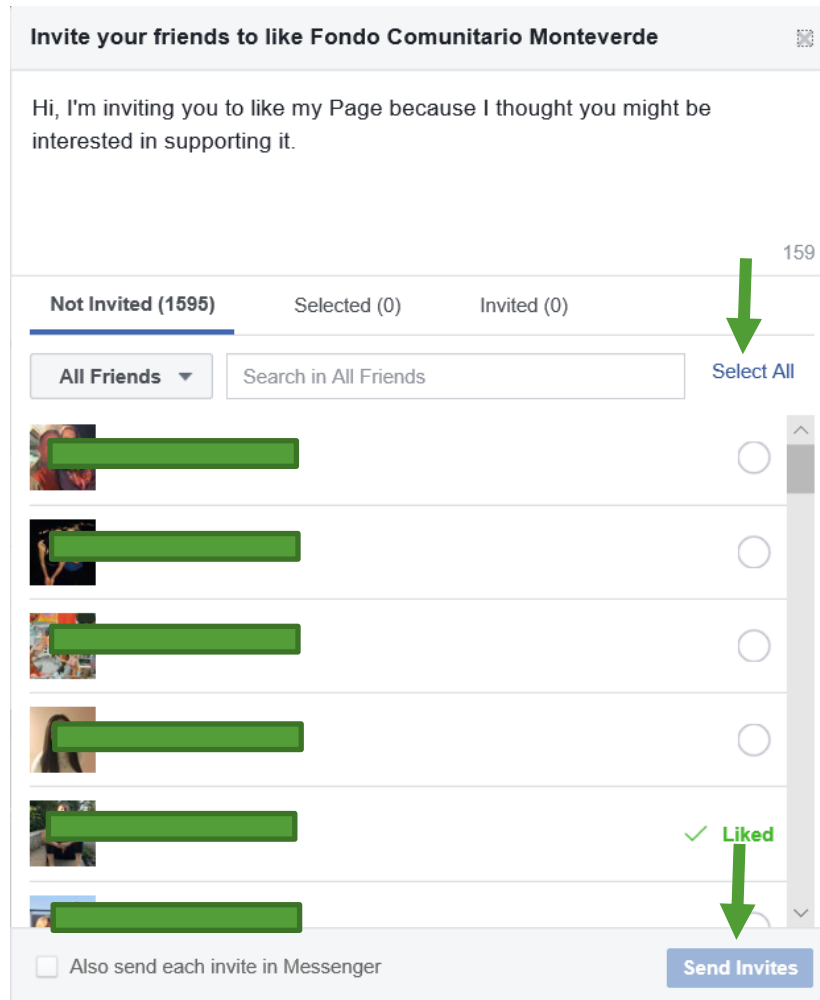
- Promotions
  - Send out advertisements for your page based on a distance radius. Facebook charges by time intervals, but you can send one for a day for only \$10. Do this if you post something like a big announcement!
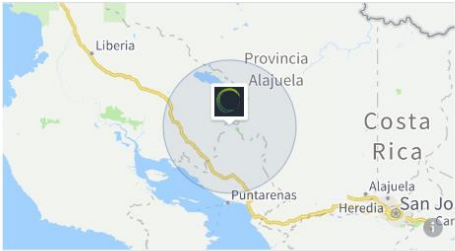
- Giveaways
  - People LOVE winning things. Here is a giveaway idea that is a surefire way to reach more people.

Caption:
We would like to invite you to participate in a give-away! Here's how you can be entered into a raffle for [prize like an FCM shirt, a coupon to a restaurant, etc.]:
  1. Share this post,
  2. Tag 3 friends!

Winners will be announced this Friday!

Event Posts

Be sure to post multiple times prior to an event! You should post:

1. At least a week before the event,
2. Once 3–4 days prior to the event,
3. Once the day before the event.

The posts should include the following information:

1. The title
2. The purpose
3. Date and time
4. Location

Make sure this information is accentuated and very easy to find in the post. Many people will scroll quickly, so the most important information should be the most prominent.

Facebook Events are a fantastic way to increase attendance, and making an event is easy!

You can fill in all of the relevant information, and then click publish! Once the event is live, you can invite your whole friend list (as shown in **Followers**). People will also be able to share the event, which you should post to your personal page as well.

Organization

The key to a professional-looking Facebook page is organization. All of the information on the righthand side of the page should be updated and accurate. To test this, view the page as a user.
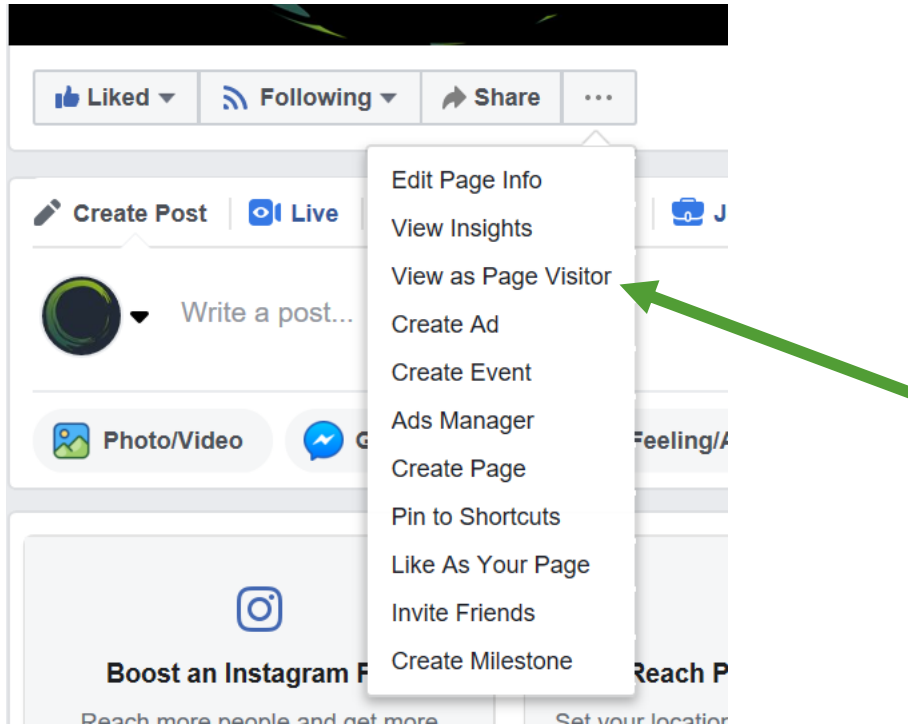
Organize pictures into albums with clear titles and descriptions. Include a Spanish and English version of the descriptions, since Facebook translation tends to be very wrong.
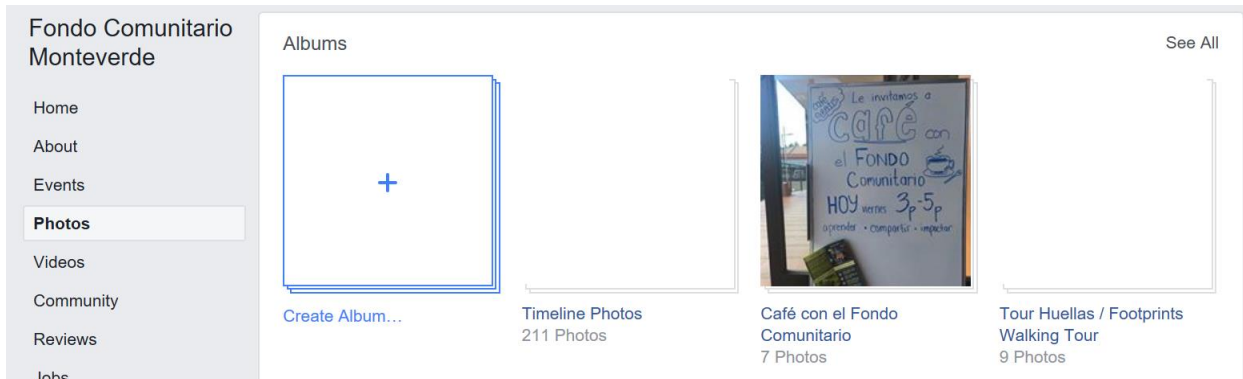
Post Schedule

Utilize a weekly post schedule similar to the one found below. By taking the time in the beginning of the week to plan out what and when you want to post, it will drastically decrease the amount of time preparing posts later in the week. It will also provide structure and routine to posting habits, allowing social media activity to increase.

| lunes	martes	miercoles	jueves	viernes	sabado	domingo
Post about any events happening this week!		Highlight a grassroots project in effect! Post a picture to an album dedicated to funded projects.			Post with tips on responsible tourism	

Instagram

Followers

- Follow other prominent organizations in Monteverde. The page will then pop up on those pages' followers' *Recommended Follows* list. These organizations will likely follow the page back, which adds credibility and professionalism.

- Like and comment on other organizations' posts. Their followers will see the page and likely follow. Other organizations will then feel more inclined to like and comment on your posts, which also adds credibility!

- Keep up with posting regularly, as this will keep followers engaged with the page. Inactivity will lead to a loss in followers!

Business Tools

Instagram provides great tools for monitoring the success of your page. To check on page insights, press the 3 lines in the upper right corner and then press "Insights."
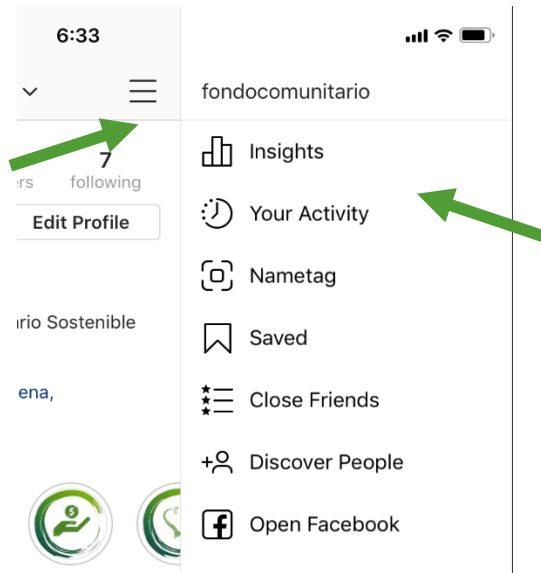
This will bring you to these 3 options.
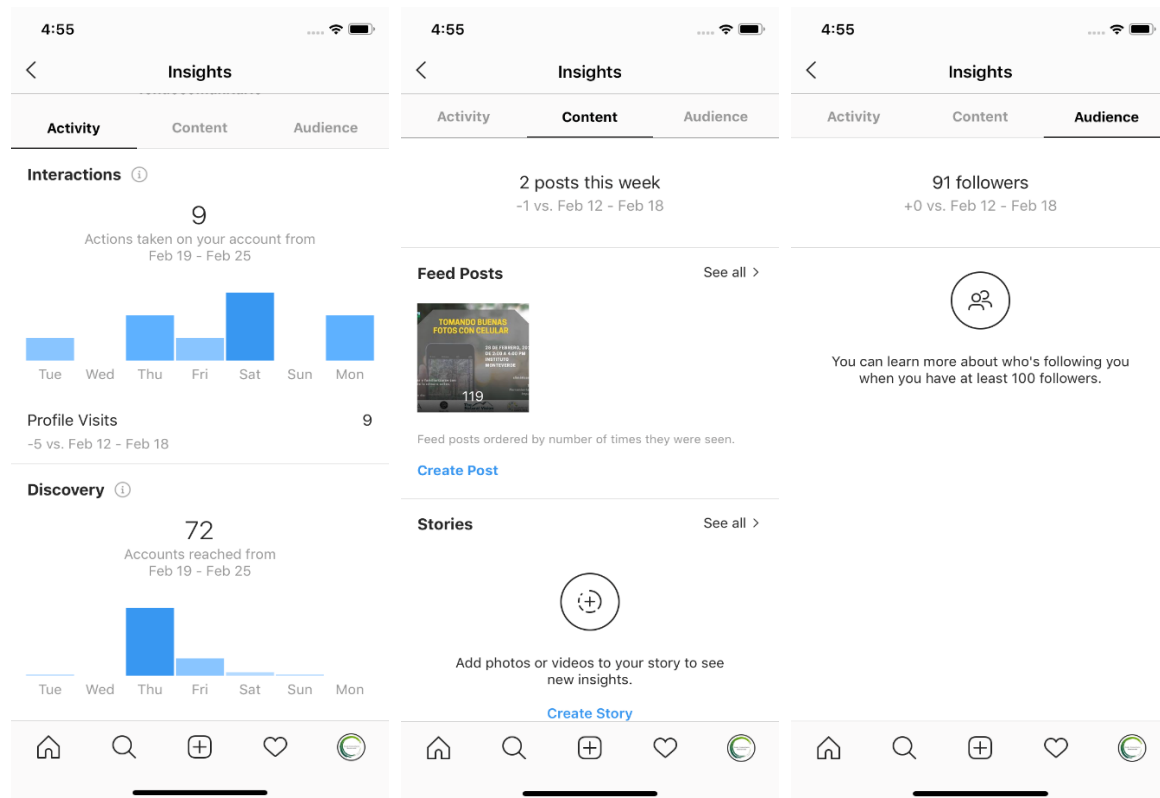
Activity

In the activity section, you can see how your activity is distributed throughout the week. Check on this frequently to ensure that you are posting consistently throughout the week. You can also see how many times your profile has been visited in a given week, which is good data when you test out new posts. You can also see how many accounts you have reached in a week and how those followers are distributed throughout the days.

Content

The content section details the success and activity surrounding your posts. The top portion revolves around actual posts, and the bottom portion revolves around stories.

Audience

The audience section will be the most useful for you in the future. Data does not go live until you have surpassed 100 followers, but by the time you read this, that will likely be the case. This section details the demographics of your followers— their general location, their age range, their gender— all sorts of categories that can help you get an idea of the types of people you are reaching through Instagram.

Promotions

Instagram also offers an option for paid promotions. To initiate this, press "Promotion" on your home page, then choose a post to promote. Instagram charges by time period, but it guarantees that your post will pop up on everyone's feed within a certain distance. This is a really great tool to use before events or important deadlines.
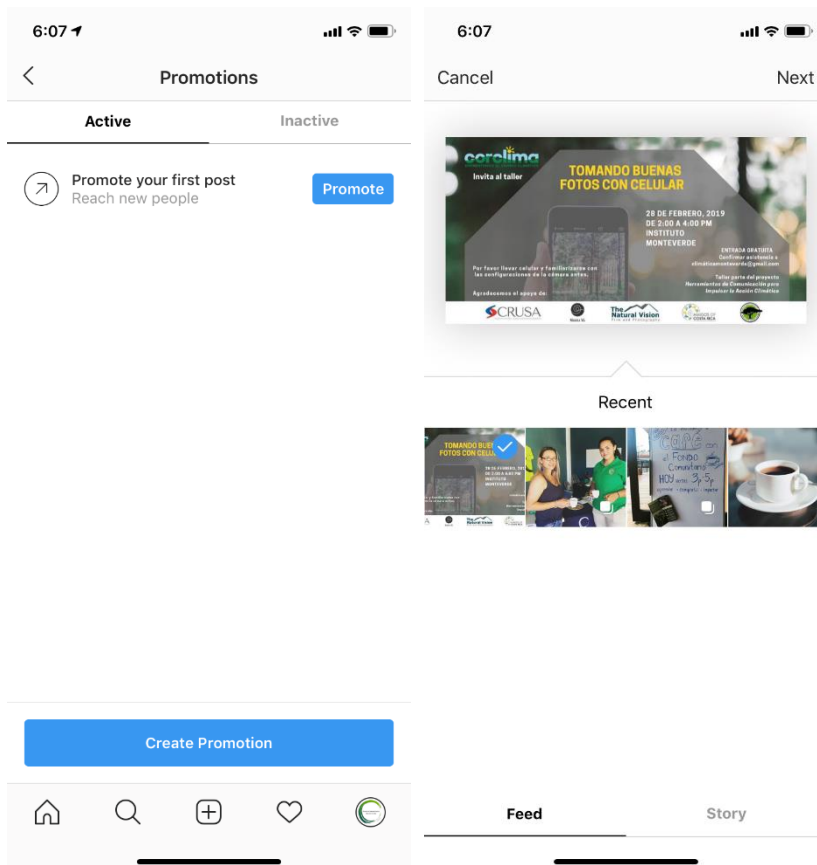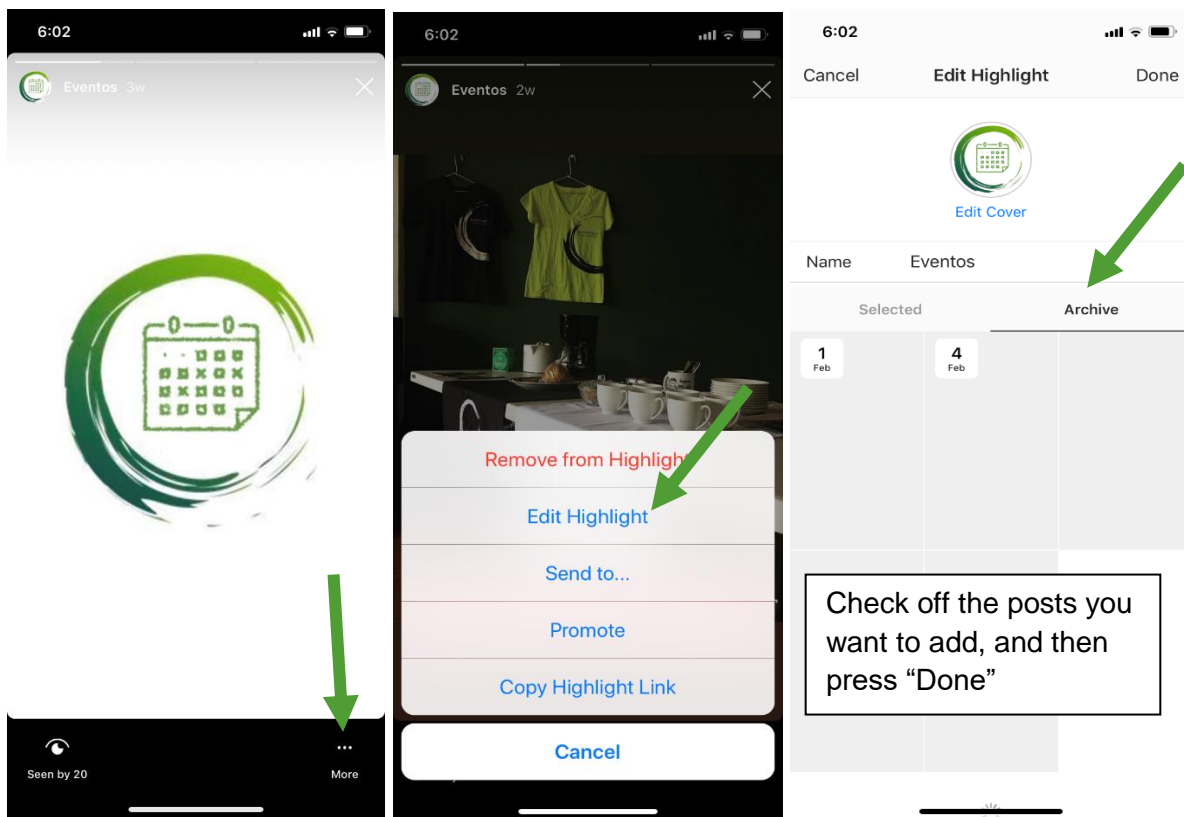
Stories and Highlights

Four story highlights have been created for the page, *Vistas*, *Eventos*, *Donar*, and *Proyectos*. Throughout this section, we will discuss stories that can be highlighted there.

To add to a story highlight, go through the following process:

Eventos

Stories are a very useful tool to promote events. Post stories on Instagram and tag them in the "eventos" highlight. Posts in this highlight can be information regarding the details of an event, but it

should also highlight pictures and videos from the events themselves. It is great to show your followers how many people are attending events and how much fun they are having! By tagging people in these posts, people might share the stories on their page, thus increasing your outreach.

Vistas

Post pictures and videos of beautiful views of Monteverde in this highlight. These posts will appeal to residents and visitors alike, and hopefully inspire people to want to work with MCF. It is important to highlight the beautiful place that MCF supports through its efforts!

Donar

Here is a great place to post the ways people can donate to MCF. Because the highlight is constantly live on the page, people can easily access directions on how to donate at any time. Providing the link to the website here would also be effective.

Proyectos

This highlight is meant for posting about progress updates of projects that have been funded by MCF. If the organizations have their own instagram, you can repost their posts to your story and pin them to this highlight. Additionally, you should ask the facilitators of projects to send pictures and updates so that you can post frequently on the story.

Post Schedule

A post schedule can also be used for Instagram. This schedule can include your posts for both Facebook and Instagram for a given week, or you can keep them separate. It is totally up to you. The schedule for Instagram should be split up by posts and stories, and example is shown below. This would be a good level of activity for a given week.

	lunes	martes	miercoles	jueves	viernes	sabado	domingo
posts		Post about the director		Post about an upcoming event			
stories	Sunset		Update on a project			Weekend activity	

QR-codes

QR codes are your friend! Below is a QR code designed for monteverdefund.org. Put this everywhere!

Appendix N: Letter of Recognition

A Microsoft Excel program has been given to our sponsor to autogenerate letters of recognition. An example is found below.

Fondo Comunitario Monteverde

Equipo de Evaluación
Programa de CST
Instituto Costarricense de Turismo

Santa Elena, 26 de febrero de 2019

Estimados (as) Señores(as):

Reciban un cordial saludo de parte del Fondo Comunitario Monteverde, una organización sin fines de lucro que construye un Monteverde más sostenible mediante el cultivo de recursos y capacidades locales.

En la presente hacemos constar que Enter Buisness Name es parte de nuestro 'Círculo de Donantes' para el Fondo Economía Inteligente,Fondo Des Social y Cultural y Fondo Cambio Climático del Programa de Donaciones Pequeñas (PDP).

En 2019 Enter Buisness Name recaudó $Donation Amount para el Fondo Comunitario Monteverde.

Las contribuciones de Enter Buisness Name al Fondo Economía Inteligente,Fondo Des Social y Cultural y Fondo Cambio Climáticoapoyan proyectos que promueven la neutralidad de carbono, el futuro económico de la region y la actividad física, apoyan la radio comunitaria y fomentan la participación y el liderazgo de los jóvenes.

Como donantes a nuestro Programa de Donaciones Pequeñas, el Enter Buisness Name se une a muchas otras empresas locales para apoyar proyectos comunitarios y el desarrollo sostenible de su comunidad.

Atentamente,

Tim Curtis

Monteverde, Puntarenas, Costa Rica
Teléfono: (506) 2645-6967; Skype: Monteverde.Community.Fund; E-mail: info@monteverdefund.org
www.monteverdefund.org

Appendix O: Sponsor Recognition Sticker Design

Rationale for the program:
Existing and new collaborators of the MCF are eligible to receive the following incentives in the Sponsorship Recognition Program. The program fall contains three stages of partnership, all of which are based on durations of active collaboration.

Stage 1: After one year of active partnership, the collaborator will be provided a sticker containing information such as MCF's logo, contact information, and duration of their partnership.

Stage 2: After three years of active partnership, the collaborator will be provided a banner containing MCF's logo, duration of partnership, contact information, and a statement detailing which efforts their contributions support.

Stage 3: After five years of active partnership, we recommend that MCF provides their most loyal business partners with a plaque. This plaque contains MCF's logo, the donor's name, and a statement describing the contribution to MCF and the community. This will only be provided to partners is MCF can comfortably finance the production of the plaque.

Sticker and banner designs are provided below. These are merely designs and can be taken to a graphic designer for the creation of a proof. The original files will be provided to our sponsor. Additionally, there are a large number of websites that will generate sticker proofs once the designs are downloaded as a pdf file. These websites have a lot more specifications that may vary from site to site, so creating a universal set of guidelines for online proofs is incredibly difficult. Luckily, most design websites walk you through how to create your proof and prepare your order in great detail.

Below is a list of good options for sticker production businesses:

Vistaprint - https://www.vistaprint.com/marketing-materials/labels-stickers/product-labels?couponAutoload=1&GP=02%2f26%2f2019+15%3a40%3a50&GPS=5322678974&GNF=0

StickerGiant - https://www.stickergiant.com/

StickerYou - https://www.stickeryou.com/en-ez/products/vinyl-logo-stickers/214

Appendix P: Sponsorship Recognition Banner Design

Appendix Q: Event Planners

In order to maximize the attendance at the following events, we recommend using social media and email as a means for advertising these events to members of the community.

1.) **Coffee Hours**
Location-Monteverde Community Fund Office
Expenses- Coffee, Crackers
Duration- 1-2 hours
Description- This event will be a way for people of the community to come together to talk about pressing issues in Monteverde. The event will have coffee served with a few light snacks. The goal is to facilitate conversation and hopefully gain new insights.

2.) **Yoga for Youth**
Location- Field at the Coffee Center near CASEM Co-op
Expenses- Yoga instructor (encourage volunteer), Lunch at CASEM Co-op
Duration- 2-3 hours
Description- First, MCF should look to find a volunteer yoga instructor and invite people of all ages to this event at the field in the Coffee Center. The first hour of this event will be spent doing yoga, and once community members have completed the routine, they will then be invited to have an open discussion about youth engagement in Monteverde.

3.) **Empanadas for Environment/Economy**
Location- Monteverde Community Fund Office
Expenses- Empanadas, Beverages, Crackers, Napkins, Plates, Cups
Duration- 1-2 hours
Description- Similar to the Coffee Hours, this event would be a way for individuals within the community to come together and have conversations about environmental or economic issues facing the region. Empanadas will be served at this event. All members of the community are welcome to this event.

4.) **MCF Open Mic Night**
Location- Monteverde Friends School or Restaurante Cabure
Expenses- None
Duration- 2 hours
Description- Through this event, we recommend MCF invite grassroot initiatives to come talk about their projects. This will include the goal, description, and outcome of their projects. This will facilitate more knowledge about MCF's impact on the community.

5.) **MCF Fundraising Workshop**
Location- MCF
Expenses- None
Duration- 1-2 hours
Description- This workshop is an informational session for new and existing members for learning about ways they can contribute to the Traveler's Philanthropy program. For existing partners, this session will allow them to learn about ways they can improve their engagements

with MCF. For new connections, this session will allow these businesses to learn about ways to donate to MCF.

6.) Formal Business Partner Banquet
Location- Restaurant (potentially Cabure)
Expenses- Potential rental of restaurant space, meal cost
Duration- 2-3 hours
Description- This banquet is an event where all active business partners can come together and talk about their experiences with MCF. At this event, MCF will have the opportunity to highlight the importance of contributions to MCF and how these contributions directly impact grassroot projects. This celebratory event also gives MCF the opportunity to recognize loyal partners.

7.) Grant Application Workshop
Location- MCF
Expenses- None
Duration- 1 hour
Description- Invite community members who have ideas for future grants. This workshop will teach skills needed to write technical proposals. This workshop will help facilitate more change in Monteverde.

8.) Fundraising Concert
Location- Monteverde Friends School or any location with a stage
Expenses- Bands (But hopefully a few can donate their time)
Duration- 2 hours
Description- This event is a concert to raise money for MCF. Ask local bands, choirs, and locals who are musically gifted to perform for the concert. Tickets will be sold for a small fee and all proceeds go to MCF.

Appendix R: Businesses' Preferred Donation Methods

Below is a matrix representation of the donation methods preferred by the businesses we interviewed. The checks indicate methods that the businesses thought were feasible for them, and the greyed out box indicates their donation method of choice.

	Opt out	Round up	Collection Box	Annual	Product	Internet	Plaque
Art Co-Op (CASEM)	✔				✔		
Cala Lodge			✔	✔		✔	✔
Choco Café			✔	✔	✔		✔
Cloud Forest Lodge							
Dolce Aroma	✔		✔				
Don Juan Tours	✔				✔	✔	
Foresta Arte Local			✔				
Hotel Belmar				✔		✔	✔
Hotel Los Jardines							
Los Pinos			✔			✔	✔
Luna Azul			✔		✔		✔
Monteverde Art House			✔	✔			
Monteverde Butterfly Garden			✔	✔			✔
Orcid Garden			✔	✔		✔	
Poco-a-Poco			✔			✔	✔
Resturante Cabure			✔		✔		
Resturante D'Thomas			✔	✔			
Santuario Ecologico	✔		✔		✔		✔