



*for a living planet*

## Connecting Experiences

*Ideas & Concepts for Cape Verde's unused tourism potential of sensitive coastal areas*



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The findings, interpretations, and conclusions expressed in this paper are entirely those of the author. They do not necessarily represent the views of World Wide Fund for Nature (WWF), its Executive Directors, or the countries they represent and should not be attributed to them.

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## Executive Summary

The present paper is a snap shot of a dynamic process showing how tourists, the tourism industry and local population on Cape Verde can benefit from nature conservation. This report is not about figures, but about trends and travel motivations of tourists: quantitative data on tourism may help to understand geographical spread of generating tourism market, as well as tourism expenses. However, it does not allow for an understanding of a tourist's motivation for travel. Thus a qualitative approach is used for market segmentation, which proposes value-driven positioning, and facilitates better catering for tourist's needs.

International trends on tourism and leisure reveal intact nature as a destination's main asset, displaying the 'greening' of the tourism market (chapter 2.2). Therefore, the following positioning was formulated: A value-driven positioning of ecotourism in marine protected areas would be possible, with a diversified portfolio along the ecotourism continuum. The two emblematic marine species loggerhead turtles and humpback whales would be highlighted as flagships which could make Cape Verde visible on the market place, and attract international tourists by offering them a wide variety of different appreciative activities.

The report analysed two case studies (on the two Islands of Sal and Boa Vista) with different tourism approaches, to demonstrate how to capitalise on international trends in tourism and leisure by proactively creating ecotourism and/or wellness products within a sound tourism concept. Issues such as a destination's positioning, strategic choice, target groups and product development were looked at more in-depth for each case study.

- Sal's case study displayed how an island could offer ecotourism activities, even though being a destination of high-volume tourism. By proposing Murdeira Bay Marine Park, a tourism concept is drafted in which tourists and locals could appreciate the marine environment within a heavily used landscape in a sustainable manner.
- For Boa Vista the strategic choice was to opt for high-end tourism as preferred marketing strategy, enhancing car free tourism areas, wellness trends and ecotourism as main anchors of the presented concept.

The conclusions drawn from both case studies are that each island needs a distinct tailor-made tourism approach; and that appreciative tourism activities can be introduced either at already developed destinations such as Sal or at less developed destinations such as Boa Vista using product development and diversification strategy. The principle would be to position each island differently and to engage in competition to enhance service quality; in general, a complementary tourism offer within sensitive coastal areas is to be generated.

For this reason, it is recommended to introduce more marine protected areas (MPAs) or sanctuaries for selected marine species in Cape Verde; to form an MPA network; to use strengths and weaknesses of different sites to complement each other for funding or the dispersion of visitor streams; to complement the terrestrial natural park's network with an MPA network; and to create a brand image for Cape Verde's protected areas.

The objective of these recommendations would be to secure the natural resource as a long term sustainable tourism development in favour of its population. The fundamental idea of such an MPA network would be to "pay-per-nature-view", as with increasing population trends (Gartner/Lime 2000:2) pressure on natural areas is rising and environmental quality is decreasing. The importance of environmental quality influencing tourists' choices has been stressed frequently, in addition a destination's ability "to charge premium prices for the environment" (Buhalis 2001:76) depends on said environmental quality. Besides presented case studies, further site-specific examples such as Maio and Santa Luzia are conceivable to capitalise on highlighted trends. Bird watching would be a further option, but this time using a topic-driven approach, creating a tourism concept across the archipelago.

To capitalise on the unused tourism potential of sensitive coastal areas, a participatory approach with the local community could be opted for. Further it would be important to lease coastal areas on a basis of 30 years rather than selling them. Unique tourism concepts per island are needed. Therefore tourism master plans should be elaborated by formulating a distinct but clear positioning for each island, as well as strategies, desired type of tourism activities and desired sustainable tourism standards. These tourism master plans would build a general framework and provide guiding principles for

investors to realise tourism projects in line with desired sustainable tourism developments, in order to develop Cape Verde as a sound tourism destination.

The remaining challenge for Cape Verde is to strike a balance between ecotourism and high-volume-tourism. The government hopes for tourism to be a motor for the national economy. However, tourism has also negative effects, and sustainable tourism will not establish by itself, neither will tourism automatically benefit Cape Verde's national economy. Therefore, the author believes that tourism will only act as a key sector within a chosen strategy if:

- Cape Verde's economy becomes fit enough to cover additional demand generated from tourism;
- Its economy is diversified to cater for tourism instead of relying on imports;
- Sectorial backward linkages are established between tourism and other national economic sectors;
- Leakage is reduced as far as possible by preferring national goods and services over foreign imports. This however is only possible if quality of national

goods and services is improved and costs are supportable. And last but not least, if

- 'Polarisation effects' (Vorlaufer 2003:9ff) of tourism development and their 'reversals' (ibid.) are avoided.

The biggest task is still to involve the local community of rural areas in the planning, operation and management of protected areas and tourism development, as well as to identify tourism distribution channels and supply chains, which benefit local people most. The case studies on Sal and Boa Vista are an attempt to demonstrate that sustainable tourism development in connection with nature conservation is possible and desirable from tourism perspectives taking "the special case of Small Island Developing States" into account (United Nations 2005). In this regard tourism development could be understood as the following: Preserving natural assets of the marine environment, modifying existing tourism supply towards sustainable tourism standards, and adopting linkages between tourism and nature conservation to strike a balance between the protection of natural resources and the need for development. However, this is only proactively achieved with the support of all stakeholders.



Boa Vista, on the road to Curral Velho © R. Sirucek

# 1 Introduction

## 1.1 Background of this paper

Cape Verde is a diverse archipelago of volcanic origin 560 to 820 km west of Senegal's coast (Fuchs et al. 2005:94; AA - Wirtschaft). Even though geographically belonging to Africa, the archipelago culturally pertains to the greater area of Macaronesia including the Azores, Madeira and Canary Islands (Fuchs et al. 2005:94). Within the Human Development Index (HDI) Cape Verde ranks 91<sup>st</sup> out of 193 countries with a per capita income of US\$1330, a life expectancy of 69 years and an alphabetisation rate of 74 per cent of its population (ADAC 2002:311). The poverty profile of Cape Verde indicates that “[...] 37% of the population is considered poor, with most of them living in rural areas (62%)” (Ministry of Finance and Planning 2004:36) and women being the most affected with 51 per cent (ibid.)<sup>1</sup>. Today 54 per cent of the Cape Verdean population is urban (Carling 2002a), “and the urbanization level is increasing steadily“ (ibid.).

Cape Verde has abundant marine resources, but few other natural resources or cultivatable fields, poor soils and suffers from drought due to its location within the Sahel-zone (Auswärtiges Amt 2005a). At the moment Cape Verde is not self-sufficient with food supplies and as a consequence has to import four fifths of its edibles (Meiers Länderlexikon 2005). Important economic sectors are agriculture, fishery, tourism and the tertiary sector of services (Auswärtiges Amt 2005b).

Due to unfavourable economic conditions many Cape Verdeans emigrated since the end of the 19<sup>th</sup> century to the USA and Europe (Auswärtiges Amt 2005b). Regular remittances, of more than 700.000 Cape Verdeans abroad, amount to approximately 20 percent of Cape Verde's gross national product (GDP) (ibid.). Together with bilateral and multilateral international cooperation funding, these remittances are the country's most important source of foreign exchange (ibid.). Thus Cape Verde heavily relies on “two exogenous key factors: foreign aid and emigrant remittances” (Ministry of Finance and Planning 2004:45). “These factors have contributed to the country's development in the past but may not continue do so in the future. In any case, in the long run these factors may not be the best way for the transformation of Cape Verde“ (ibid.).

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<sup>1</sup> “Poverty is a multi-dimensional phenomenon” (ibid.), however no further reference to inter-linked dimensions of gender, age, education or economic activity will be made.

And to transform the country, the government chose a transformation strategy (ibid.). “The main purpose of the efforts to transform Cape Verde is economic growth, poverty eradication and promotion of a self-sustainable, high growth and broad based economy“ (ibid.). “The key feature of the transformation strategy emphasizes the construction of competitive advantages out of the natural conditions enjoyed by Cape Verde, namely its location, its marine resources and its airspace” (ibid.). Key sectors of this transformation strategy are: “tourism, garments, fish processing, shipping and air transportation” (ibid.: 46). First effects of the government's strategy on transformation are apparent. Cape Verde, formerly a least developed country (LDC), is “currently becoming re-classified a middle-income country (MIC). [...] Economic growth is picking up in Cape Verde, [...]. The new growth is mainly due to higher foreign investments in Cape Verde's infrastructure and the tourism sector, which is seen as the prime hope for further development“ (afrol News). “The tertiary sector became dominant in the productive structure, supported by strong growth in tourism, as well as transports, banking and trade. The primary sector moved slowly. [...] considering that agricultural income plays a key role in the survival of one quarter of the labour force, the weak performance of the primary sector had a crucial negative impact on the income and poverty risks facing rural workers” (Ministry of Finance and Planning 2004:6).

Tourism, often occurring in the most beautiful and rural areas, could be an additional seasonal income opportunity for the rural population in Cape Verde, if it were well trained and sensitised to tourists' requirements. Nevertheless, until now it seems foreign investors have mainly focussed on high-volume tourism, erecting hotels of 1000 beds and more, or adopting a policy of providing real estate in disguise of tourism without diversifying the tourism product (own observation), and without providing specific job opportunities to the rural poor. Cape Verde, in the process of its second national environmental action plan (PANA II), is busy addressing urgent environmental issues in its 17 districts, such as the sanitary situation of e.g. waste and pigs in urban areas (pers. comm. Mrs. Neves/PAM-Sal, Mr. Viera/PAM-Boa Vista, Mrs. Fortes/MAAP-Maio, Mrs. Oliveira Lopes/PAM-Sao Vicente 2005). However, no sustainability standards for tourism developments are imposed on foreign direct investors to secure its natural resource base. Until now tourism and nature conservation are not perceived as complementary, nor is nature conservation seen as favourable in creating job opportunities for

local people. Moreover, nature conservation calls for Environmental Impact Assessment (EIA) (Decree-law no. 29/2006 of March 6<sup>th</sup>, Monteiro 2006a), so securing Cape Verde's natural resource base could be perceived as impeding tourism development (e.g. at Murdeira Bay).

However, tourism as a key sector of the transformation strategy relies also on Cape Verde's natural resource base being intact, i.e. ensuring a high environmental quality; an important factor for tourists' decisions and demands (Smeral 2003:300). Cape Verde has the advantage to be situated within "the key Global 200 Ecoregions that have been identified around the world by WWF" (Font et al. 2004:11) (map 1). The country's rich biodiversity thus provides a possible natural recreational resource base for tourism. This ecoregion, which extends into the coast of Western Africa, hosts one of ten globally threatened coral reef hotspots within Cape Verde's waters and coastal areas. It also harbours the second most important breeding site of the endangered loggerhead turtles in the North Atlantic (Tortugas Marinas de Cabo Verde, not dated) and constitutes a breeding and calving ground for the endangered population of humpback whales (Jann et al. 2003:1).



**Figure 1:** West African Marine Ecoregion (WAMER), © WWF Germany (2004)

Presently, the question is how to capitalise on these strengths and how to establish sustainable tourism at sensitive coastal areas within Cape Verde. The World Wide Fund for Nature (WWF), active since 2004 in Cape Verde, is among the driving forces by trying to set up its Marine Coastal Conservation program (MCC), of which one program component is the fostering of sustainable tourism in sensitive coastal areas. Within the Western African Marine Ecoregion WAMER, the WWF launched its MCC in The Republic of Cape Verde in close cooperation with the General-Directorate of Environmental Affairs, Agriculture and Fishery. A first workshop on "Cape Verde: Tourism and nature conservation" was held from 27.-29.09.2004 (Larochelle 2004). Workshop participants came up with a general strength/weakness and opportunity/threat analysis (SWOT) for Cape Verde, enabling the formulation of recommendations and a mutual vision for tourism. As a follow up, WWF Germany offered to investigate the touristic potential of marine sensitive areas in Cape Verde and possible linkages between nature conservation and tourism in these sensitive coastal areas.

**Box 1: The paper's central question**

Considering the outlined background, the key question of this report is how nature conservation – by providing attractive natural settings for visiting and prospective tourists - could support the local tourism industry as well as the local population of Cape Verde, while maintaining conservation goals for protected and sensitive coastal areas.

**The aim of the present paper is**

- First, to highlight the opportunities for combining nature conservation with tourism at sensitive coastal areas of Sal and Boa Vista.
- Second, to propose a tailor-made tourism concept for both sites, in order to address focused target groups and create special products and services according to the target groups' requirements.
- Third, to outline desirable perspectives, and to pinpoint existing threats from the macro-environment, which impede the presented approach.
- And finally, to brainstorm recommendations for further steps of action to be taken to intertwine benefits of nature conservation with benefits of ecotourism.

The present paper is divided into two parts. The first part addresses the theoretical background of international and Cape Verdean tourism facts and figures, the implications of international trends on market segmentation, and the destination's positioning, strategic choice and product development. The second part applies identified trends and their implications to the case studies from Sal and Boa Vista. Each site is analysed, a tourism concept formulated, future perspectives indicated and recommendations given for it.

## 1.2 Methodology

For the present paper the following methodologies were applied: Secondary research as a preparation for the visit to Cape Verde's was done. Ideas were sketched out for a marine based activity concept. These were arranged into land-based and water-based activities, to be used as desirable recreation activities within marine protected areas (MPAs) (see annex 2). A list of indicators was compiled to analyse the current situation at visited places. These indicators were used as guidance for observations, half-structured and unstructured in-depth interviews (see annex 3).

The following strategy was applied for interviews.

- All mayors from Sal, Maio, Sao Vicente and Boa Vista were asked about their vision concerning tourism, with the aim to gain knowledge about future developments for each island, existing strengths and weaknesses as well as possible opportunities and threats. During interviews current desirable and undesirable developments, necessary changes and future positioning were discussed.
- Staff from the insular district departments of the Ministry for Environmental Affairs, Agriculture and Fishery (MAAP) was questioned about the focus areas of its work, present problems at the district, and current and planned activities. The aim was to find out how far tourism is a tangible problem at district levels, i.e. if environmental impacts from tourism are perceived and how they are dealt with. In addition, it was of interest to find out if a connection between nature conservation and sustainable tourism development is made by the staff.
- Staff of the Municipal Environmental Plan (PAM) was interviewed on the same topics as the staff from MAAP, with the aim to find out which topics are prioritised by PAM on a district level. The main interest was whether PAM, apart from the pressing

sanitary situation (waste and pigs living in urban areas), addresses biodiversity issues and development of sustainable tourism as possible areas of action.

- Interviews with staff from different General-Directorates, institutions and Non-governmental Organisations (NGOs) were held according to their speciality area. The author wanted to get as much information on the current situation of tourism development as possible through interviewing different stakeholders. The aim was to find out about the institution's stake in tourism, their attitude towards it, their contribution to conservation and to see if possible linkages exist between the institutions, nature conservation and tourism.
- Interviews with private persons living, working, doing research or travelling in Cape Verde were conducted to get information on special interest points of these persons and to collect ideas for later concepts.

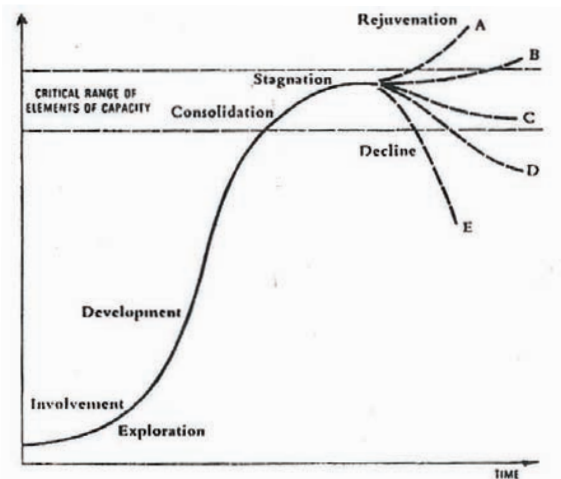
A total of 102 interviews took place within five weeks.

A post-trip secondary research was undertaken to gain more knowledge on specific tourism concepts and markets, which emerged as being important for the concept paper. Ideas on leisure activities and travel tours of sustainable tourism were collected at the International Fair for Alternative Travel Reisepavillon Hanover. Furthermore, international trends in recreation and leisure were analysed in secondary literature (Hallbacher 2003; Gartner/Lime 2002; Buhalis 2001; Smeral 2003:300 Eagles et al. 2002; Aderhold et al. 2000) to see their implications for the destination's positioning, strategic choice and product development.

Both case studies were approached in the same methodological way.

- First, using Burtler's (1980) destination lifecycle model. Each destination passes through "six stages including exploration, involvement, growth, consolidation, maturity and/or stagnation followed by decline or rejuvenation" (McElroy 2002). Each site was estimated against Burtler's (1980) destination lifecycle to show at which development stage of a destination each site is actually situated (figure 2).



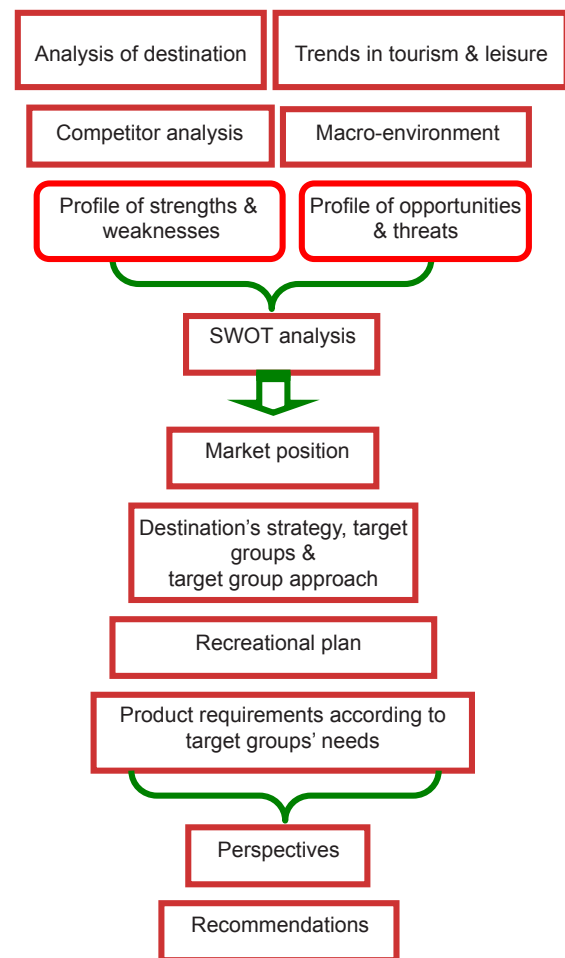


**Figure 2:** Burtler's destination lifecycle,  
Source: Burtler (1980:7) as in: Stecker (1998:36f)

- Second, SWOT-analysis was employed to estimate the current situation by using the indicator's blueprint (annex 3). This analysis, together with undertaken interviews and identified trends, was the basis for the presented tourism concepts.
- Fourth, a tourism concept was created, including the positioning and strategic choice of the destination, target groups, target group approach on sustainable tourism, recreational plan, product development, attractiveness of chosen market positioning and examples from other places. This was achieved using different analytical tools such as Ansoff's Growth Strategies matrix (annex 4), a framework of strategic alternatives for destination's strategic choice (annex 5), Gold's (1980) flow-diagram of user-resource relationship (annex 6), and target groups for sustainable tourism from a German study on tourists' travel motivations and lifestyles (annex 7 and 8).
- Fifth, implicated perspectives for each site were outlined as far as possible.
- Finally, site-specific recommendations were proposed. The only attempt to organise these was to bring them into a logical order, by starting with the first imaginable step and finishing with the last one. However, some steps have to be taken at the same time with others and cannot be seen as separately as shown within the recommendation's list.

An analytical framework of the previously explained steps is provided with figure 3, however this flow diagram is not designed to be followed strictly, as parts from the SWOT analysis are intertwined with market position, but also with other subjects which follow. The framework should therefore only help to give an overview of aspects considered and steps taken.

Last but not least, the presented concepts of different types of tourism and tourists are based on the author's knowledge of the sector and common sense. No on-sight in-depth scientific research has been undertaken. This report is heavily based on in-depth interviews with round about 100 persons, personal observations at different sights in Cape Verde and secondary literature.



**Figure 3:** Analytical Framework  
Source: Personal illustration, adapted from Schuchardt (not dated:74) and ITB (2005)

## 2 Theoretical Background

This chapter describes some current facts and figures of international tourism and available tourism data for Cape Verde. Guiding questions have been: Is a quantitative approach to identify target markets in today's dynamic tourism still appropriate? Which other possibilities exist? And, how do international trends of tourism and leisure influence market segmentation and the destination's positioning, strategic choice and product development? These questions will be looked at more in depth in the following chapters, as they are fundamental for the following case studies of Sal and Boa Vista.

### 2.1 International tourism and tourism in Cape Verde

What is the current situation on international tourism arrivals for 2005? The succeeding quote gives an overview:

“International tourism up by 5.5% to 808 million arrivals in 2005” (UNWTO 2006:1), the UN WTO Tourism Barometer headlined in January 2006. “Terrorism, natural disaster, health scares, oil prices rises, exchange rate fluctuation and economic and political uncertainties – these were just some of the issues facing the tourism industry in 2005. Yet, international tourist arrivals worldwide beat all expectations last year, exceeding 800 million and achieving an all-time record. The estimated

increase represents a staggering 42 million additional arrivals, of which more than 18 million in Europe, 11 million in Asia and the Pacific, 7 million in the Americas, 3 million in Africa and 2 million in the Middle East. Last year's result [...] of 5.5% [...] was still almost 1.5 percentage points above the long-term average annual growth rate of 4.1%” (UNWTO 2006:1). These data go hand in hand with the UNWTO tourism forecast for the year 2020, predicting international tourism growth at a long-term average annual growth rate of 4.1% (ibid.), and international tourist arrivals reaching 1.6 billion (WTO 2003a; Eagles et al. 2002:18).

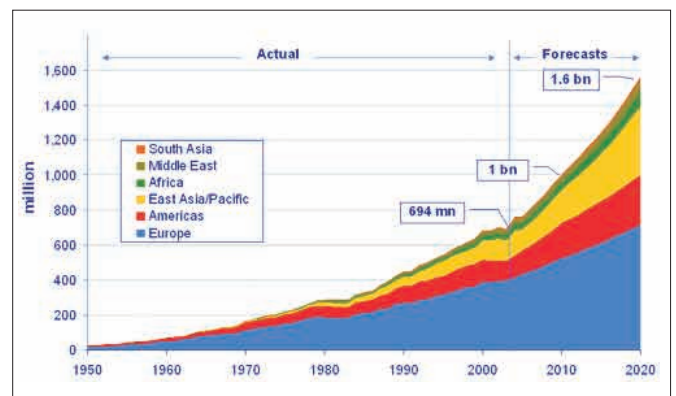


Figure 4: WTO's Tourism 2020 Vision  
Source: WTO (not dated)

Table 1: International tourist arrivals & receipts for Cape Verde 1990-2004

	<u>International Tourist Arrivals (1000)</u>						<u>Market share in the region (%)</u>		<u>Change (%)</u>		<u>Average annual growth (%)</u>	
	1990	1995	2000	2002	2003	2004	1995	2004	03/02	04/03	90-95	95-00
<b>Cape Verde</b>	24	28	115	126	150	157	0.1	0.5	19.2	4.7	3.1	32.7

Source: World Tourism Organization (WTO 2005a)

(Data as collected by WTO November 2005)

	<u>International Tourist Receipts (Euro million)</u>						<u>Market share in the region (%)</u>		<u>Change (%)</u>		<u>Average annual growth (%)</u>	
	1990	1995	2000	2002	2003	2004	1995	2004	03/02	04/03	90-95	95-00
<b>Cape Verde</b>	5	8	44	64	75	88	0.1	0.6	17.0	17.0	10.2	42.0

Source: World Tourism Organization (WTO 2005b)

(Data as collected by WTO November 2005)

„Based on information from the large majority of destination countries that have reported receipts data for the full year, it is estimated that worldwide receipts from international tourism reached US\$ 682 billion (euro 548 billion) in 2005“ (UNWTO 2006b). Thus US\$ 844 were spent per trip in 2005.

So which international tourism arrivals and receipts are estimated for Cape Verde? The WTO (2005b, 2005b) displays the following data for the years 1990 to 2004:

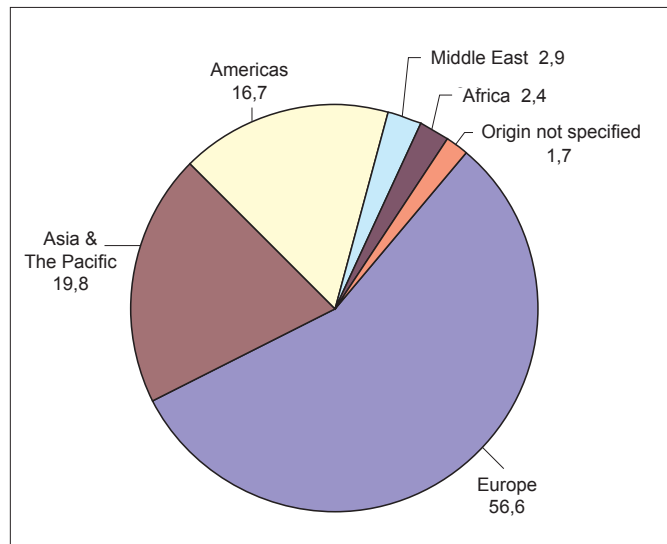
The WTO (2005a) estimates about 157,000 international tourist arrivals for Cape Verde, with total receipts of 88 Mio Euro in 2004 (ibid.). It should be noted that the National Institute of Statistics (INE) reports 184.738 arrivals for the same year. This difference is due to the fact that INE produces total numbers of tourism without distinguishing between domestic and international tourism arrivals.

Subtracting travel done by Cape Verdeans (27,686 domestic arrivals), leads to the same international tourists arrivals as displayed by WTO (2005a). Thus, in 2004 157,052 international tourists arrived at Cape Verde in total (own calculation based on INE, not dated). On average each tourist spends about 560 Euro per trip in Cape Verde (ibid.).

Remarkable is the high increase of international tourism arrivals and receipts when comparing figures from 2000 and 1995. This augmentation is due to two investment booms, a large one in 1998 and a smaller one in 2000 (Cape Verde Investments, not dated:12). These investment booms had higher international tourist arrivals from 2000 onwards as a consequence.

At the next step, a closer look at international tourism generating markets reveals the following picture (figure 5).

Most of the travelling is generated from Europe (WTO 2005c). However, 80.9 per cent of worldwide travel is intra-regional, and only 17.5 per cent is inter-regional. This situation is well demonstrated by Vorlaufer (2003:5), even though WTO data from 2001 is used (see annex 9). Hence only few tourists arrive to Africa in general and especially to Cape Verde. But even with a small market share of international tourist arrivals, impacts and benefits for small island states like Cape Verde are large.



**Figure 5:** Outbound tourism by generating region in per cent  
Source: WTO (2005c), personal illustration

Surprisingly, even though most travel is generated from Europe, spending patterns across nations differ enormously (table 2). In 2004, the list of total tourism expenses per year was headed by Germany, followed by the US and Great Britain, in that order. As Cape Verde data about spending patterns according to nationality are not available at the moment (pers. comm. Mr. Fernandes Tavares 2005), Cape Verde’s tourism generating markets are scrutinised in the next step (please refer to figure 6 on page 13). As shown at figure 6 „demand has been mainly from European markets, [namely] visitors [of] Portuguese and Italian origin, due to promotion Cape Verde carried out in the issuing market which led to a strong investment by promoters [in the tourism sector of] those countries“ (Cape Verde Investments not dated:6). This quote perfectly explains the current situation. Quantitative data about international tourist arrivals show most tourists arriving at Cape Verde between 2000 and 2004 were Italians (29.9%), Portuguese (20.6%) and Germans (7.8%)<sup>2</sup>. Two issues have to be pointed out. First, international tourist arrivals by island look similar to the demonstrated situation, but they are not identical. And second, within the section “Other Countries” tourists from Austria, Belgium, France, Great Britain, Spain, Switzerland, the Netherlands, the USA and other unspecified countries are included (INE 2003).

<sup>2</sup> Figures in brackets refer to the year 2004.

Considering international tourism spending patterns instead of international tourist arrivals for Cape Verde, interesting European tourism markets would be Germany, the UK, France, Italy, the Netherlands, Belgium, Spain, Austria and Switzerland (Table 2). Even though not on the top tourism spender's list, investors from Ireland have been approached and have invested in tourism development in Cape Verde (Cape Verde Development, not dated).

So far, these quantitative tourism data indicate Cape Verde's geographical tourism generating markets to be Italy, Portugal and Germany. Further geographically focused tourism markets are the UK and Ireland (pers. comm. Mr. Inocencio 2005; Cape Verde Development, not dated).

However, apart from quantitative data being able to report tourists' country of origin and total receipts, they are not appropriate to create adequate tourism products and services for these tourists. Thus it would be interesting to know their travel motivation. Why did they choose Cape Verde for their vacation in general and why certain islands in particular? Is there market potential for other

tourists, who could imagine visiting Cape Verde within the next three years (ITB 2005), and which activities would they like to engage in? The following questions might be helpful to identify potential visitors to nature based attractions of each island (see box 2).

**Box 2: Identifying your potential nature visitor**

**You may want to ask visitors:**

- Where are you from?
- What are you looking for?
- How did you travel?
- Where are you staying?
- What is your occupation?
- What are your nature-based interests?
- What are your recreational interests?
- What is your age; marital status?
- What magazines do you read?
- What is your education level?
- What is your income? (give them a range to choose from)

Source: Marketing your nature-based attractions

**Table 2: World's top tourism spenders**

Rank	International Tourism Expenditure (US\$ billion)			Change (%)		Market share 2004*	Population 2004 (million)	Expenditure per capita (US\$)
	2002	2003	2004*	2003/2002	2004*/2003			
<b>World</b>	<b>485</b>	<b>524</b>	<b>623</b>	<b>8.1</b>	<b>18.8</b>	<b>100</b>	<b>6,373</b>	<b>98</b>
1 Germany	52.5	64.7	71.0	23.3	9.7	11.4	82	861
2 United States	58.7	57.4	65.6	-2.2	14.3	10.5	293	224
3 United Kingdom	41.5	47.9	55.9	15.5	16.7	9.0	60	928
4 Japan	26.5	28.8	38.1	8.6	32.3	6.1	127	299
5 France	19.5	23.4	28.6	20.4	22.2	4.6	60	474
6 Italy	16.8	20.6	20.5	22.5	-0.4	3.3	58	354
7 China	15.4	15.2	19.1	-1.4	26.1	3.1	1,299	15
8 Netherlands	12.9	14.6	16.4	13.1	12.5	2.6	16	1007
9 Canada	11.7	13.4	16.0	14.9	19.3	2.6	33	493
10 Russian Federation	11.3	12.9	15.7	14.1	22.1	2.5	144	109
11 Belgium	10.2	12.2	14.0	20.4	14.8	2.3	10	1356
12 Hong Kong (China)	12.4	11.4	13.3	-7.8	15.8	2.1	7	1934
13 Spain	7.3	9.1	12.2	24.7	34.2	2.0	40	302
14 Austria	9.4	11.8	11.4	25.3	-3.5	1.8	8	1388
15 Sweden	7.3	8.2	10.1	13.0	23.0	1.6	9	1126
16 Republic of Korea	9.0	8.2	9.9	-8.7	19.5	1.6	48	204
17 Australia	6.1	7.3	9.4	19.6	29.0	1.5	20	472
18 Switzerland	6.6	7.5	8.8	13.0	17.7	1.4	7	1181
19 Norway	5.1	6.7	8.4	30.3	26.3	1.4	5	1842
20 Taiwan (pr. of China)	7.0	6.5	8.2	-6.8	26.1	1.3	23	359

Source: World Tourism Organization (WTO) ©

(Data as collected by WTO December 2005)

Source: WTO (2005d)

The National Institute for Statistics (INE) started a data collection on spending, satisfaction and travel motivation in March 2006 at airports and hotels (pers. comm. Mr. Fernandes Tavares 2005). As data from hotels are only provided once a year, it will take some time until this information is available (ibid.).

As these data were not available at the time of writing, the next chapter will use international trends in tourism and leisure to get a clearer picture of general tendencies which influence society and tourism. This effort will also help to identify the travel motivations of potential tourists to Cape Verde.

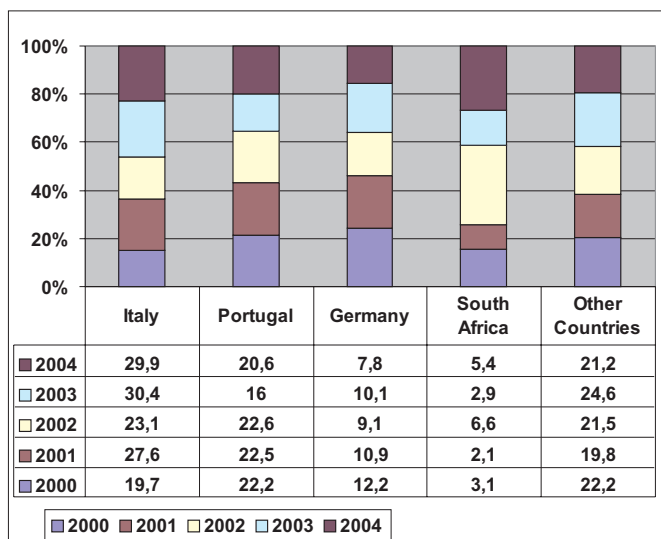
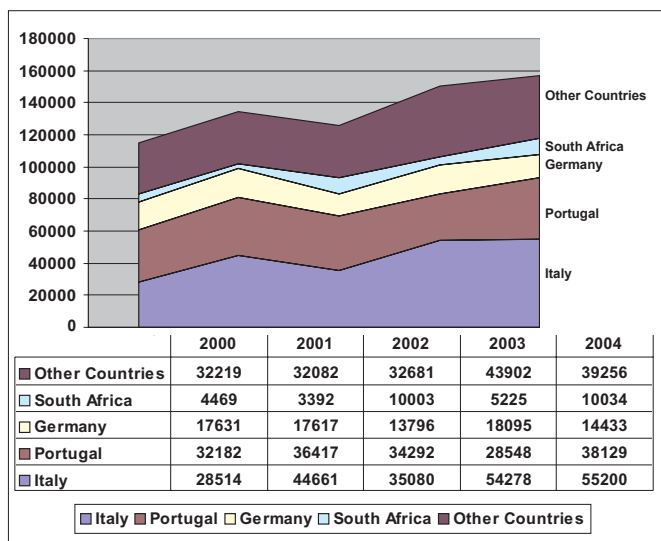


Figure 6: Total number and percentage of all foreign tourists arriving at Cape Verde. Source: INE (not dated); personal illustration

## 2.2 International trends and their implications

Trends are not about predictions, they are “based on documented historical precedents” (Gartner/Lime 2000:19). Some trends complement each other, while others are contradictory (Eagles et al. 2002:14; Horx 1995:64). They take place at global or local level, and interact in unforeseeable ways (Eagles et al. 2002:14). As Opaschowski (2002:3) declares “trends describe personal and societal development tendencies, by which we all will be sooner or later affected directly or indirectly” (freelance translation R.S.).

As Cape Verde relies heavily on nature-based tourism at the following sections trends are presented and their implications for nature-based tourism highlighted. These trends build the backbone for later case studies. However, at this stage trends will only be listed to give an overview and understanding of possible general implications for destination’s positioning, strategic choice and product development. Their application will take place at each case study later on.

### 2.2.1 The new consumer and implications for market segmentation

Who is the new consumer in tourism? Which implications are given for market segmentation in general and for positioning in particular? This will be analysed in the following section.

The tourism market has changed from a producer towards a consumer market (Hallbacher 2003:171), which means that tourists can choose from an abundant market variety (ibid.). Furthermore, clients became more demanding within the same time period (ibid.).

A vast variety of tourism offers forces service providers and destinations to think strategically about positioning (ibid.). The market situation requires an orientation along customer needs and calls for in-depth analysis of the tourism market and its special needs (ibid.). But who is our client today and what are his wishes (ibid.)? A comparison of old and new types of tourists is given in table 3.

The new tourist is “knowledgeable, well travelled, educated, discerning, demanding, environmentally aware and prepared to pay a premium for high quality products and services” (McConnell, not dated). This statement might be the most applicable to the mature European travel market.

**Table 3:** A comparison of new versus old tourists

Old tourist	New tourists
Inexperienced	Mature
Homogeneous	Hybrid
Predictable	Spontaneous
Sun-lust	Sun-plus
Get sunburnt	Keep clothes on
Security in numbers	Want to be different
Superiority	Understanding
Escape	Extension of life

Source: Emerging Markets – Online Lesson

These new tourists belong to the new type of consumers, the hybrid consumer. “The new tourist is not a stereotype, but consists of different personalities in one which is capable of being interested in various activities (Boniface 2001). They do not act according to their social reference group (Hallbacher 2003:174). The same person acts differently at different market segments (ibid.). Hence it becomes difficult for market segmentation to trace hybrid consumers on demographic data (ibid:180), especially when wanting to know more about their travel motivations and decisions.

**Hallbacher (2003:180) therefore suggests destinations to adapt value- or topic-based positioning. With this strategy tourists could be attracted by the communicated values and reached across market segments.** Further geographic and demographic data collection would help to identify tourists’ countries of origin, their age, education and income, making interested hybrid consumers visible. This strategy could help to create tailor-made travel solutions for different consumers. Nevertheless, when choosing a value or topic-based market segment, the size and attractiveness of this market should be considered, the destination’s possibilities to cater for selected target groups and existing competition (ibid.:172). Finally, the chosen value or topic-based market segment should be profitable for itself (ibid.:180).

## 2.2.2 Positioning according to market trends

A variety of global trends exist (Gartner/Lime 2000). At this stage only trends important for tourism in protected areas (PAs) are presented, since they could build the base for a value or topic driven positioning of nature-based tourism in Cape Verde, as suggested by Hallbacher (2003:180).

### Trends

#### 1. Increasing social and environmental concerns

“Across the globe, people express concern about social injustices and environmental problems. They are increasingly aware of the need for low impact tourism which does not harm the environment. They tend to want to support local conservation or community development initiatives. They are themselves moving from consumptive to less consumptive activities, often adopting ‘green consumer’ life styles” (Eagles et al. 2002:20). Buhalis (2001:75) talks within this context about the greening of the tourism market. “The growth of interest in sustainable tourism and ecotourism is a response to such concerns (Eagles et al. 2002:20) and “protected areas are well placed to take advantage of this trend as they embody the values that such travellers hold” (ibid.).

“Consumers are becoming less tolerant to environmental damage and actively seek unspoilt areas [...]” (Buhalis 2001:75), with positive reputation (Eagles et al. 2002:20). Furthermore, visitors “are actively avoiding destinations with social or environmental problems” (ibid.). As a consequence of increased environmental consciousness in European countries a shift in travel demand from destinations with obvious environmental problems toward still well-preserved travel destinations could occur (Aderhold et al. 2000:49).

That environmental quality and product choice are interrelated is underlined by Middleton/Hawkins (1998:12): “There is overwhelming evidence of customer preference for product qualities that are unambiguously concerned with environmental quality at chosen destinations. Even more interesting is the clear evidence of growing preference among experienced travellers”. Smeral (2003:300) also highlights the importance of a healthy environment for tourists’ travel decisions and demands. Buhalis (2001:76) remarks that in the long run “environmental concern and preferences will increasingly dominate

consumer choice and it will also determine their willingness to pay". Hence only well-preserved destinations can charge premium prices for the privilege of environmental quality (ibid.).

## 2. Rising education levels and demand for travel

Eagles et al. (2002:14) makes the following observations and statements concerning rising educational levels, which translate into a higher demand for travel to protected areas: "The average level of formal educational attainment is rising globally, for both males and females. Literacy is increasing too, particularly in less developed countries. Higher education levels are strongly correlated with demand for outdoor recreation activities, and lead to changes in the patterns for recreation and tourism.

As a result, there is a general trend towards appreciative activities, with more travellers seeking life-enriching travel experiences. There is growth in general interest tourism that involves learning-while-travelling (e.g. guided tours), in specific learning travel programmes (e.g. group educational tours), and generally in learning activities, such as wildlife viewing, attending festivals, cultural appreciation and nature study. The natural and cultural resources found in protected areas lend themselves to such forms of tourism. And thus the groups most interested in visiting protected areas, such as eco-tourists, tend to be more highly educated than tourists in general (Wight 2001)".

In brief it could be stated that learning experiences are wanted and that protected areas are a good setting for life enriching travel programs with an educational component (ibid.). According to Lück (2003:944), this educational component should be understood as environmental interpretation. This is because "environmental education often involves a formal approach to educating while environmental interpretation is almost always informal" (Hammit 1984 as in Lück 2003). As tourists are on vacation, "environmental interpretation often addresses a voluntary 'first time' audience in a natural setting" (Lück 2003:944). In this context environmental interpretation gains an entertainment and pedagogic role (ibid.).

## 3. Ageing population

Eagles et al. (2002:14) sustain their argumentation for increased travel of an ageing population (so called "silver market") to protected areas on the following

data: "Advances in health mean that people are living longer. Over the past century, there has been a significant increase in the proportion of people over the age of 60 (6.9% in 1900, 8.1% in 1950, 10.0% in 2000). This proportion is expected to increase even more dramatically over the next century. UN predictions are for 22.1% of the global population to be over 60 in 2050 [...]. Therefore the proportion of the population which is available to visit protected areas will have an increasingly elderly profile in the future".

Gartner and Lime (2000:9) bring forward the argument that „better public health programmes, increased emphasis on fitness and early exposure to leisure activities and increased marketing aimed at older people will all come to encourage more people to participate longer". With 'baby boomers' entering their retirement years a large consumer group of older people will be present at the tourism market (ibid.:6). "This should entice some commercial sector providers to experiment with trips and activities designed for 'older' people" (ibid.:9). Although one could hold decreasing physical capacity against increasing travel at higher age, "older people are increasingly able to lead healthy, physically active lives" (Eagles et al. 2002:14). In contrast to young travellers, the older generation is more interested in nature-based and appreciative activities like walking, nature studies, fly-fishing or wildlife observation, and do not practise skiing or mountain climbing anymore (ibid.). According to Gartner and Lime (2009:9) "a proportionally older, more experienced and knowledgeable leisure and travelling public will generate new opportunities for learning and education to become important components of travel and outdoor recreation. Increased levels of demand for educational products and services will fall on both public and private sector providers".

Smeral (2003:302) characterises the 'silver market' as the following: The market segment of older people is very interesting for the tourism industry as older people tend to have time and money available as well as travel motivation, since they were working during their whole work-life. For this reason they also have an increased backlog demand. Smeral (2003:302) points out that the tourism industry still fights over and caters for market segments with limited money like young people and families, while neglecting the more well funded elderly tourists (ibid.). A further advantage of this target market is that elderly people

tend to travel outside of high season and thus help to extend a destination's season (ibid.).

#### **4. Changing role of women**

"In many countries, there has been a revolution in the role of women, and the process continues. More and more, men and women are adopting each other's characteristic role in the workplace and in the household. Women are becoming more prominent, even numerically dominant, in the paid workforce" (Eagles et al. 2002:15). Thus women which are economically independent can increasingly make their own travel decisions. And these travel decisions differ, apart from some exceptions, between men and women (ibid.). Women are more interested in appreciative activities such as natural and culture studies than men, who seek physically challenging activities (ibid.).

However, not all women are interested in tourism in protected areas. Women with young children and retired/elderly women are adequate target groups for tourism in protected areas (ibid.:15f). Therefore it is important to target women travellers according to their life stage to reach the desired target group.

#### **5. Wellness and health**

"Increasingly, many people strive to live an active lifestyle; a lifestyle that promotes 'wellness' or health of the whole being. For many, achieving this lifestyle involves reaffirming a connection with nature. Many parks have the opportunity to capitalize on this trend by marketing provincial parks as ideal spots to relax, breathe fresh air and exercise, while enjoying favourite recreational activities" (Eagles/McCool 2002:45).

This trend to live an active and healthy lifestyle has established as a wellness trend across different social levels, generations and gender (Trendbüro 2003). However, what are the reasons for the stable wellness trend? "Our society becomes more individual, older and more in motion. Through intensified utilisation of all kind of media an overflow of information exists for all parts of our life, which leads to multiple options regarding available offers. Out of this affluent society a society searching for emotions in terms of authentic experiences develops" (Sirucek 2003:10f). These authentic experiences are sought for in different types of holidays.

As a consequence to the general trend of health and wellness, service providers in tourism have reacted to the market demand and have created wellness tourism. Wellness tourism is defined by Brysch (not dated) as a health-oriented form of travel, and Smeral (2003:300) gives explanations why the current trend is supported. Preventive health-oriented holidays providing special experiences are part of the existing tourism offer, which is registering an increasing demand (ibid.). The elder population, with disposable time and money, tends to stay young by leading a healthy life (ibid.). On the other hand, the trend is supported by younger generations, who are more concerned with environmental issues, their well-being and alimentation (ibid.).

Different definitions of "wellness" exist. For the present paper the author understands "wellness" as a harmonious combination of the three spheres of body, mind and soul (Lenz-Kaufmann 2002:22). Wellness addresses different aspects under one concept: the individual itself, inner balance as well as sports and health (Sirucek 2003:12). Thus creating interesting wellness products and services, and combining them with an increased demand for environmental quality, naturally well-preserved destinations could capitalise on the wellness trend in tourism, if they are able to offer tailor-made and flexible tourism packages to their visitor.

The highlighted trends have shown that they are present across social levels and thus can be considered as the core for a value-based positioning across market segments. The proposed positioning could be ecotourism in protected areas. While this study focuses on sensible marine coastal areas, positioning is transferred to ecotourism in marine protected areas. At this point, it is important to note that these marine protected areas do not have to have the legal status of an MPA, however they should have some classification of environmental protection, due to its special characteristics at the coast.

As no generally agreed definition for ecotourism exists, the definition of Ceballos-Lascuráin, who coined the term of ecotourism in 1983 (Mader 2000), is used for this report.



### Box 3

“Ecotourism is environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socio-economic involvement of local populations”

Source: Ceballos-Lascuráin as in Mader (2000)

At this point it should not be forgotten that visitor satisfaction is also important for ecotourism and vital for the operation’s economic viability, even though it is not mentioned in Ceballos-Lascuráin’s (Mader 2000) ecotourism definition.

#### ***Difference between nature-based tourism and ecotourism***

Because nature-based tourism and ecotourism are often used as synonyms, their differences are briefly outlined. Ecotourism is a form of sustainable nature-based tourism. But while ecotourism “fosters learning experiences and appreciation of the natural environment” (Weaver 2001a:15), nature-based tourism just takes place within the environment without considering negative effects for the destinations (Weaver 2001c:74; Niekisch 1997:18; Strasdas 2001:6). Therefore, it is recommendable to focus on ecotourism rather than only on nature-based tourism.

#### ***Attractiveness and potential of ecotourism in protected areas***

In general the following statements hold true: “Tourism based on protected areas is a large and growing part of the economy of many countries” (Eagles et al. 2002:113). But economic value data for tourism in protected areas are scarce (ibid.). “No international inventory of park tourism has been made. Each park jurisdiction keeps its own records [...]” (Eagles/McCool 2002:37). “The World Conservation monitoring Centre, a division of the United Nations Environmental Programme, is collecting a global inventory of park use. This first international tabulation of park tourism will be very useful when it becomes available” (ibid.:39). Therefore it is difficult to provide figures for tourism to protected areas.

However, data about ecotourism could help to estimate the market value. Weaver (2001a:53) and WTO (1998c & 2004) estimate ecotourism to have a market share

of 2-20% of the total international travel market. This would amount up to around US\$ 9.484 – 94.84 million in 2002 (ibid.). It should be noted that, first of all, the wide range of these estimations depends on the strictness of the ecotourism definition, and secondly that many data displaying ecotourism figures are actually figures collected from nature-based tourism and later used for ecotourism interpretation (Epler Wood 2002:19; TIES 2000). Therefore these figures have to be considered carefully. A survey by the WTO on ecotourism generating markets (2001a & 2001b) does not state market size in monetary terms, but it reveals characteristics of ecotourists around the world, which are helpful for an estimation of the market’s attractiveness.

“According to World Tourism Organisation (WTO 2001) surveys in key tourism generating markets, ecotourism enthusiasts are mostly people from relatively high social brackets, high levels of education, over 35 and women slightly outnumber men. In Germany, the market potential for ecotourism probably lies in the region of some 14.5 million travellers (total market 48.4 million), while the current demand is estimated between 1 and 3 million. These tend to be people in their 40s, highly educated people with an income between 1,500-2,500 Euro (50% market), and above 2,500 Euro (another 50% of the market). The German profile is similar to that of the UK, France and Canada, while the Spanish, Italian and US markets are slightly younger and lower spending. From the WTO surveys in 2001, the US ecotourism market is now estimated to be smaller and lower spending than first predicted, and financial decisions based on this market should be reconsidered“ (Font et al. 2004:13).

Even though the attractiveness of the market segment is difficult to grasp, the following facts favour a chosen value-driven positioning:

1. “Protected areas are very attractive settings for the growing demand of outdoor, appreciative activities in natural environments” (Eagles et al. 2002:21).
2. “Most European holiday makers choose the sea (63%)” over mountains, cities or the country side, as the coast is the “most preferable type of tourist destination” (CoastLearn 2005:7).
3. As population growth continues natural areas become even more precious. “Therefore, increasing demand [for natural areas] is expected” (Eagles/McCool 2002:39).

Thus a value-driven positioning towards ecotourism in protected areas takes notice of existing trends and takes place at the most favoured tourist's place, the coast. As stated earlier, with increasing environmental concerns amongst tourists, these sensitive coastal areas should be carefully protected and managed to be able to provide special experiences for present and future tourists.

### **Possibilities to diversify the positioning portfolio**

Further opportunities exist to diversify the selected positioning, first by offering tourism experiences along the ecotourism continuum (Weaver 2001:82), and second by positioning oneself at a distinct niche market (Eagles et al. 2002:21). Both opportunities are briefly addressed.

The ecotourism continuum can have different appearances. 'Soft' ecotourism could comprise a fly-in safari to the Okavango Delta in Botswana with accommodation at a five star safari-lodge. At the other end of the continuum could be a bird watching tour, where carrying a tent provides the only available accommodation. "'Soft' activities are those where a more casual, less dedicated approach is taken to the activity or natural attraction, and a desire to experience it with some basic degree of comfort; whereas 'hard' adventure or ecotourism involves specialist interest or dedicated activity, and a willingness to experience the outdoors or wilderness with few comforts" (Eagles et al. 2002:21). Instead of choosing only one end of the ecotourism continuum, different products could be created depending on the resource base and already existing tourism levels at concerned sites. Hence a wider variety of products is imaginable along the ecotourism continuum.

High competition amongst tourism destinations makes smart marketing necessary to position oneself at distinct niche markets (Eagles et al. 2002:21). Endangered loggerhead turtles and humpback whales, both emblematic species and breeding in Cape Verde's waters, are perfect flagships for niche market positioning with regard to international competition. The existence of both species provides a unique selling position over competitors, as neither loggerhead turtles nor humpback whales could be influenced to breed at other tourism destinations, where they are usually not found.

#### **Box 4**

In total, a value-driven positioning at ecotourism in marine protected areas would be possible, with a diversified portfolio along the ecotourism continuum, highlighting two emblematic marine species (loggerhead turtles and humpback whales) as flagships. This could make Cape Verde visible at the market place, thus attracting international tourists by offering them a wide variety of different appreciative activities.

### **2.2.3 Implications of trends to destination's strategic choice**

Regarding the destination's strategic choice, two major trends concerning tourism and leisure will be highlighted, as they are important to be considered at later case studies.

#### **1. Polarisation trends**

Teigland (2000:43f) interestingly associates the effects of market ideology with tourism and travel demand:

"A driving force behind stronger competition globally is the increased faith in market economies and free trade. [...] Few studies have clarified the direct and indirect effects of market ideology trends on consumer behaviour and travel demand, but European research shows a polarization of consumption in general. The affluent members of society have generally increased their incomes substantially during the last 10-15 years, while low-income families have had relatively small or almost no pay increases. One effect in Europe is strong growth in the demand for expensive goods and luxury holidays; such as trips to other continents and expensive special events, high cost adventure travelling and the purchase of high quality second homes and yachts. At the same time there has been a strong increase in demand for cheap bargains, such as 'mass-produced' charter flights, as consumers increasingly seek value for money. The simultaneous growth in demand for both high- and low-priced products on the poles (or at each end) of the price scale is polarized consumption phenomena (Nilsson and Solgaard 1995 as in Teigland 2000:43)".

Out of this situation he further depicts two possible scenarios: “If the trend toward more international competition continues, and the effect is higher economic growth globally and regionally (as predicted by market theory), then travel demand will increase. In this case, it is probable that travel demand among the affluent parts of society will grow most strongly. [...] A development toward higher incomes, in general, but not more free time or even less, would change the way in which holidays are taken (Clark 1999). Holidays would tend to be shorter, more frequent and more intense forms of recreation. [...] Destinations that want to compete on the market for the more frequent, shorter and more intense holidays will most probably need to supply more diversity and higher quality than before. [...] [However,] if globalization is a brake not only against more leisure time, but also against higher incomes for large population groups, that mega-trend will contribute to increased demand for quality at lower price. No surprise then that the European and North American markets show a growing interest in organized holidays and short breaks (Freitag 1999) as these are a way for producers to standardize and deliver quality and lower prices to a higher volume of consumers“ (Teigland:46).

Consequently two options for the destination’s strategic choice arise out of Teigland’s scenarios: Either to focus on high-end tourism or to opt for high-volume tourism at lower prices.

Teigland’s (2000:46) scenario of high-volume tourism at lower prices confirms a study analysing German travel patterns. The study points out that German tourists having a tighter budget in 2003 still demand same quality standards as previously, when paying higher prices (B·A·T 2004:5).

Thus the remaining analytical question for each case study is: which strategic option would best fit its positioning: high-end tourism or high-volume tourism? Without anticipating results of later case studies, at this point the following statement can be made: The focus should be on target groups who are able to pay for environmental quality, as high-volume tourism combined with low prices will degrade the environment without providing substantial increases in tourism receipts. The succeeding quote from UNEP (2005:13f) identifies an additional reason not to focus on the high-volume tourism market for

protected areas. „Although the high-volume market may provide a large number of visitors to protected areas, the market for special interest tourism to cultural and natural attractions is likely to be of even greater significance for protected areas and World Heritage sites“ (UNEP 2005a:13f).

## 2. Increasing free, independent travellers

Another trend to be considered, when thinking about the destination’s strategic choices is the increasing market of free, independent travellers highlighted by UNEP (2005:14).

“Also, in the increasingly diversified and sophisticated tourism market, more people travel independently, rather than with tour operators. These tourists, known in the trade as FITs (Free, Independent Travellers), often book their flights, accommodation and local tours through the internet. The FIT segment is increasing as a proportion of the overall tourism market, owing to the ease with which information can be accessed over the internet and the increasing proportion of people in affluent countries who have participated in independent backpacking holidays at some stage in their lives. These people are more adventurous, have a greater perception of the possibilities for travel and tourism, and are often interested in visiting places that are not mainstream destinations for high-volume tourism. They are also willing and able to design and book their own holidays. The FIT segment “[...] opens up many opportunities for local accommodation providers and tour organisers in destinations to market themselves directly to international travellers” (UNEP 2005a:14).

These trends and articulated thoughts will have to be kept in mind, when analysing individual situations of selected case studies later.

### 2.2.4 Implications of market trends for product development

This third section about trends emphasizes market trends influencing product development. Why is decreasing leisure time correlated with service quality and which special product requirements arise from increased environmental concerns for products and services offered at protected areas? These and some more issues concerning trends and product development will be looked at more in-depth.

## **Trends**

### **1. Decreasing leisure time**

“There are important and sometimes conflicting trends in the amounts, distribution and availability of leisure time [...]” (Eagles et al. 2002:16). Although leisure time decreases for white-collar workers with high workloads, it increases for older generations due to a longer life, and it also increases in some emerging economies due to paid holidays (ibid.:17). Nevertheless, in general the following quotation illustrates a current trend for Western Europe, the most important generating market of international tourism (WTO 2005c).

“It may not be possible for Europe to increase or even keep the existing free time volumes, if competition increases with countries that have much less free time. Increasing global competition and economic problems may reduce some ‘time-roofs’ again, and stabilize or reduce leisure travel, too. A new study published by the World Tourism Organization revealed a reduction in free time in developed countries worldwide (Clark 1999). In all the leading outbound countries, in Europe, the US and Japan, there was little hope of an increase in paid holidays in the near future. The reason is that competitiveness of the world economy will act as a brake against more leisure time” (Teigland 2000:43).

As the working week extends and leisure time decreases within Western Europe, one could expect fewer visitors to protected areas. However B·A·T (2004:5) revealed that rather than renounce vacation, tourists spend less time at the visited destination as a consequence. Thus protected areas need to prepare for visitors coming on shorter visits, but still demanding same or higher quality standards (Eagles et al. 2002:16f). More than ever, attention has to be paid to service quality as shorter stays increase customer’s awareness of service quality (Smeral 2003:299). The shorter the customer’s visit, the more he appreciates service quality (ibid.).

In fact, decreased leisure time in some tourism generating markets is a challenge for tourism providers in marine protected areas to offer precious travel experiences in a flexibly packaged way, which is consistent with available travel times and quality expectations of targeted market.

### **2. Importance of service quality**

Higher service standards are increasingly asked for

by experienced travellers. What are reasons behind this trend?

“Tourists are increasingly demanding high quality recreational opportunities and the services that support them. Those who receive quality service during their normal working week expect to be offered this by their leisure providers as well. They expect guides to be knowledgeable and good communicators. They want their hosts to make them feel welcome, comfortable and part of the communities they visit” (Eagles et al. 2002:17). Furthermore the new consumer works hard and is under strong competitive pressure at his work place (Smeral 2003:299). Therefore his tolerance for the mentality of unprofessional service and lack thereof sharply decreases (ibid.). Denied services, especially when they are possible to be provided, are increasingly not accepted anymore (ibid.).

Therefore implications to be considered are: “Protected area managers and the private sector need to deliver quality visitor services. The challenges for managers are to have service quality goals, programmes to deliver high quality service and monitoring programmes in place. Importantly these sophisticated consumers recognise quality service and are willing to pay handsomely for it” (Eagles et al. 2002:17).

### **3. Personal safety and security**

The succeeding excerpt illustrates different facets of safety and security having implications on travel demand and the destination’s image. It also sensitises on issues to be considered for later case studies.

“More than any other factor, threats to personal security and safety adversely affect tourism demand. The fear of terrorism can affect global travel trends. When regional wars, rebellions and terrorism occur, domestic and international travel falls, and fewer tourists visit protected areas. The effects are felt most in developing countries, where international visitors are often a significant proportion of all visitors. A sense of personal security is also affected by the prevalence of violent crime, petty theft, water quality, disease or bad sanitation.

Dramatic differences exist between countries in their ability to provide acceptable levels of security and safety. This is especially relevant to tourism, since people planning their trips will often compare

destinations with such factors in mind. Once a destination achieves a negative reputation, it is very difficult to rebuild visitor confidence [...]. Violent attacks on tourists themselves [...] can set back tourism for many years. Leisure travel is a luxury good, people have a wide range of opportunities and they will not travel to areas perceived as unsafe. Indeed, the perception of security is nearly as important as the reality” (ibid.:19).

### **Requirements of previously highlighted trends**

What are the main implications of market trends on product development so far?

A healthy and safe environment should be provided and maintained for tourists, who are increasingly concerned with environmental issues and their personal safety when travelling abroad. The environmental quality mentioned above should be combined with knowledgeable and entertaining environmental interpretation for visitors of risen educational levels.

Further, more trips and activities should be designed for elderly people and their needs (Gartner and Lime 2000:9). These activities include nature-based and appreciative activities like walking, nature studies, fly-fishing or wildlife observation (Eagles et al. 2002:14) and can take place in off-season if possible, as elderly people tend to travel outside of high season (Smeral 2003:303). Facilities and amenities according to their needs are: “tailor-made products, inexpensive offers, small family hotels, bigger single-rooms, no adventure, pick-up from home, small portions of good food, cleanness, excellent light conditions” (ibid.:303). More comfortable lodge accommodation should be provided instead of camping (Eagles et al. 2002:14).

When targeting women with young children and retired/elderly women to visit marine protected areas, facilities and amenities should be created accordingly to provide best possible travel experiences. Needs of elderly women have already been partially addressed. Special requirements on product development for women travelling with young children could be to provide a room to swaddle babies or to tailor environmental interpretation in this way that it becomes appealing and interesting to young children.

When considering wellness or health tourism at marine protected areas, health-oriented wellness holidays should be created with a character of special experiences offering them to the young and old. Tailor-made options and

flexible tourism packages should be provided to visitors, who have little time to spend and ask for high standards. These offers should be supplied within a naturally well-preserved destination with high environmental quality.

### **Additional requirements of tourism in protected areas**

Which are the additional implications of tourism in protected areas on product development? Tourism in protected areas has special requirements. “Tourism of this kind requires explanatory materials (e.g. guides, booklets), interpretative facilities (e.g. in visitor centres) and interpretative guiding (e.g. ecotours)” (Eagles et al. 2002:14). By providing such facilities and services, expectations of service quality in protected areas could be raised. A good reason to use interpretation is the fact that “interpretation assists the visitors to appreciate the area they are visiting” (Weiler/Davis as in Lück 2003:943). Most effective interpretation is by well-trained personal guides, who through interaction tailor information and interpretation to their customer’s needs (Lück 2003:944). That environmental interpretation is desired by tourists in general and for marine mammals in particular is shown by Lück (2003:953). He investigated the value of environmental education as a tool for nature conservation by observing “swim-with dolphin tours at three locations in New Zealand” (ibid.:943). Thus the question if tourists want to learn about the environment they are travelling in can be affirmed (Lück 2003).

It is of high interest if an average visitor to protected areas already exists, as it would make the process of identifying special requirements for product development of tourism in protected areas easier. Unfortunately, this seems not to be the case (Eagles et al. 2002:21). However, the following typology of international tourists to protected areas helps to identify target groups, their preferences and characteristics (see table 4). „The categories in the typology described in table 4 are not fixed in perpetuity; today’s backpacker may be tomorrow’s wealthy special interest tourist. However, the typology is useful as a guide to people’s purchasing decisions, which vary between market segments“ (UNEP 2005a:14f).

Table 4 illustrates that international tourists to protected areas make different choices. This overview gives an insight of what is important to different travellers and thus also important when designing tours. “For high-volume tourists, the price of a tour package, the length of travel to a destination and the ‘exotic’ nature of the destination are major influencing factors. For general interest and special interest tourists, important considerations are

the specific cultural, environmental and natural features of a destination, while price is less of a consideration; these customers are also attracted by the quality of the tour and the specific details of the sites to be visited. For backpackers and backpacker plus groups, price is often an important factor. While these groups often follow quite well-defined tourist routes, they are also keen to find activities that are off the beaten track and less heavily visited” (UNEP 2005a:15).

Thus the question emerges whether or not to offer special activities to designated target groups of international tourists to protected areas. “Tours or excursions to protected areas and World Heritage sites can be aimed at any segment of the market. Some activities would be suitable mainly for high-end, general interest or special interest tourists (luxury tented accommodation in a protected area, or hunting or photographic safaris), while shorter excursions would be appropriate as add-

ons to package tours for high-volume tourists. Because tour operators are often involved in the development of products in association with protected areas, they can help site managers develop tours and excursions that both appeal to tourists and are compatible with the conservation goals of protected areas. Specialist tour operators may be interested in working with protected areas to develop new opportunities for limited amounts of tourism into remoter sites. In heavily visited areas, operators may be interested in developing alternative sites to manage congestion and reduce tourism pressures at the most popular sites” (UNEP 2005a:15).

In summary, all here presented requirements on product development are considered in later case studies if relevant, as these requirements were elaborated out of existing market trends taking societal changes and consumer preferences into account.

**Table 4:** Typology of international tourists to protected areas

Category	Typical Characteristics
Explorer	Individualistic, solitary, adventurous, requires no special facilities. May be relatively well-off, but prefers not to spend much money. Rejects purpose-built tourism facilities in favour of local ones.
Backpacker	Travels for as long as possible on limited budget, often taking a year off between school/university and starting work. Hardship of local transport, cheap accommodation, etc. may qualify as travel experience, rather than understanding local culture. Enjoys trekking and scenery, but often cannot visit remote areas because of expense. Requires low-cost facilities.
Backpacker Plus	Often experienced travellers, and generally in well-paid profession. More demanding in terms of facilities than Backpackers and with a higher daily spend. Genuinely desire to learn about culture and nature, and require good information.
High Volume	Often inexperienced at travelling, prefer to travel in large groups, may be wealthy. Enjoy superficial aspects of local culture and natural scenery and wildlife if easy to see. Need good facilities, and will only travel far if the journey is comfortable. Includes cruise ship passengers.
General Interest	May travel as Free Independent Travellers (FITs) <sup>3</sup> on tailor-made itineraries with a tour operator, and often prefer security and company of group tour. Usually have limited time available for holiday. May be relatively wealthy, interested in culture, keen on nature/wildlife when not too hard to see. May be active and enjoy ‘soft adventure’ such as easy trekking and low-grade white-water rafting. Dislike travelling long distances without points of interest. Need good facilities, although may accept basic conditions for short periods.
Special Interest	Dedicated to a particular hobby, fairly adventurous, prepared to pay to indulge hobby and have others take care of logistics. Travel as FITs or groups. May have little interest in culture. Requires special facilities and services, e.g. dive-boats, bird-guides. Accepts discomfort and long travel where necessary to achieve aims. May have active involvement, small groups.

Source: Cochrane (2003 as in UNEP 2005a:14)

<sup>3</sup> The author is of the opinion that the denomination FIT in this context is not used correctly. FIT has previously been defined as free, independent traveller travelling independently, rather than with a tour operator (see p. 18). Thus, when considering latter target groups for later reflection of market choices general interest tourists will be used in the context with the given characteristics of this table, whereas FITs will be referred to as defined on page 18.

### 3. Case Studies

The government of Cape Verde selected tourism to be one of several key sectors for its transformation strategy of the country (Ministry of Finance and Planning 2004:46). By using two case studies from Sal and Boa Vista, this section will propose how a widely pursued sun and beach tourism could be diversified at Cape Verde's coasts by combining tourism and nature conservation. With the value-driven positioning of ecotourism at marine protected areas, Cape Verde could reach environmentally conscious tourists across market segments. Cape Verde's tourism offer would thus become more appealing to those tourists who would be ready to pay for environmental quality and to support sustainable tourism development.

The following case studies make use of a representative survey on the travel motivation of Germans, and on their lifestyles in general. This survey identified seven target groups for sustainable tourism with differing travel motivations and two different approaches necessary to communicate sustainable tourism issues to these target groups. An overview of these target groups and their characteristics is displayed in appendices 7 and 8.

The reasons for choosing a German survey as a base for the following case studies are as yet unavailable data on tourists' travel motivation for Cape Verde (pers. comm. Mr. Fernandes Tavares 2005) and the fact that using a representative study on German travel motivation, a key sector of Cape Verde's tourism generating markets, gives a higher relevance to the following case studies.

When examining the following case studies of Sal and Boa Vista, the international trends listed in the previous chapter have to be kept in mind as the central principles for the destination's positioning, strategic choice and product development.

#### 3.1 Sal

Sal, Cape Verde's flattest and sunniest island (Fuchs et al. 2005:259), registers the highest numbers of international tourists arrivals (INE 2003a) due to its international airport Amilcar Cabral and high investments in tourism infrastructure. In the near future, international tourist arrivals will still concentrate on Sal even though international airports are currently being built at Sao Vicente and Boa Vista.

So far, the tourism development of Sal is concentrated at Santa Maria and at Ponta Preta. '3S tourism' (sun, sand and sea tourism) and all-inclusive packages are predominant. Environmental interpretation of the wider marine life is generally missing from the tourism offer. Considering already existing negative effects of tourism at Sal, the current tourism supply, and future tourism development plans for the island (pers. comm. Mr. Figueiredo 2005), the previously elaborated value-driven positioning at ecotourism in marine protected areas appears ideal for illustrating how tourists, the tourism industry and locals could benefit from linking tourism with nature conservation by introducing marine-based appreciative tourism activities, by diversifying the tourism offer and by attracting new market segments for sustainable tourism.

##### 3.1.1 Analysis

Which marine-based activities are currently offered at Sal? Are there possibilities to offer more appreciative marine-based activities? At which stage of the destination's lifecycle model is Murdeira Bay's marine protected area, and which strengths and weaknesses does it display concerning its marine recreational resource base? These questions will be addressed in the following section.



Sal, Murdeira Bay © R. Sirucek

### **Current marine-based activities**

Before analysing Murdeira Bay's unused tourism potential as an MPA for the island of Sal, the current tourism supply of marine-based activities on Sal is outlined. Marine-based activities include water- and land-based activities which take place within the ocean and on the coast. The following list gives an overview:

**Table 5:** Marine-based activities on offer at Sal

<ul style="list-style-type: none"><li>- Sunbathing, swimming &amp; snorkelling</li><li>- Scuba diving</li><li>- Apnoea diving</li><li>- Surfing, wind- &amp; kite-surfing</li><li>- Sea kayaking</li><li>- Fishing</li><li>- Spear fishing</li><li>- Shark fishing</li><li>- Catamaran sailing in connection with a snorkel excursion</li><li>- Island hopping Sal - Boa Vista and returning by catamaran</li><li>- Turtle watching</li><li>- Quad biking on the beach and sand dunes</li><li>- Excursions to Burracona to observe and if possible to swim in the natural swimming pool</li><li>- Excursions to Pedra de Lume to see the natural salina within the extinct volcano</li></ul>
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Source: pers. comm. Mrs. Carneiro and own investigations 2005

Almost all tourism activities take place at Santa Maria and Ponta Preta apart from visits to Burracona and Pedra de Lume. Little appreciative activities to show and interpret the extensive but hidden marine life are on offer. Turtle watching is in this regard the only appreciative activity on this list. From this situation the question arises if the MPA of Murdeira Bay could act as an agent to offer appreciative marine-based activities to tourists. This question will be analysed more in-depth in the following subsections by using various analytical tools.

### **Destination's life cycle**

According to Burtler's (1980) destination's lifecycle model the MPA of Murdeira Bay is currently at the involvement stage due to its recent proclamation as MPA. Even though the bay is easily accessible, only few visitors come to explore its marine beauty. The natural potential is assumed to still be sound, otherwise the bay

would not have obtained the legal status of an MPA. Until now, only little tourism infrastructure is available in form of an apart-hotel and apartment blocks.

McElroy (2002) highlights that "least developed destinations [...] have sufficient time to develop a tourism style that is socially acceptable, environmentally compatible and economically viable [...]". This quotation would also apply to the current situation of Murdeira Bay's MPA, regardless of the planned tourism projects for the bay at this stage.

### **Strengths and weaknesses**

Which are the strengths and weaknesses of the marine protected area's resource base? By giving a brief description of its resource base, these can be identified for the bay.

Situated at the centre of Sal's west coast, Murdeira Bay enjoys Cape Verde's pleasant climate with 350 days of sunshine during the year, a temperature range from 20 to 30°C, a dry climate with humidity around 40-60%, white sandy beaches with crystal clear water and a warm Atlantic stream with temperatures ranging from 22-27°C (Fuchs et al. 2005:99). North-easterly trade winds bring a friendly cooling breeze from October till July (ibid:102).

Apart from these favourable climate conditions, Murdeira Bay harbours a large marine biodiversity. Apart from housing many endemic marine species of fish and corals the bay is a breeding site for sea turtles and whales (Monteiro 2006a). From July to October hundreds of loggerhead sea turtles come to lay their eggs at the white sandy beaches of the bay (ibid.). Only eight weeks later turtle hatchlings find their way into the Atlantic Ocean. From April to September cetaceans frequent the waters of the bay around Ponta Parede and the islet of Rabo de Junco (ibid.). People have reported whale strandings and also adult whales with calves. Furthermore, Murdeira Bay provides perfect conditions as a nursery for fish stocks (ibid.). For all these reasons Murdeira Bay was declared a Marine Protected Area (MPA) (ibid.). Up to now it is the only proclaimed MPA in Cape Verde (ibid.).

Landscape characteristics of the bay are wide open spaces, towered by a small hill called Rabo de Junco at the northern tip of the bay. Sandy beaches alternate with rocky stretches.



**The following strengths of the marine protected area's recreational resource base arise:**

1. Easy access
2. Favourable climate
3. Sheltered bay
4. High marine biodiversity
5. Presence of endemic corals and fish
6. Nursery for fish stocks
7. Seasonal breeding site for loggerhead turtles
8. Seasonal presence of whales
9. Interesting landscape characteristics
10. Well preserved natural environment

On the other hand Murdeira Bay's marine protected area has also some weaknesses. The bay's marine ecosystem is rather fragile (General-Directorate of Tourism 2004:6). Nevertheless, uncontrolled fishing activities such as spear fishing and lobster fishing, both performed by scuba divers (pers. comm. Mr. Klapheck, Mr. D'Oliveira 2005), take place within the MPA. No signposts indicate the area and no information can be found within tourism brochures (pers. comm. Mrs. Carneiro 2005). Whale watching tours are not offered and the turtle watching tours are not run within the greater context of the MPA and its importance. Environmental interpretation of the marine recreational resource base does not take place, due to the lack of well trained guides.

Another type of weakness exists in form of the property sales around the MPA. Some investors like GLOBAL S.A. and Cape Verde Development are as well known as their plans (Cape Verde Development not dated, Lopes 2005:2f, A Semana 27.05.2005:4, Alfa Comunicações 2005:25). Although further plans exist (Monteiro 2006b), only rumours and speculations are a source of more detailed information. The missing clarity about interested and involved investors around the MPA leads to an insecurity in planning and makes elaborating a sound recreational plan difficult.

Another weakness is the fact that Murdeira Bay is the entry lane for aeroplanes descending at Sal's international airport which leads to noise pollution during day and night time, and could affect tourism development at the bay.

The strength and weakness profile illustrates adequately that within a fragile marine ecosystem somewhat appreciative and non-consumptive activities should be offered to tourists and locals alike.

**The following weaknesses of the marine protected area's recreational resource base appear:**

1. Corals and reefs are fragile ecosystems
2. Missing sign posts and information material on the MPA
3. No whale watching tours on offer
4. No turtle watching tours offered within the MPA context
5. No environmental interpretation of the recreational resource base
6. Uncontrolled fishing activities within the MPA
7. Rapidly decreasing lobster population and diminishing biodiversity
8. Lack of planning security for the MPA due to unknown investors and their tourism development plans
9. Proximity to international airport creates noise pollution

### **3.1.2 Tourism concept**

Based on the previous resource analysis it is suggested to establish Murdeira Bay Marine Park. The following subsections give answers to positioning, possible target groups, the recreational plan and its wider area, product requirements, and the attractiveness of chosen market position. Finally, an overview of Marine Parks from around the world is given for further reading.

#### **Positioning**

Murdeira Bay Marine Park would be the first of its kind within Cape Verde. The marine park could highlight the presence of loggerhead turtles, different whale species and Sal's marine biodiversity. Thus the park could take a competitive advantage over other hypothetically emerging marine parks, as it is the first one to be established, with enough time to build a positive image and to create a brand for better visibility on the market place.

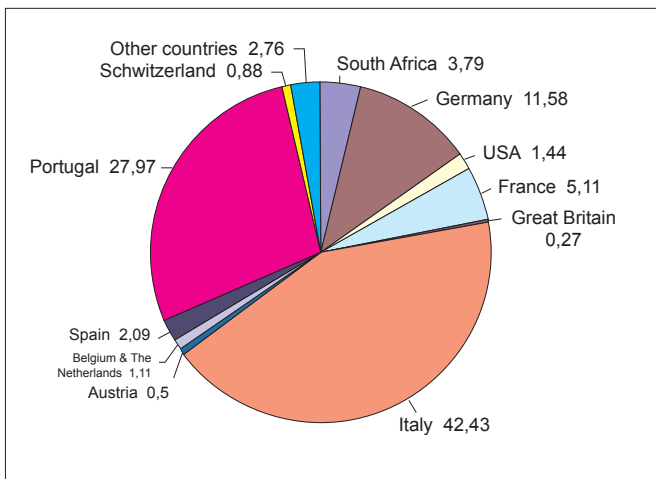
The marine park would diversify Sal's tourism offer by introducing appreciative marine-based activities and provide an alternative to current tourism development at Santa Maria and to future tourism developments at Pedra de Lume (Simas 2005:6). The destination's strategies could be to establish in a market niche, such as marine protected areas within Cape Verde, and to become a market leader within this niche. The focus could be on environmental quality instead of degrading Murdeira Bay's marine resources by offering mass tourism at low prices. By creating Murdeira Bay Marine Park an

innovative tourism concept which pursues value-driven positioning across market segments (chapter 2.2.2) would be introduced to Sal. The general attitude towards competitors could be cooperative, as the marine park provides additional recreational services. Murdeira Bay Marine Park can be seen as the core area of appreciative, non-consumptive activities and experiences within Sal, addressing different target groups.

### Target groups

Two different strategies could be combined. The first would focus on target groups already visiting or living at Sal, and the second would be to attract new target groups interested in ecotourism through the marine park concept (annex 4). Both target groups will be looked at separately. An overview of tourists already visiting Sal is given with figure 7.

These quantitative data help to identify tourists' geographic region of origin. However, they do not display travel motivation, i.e. why those tourists chose Sal over other tourism destinations. Therefore, the subsequent step uses a classification of tourists based on travel motivation and lifestyles to identify potential target groups for which to create special activities (see annex 7 and 8).



**Figure 7:** International tourist arrivals at Sal by country of origin in percent.  
Source: INE (2003a), personal illustration, data displayed for 2001

The first group would consist of high-volume tourists, 'sun-and-beach package holidaymakers', 'young fun-and-action holidaymakers' and local residents. Even though tourists and locals of the first target group might not be approachable with issues of sustainable tourism, they might be attracted by Murdeira Bay Marine Park's tourism products such as a self-guided underwater snorkel-trail, diving, or 'catch and release fishing'. Clean beaches, clear water and the area's beauty (ITB 2006) could be another reason for tourists to visit the area. Locals might find work as park rangers or guides, and thus be attracted by the marine park and the value it holds.

Apart from the previously mentioned target groups and optimisation strategy, new target groups for sustainable tourism could be attracted by chosen value-driven positioning. In this regard a sustainable tourism promotion strategy could be opted for (ITB 2005). The medium and long-term aim would be to attract more target groups adequate for sustainable tourism to Sal (ibid.) to prevent more negative effects of tourism to occur.

These target groups could be 'general and special interest tourists', 'nature and outdoor holidaymakers', 'family-oriented holidaymakers', to a small degree 'sophisticated cultural travellers', school classes, teachers and researchers (see annex 7). These target groups could be reached through the diversification of Sal's tourism product range as it will be presented within the recreation plan. All tourists of the second target group, who are to be attracted by Murdeira Bay Marine Park's value-driven positioning and its concept, are environmentally conscious, and thus nature conservation and sustainability are an added value to them. For this reason, when offering tourism activities within the marine park, sustainable tourism issues of the park can be communicated explicitly to this target groups (ITB 2005). Finally, Murdeira Bay Marine Park could also try to gain prospective tourists via GLOBAL S.A.'s and Cape Verde Development's tourism offer by communicating the marine park's values. In general, no differentiation should be made between tourists coming as package tourists or free, individual travellers (FITs).

## **Recreational plan**

A recreational plan for Murdeira Bay Marine Park is conceivable in the following way:

Within a delimited area, guided sea kayaking tours within the MPA could be offered and attended by an environmentally trained guide. A self-guided underwater snorkel-trail with laminated sign-posts would provide information on endemic corals and fish to interested snorkelling tourists. Installed pontoons would provide tourists who go on a snorkel excursion the opportunity to relax and to warm up again before continuing. Maybe there are also interesting spots for underwater photo-safaris, glass-bottom boat tours; the installation of a stationary water-proof camera to transmit underwater images of remote areas to a visitor centre is also a viable technique. (Eagles/McCool 2002:219). However, this only can be evaluated by locals or local operators.

Another appreciative activity like turtle watching could be done together with experienced local fishermen. They should be able to inform about loggerhead turtle's nesting habits, emerging hatchlings, their life span, and their breeding. Feeding grounds showing the connection between Cape Verde's and West Africa's waters for this marine species should also be addressed. Local fishermen could also give an insight on the changes occurring during the transition from turtle hunting to turtle watching, and how this activity changes their way of life. In season, well trained local guides could also raise environmental awareness for whales, their habits and marine environment during whale watching tours, as well as collecting scientifically important data. These local guides could provide tourists with information on their traditional life as fishermen in Sal, highlight former history of whale hunting at Cape Verde and the related emigration to the USA. This way, cultural and historical issues could be combined with nature conservation at the Murdeira Bay's MPA.

Public moorings at demarcated areas within the MPA could be rented by a certain number of small boats. These would be sailing boats, dive operators, boats of local fishermen and tourists who enjoy recreational fishing. Within the MPA, recreational fishing should be in the form of 'catch and release' (Eagles/McCool 2002:218), thus adhering to the principles and practices of this type of fishing. While the more active visitors will

pursue sportive activities within the MPA, other tourists could go on a glass-bottom boat tour to observe marine wildlife, enjoy an extended walk, a swim or a sun-bath. All activities should be embedded within a zoning and licensing system based on scientific data of the MPA's marine carrying capacity, to reduce the possibility of different activities interfering with each other. The aim is that visitors should not disturb other visitors or marine life while pursuing their favourite activity.

Additionally, an educational program for teachers could be created. Free excursions to the MPA could thus be initialised for school children in order to build environmental awareness on marine biodiversity during outdoor classes. Coral restoration of damaged corals by coral transplantation and frequent clean-up dives could be carried out together with interested divers to maintain an appealing dive and snorkel ground. Scientists would be welcome to undertake more research on Sal's and/or Cape Verde's marine biodiversity.

Apart from activities within Murdeira Bay Marine Park, walking tours with environmental interpreters could be offered at Pedra de Lume and Burracona, as this kind of tour is not provided as yet (pers. comm. Mrs. Carneiro 2005). The natural process and connection between the ocean and the salina within the extinct volcano could be explained, the history of former salt production recalled and the usage of salt for skin diseases pointed out. In addition, offering bird watching at Pedra de Lume would be a good option due to territorial waters. However, as tourism plans of the Italian investor Stefanina for Pedra de Lume develop (Simas 2005:6), the number of tourists might disturb the birds too much and make watching them impossible. Another opportunity arises by offering walking tours with environmental interpreters at Burracona. Local guides could explain the process of cliff, rock and cave formation. Last but not least, turtle watching together with well trained guides could in addition to Murdeira Bay, also be offered at the bay of Serra Negra, the bay of Parda, and Igrijinha beach. These places are all located on the south easterly side of Sal, which would not be favourable for tourism resorts due to strong steady north-easterly trade winds from October till July (Fuchs et al. 2005:99). Apart from being famous for windsurfing and shark diving (Monteiro 2005b), these attributes mean the areas should be included in the marine park's excursions.



Sal, Burracona © R. Sirucek

### **Product requirements**

In this section, trends and their implications for product development are taken into account, and those product requirements are pinpointed, which the marine park should consider when creating the proposed activities stated within the recreational plan. All activities are supplementary products to the visitors' holiday package. Offers should address the target groups' needs; for example, if 'sophisticated cultural travellers' are targeted, then cultural features such as the former practice of whale hunting should be explained within a greater cultural and historical context.

Furthermore, offers should be flexible and of high quality standards due to tourists' expectations and limited time availability. As tourism services are immaterial goods, quality is reflected by the marine park's physical facilities, its well trained, knowledgeable and entertaining guides, and by smooth running processes which fulfil or even surpass visitors expectations, creating visitor satisfaction and a positive image.

Another important issue to focus on is ensuring the personal safety from natural risks by using safety guidelines for each activity at the marine park. Murdeira Bay Marine Park, positioned as a relaxed and quiet place, could try to agree upon a certain code of conduct with street vendors to keep the 'hassle factor' low, and thus give tourists an opportunity to look at interesting handicraft and to provide vendors with a higher opportunity to sell

their goods (Reise pavillion 2006). Additionally, good sanitation facilities must be provided to keep tourists at ease and to maintain environmental quality high.

As trends in tourism to protected areas have shown, special attention is needed when creating tourism offers for the older generation and children. With this regard special requirements of elder people should be considered, and interesting interpretation programs for children travelling with their parents should be designed.

Another target group with special needs is "school children", and their needs should be taken care of when preparing an educational program involving practical outdoor classroom experiences. Apart from school children, teachers have to be considered and their special needs discussed. In resume, the marine park should provide interesting and appreciative marine-based activities and convey a better understanding of Cape Verde's marine ecosystem to different target groups by considering their special requirements and by providing a long lasting, meaningful experience. This could be accomplished through personal interpretation by environmentally well trained park rangers, and/or by explanatory materials such as leaflets, posters, photos or videos at points of interest, an information point or a visitor centre.

### **Attractiveness of the market**

Due to a lack of available data and uncertainties concerning further tourism development at Sal it is very difficult to establish the size and attractiveness of the market for Sal's chosen positioning. Nevertheless, at this point the attempt is made to estimate the number of tourists who would visit Murdeira Bay Marine Park.

Regarding the attractiveness of nature-based tourism and ecotourism, chapter 2.2.2 provides an overview of the general market situation. At this point, a closer look is taken at Sal's circumstances. For 2001, INE notes 83,043 international tourist arrivals at Sal<sup>4</sup>. These tourists cannot, however, all be counted as potential park visitors, as some tourists are only in transit, and do not stay overnight or simply have a different travel purpose (e.g. business trips) and therefore would not visit the marine park. For this reason the number of international tourist arrivals cannot be taken as starting point for the following estimation, and it is replaced by the number of available beds at Sal. The reason for doing so is that only the amount of tourists the island is able to host in total

could participate in Murdeira Bay Marine Park and its wider area. The following calculation is made without day visitors to Sal:

**Table 6:** An estimation of beds available per night at Sal

	<b>Beds available per night</b>
INE data for 2001	3,424
RIU Funaná	1,000 <sup>5</sup>
Cape Verde Development	2,366 <sup>6</sup>
GLOBAL S.A.	
Pedra de Lume	x <sup>6</sup>
future tourism development at Sal	x <sup>6</sup>
	<b>6,790</b>
supposing a certain number of beds for GLOBAL S.A.	2,000 <sup>9</sup>
supposing a certain number of beds for Pedra de Lume	1,400
<b>in total</b>	<b>10,190</b>

Source: INE 2005 as in: Turismo ganha terreno, pers. comm. Mr. Violan 2005, Cape Verde Development not dated, Simas 2005:6, personal estimation and illustration.

Thus the question arises: Who would visit Murdeira Bay Marine Park and its wider area? Tourists staying at apartments or hotels from Cape Verde Development and GLOBAL S.A. would definitely be potential visitors of the marine park, as they are lodged at the marine park's boundaries. Applying a low occupancy rate of 35 percent, assuming that both tourism projects need time until they reach Sal's occupancy rate of 46 percent in 2004 (INE 2003b), and assuming further that Sal's occupancy rate will not decrease over time despite the fact that more hotels are being built, a calculated 1,528 daily tourists could be expected to visit the marine park since both tourism projects are located at the coastal boundary of the MPA. Additionally, day visitors from Santa Maria or Pedra de Lume could be expected to join one marine-based appreciative activity offered by the marine park. If one assumes the same occupancy rate of 46 percent for all of Sal's accommodation providers (ibid.), and that 25 percent of all other tourists staying at Sal would visit the marine park once during their holidays, another 669 park visitors have to be taken into account.

<sup>4</sup> Own calculation from official INE (2003) data.

<sup>5</sup> RIU Funaná opened in October 2005.

<sup>6</sup> Still needs to be built.

**Table 7:** Estimation of park visitors

	<b>potential visitors to M.B.M.P.</b>
assumed accommodation occupancy rate	0.35
Cape Verde Development	828
GLOBAL S.A.	700
<b>daily present tourists at the bay</b>	<b>1,528</b>
	potential visitors to M.B.M.P.
assumed accommodation occupancy rate	0.46
INE data for 2001	393
RIU Funaná	115
Pedra de Lume	161 <sup>7</sup>
future tourism development at Sal	x
<b>tourists visiting during their holidays</b>	<b>+/-669+x</b>

Source: INE (2003b), personal calculation and illustration.

Adding up overnight and day visitors to the marine park, and supposing the former stay one or two weeks at Sal for holidays, the calculated number of park visitors adds up to 57,122 - 114,244 international tourists per year, when future tourism developments of Sal are neglected, which are indicated with the variable (x) in the calculation<sup>8</sup>. If every international tourist engaging into marine-based activities provided by Murdeira Bay Marine Park paid only one Euro to the marine park on a single occasion, this would amount to a rounded potential income between 50.000 and 120.000 Euros which could be utilised for park management and to secure Sal's natural assets. At this point it has to be stated that rising tourist numbers are a threat to environmental quality and the tourists' experiences, and thus have to be considered carefully. Only if nature conservation at Sal increases at the same pace as its tourism development does is there a chance to manage the marine environment accordingly and to safeguard Sal's natural assets for the future.

Besides the outlined monetary values generated by Murdeira Bay Marine Park and its wider area, the non-

<sup>7</sup> The assumed occupancy rate of 46 percent for Pedra de Lume will only establish after a certain time. Thus the number of visitors from Pedra de Lume would be even lower at the beginning.

<sup>8</sup> NB: In this calculation, local residents, even though a target group of the marine park and its wider area, were neglected, as the estimation of this group was not possible to the author.

monetary values provided by the marine park should not be forgotten. The possibility to also offer marine-based appreciative activities at Sal creates an added value to Sal's image, and could be used for marketing purposes diversifying the existent tourism offer.

### **Competitors**

When considering Murdeira Bay Marine Park's positioning and its competitors at a marine protected area's level there are no direct competitors at Sal who would put forward appreciative marine-based activities within a recreational plan or tourism concept yet. Turtle watching tours are on offer. However, they are carried out without certification or regulations (pers. comm. Mrs. Neves 2005), without offering an information post or visitor centre and without informing about the wider marine ecosystem context like it could be done in a marine protected area. Rather than to be perceived as competitors, these tours could be perfectly integrated into Murdeira Bay Marine Park's wider recreational context.

But what about indirect or future competitors with regard to the presented concept? An indirect competitor to Murdeira Bay Marine Park's recreational plan could emerge if a tourism concept for Santa Luzia is formulated and implemented, as this remote island and protected area also has a huge potential for marine-based appreciative activities. However, Santa Luzia can be seen as minor competitor to Murdeira Bay Marine Park as tourists, whiling away their entire holidays at Sal, would neither take up the hardship of flying especially to São Vicente nor ask for a special permit and rent a boat only to visit the remote island.

Future competitors might arise if investigations at other sights finish with the establishment of more marine protected areas (Larochelle 2004:4). Nonetheless, it would be questionable if other MPAs would be a threat to Murdeira Bay Marine Park, as new MPAs would still have to be declared as such. In the meantime Murdeira Bay Marine Park has the opportunity to establish itself on the market place and to create a positive image, thus gaining advantage over its future competitors.

In resume, Murdeira Bay Marine Park is well positioned with regard to its direct, indirect and future competitors and the marine park would definitely capitalise on its status as the only officially declared marine protected area throughout Cape Verde to ultimately bridge a gap in Sal's tourism market.

### **Case studies tourism in MPA**

So far, a possible Murdeira Bay Marine Park was the main focus. Here, information and case studies on other MPAs are provided for further reading.

Eagles/McCool (2002:226ff), have used case studies on tourism in MPAs in their book "*Tourism in National Parks and Protected Areas: planning and management*" and provide a good insight into the topic's problems and how to handle them: "Case studies describe how planners and managers address these challenges associated with managing tourism in an MPA. The Chumbe Island Coral Park case study illustrates how a private MPA achieves conservation and community education goals through tourism. The Saba Marine Park case study examines management and planning of tourism activities through the use of Limits of Acceptable Change (LAC). The Watamu Marine National Park case study illustrates conflict resolution and community participation in tourism activities in an MPA. The Bunaken National Park case study highlights how one MPA has tackled the difficult issue of park funding" (ibid:226).

Apart from Eagles/McCool (2002:226ff), the following links are helpful for further research on MPAs and issues concerning them:

#### **1. Chumbe Island Coral Park, Tanzania**

- Official web-site: [www.chumbeisland.com](http://www.chumbeisland.com)
- Vth World Park Congress (2003a): Private sector investment in marine conservation. Power point. [http://www.conservationfinance.org/WPC/WPC\\_documents/Apps\\_01\\_Riedmiller\\_ppt\\_v2.pdf](http://www.conservationfinance.org/WPC/WPC_documents/Apps_01_Riedmiller_ppt_v2.pdf)
- Vth World Park Congress (2003b): Private sector investment in marine conservation. Abstract paper. [http://www.conservationfinance.org/WPC/WPC\\_documents/Apps\\_01\\_Riedmiller\\_v2.pdf](http://www.conservationfinance.org/WPC/WPC_documents/Apps_01_Riedmiller_v2.pdf)
- Vth World Park Congress (2003c): Private Sector Investment in Marine Conservation: What Can Make it Happen? Experiences of Chumbe Island Coral Park Ltd [http://www.conservationfinance.org/WPC/WPC\\_documents/Apps\\_07\\_Riedmiller\\_p2\\_v3.pdf](http://www.conservationfinance.org/WPC/WPC_documents/Apps_07_Riedmiller_p2_v3.pdf)

#### **2. Saba Marine Park, Netherland Antilles**

- Coastal region and small island papers 3 <http://www.unesco.org/csi/pub/papers/buchan.htm>
- Comments on the marine park <http://www.sidsnet.org/eco-tourism/sabapark.html>

### 3. Watamu Marine National Park, Kenya

- General information: <http://www.watamu.net/watamu-marine.html>
- Kenya Wildlife Service <http://www.kws.org/marine.html#Watamu>

### 4. Bunaken National Park, Indonesia

- General information: <http://www.sulawesi-info.com/bunaken.php>
- Vth World Park Congress 2003d: Developing a diversified portfolio of sustainable financing options for Bunaken National Marine Park [http://www.conservationfinance.org/WPC/WPC\\_documents/Apps\\_01\\_Erdmann\\_v1.pdf](http://www.conservationfinance.org/WPC/WPC_documents/Apps_01_Erdmann_v1.pdf)
- Vth World Park Congress 2003e: Developing a diversified portfolio of sustainable financing options for Bunaken National Marine Park [http://www.conservationfinance.org/WPC/WPC\\_documents/Apps\\_01\\_Erdmann\\_ppt\\_v1.pdf](http://www.conservationfinance.org/WPC/WPC_documents/Apps_01_Erdmann_ppt_v1.pdf)

### 5. Komodo National Park, Indonesia

- Official web-site: <http://www.komodonationalpark.org/>
- Vth World Park Congress 2003f: Long term financing plan. Komodo National Park, World Heritage Site/Man and Biosphere Reserve. [http://www.conservationfinance.org/WPC/WPC\\_documents/Apps\\_01\\_Djohani\\_ppt\\_v1.pdf](http://www.conservationfinance.org/WPC/WPC_documents/Apps_01_Djohani_ppt_v1.pdf)

### 6. Saba National Marine Park, Malaysia

- Official web-site <http://www.sabapark.org/marine.html>

### 7. Bonaire National Marine Park

- Official web-site: <http://www.bmp.org>

### 8. Soufrière Marine Management Area, St. Lucia

- General information: <http://www.smma.org.lc/>
- Establishment of the Soufrière Marine Management Area (SMMA) <http://www.sidsnet.org/successtories/24.html>
- UN Atlas of the Ocean: <http://www.oceansatlas.com/servlet/CDSServlet?status=ND0xOTY5NiZjdG5faW5mb192aWV3X3NpemU9Y3RuX2luZm9fdmld19mdWxsJjY9ZW4mMzM9KiYzNz1rb3M~>
- Eagles/McCool (2002:42f)

### 3.1.3 Murdeira Bay Marine Park's perspectives

The presented marine park for Murdeira Bay creates desirable perspectives but at the same time the conceptual idea of a marine park faces certain threats. At the following both sides are illustrated, starting with desirable perspectives first.

#### *Desirable perspectives*

Murdeira Bay Marine Park could provide a sanctuary for marine species within Sal's heavily used marine landscape, which will carefully be made available for Sal's visitors and locals alike. The concept behind Murdeira Bay Marine Park enables its visitors to experience a marine landscape in an environmentally friendly way by offering appreciative non-consumptive marine-based activities. With the proposed idea a first link between tourism and nature conservation is made at Sal, which could benefit tourists, the local tourism industry and the local community. Murdeira Bay Marine Park could be seen as a treasure, reflecting upon the whole island of Sal, not only offering appreciative marine-based activities in the bay itself, but also at Pedra de Lume, Burracona, the bay of Serra Negra, the bay of Parda, and Igrijinha beach. Thus the marine park would generate an additional product component for Sal's tourism industry across the island. Investors at Sal might be pleased to show their clients that they care about the environment, as caring for the environment is caring for the visitor (Visit, not dated, a; b:25,34;c). However, this treasure has to be preserved and cared for with the help of all stakeholders.

The Centre for Environmental Leadership in Business (CELBeta, not dated, a:1) gives good reasons why tourism providers should invest in environmental management, which also holds true for Sal: "Major contractors of marine recreation services, including tour operators, hotels and cruise lines, are increasingly showing a preference for providers that adopt environmentally good practices. Thus, for marine recreation providers - from dive operations to boat rentals to wildlife viewing tours - improving environmental performance can not only contribute to marine conservation and the economic development of coastal communities, it can also improve business, by increasing their attractiveness to companies seeking responsible suppliers".

CELB et al. (ibid.) further highlights impacts and benefits for businesses and communities: “Poorly conducted, uninformed or irresponsible marine recreation activities can seriously undermine the health and aesthetics of near-shore marine environments and coral reefs, the very resources that service providers rely on for a healthy business and visitors demand for an enjoyable vacation. Improving environmental and social performance can not only prevent serious impacts, such as loss of tourist revenue, higher unemployment in the tourism sector, lower fish catches and health threats to local people, it can also improve the viability of the tourism industry as a whole. This, in turn, will stimulate economic growth, increase food and employment resources for local populations, and conserve ecosystems such as intact coral reefs that protect coastal communities from waves and storm damage“.

Further reasons also exist for national and foreign tourism investors to preserve Murdeira Bay, as with the establishment of the marine park monetary and non-monetary values are created for investors and their clients. Tourists who want to buy an apartment on the border of the marine park will have the certainty that marine environmental quality will be looked after and cared for, with the positive side-effect of real estate values remaining high over time. All in all, Murdeira Bay Marine Park will be a challenge for nature protection, but it will also be an opportunity to benefit tourism development and to finance nature protection, which in turn will generate local employment and income opportunities.

These perspectives may be desirable, however threats to the presented concept also exist.

### **Possible threats**

Threats arise from different macro-environments. Those are the physical, the political and legal, the economic, the social and cultural, and the technological environment. A brief summary of present threats will give a better understanding of the situation.

Murdeira Bay is an exclusively marine-based marine protected area and does not include coastal areas. Hence, it is legally possible to build tourism resorts at the bay’s coast. Several investors have been identified. Even though the author does not know if their projects are already approved, it is obvious that Cape Verde Development is currently undertaking a road show to sell property at Murdeira Bay (Devane 2006). Additionally, a harbour is planned for sailing boats and ferries and a

dry dock for the repair of ships (Alfa Comunicações 2005:25; Monteiro 2006a). In the long term the threat of surpassing the bay’s resource base carrying capacity exists and taking its marine biodiversity at risk. As international trends have shown (chapter 2.2.2), tourists today are well aware of environmental issues and actively look for naturally well-preserved tourism destinations. Thus putting the bay’s marine environment at risk also means risking future possible tourism benefits.

For Sal’s tourism development not only the physical, but also the political and legal environment is crucial. Murdeira Bay, declared a marine protected area in 2003, is still in its initiating phase. The protected area is not working yet (pers. comm. Mr. Röchert 2006) and has not yet established a legal park management. A big threat lies within a weak implementation (pers. comm. Mr. Calazans Fortes, Mr. D’Oliveira, Mr. Monteiro M.C., Mrs. Elsy, 2005). Even though the legal environment to declare Murdeira Bay as a marine protected area is favourable, and is asking for Environmental Impact Assessments, and in spite of the fact that Cape Verde is processing its Second National Environmental Action Plan (PANA II), which emphasises environmental issues across all governmental sectors, implementation is the crux. Without implementation all ideas, concepts and papers just stay ideas.

From a tourism perspective a national tourism development plan is missing (General-Directorate of Tourism 2004: 6), in which Murdeira Bay has its own positioning as marine protected area. In general, a master plan for tourism development together with a strategy of preferred tourism products needs to be developed for demarcated Integrated Tourism Development Areas (ZDTIs) (pers. comm. Mr. Riveira 2005). “ZDTI are areas of excellent geographic features, highly valued for their [scenery],



Sal, Ponta Preta © WWF / B. Weerts



particularly apt for the development of tourism activities and are proclaimed as such by the Government” (Cape Verde Investment not dated: 16). The central government has land rights over these so-called ZDTIs on Sal and on other islands of the archipelago. The government’s agency Cape Verde Investments promotes Cape Verde to foreign direct investors. At Sal coastal areas from Ponta Preta till Rabo de Junco are sold (pers. comm. Mr. Monteiro, Mr. Figueiredo 2005) and a policy of urbanisation and rapidly establishing real estate is pursued (General-Directorate of Tourism 2004: 6). This situation shows the lack of alternatives to selling real estate and the lack of establishing tourism concepts and services. As tour operators and hotel keepers sell according to their needs and available capacities (pers. comm. Mr. Nunes Evora 2005) higher numbers of free accommodation will mean more intense promotion of high-volume tourism instead of trying to commit to sustainable tourism.

But conflicts of interests also exist within the central government, for example between the Ministry of Environmental Affairs, Agriculture and Fishery, and the Ministry of Economy, Growth and Competitiveness. Both ministries try to pursue their main objectives, which at the time of the author’s visit to Cape Verde were not compatible. Another threat to Murdeira Bay Marine Park is the fact that Murdeira Bay is a political issue, due to an existing private-public-partnership project (PPP) of the government with GLOBAL S.A., and thus the bay is used for political tactics, instead of developing joint strategies for sustainable tourism development. Instead of trying a cooperative approach this attitude of deadlock processes (pers. comm. Mr. Heintz 2005) brings about the risk of proceeding as usual without securing Sal’s natural assets for future potential tourists.

Securing Sal’s natural marine assets could be started by implementing Murdeira Bay Marine Park. But more threats exist, this time from the economic environment. Since Cape Verde “has few financial resources” (Ministry of Finance and Planning 2004:45) and possibly does not recognise that environmental conservation can be economically beneficial, it could be perceived as impossible to finance Murdeira Bay Marine Park. If the option of gaining funds for nature conservation from tourists and tourism service providers leads to a situation of underfunding, voices could be raised for increasing tourist numbers to Murdeira Bay Marine Park with the aim to exploit funding possibilities. This could easily lead to surpassing the marine resource carrying capacity and deteriorating it.

Finally, the social and cultural environment is considered. Threats arise from the social environment and put anthroposophic pressure on the marine resources when habits like the following are pursued: driving quad bikes on sandy beaches where turtles lay their eggs as done at Ponta Preta, or when ‘catch and release’ fishing is done without releasing caught fish (pers. comm. Mr. Monteiro, Mr. Nunes Evora 2005). Moreover, at Murdeira Bay there is already a resource-user conflict appearing between fishermen and dive operators (pers. comm. Mr. Klapheck 2005) for the best dive and fishing grounds which normally coincide to be at the same place due to abundant fish stocks. This conflict might worsen in the long run, if local fishermen are not considered within the marine park’s concept and do not perceive any advantages for them. Locals are said to be very proud and do not always follow rules and regulations. As example spear fishing or lobster harvesting with scuba dive equipment such as air tanks can be mentioned (pers. comm. Mr. Klapheck, Mr. D’Oliveira 2005). This attitude and only a recently rising interest in nature conservation (pers. comm. Mr. Heintz 2005) will make it difficult that locals might accept Murdeira Bay Marine Park’s concept of appreciative marine-based activities and to respect it. However, if providing alternative employment to previous fishermen as park rangers, attitudes might change. But, well trained guides or park rangers are not available for marine environmental interpretation at the moment (pers. comm. Mrs. Neves 2005). Thus, the threat arises that no well guided tours could be provided, which could have effects on visitor’s satisfaction. Due to the unknown number of investors and their plans on tourism development the demand for needed well trained guides cannot be established. The gap might not be filled by locals, due to missing well trained local guides, with the consequence of foreigners taking up employment opportunities of local people. A reason for this situation to occur might be that tourism at Sal develops at a faster pace than capacity building can take place, and therefore locals might not be able to acquire needed abilities fast enough to engage in qualified tourism jobs.

At the technological environment missing finance might impede to create own official web-site for Murdeira Bay Marine Park and thus leaving the communication of the marine park’s values and the creation of a brand image to foreign tour operators.

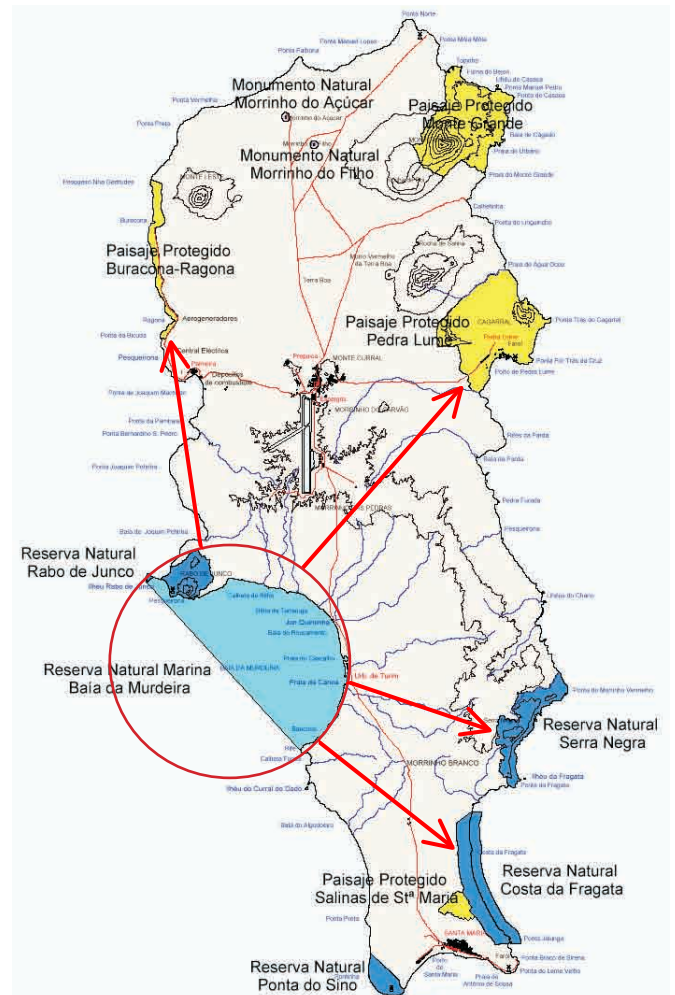
### 3.1.4 Recommendations

For the presented concept of Murdeira Bay Marine Park and desired perspectives the following recommendations are made:

1. **Preserve Murdeira Bay's natural assets by establishing the proposed marine park for non-consumptive marine-based appreciative tourism activities.**
2. **Before establishing the marine park, carry out a population's needs assessment at Sal to gain knowledge on local people's livelihood options, how plans for Murdeira Bay Marine Park fit into these options, and which possibilities exist to gain the support of the local community for the suggested marine park.** For more information on a livelihood framework see Ashley (2000).
3. **For establishing the marine park, choose a participatory approach, where the local community is involved in the park's planning, implementation, operations and management** (adapted from Ntshona/Lahiff 2003:3). In this regard the author suggests an Integrated Development Plan (Batschari 2004:3) for tourism, where the local community is consulted to create a desirable future for all stakeholders.
4. **Establish Murdeira Bay Marine Park as the core area for marine conservation on Sal, and as agent for appreciative marine-based tourism activities carried out at various places of the island.**

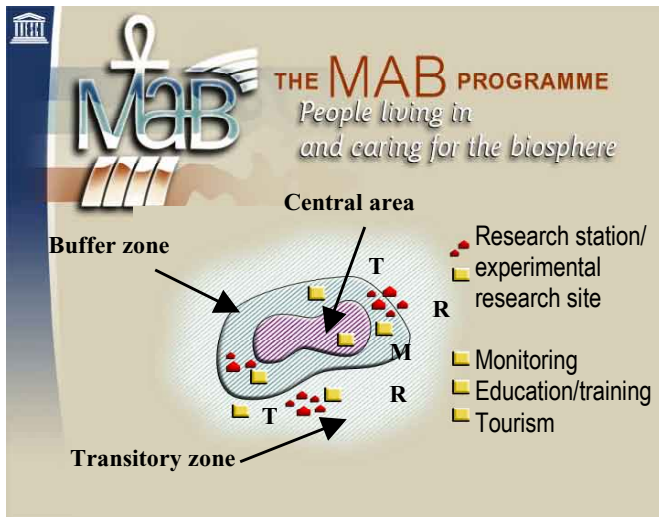
The marine park concept connects places of special interest for environmentally aware tourists through appreciative marine-based activities all over Sal, namely: Parede, the islet of Rabo de Junco, the bay of Serra Negra, the bay of Parada, Igrijinha beach, Pedra de Lume, and Burracona. Apart from Pedra de Lume and Burracona almost all these areas are situated on the easterly side of Sal, which according to the WWF priority area map (WRI 1995/ PRMC/ WWF, not dated) is also a globally very important biodiversity area. As far as known by the author, this coastal strip has not been declared a ZDTI yet (Monteiro 2006c) and has also not been sold (pers. comm. Mr. Figueiredo). As this area is directly facing the steady and strong north-easterly winds this area is unfavourable for establishing tourist resorts. But the area's biodiversity could be capitalised on by providing seasonal turtle watching excursions. The

nesting season of turtles is from July to October, and thus outside of the windy season. Turtle hatchlings emerge two months after nesting, and thus this phenomenon may extend into the windy season. However, the excursion's short time span may allow the winds to be tolerable, therefore again maximising the prospective use of the area.



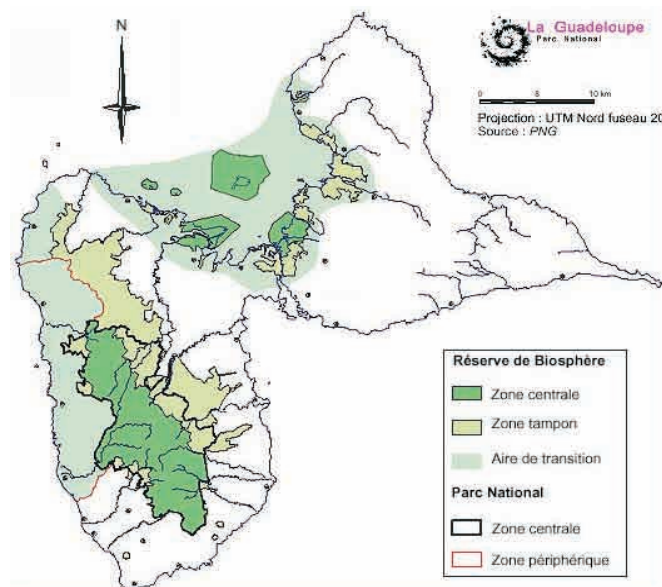
**Figure 8:** Connecting marine protected areas, Sal  
Source: Map (Governo de Cabo Verde 2005) adapted by the author

5. **Use Murdeira Bay Marine Park to build a brand image for marine conservation within Sal and/or Cape Verde.**
6. **Consider the UNESCO concept of Man and Biosphere (MAB) as a development option for Sal and within it establish Murdeira Bay Marine Park as a possible core zone.** In general biosphere reserves consist of a core zone, a buffer zone and a transition zone (figure 9).



**Figure 9:** Man and Biosphere  
Source: MAB (2005)

However a biosphere reserve can consist of two separate parts. A best practice example is shown by Guadeloupe.



**Figure 10:** Example of a divided biosphere reserve  
Source: MAB (2005)

As the concept of Man and Biosphere enhances development by separating areas (MAB 2005a), let us consider a divided Man and Biosphere concept for Sal. This could look like the following: Santa Maria, Algodoiro and Pedra de Lume are tourism development areas at Sal, which will in future offer a diversified tourism product. This offer is complemented by Murdeira Bay Marine Park, which offers and coordinates all appreciative marine-based activities at selected sights within the island. Arrival and take-off points for tourists travelling within

Cape Verde are the international airport Amílcar Cabral and the ferry terminal at Palmeira's upgraded harbour. Supplies for the tourism industry are shipped to the harbour and can be transferred easily and rapidly by its infrastructure. Thus, by permitting a variety of development options within different development areas, each option can capitalise on the areas' strengths and opportunities. Thus a more diversified economy will establish and economic benefits will spread across the island instead of being concentrated at a single place.

**7. Elaborate a zoning system for Murdeira Bay Marine Park based on scientifically founded concepts.** Examples can be found at

- Bonaire Marine Park Map [http://www.bmp.org/dive\\_and\\_tour\\_map.html](http://www.bmp.org/dive_and_tour_map.html),
- Komodo National Park zoning <http://www.komodonationalpark.org/>,
- Soufrière Marine Management Area (SMMA) <http://www.smma.org.lc/Visitor%20Info.htm>,
- Great Barrier Reef in Australia (zoning publications) [http://www.gbrmpa.gov.au/corp\\_site/management/zoning/zoning\\_publications.html](http://www.gbrmpa.gov.au/corp_site/management/zoning/zoning_publications.html)

**8. Establish management costs for the marine protected area and compare them with potential costs and benefits from tourism,** as "[...] tourism also has negative impacts. In particular, tourism tends to take place in some of the world's most fragile of environments – coastal zones and mountain regions – and if not managed properly threatens the very resources that attract tourists in the first place, as well as causing damage to the ability of these regions to provide environmental services" (Font et al. 2004:11).

**9. Establish a park authority for the management of Murdeira Bay Marine Park.** The park's authority would be centred at the park's borders itself. It would resemble a logistic headquarters from which services of all kinds could be offered.

**10. Employ local people as personnel for the park's management authority.** If international trends on tourism in protected areas strengthen and international tourist arrivals at Sal increase, a high number of park visitors could be expected for Murdeira Bay Marine Park. Therefore, personnel for park management are needed, who are able to implement the marine park's concepts by applying rules and regulations. The

majority of this personnel should be hired from the local community (Vth World Parks Congress 2003i) to demonstrate the marine park's economic value to the local community and its possibility of different livelihood options, which might be less damaging to the environment (Font et al. 2004:16). "In the absence of employment and alternative livelihood options, local communities are more likely to use protected areas illegally and in damaging ways, [...]" (ibid.).

**11. Consider the contractual basis for the environmental interpreter, park rangers, management.**

Should they be free-lancers, or employed by the park?

**12. Train fishermen as park rangers. A good example is given by Chumbe Island Coral Park**

(Vth World Parks Congress 2003b:6) "[...] five local fishermen were employed by CHICOP and stationed on the island. They were, over several years, trained on-the-job by volunteer marine scientists and educationists. This rather informal training focused on the basics of coral reef ecology, the benefits of a fully closed area, the aims of the Chumbe project, and how to communicate all this to their fellow fishers and villagers. The rangers were also trained to produce daily monitoring reports on any events and to help researchers with the baseline surveys. English language training and visitor guidance skills were added to this at a later stage. This proved very successful. Traditional 'subsistence' fishers responded well to this approach. The fact that the rangers work in two- to three-weekly shifts on the island and continue to reside in the village and even fish during their off-time, probably also helped for close bonds with villagers".

**13. Train personnel professionally and also ask for high quality standards of other service providers to the marine park.**

"The challenge for any tourism related operations is to educate and train local staff to international standards. In Ten Knots' experience, properly trained local staffs become the best employees while bringing a sense of local flavour and folklore to a successful guest experience. The company benefits from satisfied clients while providing real employment and educational opportunities to the local communities" (Vth World Parks Congress 2003i:3)

Professional training for nature guides and park rangers could include: environmental issues such

as biodiversity and nature conservation, nature and cultural interpretation, protected area management (WWF 2005), but also basics of first aid, marine safety, liability, guiding quality and customer satisfaction (Eagles/McCool 2002:230).

Training could be provided by volunteers, which worked well at Chumbe Island Coral Park (Vth World Parks Congress 2003c:3f), and focus on already employed guides to improve standards (pers. comm. Mr. Nunes Evora).

**14. Provide equipment to personnel and park visitors.**

- Murdeira Bay Marine Park's management authority should be equipped with an office, a boat, an engine, a dive set, and legal as well as executive power.
- Other necessary equipments are: laminated information and pontoons for the self-guided underwater trail.
- Surface marker buoys to demarcate the marine park's area.
- Information material on the marine park (leaflets, signpost, website)
- A video camera for underwater pictures and a projector to broadcast images.
- A visitor centre where information is provided on marine biodiversity.

Equipment can be provided according to necessity, step by step. A visitor centre is a long-term objective, whereas the equipment for the park's authority should be provided from the beginning.

**15. Establish an environmental management work plan and manage environmental impacts in Murdeira Bay.**

In this regard the following publication could be used as a suggestion on how to reduce marine environmental impacts at Murdeira Bay Marine Park and its wider area: A practical guide to good practice – Managing Environmental Impacts In The Marine Recreation Sector (CELB et al. not dated, a). The guidebook addresses: anchoring, boat operation, boat maintenance, boat sewage and garbage disposal; snorkelling, diving and snuba; seafood consumption and souvenir purchasing, recreational fishing, and finally marine wildlife viewing.

**16. Use the marine recreation checklist as self-assessment tool for marine service providers.**

A self-assessment checklist for marine service (CELB et al. not dated, b) is included within the

previously mentioned Practical guide to good practice (CELB et al. not dated, a).

“This self-assessment checklist has been developed to help you assess where your company stands in integrating responsible environmental practices. The checklist is divided into several sections. The initial 13 questions are relevant to all forms of marine recreation, while three additional sections offer supplemental questions for providers in special sectors: interactive marine wildlife trips, recreational fishing, and snorkelling, diving and snuba. Each question addresses a key issue and proposes a good practice.

In addition to providing a useful tool to marine recreation providers, this checklist is being used by major tourism companies, including tour operators, cruise lines and hotels, to identify and select responsible service providers” (CELB et al. not dated, b).

This self-assessment checklist is also important for marine recreation service providers of Murdeira Bay Marine Park to show that its operations run at standardised and agreed upon criteria to manage environmental impacts of its marine recreation sector.

**17. Introduce regular underwater cleaning dives** to keep the marine park’s area clean and appealing, which has a positive effect on minimising beach pollution from the ocean. Cleaning dives should be done by the marine park’s staff. However, interested tourists or locals could participate.

**18. Apply special rules to the marine park and its borders, the coast, for any construction work.**

No construction waste or other waste should be deposited at the park’s borders or thrown into the sea. Implement laws and regulations.

So far, recommendations focused on the establishment of Murdeira Bay Marine Park. The following recommendations consider the marine park’s commitment to tourism.

**19. Check if laws, regulations and administrative practice encourage environmentally friendly investment, which will build the base for future sustainable tourism development at Sal.**

An example from Chumbe Island Coral Park in Tanzania shows that “the official tourism policy in Zanzibar emphasizes eco-tourism, but laws, regulations and administrative practice do not

encourage environmentally friendly investment” (Vth World Parks Congress 2003c:4). Thus, if necessary change laws, regulations and administrative practice at Sal and/or at Praia as far as possible.

**20. Draft a tourism master plan for each island considering sustainable tourism as the main anchor of this plan.**

Include desired tourism developments for Sal and consider appreciative marine-based activities, which could be offered all over the island through Murdeira Bay Marine Park. Communicate environmental issues of this plan to interested investors and choose investors according to their commitment to sustainable tourism.

**21. Prevent negative impacts on the marine park and its wider area by engaging in sustainable tourism.**

**22. Draw up a tourism management plan** (Font et al. 2004:34) for Sal in general and for Murdeira Bay Marine Park in particular.

**23. When coastal tourism development is required, increase marine coastal conservation at the same time and pace to secure benefits of future tourism operations.**

Reasons for doing so are that Sal’s nature is at stake, which is also the island’s most important tourism asset, and that the perception of environmental quality is connected with tourists’ travel demand and choice. In addition, only well-preserved destinations can obtain high prices for environmental quality.

**24. Use value-driven positioning to target environmental conscious travellers across market segments.**

This can be done either at one geographical market segment like Germany, or across national borders like Germany, Italy, Portugal, France, Great Britain, Ireland and the Netherlands. As the destination’s image and products in Cape Verde are still generated by tour operators (pers. comm. Mr. Riveira 2005), they need to be influenced more according to the chosen value-driven positioning of Murdeira Bay Marine Park. In addition, Murdeira Bay Marine Park’s added value should be communicated to GLOBAL S.A. and Cape Verde Development and further stakeholders for the concept should be gained.

## 25. Create tourism products for different target groups emphasising appreciative marine-based activities.

- Give dive operators the possibility to offer **dive tours** within the marine park and its wider area.
- Establish a **self-guided under water trail** with laminated directions and information on endemic corals and fish.
- Offer tours specifically for **underwater photography**.
- Discuss if **underwater dive training for photographers** could be offered.
- Require **environmental briefing** for divers by dive operators, and provide it to visitors who will snorkel, as “snorkellers are perhaps more prone to injuring reefs as [...] they invariably stop to adjust equipment, often stepping on the reef for support” (Eagles/McCool 2002:219). A short guide to coral friendly snorkelling is provided in annex 10.
- Apart from environmental briefing, discuss with dive operators if they could offer a **dive training such as underwater naturalist** – how to dive environmentally friendly, which would be an extended version of the environmental briefing and could be offered as half-day course with a succeeding dive to practice learned issues.
- Enhance the possibility of experiencing the beauty of endemic corals and fish by **glass-bottom boat tours**. In this way elderly people, who do not practise snorkelling or scuba diving anymore, are able to see the hidden beauties of the marine park’s underwater world. Tours should only be run on sunny days, otherwise the corals’ colours do not appear as bright, and the experience would not be fulfilling. These glass-bottom boat tours should be led by a marine scientist or student capable to explain Cape Verde’s marine biodiversity to visitors and residents. To benefit the local economy glass-bottom boat tours could be provided by the local private sector. Maybe some local fishermen are capable of doing so. This has to be investigated and costs compared with imports.
- Offer **sea-kayaking** within delimited areas of the marine park. An environmentally trained guide could accompany visitors interested in the marine environment.
- Enable locals to obtain a special license to take tourists on a recreational fishing trip within the marine park to offer ‘catch and release fishing’. Here special care has to be taken on enforcing

the marine park’s principles of releasing caught fish, to sustain the operation of such recreational fishing activities. If locals in the long run gain confidence to the marine park’s concept and principles, ‘**catch and release fishing**’ could be extended all over Sal if locals are the ones who enforce release practices for the visitors.

- Provide **turtle watching** with approved guidelines. An example for turtle watching guidelines is given in annex 11. Apply guidelines whenever possible. Turtle watching tours at Sal could for example take place at Murdeira Bay Marine Park, the bay of Serra Negra, the bay of Parda, and Igrijinha beach from July to December. Depending on the season, turtle watching tours could include seeing turtles laying their eggs or seeing hatchlings emerge. Provide the opportunity to release a hatchling or to adopt one by paying a distinct amount of money. Special care has to be taken that once hatchlings are released locals do not collect them to ‘resell’ them. Events of releasing hatchlings can be used to raise awareness on this marine species.
  - Engage in **whale watching** around Ponta Parede and the islet of Rabo de Junco from December till April. Try out which practise is more effective: whale watching from the shore or from a boat. Before starting whale watching, familiarise with specific guidelines for whale watching according to species and places where animals are observed (Eagles/McCool 2002:219). The WDSC Cetacean Watching Code of Conduct gives a brief insight on whale watching guidelines (annex 12).
  - Create **walking tours with environmental interpreters** at Pedra de Lume and at Burracona. Use a special focus for each tour. The focus could be on: ‘Salt production – a review of history’, ‘Pedra de Lume’s salt and its healing features’, ‘Bird watching at Pedra de Lume’ or ‘Discover coastal geology at Burracona’.
- ## 26. Consider distribution channels to offer those activities to tourists at Sal.
- For the beginning, start at tour operators and hotels. Later think of creating an own web-site for the marine park and its appreciative tourism activities.
- ## 27. Provide information on the marine environment hosted by Murdeira Bay, Sal and Cape Verde to locals and tourists.
- Possibilities are offering

environmental marine interpretation on whales, turtles, endemic corals and fish at various hotels across the island until funds are available to open a marine visitor centre. Provide signposts for Murdeira Bay Marine Park, explanatory materials such as leaflets, posters, photos or videos at points of interest such as hotels, travel agencies, an information point or a visitor centre.

**28. Services: Focus guest activities around benefits to the marine park and its greater area.**

- “For instance, divers may have the option to participate in reef monitoring or clean up projects. Ten Knots encourages resort guests to mark sightings on a “Biodiversity Checklist” that becomes a memento of their stay. This activity educates guests about the biodiversity in the area at the same time it allows TK to monitor and track the presence of a wide range of animals, fish, and plants in the ENTMRPA” (Vth World Parks Congress 2003i:4).
- Provide and rent out public moorings at demarcated areas to boat users. This service could be provided by the park management or by the local private business sector. An example of establishing mooring fees is provided by Bonaire National Marine Park [http://www.bmp.org/html/yachting\\_and\\_anchorage.html](http://www.bmp.org/html/yachting_and_anchorage.html)
- Offer tourists to participate in coral restoration projects if restoration becomes necessary. More information on coral transplanting and reef restoration can be found at Banyan Tree, Maldives [http://www.banyantree.com/dive/marineconservation/coral\\_transplanting.htm](http://www.banyantree.com/dive/marineconservation/coral_transplanting.htm)

**29. Think of facilities necessary for tourists’ convenience.** As there is no or little funding available, think of approaching the local private sector to provide these facilities for tourists.

**30. Give local craftsmen space to sell Cape Verdean arts and crafts at the visitor centre, if they agree upon a code of conduct** (Reisepavillon 2006). Crafts sold at Murdeira Bay Marine Park’s visitor centre could reflect motives from Cape Verde’s marine wildlife.

**31. Introduce an educational program for school children.** Use best practise from Chumbe Island Coral Park, Tanzania (not dated, b). There, “informal hands-on environmental education” (ibid.) is provided in the form of one-day school excursions,

in-service teacher training and educational materials, which have been established by the Coral Park. Thus provide free entrance to school classes to visit the marine park. This practical class could be complementary with environmental teaching at school. It provides many school children with insights and personal experiences of their underwater world and its relevance of marine biodiversity.

**32. Within Murdeira Bay Marine Park start to ‘Sandwatch’ at Sal. Once the initiative has started it could be transferred to other islands.**

Sandwatch is an inter-regional project and an educational tool for sustainable development focusing on small islands (Sandwatch Project, not dated). “The project seeks to involve school students, with the help of local communities, in the enhancement and wise management of their beach environments. The long-term goal is to have Sandwatch activities integrated across the school curriculum so that it can form a flagship project in this decade of Education for Sustainable Development. Specific objectives are to:

- involve school students (primary and secondary school students) in the scientific observation and measurement of beaches utilising an inter-disciplinary approach



Sal, Murdeira Bay © R. Sirucek

- Assist school students, with the help of local communities, to apply the scientific data collected to the management and enhancement of their island beaches
- Reduce the level of pollution in adjoining seas and oceans and select an adequate beach to monitor” (ibid.).

A guide on how to ‘Sandwatch’ can be found at: <http://www.unesco.org/csi/smis/siv/inter-reg/sandw-pub.htm> (22.02.2006).

**33. Execute monitoring of the marine park’s area and enhance research.** Park rangers and the local private sector could engage with the marine park to carry out monitoring. Park rangers engaged in monitoring activities could help researchers with data collection. Murdeira Bay Marine Park could be used as an area for baseline surveys on the marine environment by local and foreign students and researchers alike. Create a proactive environment of research taking place within Macaronesia, and ensure that the data collected are distributed within Cape Verde to support the local science base.

**34. Use knowledge, data and best practice from other comparable areas.**

35. An overview of guidelines to increase the benefits of tourism in all kinds of protected areas is provided by Eagles et al. (20002:38f). **Review these guidelines and select those applicable to the marine park to implement them step by step.**

Last but not least, a pressing question remains: How could the presented concept be financed?

36. Font et al. (2004.13) give the following advice: „The first priority for protected areas is [...] to find ways of working with the tourism sector to reduce the impacts of tourism and costs to a site of managing tourism, before exploring the potential of using tourism to raise revenues that can contribute to protected area management”. **Hence, before working out a finance scheme to raise funds from tourism for Murdeira Bay Marine Park reduce negative impacts of tourism to coastal areas at Sal.**

**Table 8:** Possible funding options

Direct operation of commercial activities	
1.	Excursions with environmental interpreter... ... at Murdeira Bay Marine Park ... at Burracona ... at Pedra de Lume ... turtle watching at the bay of Serra Negra, the bay of Parda, and Igrijinha beach
Other income possibilities	
2.	Decentralised entrance fee system (dual system)
3.	User fees... ... for snorkelling ... renting out public moorings ... for diving = dive pass ... for fishing ... for spear fishing ... for boating ... for sports
4.	Concessions & leases
5.	Licenses for ... ... boats ... cruises ... sea safari boats ... local wooden boats
6.	Souvenirs sold at a visitor centre
7.	Merchandise sales
8.	Franchises
9.	Sponsorship deals
10.	In-kind private sector support
11.	Donations ... ... by visitors ... by private persons ... by tourism companies
12.	International volunteers system
13.	Trust fund
14.	Joint funding of MPA network
15.	Private property rights
16.	Taxes for nature conservation levied on tourists ... ... via visa procedures ... via bed levies

Source: Font et al. (2004:23ff), Vth World Parks Congress (2003c, 2003e-2003h), pers. comm. Mr. Nunes Evora (2005), personal illustration



**37. Establish a finance scheme by working out a portfolio of funding streams.** At the beginning apply to external financing bodies. Later Murdeira Bay Marine Park should become financially independent. The following table shows a list of possibilities to generate income from the combination of tourism and nature conservation.

**Comments on the finance scheme:**

“Recent research conducted by Lindberg and Halpenny (2001) of tourism-related revenue regeneration strategies for MPAs found that MPAs generally charge US \$1-5 per day or \$10-20 per year. Visitors are willing to pay this and more if the money is certain to be retained for management efforts at the park and is not sent to central government treasury” (Eagles/McCool 2002:223f). Countries of research were: Australia, Bahamas, Belize, Brazil, Canada, Egypt, Indonesia, Italy, Micronesia, Netherlands Antilles and the Philippines (ibid.:224).

“Goodwin et al. (1997) found that [...] when tourism revenue was calculated to cover the costs of all operational expenditures (research, enforcement, tourism, etc.) in the parks, none of the parks was able to adequately address these costs through tourism-related revenue” (Eagles/McCool 2002:225). **Hence, tourism can only be a part of Murdeira Bay Marine Park’s funding sources. A portfolio of different funding streams has to be established.**

More information on MPA financing can be found here:

- Case studies on funding methods provided by Font et al. (2004:41ff).

- Conservation Finance Alliance Tools and Training [http://www.conservationfinance.org/WPC/WPC%20Sust\\_finance\\_papers.htm](http://www.conservationfinance.org/WPC/WPC%20Sust_finance_papers.htm) (29.03.2006) V<sup>th</sup> World Parks Congress, September 2003, Durban, South Africa.

**38. Revise the legal framework and administrative arrangements to see if marine protected areas may “[...] develop fundraising activities to support their management and conservation programmes”** (Font et al. 2004:7).

**39. Consider the institutional structure of the parks authority to collect funding:** “Governmental department, parastatals, community organisation, NGOs, private sector, hybrid arrangements and partnerships” (Font et al. 2004:4) or a “Third-party management entity” (V<sup>th</sup> World Parks Congress 2003j).

**40. Establish a favourable environment for Small Micro- and Medium Enterprises (SMMEs) and for microfinance to enable locals to engage with economic activities provided by the marine park.** A study by the Institute of Employment and Professional Capacity Building (IEFP) highlights the importance of SMMEs within Cape Verde, and the sector’s possible key role for Cape Verde’s development regarding employment generation and return on investment (Inforpress 2006). The study also gives general recommendations for steps to be taken (ibid.) to level the field for SMMEs and microfinance in Cape Verde.



Impressions of Sal, Pedra de Lume © WWF / B. Weerts



## 3.2 Boa Vista

Boa Vista: The Island of Dunes is located only 50km south of Sal (Fuchs et al. 2005:284). It is the third biggest island of Cape Verde, and also the least populated (Carling 2002b), with long white sandy beaches. The sleepy Boa Vista is currently at a turning point, and might become an Italian eldorado for ‘sun and beach holidays’ and windsurf tourists, which currently stay at Sal (Fuchs et al. 2005:279). The ongoing construction of the international airport at Boa Vista is the first step towards this development. As tourism development plans are to be realised within the next 15 to 20 years, 47,806 beds will be built within four Integrated Tourism Development Areas (ZDTIs) (author unknown, July 2005). The problem is discerning what kind of tourism will establish (pers. comm. Mr. Andrade Peres 2005)? This case study on Boa Vista presents a brief tourism concept which considers actual tourism and leisure trends favourable for Boa Vista, and further outlines why it is crucial to sustain Boa Vista’s natural assets within this concept.

### 3.2.1 Analysis

Which are the marine-based activities currently offered at Boa Vista, at what stage of the destination’s lifecycle is the island at present and which are its recreational resource base strengths and weaknesses? The subsequent sections give a brief overview.

#### **Current marine-based activities**

The following marine-based activities have been identified to be on offer by the author.

**Table 9:** Marine-based activities on offer at Boa Vista

-	Sunbathing, swimming & snorkelling
-	Scuba diving
-	Windsurfing, kite-surfing
-	Driving quad bikes on the beach
-	Jet-ski tours along the coast (foreseen)
-	Turtle watching
-	Bird watching (own initiative requested)

Source: Pers. comm. Mr. Lopes, Atila & Rosi 2005; Mrs. Jann 2006, and own investigations 2005

#### **Destination’s lifecycle**

According to Burtler’s (1980) destination’s lifecycle model the island of Boa Vista is currently at the involvement stage. Reasons for this estimation are the

discussion on Boa Vista’s carrying capacity (pers. comm. Mrs. Neves, Mrs. Ribeiro 2005), plans for the island’s tourism development, which foresee four ZDTIs namely: Chave North and South, Chave Centre, Varandinha and Santa Mónica-Lacação; a Proposal of orientating principles for the development of tourism development zones for the islands of Boavista and Maio dating from July 2005 (author unknown), an internal agreement of the General-Directorates on previously mentioned proposal (pers. comm. Mrs. Ribeiro 2005), and the establishment of the Society for Tourism Development of Maio and Boa Vista in 2005.

Not having reached the development stage (Burtler 1980:7) yet, and actually being at the involvement stage, McElroy’s (2002) statement holds also true for Boa Vista: “Least developed destinations [...] have sufficient time to develop a tourism style that is socially acceptable, environmentally compatible and economically viable [...]”. However, the development of sustainable tourism has to be wanted and actively pursued.

#### **Strengths and weaknesses**

In the following section, strengths and weaknesses of Boa Vista’s recreational resource base are listed. The recreational resource base includes the natural features a destination can supply to be established as a tourism destination.

#### **Strengths of the recreational resource base:**

1. Beautiful, endless seaming white sandy beaches
2. A favourable climate for tourism year round
3. Sheltered bays
4. Coral reefs
5. Very good windsurfing conditions
6. High marine biodiversity
7. The presence of the most important nesting site for endangered loggerhead turtles after Oman and the USA, being the 2<sup>nd</sup> most important site within the North Atlantic
8. Breeding and calving ground of the endangered humpback whales, being the only population in the eastern North Atlantic
9. Only colony of endangered frigate birds within Cape Verde
10. Interesting landscape characteristics (Desert of Viana, boulder desert, small mountain range)
11. A freshwater lake with water all year round
12. A partly well preserved natural environment
13. Landscape with as yet little realised construction
14. Its size and changing colours due to its geology

### Weaknesses of the recreational resource base:

1. Sanding up and sand storms
2. Strong currents at the coast
3. Tides and storms bring waste to the coast
4. Waste at the sea bottom of Sal-Rei bay, thus a threat to the marine environment
5. Marine turtles can only be seen within nesting seasons June-December (peak season July-September)
6. Loggerhead turtles are hunted or occasionally killed as by-catch when fishing
7. Humpback whales can only be seen within season (December to mid-May)
8. Humpback whales cannot be spotted every day during season
9. Low availability of drinking water

The strengths and weakness profile shows that Boa Vista has a vast 'empty' landscape with a certain desert feeling and two treasures of endangered marine species, which if well preserved and combined could be beneficial for future tourism positioning.

### 3.2.2 Tourism concept

The previous resource analysis gives an overview and first proposal for Boa Vista's positioning. In the following subsections the islands positioning, possible target groups for chosen positioning, perceivable tourist activities to choose from and necessary product requirements are described. Finally, the attractiveness of the chosen market position is shown and competition considered.

### Positioning

Boa Vista could be positioned as a partially car-free and stress-free natural retreat offering wellness to the upper market within a healthy environment. Boa Vista could further be positioned as the most important marine turtle and humpback whale sanctuary within Cape Verde catering for tourists interested in marine wildlife viewing. Both positions complement each other very well and enable Boa Vista to take advantage of the polarisation and wellness trends (chapter 2.2.2), as well as of the growth of sustainable tourism and ecotourism (chapter 2.2.2). The ideal concept would combine the two options. This concept is very successful at some of the islands of the Wadden Sea, stretching from the Netherlands over Germany to Denmark. It could be also

an innovative approach to try out ecotourism ventures at Boa Vista's ZDTIs, offering small scale luxury lodging, providing exclusivity and top service at high prices apt to gain pioneer profits instead of taking on the same tourism concept as presently found at the island of Sal. For the chosen positioning Boa Vista should

- Use a value-based market segmentation strategy to address potential visitors for sustainable tourism development,
- Focus on quality instead of catering to the tourism mass market as it is done at Sal and might be done at Sao Vicente,
- Aim to become a market leader within chosen market niche, and
- Chose a cooperative approach to reach Integrated Quality Management (IQM), which consists of tourist satisfaction, satisfaction of tourism professionals and local people's quality of life (European Commission 2000:46ff).

### Target groups

Figure 11 shows the geographical origin of tourists visiting Boa Vista already. Most visitors to the island are from Italy, Germany, France and Portugal.

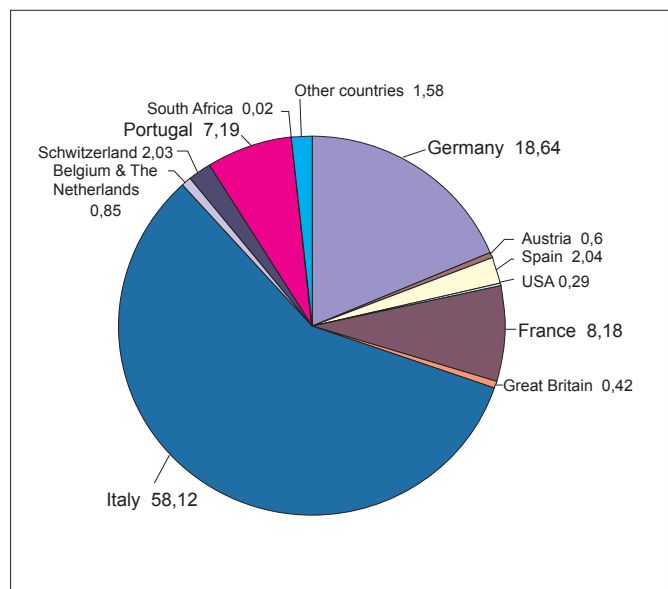


Figure 11: Geographical origin of tourists visting Boa Vista. Source: INE (2003a)

Like at Sal, mainly ‘*sun-and-beach package holiday-makers*’ and ‘*young fun-and-action holidaymakers*’ visit the island (own observation 2005). Considering chosen positioning and the difficulty of approaching both groups with sustainability issues (ITB 2005) an optimisation strategy should be applied, which tries to make the existing tourism offer and tourism supply chain more sustainable (ibid.; Kusters 2005:9), communicating sustainability issues only implicitly.

On the other hand, potential target groups to be attracted by the chosen positioning could be:

1. ‘*High-income-earners*’ who are attracted by the combination of high-end tourism, wellness and spa. This market segment is approachable for exclusive products and able as well as willing to pay high prices if quality service is at international standards. Quality in this regard does not stand alone for service, personnel and process, but refers also to environmental quality.
2. ‘*Nature and outdoor holidaymakers*’, the “target group for modern eco-tourism [who understands] ecology as part of an attractive holiday offer [and] as a prerequisite for the enjoyment of nature” (Birzle-Harder, B./Götz, K. 2005:39). This target group comes together with their children in search of “pleasure in an active seaside holiday, a holiday in the countryside, bicycle and hiking holidays or wellness and fitness. They are prepared to spend more money, look for activity and change, sport and exercise in the fresh air, and combine orientation toward family and experience” (ibid.:37)
3. ‘*Senior citizens*’ who are more attracted by appreciative activities and are prone to engage in wildlife viewing. This target group is increasing in numbers, is searching high quality and travels off-season, which is good to extend the tourism season.
4. ‘*Honeymooners*’ who are looking for a special place for an unforgettable honeymoon.
5. ‘*Ladies*’ who are more attracted by appreciative activities than men and are very much interested in wellness and spa (Tdw Intermedia 2001/2002 as in Brunswig 2003).

A promotional strategy for sustainable tourism offers should be opted for when addressing these potential target groups. This strategy would ask for the creation of new innovative offers of sustainable tourism, with the aim to attract new target groups for sustainable tourism to Boa Vista within a medium to long-term range.

Those potential target groups attracted by Boa Vista’s positioning are all approachable for sustainable tourism issues and therefore when marketing Boa Vista to these groups, nature conservation and the sustainability of those offers should be communicated explicitly.

In general, no differentiation would be made between ‘general interest tourists’ travelling on a package bundled by local incoming agencies and ‘free independent travellers’ (FIT).

### **Recreational plan**

Tourists arriving to Boa Vista’s airport or seaport would be transferred on bumpy dirt roads to Boa Vista’s car-free ZDTIs, where the principle of *park outside* and *walk inside* is pursued. Once tourists arrive at the ZDTIs’ entrance, they decide whether they prefer to walk or rent a bicycle to explore the area while their luggage is brought to their room. Personnel would get around on foot, on bicycle or maybe in future even by electro vehicles. Tourists to Boa Vista would prefer this island over others as quality of life is guaranteed by its remoteness, its tranquillity and the minimised traffic within tourism development areas (ZDTIs) under the motto: *Car-free is Stress-free*. Now, they are truly at a tourism destination where quality tourism is enhanced by its partly car-free concept, and their wellness holiday can start right away.

Regarding accommodation, resorts would use local architecture, which would blend well into the landscape by its design and order, respect privacy and provide exclusivity for its guests. Apart-hotels of more levels would not to be found within those ZDTIs as tourists would prefer to stay at individually designed lodges, where the interior design would reflect local flavour and emphasise small details.

*High-end tourists, senior citizens and ladies* would come to Boa Vista to revitalise and to view marine wildlife. Thus a suitable motto would be: *Boa Vista – Balancing Body & Soul*. This is possible within a car-free and stress-free area, which provides good conditions to make special experiences and to relax within a healthy environment and a special ambience guaranteeing an energising holiday. Selling this idea may sound something like this: “This is the place to enjoy remoteness and solitude within a colourful environmental setting, to breathe fresh air, to feel the wind run through your hair and the sun prickle on your skin. This is the place to be. This is the place where time passes slowly and relaxation is felt most.”

A visit to Boa Vista would activate all senses through active or wellness holidays. Tourists could choose from a wide product range during their stay. The active ones might engage in Yoga, Pilates, Qi Gong, Tai Chi, meditation at sunset, Nordic Walking during morning hours, guided nature walks along the beach (e.g. full-day walking excursions to Sal-Rei-Costa de Boa Esperança and back or from Povação Velha to Santa Mónica Beach via Varandinha), bicycle tours along wooden plank walks, turtle and whale watching, or a workshop to braid a personal hat in the typical Boa Vista style. Activities would be offered within special settings across the island to enjoy the island's images, colours and different moods. Hotels would be prepared for their active and exploring guests and provide lunch packages to take along.

For tourists following the principle of *mens sana in corpore sano*<sup>9</sup> they might choose from different wellness offerings such as: Thalasso Therapy, acupressure, acupuncture, Reiki, a variety of massages (anti-stress, hot stone, reflexology or shiatsu massage), aroma or breathing therapy, Ayurveda, Body-Wrapping, fasting cure, lymph drainage, colour therapy, Feng Shui or Peeling. All services could be designed as single offers, workshops or packages for one or more days, which complement booked holidays. Aside from mentioned activities this target group could additionally also join turtle and whale watching as an appreciative activity of the marine environment.

In addition to *high-end tourists*, the classifications of *senior citizens*, *ladies* and '*nature and outdoor holidaymakers*' would choose Boa Vista over other destinations as their first choice to enjoy turtle and whale watching. Here the motto could be: *Boa Vista – A Natural Retreat, A Landscape with Character; A landscape hosting turtle and whale sanctuaries.* '*Nature and outdoor holidaymakers*' are well aware of the fact that Boa Vista is the favoured place within Cape Verde for loggerhead turtles to lay their eggs (Horizonte 2005:IV). And they are excitedly waiting to join a turtle watching tour under guidance of a well trained local nature guide to see one of those 4,000 - 5,000 loggerhead turtles laying some 20,000 eggs at Boa Vista's sandy beaches during the months of June to October (ibid.).

Some '*nature and outdoor holidaymakers*' might be at Boa Vista just at the time when hatchlings emerge and can listen to their environmentally trained guide who will tell them about the risks and fates of these hatchlings, of

which only one out of a thousand survive, until they are adult enough to come back for nesting to the same place during their entire life (WWF 2006). Perceivable tours to offer under the guidance of a local ranger could be: 'turtles at night' (i.e. when laying eggs), 'turtles in the Atlantic' (i.e. dive tours with a special focus on turtles), 'hatchlings walk their way', 'turtles for adoption' (i.e. adopt a hatchling and be allowed to carry it in your hand), 'turtles and science' (i.e. go on a night tour with a scientist to be part of the team, e.g. when marine turtle sizes are being measured), turtle tours combined with local food or 'all at once' (i.e. participating in an environmental awareness campaign and release e.g. 300 hatchlings at once).

However, '*nature and outdoor holidaymakers*' would also like to see the endangered humpback whales, who come for breeding and calving to Sal-Rei Bay and the beaches of Carlota, Chave, Santa Mónica and Cural Velho (pers. comm. Mrs. Jann 2006) between December and mid May, when they start to migrate towards northern feeding grounds (Jann et al. 2003:127). Tourists would be enlightened about this only breeding population of humpback whales within the eastern North Atlantic, of which scientists thought that they were extinct in Cape Verde (pers. comm. Mrs. Jann 2006). Potential tours could be whale watching together with naturalists who familiarise tourists with the wider marine environment and offer special features on whales and cetaceans. Tours could be done from a boat or from the beach always taking photo ID when possible. Another possibility to enjoy Boa Vista's humpback whales would be on whale-listening-tours using hydrophones. Tours could use pre-trip information e.g. like a short video about whales/dolphins or hand out a leaflet with more information. Some tours might combine whale watching with a visit to a special coastal spot with a great appeal to tourists. Some visitors might even join a one or two week scientific whale watching cruise to be part of the team.

Tourists may want to buy locally manufactured souvenirs displaying turtle or whale watching illustrations or get informed about marine turtles and whales at Boa Vista and Cape Verde. They could find information at a visitor centre or join a presentation carried out by students during the evening hours at certain hotels.

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<sup>9</sup> A healthy mind in a healthy body.

In addition to stated recreational activities, tourists could go on a one- or half-day culinary excursion to Ribeira de Norte, enjoying local food within the existing plantations. Donkeys would transport all provisions and personal belongings and underline the atmosphere of this rural setting.

Within this tourism concept tourists could perfectly Balance Body & Soul at Boa Vista, actively or passively, the whole year round as there is always a good reason to visit the island. Boa Vista would definitely take the principle of '*caring for the visitor is caring for the environment*' to heart (Visit, not dated, a; b:25,34;c).

### **Product requirements**

Several requirements would be necessary to make the outlined recreational plan for Boa Vista work. An organised tourist pick-up on arrival with transfer to the ZDTIs entrance is needed. Baggage transfer from the pick-up point to the tourists' rooms has to be arranged. Sufficient rental bicycles should be provided at the ZDTIs entrance gate upon arrival. The ZDTIs entrance gate should be small and delicate. This could be reached by using a small wooden door or natural stones marking the entrance to a place where time runs slowly and relaxation is felt most. No further fences would indicate the area. Apart from the bicycles at the entrance there might also be additional points to rent out bicycles. Bicycles for ZDTI personnel are also needed, and cargo bikes or electro vehicles to transport baggage and heavy load would be a conceivable addition. For the car-free ZDTI concept the motto would be: *Park outside and walk inside*, as well as *Service Makes the Car Superfluous*.

Lodges should be individually designed using local architecture, materials and motives to reflect the arts and crafts of Cape Verde. Lodges and their surroundings should provide the sensation of remoteness within a wide open space, which gives an impression of privacy and exclusivity. Further they should blend very well into the natural landscape respecting landscape features.

The overall concept of wellness and active holidays needs to be tailored for its guests. This could be attained by creating various combinable services. To create a unique ambience to *Balance Body & Soul*, remoteness, peace, tranquility, wide open space and a healthy environment is needed. Knowledgeable guides, personnel and workshop leaders should provide the proposed activity and wellness offers. Hiking tours might be covered by

one- or half-day walking routes, reciting of anecdotes and historic happenings, and showing environmental specialities found along the way. The motto could be: *Hike, Relax and Relish*. Wooden plank walks leading through interesting landscape and dunes close to the coast give tourists the opportunity to explore the island by bike. The chosen paths have to be well hidden from main roads, to provide a feeling of remoteness. A good network of dedicated zones would make part of Boa Vista enjoyable in a special way.

A turtle and whale sanctuary would be the perfect setting for tourists to be able to appreciate Boa Vista's marine turtles and whales within their natural and healthy environment. A legal establishment of such sanctuaries would be needed. Guidance would be required, using environmentally well trained local guides or rangers, who engage in personal interpretation of marine turtles, whales and the wider marine environment to help their guests to appreciate the area they are visiting. Tours thus could have an entertaining and pedagogic element, adding to customer satisfaction. Pre-trip information as well as international turtle and whale watching standards would be required for the customers to enjoy their chosen marine wildlife viewing in the best possible way. Service providers would need to have security standards in place and liability insurance for their guests and themselves. The guiding quality and tourist satisfaction could be estimated using a feed-back system, such as questionnaires handed out after each tour or personal interviews if tourists are interested.

Personal interpretation of the marine wildlife needs to be complemented by information posts. These posts could be located at Sal-Rei or at ZDTIs, where apart from information also locally manufactured souvenirs associated with turtles and whales are displayed and offered for sale. Complementary lectures on marine turtles and humpback whales would be held at hotels after dinner to raise tourists' awareness on this issue.

Culinary excursions to Ribeira de Norte need special preparation and care for food handling. The feast needs a nice rural setting, if possible for example providing seating for four persons within a plantation of Ribeira de Norte, in a shaded place offering local wine and local specialities. If donkeys are used to transport provisions or tourists' personal belongings, the animals should be in good healthy condition, without major disease, injury or tics.

In general, all offered services need to provide quality: environmental quality, service quality, food quality, guiding quality, interpretation quality, quality of chosen local materials, arts and crafts, plus quality of physical facilities and processes.

### Attractiveness of the market

The previous sections such as general positioning, target groups, presented recreational plan and its product requirements are outlined regarding the entire tourism concept. At this stage however, only the economic attractiveness of the turtle- and whale watching market will be highlighted as a discussion on why to capitalise on these activities as well, instead of focussing only on high-end tourism and wellness.

### 1. Turtle watching

Turtle watching started in the 1960s at Rantau Abang in Malaysia, and became popular during the 1990s in Africa, the Americas and Asia (Troëng/Drews 2004:18). Today a worldwide market for non-consumptive marine turtle use exists at more than 92 sites within 43 countries and more than 175,000 annual visitors (ibid.:18,54f). “Non-consumptive use refers mainly to the use of marine turtles as a tourism attraction, either on land when they come to nest or bask, or in water. The production and sale of items with marine turtle motifs associated with conservation projects, and the provision of board and lodging services to scientists and volunteers is another form of non-consumptive use. Non-consumptive use of marine turtles is a relatively recent phenomenon” (ibid.:18).



Loggerhead Turtle, Boa Vista © WWF / B. Weerts

Table 10 gives an overview of visitor numbers to certain sites with non-consumptive marine turtle use, and helps to estimate how many tourists a marine turtle watching destination could attract over time.

**Table 10:** Annual visitors to selected turtle watching sites

Country	Location	Annual visitors
Australia	Mon Repos	23,485
Barbados	various	~1,400
Costa Rica	Playa Grande	4,234
	Tortuguero	32,854
French Guiana	Awala-Yalimapo	~10,000
Greece	Zakynthos	~2,000
Madagascar	various	~10,000
Malaysia	Rantau Abang	12,259
	Turtle Island, Sabah	8,450
Mayotte	various	~10,000
Oman	Ras Al Hadd	11,558
Trinidad & Tobago	Matira, Trinidad	10,693
	Tobago	5,500
USA	Florida (21 locations)	8,579
...	...	...

Source: Personal estimation and illustration



WWF staff Ricardo Monteiro shows a turtle nesting site, Boa Vista © WWF / B. Weerts

In comparison 300 international tourists took part in turtle watching at Boa Vista in 2003 (ibid.:53), or 3 percent of its 9,306 international tourist arrivals in 2001 (INE 2003a). Prices paid were US \$11.5 per person and gross revenue is estimated at US \$3,450 (Troëng/Drews 2004:53). To gain an overview and show the attractiveness of the market, nine case studies of other turtle watching destinations were reviewed (Troëng/Drews 2004:40ff)<sup>10</sup>. The results, compiled in table 11, are shown as ranges of visitor fees collected at nine sites with non-consumptive marine turtle use, average spending per visitor related to marine turtle tours, and the associated gross revenue estimation.

**Table 11:** Fees, average spending & gross revenue in US \$ for nine sites of non-consumptive marine turtle use

fees for turtle tours	0.80 - 94.10 Mio.
Average spending	24.50 - 676 Mio.
gross revenue	9,031 - 6.7 Mio.

Source: Personal estimation and illustration

The collected fees vary by country, activity, age, and are cheaper for locals than for international tourists. “Costs for tours to observe marine turtles are relatively low, as little local transport and no specialised equipment are needed. However, marine turtles tend to nest on remote beaches and mostly at night resulting in high expenditure for within-country travel to the site and accommodation. [...] Based on information from five case studies<sup>11</sup>, we estimate that total expenditure is 26 times the tour fee (ibid:19).

To estimate the attractiveness of the chosen market, an example of direct economic value generated from turtle watching at Boa Vista is outlined briefly:

<sup>10</sup> Tortuguero National Park and Playa Grande (Costa Rica), Projeto TAMAR (Brazil), Ras AL Hadd and Ras Al Jinz (Oman), Matura (Trinidad & Tobago), Rekawa (Sri Lanka), Barbados, Maputaland (South Africa) Praia do Forte, Costa de Sauipe and Fernando do Noronha (Brazil)

<sup>11</sup> Tortuguero (Costa Rica), Sabah (Malaysia), Ras Al Hadd (Oman), Rekawa (Sri Lanka), Rantau Abang (Malaysia)

**Table 12:** Turtle watching tours

number of guided groups	6
persons/group	6
price/person in US \$ in 2003	30
peak season Jul.-Sep. in nights	91
<b>total fees paid within peak season in US \$</b>	<b>98,280</b>

Source: Personal estimation and illustration

Using today’s prices of US \$ 30 per person (pers. comm. Mr. Lopes 2006), this calculation shows the potential of direct economic value from turtle watching without taking indirect benefits such as average spending per tourist or non-monetary values of turtle watching into account. By diversifying the product range, higher prices could be asked for without increasing visitor numbers. For example a ‘turtles by night program’ costs US \$45 in Brazil (ibid.:52) and in South Africa a turtle watching tour organised as a vehicle drive costs US \$94, including meals and transport (ibid.).

## 2. Whale watching

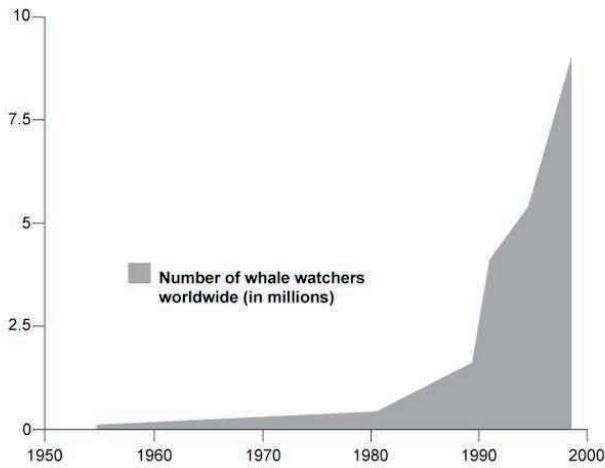
The following quotation gives an idea of the attractiveness of the whale watching market:

“In fact, more than 10 million people now enjoy the thrill of watching whales each year.

- **Whale Watching 2001 found that whale watching is now a US\$1 billion industry.** More than 492 communities in 87 nations and territories offer whale watching excursions and tours.
- **Whale watching is growing at a faster rate than general world tourism.** The number of people participating in whale watching has increased by 12.1 percent each year since 1991. Direct expenditures on tickets for tours have increased from US \$77 million in 1991 to more than US \$300 million, an average annual increase of 21.4 percent.
- **Total worldwide whale watching tourism expenditures** - the amount whale watchers spent on the tours, as well as travel, food, hotels and souvenirs - estimated at US \$317.9 million in 1991, reached US \$1.049 billion in 1998” (IFAW 2005).



**THE GROWTH OF WHALE WATCHING WORLDWIDE, 1955 -1998**



**Figure 12:** The growth of whale watching worldwide 1955-1998  
Source: IFAW (2005)

These figures about worldwide whale watching and its potential are self-explanatory. A brief overview of all 87 countries, their whale watching visitors and total expenditures related to whale watching is given in annex 13.

Now, considering the fact that humpback whales roam the waters of Boa Vista during December to mid-May (pers. comm. Mrs. Jann 2006) the following conservative calculation is made: Table Nr.13.

**Table 13:** Whale watching tours

number of guided boats	1
persons/boat	6
price in US \$	24.00
operating days per month	15
peak season Dec.-Mar. in months	4
<b>total payment within peak season in US \$</b>	<b>8,640</b>

Source: personal estimation

The tour price is assumed to be the same as for tours in Massachusetts (Hoyt 2000 as in Eagles/McCool 2002:223). The operating days within one month are an average estimation and take into account possibilities such as rough sea, sand storms, lack of tourists' motivation, lack of whales, boat breakdowns, missing spare parts or scientists' obligations in other matters and thus inability to lead whale watching tours. Furthermore, the estimation of one boat taking six people whale watching per day is a conservative one. However, it has to

be considered that the presence of boats around breeding humpback whales is an intrusion to the animals and its environment (Egas 2002:5), and a risk to the breeding colony (pers. comm. Mrs. Jann 2006). Therefore, numbers of boats should be kept low. Another alternative would be "whale listening tours" (Hoyt 1999:9), which would not intrude as much on the whales' breeding ground.

**Table 14:** Whale listenign tours

number of guided boats	6
persons/boat	6
price in US \$	15.00
operating days per month	15
peak season Dec.-Mar. in months	4
<b>total payment within peak season in US \$</b>	<b>32,400</b>

Source: personal estimation

A third option would be whale watching from the shore (pers. comm. Jann 2006). But, as land-based whale watching conditions at Sal-Rei or other parts of Boa Vista are not known to the author, an estimation of this market attractiveness is not possible. Nevertheless, this option has to be kept in mind when considering the market size.

Last but not least scientific whale watching tours lasting two weeks including a double room and full board on a sailing yacht are offered (Swiss Whale Society, not dated b).

**Table 15:** Scientific whale watching tours

price in Euro	1,600
maximum number of tourists	6
number of tours within season	2
<b>total payment within peak season in Euro</b>	<b>19,200</b>

Source: Mandl, (not dated), personal illustration.

As tours are mostly fully booked (pers. comm. Mr. Mandl 2005), gross revenue from these tours add up to maximum of 19,200 Euro, which is the equivalent to US \$24.036<sup>12</sup>. In resume, adding up all calculations made for different types of whale watching the economic size of the market is estimated by the author to be at US \$65,076 for one year.

<sup>12</sup> Exchange rate 30.04.2006: €1 = US \$1,251875

## Competitors

The presented concept for Boa Vista is an innovative approach within Cape Verde and as yet does not have any direct competitors. Boa Vista is presently Cape Verde's least populated island and could capitalise on this fact as comparative competitive advantage (CCA). However, due to the government's tourism development plans (Author unknown 2005), the population will dramatically increase over time and it will have to be seen if Boa Vista can hold its CCA.

With regard to the outlined wellness tourism, Pedra de Lume could become an indirect competitor to Boa Vista, if health tourism were offered at Pedra de Lume. However, Sal has a different image to Boa Vista and attracts other target groups. Thus Sal's image will not change so quickly and Boa Vista will have time to create its own brand image, without the need to impact on Sal's market.

Besides from the presented wellness concept Boa Vista holds a *unique selling position* (USP) with its marine turtle and humpback whale sanctuary. Boa Vista can position as the world's second most important nesting site for endangered loggerhead turtles within the North Atlantic. Further Boa Vista is the only breeding ground for humpback whales within the eastern North Atlantic, which have been thought extinct within Cape Verde. Thus Boa Vista holds two USPs given due to natural circumstances, which cannot be replicated by any other destination. This gives Boa Vista a huge advantage over its competitors. European tourists would be able to see nesting loggerhead turtles and breeding humpback whales with their calves within their natural environment only by flying six hours to Cape Verde instead of making for example all the way to the Caribbean. This makes Boa Vista increasingly interesting for environmental conscious European tourists, and puts Boa Vista at a good position against possible future competitors.

## Examples...

... for car-free concepts, for high-end tourism offering wellness, and for high-quality in tourism accommodation

### 1. Establishing a destination's quality by either offering car-free and/or wellness concepts:

#### German Wadden islands:

- *Langeoog*: First prize obtained for its implemented holistic North Sea spa and wellness concept at the

island. <http://www.tourismusniedersachsen.de/specials/jahresthemen/impulse2003/kategorie-vitales-niedersachsen/index.php?action=print>

- *Spiekeroog*: This island is a good example for a car-free environment offering wellness. The healing effects of Spiekeroog's sea water, air and light are offered as wellness packages using therapies and cosmetics to pamper its clients (Verträglich Reisen 2006:88). More information on the island's nature can be found under <http://www.spiekeroog.de/index.php?pageId=131> and its Thalasso/wellness offerings at <http://www.spiekeroog.de/index.php?pageId=136>

#### Dutch Wadden islands:

- "The Wadden Sea is a world in itself, a world with two faces, ruled in turn by ebb and flood, by sand and water. Like pearls on a necklace, about fifty islands and islets protect the shallow Wadden Sea. The necklace begins with the five Dutch Wadden islands, pearls that each have their own atmosphere and their own character. Five islands, five opportunities for enjoyment!" <http://www.wadden.nl/algemeen/wadden&lng=en>
- *Schiermonnikoog*: The smallest Dutch Wadden island, where since 1974 all licenses to build tourism accommodations were stopped and no high buildings or apartment blocks exist, has 5500 beds in summer residence, 4000 daily visitors in summer, and a total of 300,000 tourists per year. Most tourists are returning guests, booking their accommodation at the beginning of the year. The island's secret was to halt tourism development before taking the road to mass tourism and thus destroying its very special atmosphere. <http://www.spiegel.de/reise/kurztrip/0,1518,191219,00.html>
- *Vlieland*: "A cosy and restful wadden island, where everybody gets around by bike, the best way to explore the island." <http://www.wadden.nl/algemeen/vlieland&lng=en>

*Sweden*: Off the coast of Gothenburg lies the Southern Göteborg Archipelago. It has 5,000 permanent and another 6,000 summer residents and is completely car-free. <http://www.carbusters.org/magazine/index.php?issue=25&go=feature1>

*Alpine pearls*: Combining innovative vehicles with authentic landscape (Verträglich Reisen 2006:95). More information on the European project Alpine

pearls is to be found at: <http://www.alpinspace.org/approved-projects+M5fbf4bd06dc.html> and <http://www.alpsmobility.net>

*Cargo bike*: Heusohn has built a cargo bike especially for Africa (Prototype 5), which is easily rebuilt with technical means. [http://www.echo-online.de/treffpunkt/template\\_detail.php?id=354687](http://www.echo-online.de/treffpunkt/template_detail.php?id=354687)

## 2. Combining high-end tourism with wellness

- *Banyan Tree Spa*<sup>13</sup>: Banyan Tree was the first to introduce the spa concept in tropical places (TANDEM Luxury Travel 2006-2007:25)
- *Amanresorts*: “If you measure success in room numbers, Amanresorts hasn’t achieved all that much. We have never focused on being the biggest. We prefer to think small. Intimate. Involving. It’s not that we are better than big hotels because we are small. We are different, that’s all. Amanresorts responds to a contemporary lifestyle. That’s what we offer – a lifestyle experience, without limitations. That ‘lifestyle’ is about shared values, a lust for faraway cultures, for the world around us that excites, shapes and nourishes. It is an appetite for pampering and a deep appreciation of the creative and elegant – the way an Aman responds to the environment, the way light falls on the table or water fills a pool. [...] Each of our resorts is quite different in location, look, mood and guest experience. Yet each leaves an impression, an indelible mark. At Amanresorts we have discovered there is an alternate path. That it is possible to build environmentally friendly and aesthetically pleasing resorts. That small is good for business as well as guests. That less is more. We do not believe we are perfect. The perfect resort has never been built, nor will it. To paraphrase Gandhi, “Many ideas never get started because of the fear that they cannot be achieved” “ (Amanresorts, not dated).

## 3. Showcasing international standards of high quality in tourism accommodation: Leading Hotels of the World in Africa

“In 1999, 315 hotels in 68 countries met stringent requirements to become members of the “Leading Hotels of the World”, an accolade that recognizes “superior hospitality service”. Of these, thirteen were in four Sub-Saharan African countries:

*Kenya*: Mombassa Serena Beach Hotel; Nairobi Serena Hotel; The Norfolk Hotel, Nairobi.

*Mauritius*: Le Saint Géran Hotel Golf Club and Casino, Belle Mare; Royal Palm, Grand Baie; Le Touessrok Hotel and Ile aux Cerfs, Trou D’Eau Douce.

*South Africa*: Mount Nelson Hotel and The Table Bay Hotel, Cape Town; The Royal, Durban; The Michelangelo and The Westcliff, Johannesburg; The Palace, Sun City, North West Province.

*Zimbabwe*: Meikles Hotel, Harare.

Le Touessrok in Mauritius was selected as the Best of the Leading Hotels in the World in 1999, with Le Saint Géran, also of Mauritius, in sixth place“ (Christie/Crompton 2001:11).

### ... for turtle watching

are given by Troëng/Drews (2004:40ff). The authors compared non-consumptive marine turtle use with consumptive practices (ibid.). At the end, brief case studies from around the world lay out non-consumptive marine turtle use, visitor numbers, entrance or tour fees, additional tourists’ spending, thereof estimated gross revenue and the number of persons who benefited from turtle watching.

Positive examples amongst those case studies are:

1. Tortuguero National Park, Costa Rica (ibid.:40)
2. Playa Grande, Costa Rica (ibid.:41)
3. Projeto TAMAR, Brazil (ibid.:50)
4. Ras AL Hadd and Ras Al Jinz, Oman (ibid.:50)
5. Matura, Trinidad & Tobago (ibid.:51)
6. Rekawa, Sri Lanka (ibid.:51)
7. Barbados (ibid.:51)
8. Maputaland, South Africa (ibid.:52)
9. Praia do Forte, Costa de Sauipe and Fernando do Noronha, Brazil (ibid.:52)

Within case studies, the authors also show changes which have taken place from consumptive towards non-consumptive marine turtle use, and can therefore be taken as a good example for possible changes.

An overview of studies carried out on the economic value of marine turtles is also given by Troëng/Drews (2004:10) and are suggested for further reading on the topic. “Some previous studies focused on identifying different economic values of marine turtles and how many turtles are needed to support consumptive and

<sup>13</sup> Spa = sanum per aquam

non-consumptive use (Frazer 2001, Witherington & Fazer 2003). Extensive work has been carried out at a loggerhead nesting beach in Mon Repos, Australia to quantify the economic benefits of marine turtle tourism and to identify the economic rationale for turtle conservation (Tisdell & Wilson, Tisdell & Wilson 2002, Wilson & Tisdell 2001). Case studies of the economic aspects of marine turtle use in developing countries include socio-economic analyses of olive ridley egg use in Costa Rica (Campbell 1998, Hope 2002), Honduras (Lagueux 1991) and Nicaragua (Hope 2002). At Playa Grande, Costa Rica annual gross revenue from turtle tourism at the leatherback nesting beach was estimated at US \$900,460 in 1993 (Gutic 1994)”.

### ... for whale watching

are provided by the international whale watching expert Hoyt (1999 and 2001). Hoyt (2001) analysed 87 whale watching countries and territories, displaying the following for each place: country data, whale watching (WW) expenditure, and WW socio-economic profiles including WW tourist data, WW Operators & the Trips They Offer, The WW Community and WW assessment. This very valuable document is helpful to get an overview of other whale watching destinations and of tourists' expenditures related to whale watching. For more in-depth country analyses, Hoyt's (1999) analysis of The Potential of Whale Watching in the Caribbean: 1999+ is recommended. Two country examples are highlighted at this point: whale watching at The Dominican Republic and at Dominica. Both countries have outstanding whale watching potential (Hoyt 1999:52ff,21ff; Hoyt 2001:41ff,49f), however, both experienced different development and obstacles, which represent interesting lessons.

Additionally contacts could be established to scientists at Abrolius Islands, Brazil, and further experiences gained



Whale watching © WWF-Canon / James FRANKHAM

from examples such as:

- The Bay of Samaná, The Dominican Republic <http://www.whalewatchesamana.de/>
- Silverbank at the Marine Mammal Sanctuary, The Dominican Republic [http://www.silverbank.de/body\\_index.html](http://www.silverbank.de/body_index.html)
- Japan, and the Azores (pers. comm. Jann et al. 2006).
- Land based whale watching at Hermanus, South Africa (<http://hermanus.co.za>).

Special and more detailed information on research about humpback whales in Cape Verde is presented in the article: Migration of a humpback whale (*Megaptera novaeangliae*) between the Cape Verde Islands and Iceland (Jann et al. 2003).

### 3.2.3 Boa Vista's perspectives

The presented tourism concept for Boa Vista creates desirable perspectives but at the same time the conceptual ideas face certain threats. Both sides are illustrated in the following section.

#### Desirable perspectives

A *first* desirable perspective of the outlined tourism concept for Boa Vista could be to create a positive stress-free brand image for Boa Vista (Balancing Body & Soul) by adapting a partially car-free concept. This concept could show how high-end tourism, wellness and ecotourism are achieved without increasing traffic significantly, and thus preserving the island's tranquillity and remoteness.

A *second* perspective would be to establish Boa Vista as a sought after wellness destination providing a natural retreat for its visitors'. This natural retreat would not be limited within designated ZDTIs, rather the island as a whole could be understood as a natural retreat.

In the *third* instance, high-end tourism would be opted for instead of mass tourism. The perspective would be to engage in sustainable tourism based upon local SMMEs which provide the necessary tourism supply chain and its intermediate inputs.

*Fourth*, local employment opportunities would be provided through the connection of nature conservation and tourism by offering soft ecotourism activities, as well as active and wellness holidays within different settings throughout the island.

*Fifth*, guiding Boa Vista to develop as high-quality destination within Cape Verde should be addressed. High-quality in this regard means high-quality of life, high-quality of the natural environment, high-quality of services, of operations, of personnel and physical facilities.

*Sixth*, Boa Vista should become a favourite ecotourism destination for marine-based appreciative tourism activities within Cape Verde, highlighting the flagship marine species loggerhead turtles and humpback whales. It would be desirable to make Boa Vista visible as an interesting and caring ecotourism destination in the international tourism market place.

*Seventh*, becoming the most important loggerhead turtle and humpback whale sanctuary within Cape Verde would be important, protecting both species and giving weight to Boa Vista being the 2<sup>nd</sup> most important nesting site for loggerhead turtles in the North Atlantic, and the only breeding colony of humpback whales in the eastern North Atlantic.

*Eighth*, awareness on all four marine turtle species and on all 14 cetacean species within Cape Verde must be raised.

*Ninth*, best practise for turtle and whale watching within Cape Verde have to be provided, capitalising on turtle and whale watching research opportunities financed through turtle and whale watching tours offered to tourists.

*Tenth*, to develop as reknown research centre on loggerhead turtles and humpback whales within Cape Verde, collecting and analysing valuable scientific data made available to the Cape Verdean community.

*Eleventh*, providing research opportunities and field experiences to local students of marine biology and related sciences should be included.

And *finally*, to create a non-monetary value for Boa Vista through ecotourism, which is important for e.g. marketing aspects, and thus gives tourists a reason why to favour Boa Vista over other tourism destinations.

In *summary*, for Boa Vista it would be desirable to become a favourite high-end tourism destination for wellness and ecotourism, always offering the best of both parts. But the outlined desirable perspectives also face certain threats.

## **Possible threats**

A brief summary of Boa Vista's tourism development plans will give a better understanding of the threats from different macro environments to the presented tourism concept.

A proposal for Boa Vista's tourism development exists to build 23,903 units or 47,806 beds on the island within the next 15 to 20 years (Author unknown 2005:11). Concrete plans about the type of tourism to develop did not exist at the time of visit (pers. comm. Mr. Andrade Peres, Mr. Pinto Almeida 2005). A Society for tourism development of Boa Vista and Maio was established in 2005 to formulate future tourism strategies (pers. comm. Mr. Pinto Almeida 2005). With the establishment of the mentioned units and the assumption of an average occupancy rate of 65 percent, 31,074 permanent tourists are expected to stay all year round at Boa Vista (Author unknown 2005:11). The tourism development proposal forecasts the total population of Boa Vista to rise from currently 4,200 persons to 121,096 persons (ibid.). Negative effects on the sanitary situation, water and electricity supply as well as health conditions can be expected (Fórum 2005:3). Further problems might arise as consequence of international tourism such as drug dealing, crime, social problems and environmental decrease (pers. comm. Mr. Pinto Almeida 2005).

The threat from the outlined scenario to the presented tourism concept would be opting for a high-volume tourism approach, instead of enhancing high-end tourism and ecotourism. The island's image as a remote and tranquil place, ideal for high-end tourism, wellness guests, senior citizens, ladies and 'nature and outdoor holidaymakers' alike, could be at stake. These target groups all actively engage in appreciative tourism activities, of which a healthy environment is a prerequisite. However, high-volume tourism and high-end tourism per se do not complement each other as they are two opposite marketing strategies. Furthermore, if the island is littered with uniform three level apartment blocks neglecting landscape features, sewage is released directly into the ocean, waste is not managed well, emigrants live in shanty towns in bad sanitary conditions, and both marine key species of Boa Vista are threatened by anthropogenic pressure on coastal areas, the viability of future high-end tourism, wellness and ecotourism ventures is at risk. Moreover, the island's image of being a place to Balance Body & Soul is at stake. Thus also the ability to demand high prices for high environmental

quality would be at risk, and once the image is ruined, it would be very difficult to re-build it.

Regarding the political macro environment, politics are a driving force of Boa Vista's tourism development and could become a threat to the presented tourism concept if not enough time and space is provided for alternatives to establish, if the Natural Reserve Tartaruga, the core area of suggested marine turtle sanctuary, is converted into a tourism development area (ZRPT or ZDTI) or if government plans do not become transparent for Boa Vista's positioning and its desired image for the next 15 to 20 years. Thus no planning security would be provided to investors.

Within the legal environment a lot of red tape for SMME needs to be resolved at Praia. This is a handicap for locals at Boa Vista which might want to engage with the outlined tourism concept of SMME, making travel time and additional financial means a prerequisite. These means might not be available and be an obstacle for SMME to start-up.

Land speculation, greed, and foreign direct investor's urges to buy coastal properties are threats from the economic environment. They might put pressure on the central government to sell coastal areas in a hurry without taking provisions and without taking alternatives into account. As Boa Vista receives the highest remittances per capita within Cape Verde (Carling 2002c) the local community might not be interested to take action. Maybe locals prefer to live the good life spending received remittances. Thus little local support might be expected, and possibilities to start-up SMMEs may not be used.

Besides the economic circumstances, the social and cultural environment is very complex and unforeseeable. Possible threats could be:

1. A missing interest for nature conservation at a local level, which might lead to little support of the presented tourism concept and the principles and values it holds. In consequence Boa Vista might not be able to create a positive image as natural retreat due to missing local support.
2. The introduction of jet-skies to the bay of Sal-Rei presents a risk to the breeding humpback whale population. Thus it might not be possible to capitalise on whale watching tours.
3. Missing qualified staff within areas such as waste and water treatment, tourism management, hospitality management, ecotourism or accountability could act as a brake on future tourism development.

4. The difficulty to find well trained local guides for ecotourism (pers. comm. Mrs. Neves 2005) translates into foreigners filling these posts, leaving local people with less employment opportunities.
5. Maintaining turtle hunting habits and establishing a turtle sanctuary at the same time would make tourists suspicious about Boa Vista's commitment to ecotourism, especially if guides take people either on turtle watching tours or on turtle hunts. Thus turtle hunting practices could lead to a long-term loss of the island's brand image.
6. Boa Vista is already an expensive destination within Cape Verde, and a lacking service mentality does not favour the selected positioning at high-end tourism.
7. Personal attacks occurred on Chaves Beach (pers. comm. Mr. Pereira Monteiro 2005) and represent a major threat to tourists' personal security as well as damaging the island's image. As travel is a luxury good tourists can choose their destination, and will definitely avoid risky places.

### 3.2.3 Recommendations

For the presented concept of Boa Vista and its desirable perspectives the following recommendations are made.

1. **For the proposed tourism concept lend land on a 30 year basis to investors instead of selling it** (Lengefeld 2005). A positive side-effect of this practice is a reduction of land speculation, as only business men invest who have real tourism development plans and not people who only speculate on increasing real estate prices. This practise is often used in Southern Africa, where a lot of land is communal property.
2. **Involve the local community in the planning of future tourism development.** For a start it might be useful to convince staff from the Municipal Environmental Plan (PAM) to prioritise a project which connects local community enforcement, sustainable tourism issues and biodiversity. The aim would be to enable the local community to take their stake in future tourism development by participating in planning, operations and management of natural areas, which will become preferred settings for wellness and ecotourism activities.
3. **Elaborate a tourism master plan for Boa Vista with local community participation. Consider the car-free concept for ZDTIs, wellness and ecotourism as main anchors of this plan.** Within this tourism master plan for Boa Vista, draft concise

concepts for car-free areas, considering how tourists will get around; for wellness, offering soft activities and wellness applications, as well as for ecotourism, offering non-consumptive appreciative activities such as turtle and whale watching. An elaborated tourism master plan would build a general framework and give orientation on what type of tourism is wanted. It would also give guiding principles to interested investors when investigating upon possible tourism ventures.

**4. To become a high-quality destination of wellness and ecotourism offering always the best possible standards- an important principle for all operations would be to satisfy the tourists' expectations and try to exceed them.**

Tourist satisfaction can be achieved by offering:

- "at least the quality promised;
- undertaking consumer research and formulating innovative tourism products;
- improving services constantly;
- adjusting tourism products to customer needs and feelings;
- enriching the tourists experience; and
- offering value for money" (Buhalis 2001:90).

**5. "It is impossible to pinpoint the quality of a tourist destination unless visitors' expectations are surveyed and their levels of satisfaction with services regularly monitored" (European Commission 2000:46). Thus formulate service quality goals and have a monitoring system in place.**

**6. To ensure environmental quality and service quality for high-end tourism, set standards and require the investor to become certified.** Some certification programmes appropriate for specific tourism operations are listed below:

**Green Globe 21**

Green Globe 21 is the worldwide benchmarking and certification program that facilitates sustainable travel and tourism for consumers, companies and communities. It is based on Agenda 21 and the principles for Sustainable Development endorsed by 182 governments at the United Nations Rio de Janeiro Earth Summit in 1992. There are four Green Globe 21 Standards. Website [www.greenglobe21.com](http://www.greenglobe21.com) (CoastLearn 2005:52)

**Visit**

"VISIT is the joint European initiative for the promotion of eco-labels and sustainable tourism development. VISIT has a dual meaning as an invitation to consumers, "Your VISIT makes the difference - the choice is yours!" and as an invitation to tourism providers to use VISIT as platform for "Voluntary Initiatives for Sustainability in Tourism". Website [www.yourvisit.info](http://www.yourvisit.info) (CoastLearn 2005:50) More information under: VISIT (not dated, a-c)

**PAN Parks**

"PAN Parks guarantee nature protection for Europe's natural capital by certifying parks that pass verification carried out by independent experts in accordance with PAN Parks' core Principles, Criteria & Indicators. These principles cover relevant environmental, social, economic and cultural aspects, ensure new standards for conservation and sustainable development. Website [www.panparks.org](http://www.panparks.org) (CoastLearn 2005:53)

**Ecotels**

"Since 1994, ECOTEL® has defined the concept of environmental responsibility in the hospitality industry. The [international] ECOTEL® Certification helps to establish a benchmark for environmental performance as well as a way for hotels' own environmental claims to be independently verified. ECOTEL® Evaluation can help to highlight potential environmental and conservation opportunities that can result in significant cost savings. Website [www.ecotels.com](http://www.ecotels.com) (CoastLearn 2005:55).

**7. Draft a tourism management plan for planned ZDTIs considering implicated issues such as resource use, immigration, housing, sanitary facilities, waste etc. to take preventive actions.**

**8. Develop one ZDTI after the other and not all at once.** This has the advantage to see tourism develop step by step and to experience obstacles and pitfalls, to learn lessons about tourism development on Boa Vista and to understand its implications for the island.

- 9. Diversify the local economy of Boa Vista, for example by using droplet irrigation and ‘better’ seeds to expand fruit and vegetable cultivation.** This might be done for example at Ribeira de Norte to supply future tourism demand by Boa Vista. In this regard backward linkages between Boa Vista’s tourism and the local economy’s primary sector are established, reducing leakage for foreign imports of fruits and vegetables. Let Murcia in Spain set an example for producing fruits and vegetables with soil or nutrient solutions, with hydrates and a closed water system.
- 10. Consider the following thoughts relevant for SMME to engage in the presented tourism concept:**
- Engage in slow pace tourism development to permit local SMMEs to engage in competition for an up-coming tourism demand.
  - Reduce red tape for SMMEs at Praia by establishing a responsible entity at Boa Vista, for example for accountability or tax declaration of SMMEs to facilitate their private sector action.
  - Introduce micro-financing for SMMEs involved in tourism to provide more opportunities to local people to engage as private sector. Maybe micro-leasing instead of admitting micro-credits would be a good approach. “Clients of micro-lessors in Africa argue that they prefer leasing over loans precisely because they do not have to handle cash when taking a lease. Especially for women it can be hard to use a loan taken from a bank solely for the business purpose it was originally meant for. The pressure to spend part of it on other family needs –useful or not – is very real. A piece of equipment, however, can’t be used for unbudgeted expenses” (UNCDF 2004).
- 11. Take care of people’s housing and sanitary conditions as it might perturb the islands image.** At the time the author visited Boa Vista construction workers lived in shanties on dried up salt pans outside of Sal-Rei without any kind of sanitation (pers. comm. Mr. Andrade Peres 2005). This problem could be handled if investors had to fulfil certain rules, like for example to built quarters with water and electricity for construction workers, which later could be used by hotel personnel.
- 12. Require solar collectors at future tourism accommodation for the daily use of hot water which is used for washing, cooking and at the bath room** (pers. comm. Mr. Gemmer 2005). Thus electricity for hot water is supplied without increasing the overall demand for electricity.
- 13. Enhance tourists’ safety and security.** “A sense of personal security is also affected by the prevalence of violent crime, petty theft, water quality, disease or bad sanitation” (Eagles et al. 2002:19). Thus enhance tourism benefits amongst the local population by providing job opportunities to prevent occasional enrichment by theft. Further, consider the sanitation situation of tourists and locals before it becomes a problem.
- 14. Use the town-hall’s willingness to establish a marine protected area (pers. comm. Mr. Andrade Peres 2005) to establish a turtle and whale sanctuary.**
- 15. Use signed RAMSAR, CITES and CMS conventions as starting point for proposed turtle and whale sanctuary.**
- 16. Establish Cape Verde’s first and most important turtle sanctuary for loggerhead turtles on Boa Vista.** The main reason for doing so is the fact that Boa Vista’s loggerhead turtle reproductive colony is globally compared the most important after Oman and the USA (Tortugas Marinas de Cabo Verde, not dated). Instead of selecting one single site, the sanctuary could consist of selected beaches of already declared protected areas such as the Natural Reserves Tartaruga and Morro do Areia, or the Natural Parks del Norte and Boa Esperança.
- 17. Review research on humpback whales in Cape Verde and especially for Boa Vista, to be able to demarcate special breeding zones and seasons to be able to establish Cape Verde’s first and maybe most important sanctuary for breeding humpback whales at Boa Vista.** Similar to the turtle sanctuary, the whale sanctuary might be split.
- 18. With regard to governmental plans to establish a new harbour at Boa Vista apart from Sal-Rei (Fórum 2005:4), consider turtle and humpback sanctuaries.**
- 19. Agree upon a code of conduct for turtle watching. Provide turtle watching with approved guidelines.** An example for turtle watching guidelines is given in annex 11. Apply guidelines whenever possible.



Use the possibility to inform tourists and locals of the greater marine context marine turtles have in the WARMER ecoregion.

**20. Introduce a license system for turtle watching and decide on the amount of turtle watching licenses. Special training for turtle watching should be a prerequisite for licenses to be obtained.**

**21. Train local fishermen and/or the youth as guides.** Turtle and whale watching are both economic activities, which do not require foreign imports of goods to be offered to tourists, and thus little leakage will occur if tours are offered by local guides. As turtles and whales are present in Cape Verdean waters only, guides need to be trained accordingly to international turtle and whale watching standards, which however is quite an effort. But these two appreciative activities are perfect opportunities to be offered by the local private sector and would extract the most benefits out of it.

**22. Ensure that guides only take people for appreciative turtle watching and not for turtle hunting!** This issue should be addressed during training sessions and awareness should be raised about the consequences of a decreasing population of breeding loggerhead turtles at Boa Vista. Active measures against guides found taking people for turtle hunting would be to withdraw licences, and to promote amongst tourists the participation with turtle watching tours with certified and licensed guides.



Cape Verde, Fishermen © R. Sirucek

**23. Promote turtle and whale watching as a soft ecotourism adventure, which complements tourists' stay at Boa Vista, and additionally extends the tourism season.** In this regard stop activities which present a risk to either species. Such activities would include jet-ski practices and quad bike driving at the beach.

**24. Offer different turtle tours to tourists. The following is a list of imaginable tours:**

- 'Turtles at night' (watch marine turtles laying their eggs),
- 'Turtles in the water' (dive tours with a special focus on turtles if feasible),
- 'Hatchlings walk their way' (see the young ones emerge from nesting sites),
- 'Turtles for adoption' (adopt a hatchling and be allowed to carry it, before it makes its own way to the ocean),
- 'Turtles and science' (tracing, measuring and tagging turtles),
- Turtle tours combined with meals (a multiple-purpose turtle watching tour)
- Charge different prices accordingly to services offered.
- Cater also for researchers and volunteers alike.

**25. Each turtle watching group should carry out its activity on a different beach to prevent crowding once a turtle is traced and nesting takes place.**

**26. Highlight the importance of turtle watching within natural settings, as breeding turtles in captivity is more expensive (Troëng/Drews 2004:7, 33).**

**27. Even though the only breeding population at Cape Verde are loggerhead turtles use turtle watching as a possibility to show the existence of four more marine turtles at Cape Verde and to create awareness for all five turtle species amongst tourists and locals alike.** Cape Verde belongs to 16 out of 53 developing countries whose territories host five out of seven marine turtle species (Troëng/Drews 2004:11; Tortugas Marinas de Cabo Verde). Thus this fact needs to be highlighted at turtle watching tours, information posts or the visitor centre.

- 28. Enable students of related sciences to gain field experiences through participation at turtle watching research.** Field work could consist of searching turtle traces, marking traces not to be double counted, look out for nesting turtles, counting eggs, marking and measuring turtles, marking nesting sites and protecting them, counting and measuring emerged hatchlings (Tortugas Marinas de Cabo Verde, not dated).
- 29. Review proposed recommendations by Troëng/Drews (2004:37) on turtle watching for decision-makers and government officials, development assistance agencies, tourism developers and operators, fisheries industry, conservation practitioners, tourists and researchers and implement applicable ones to Boa Vista.**
- 30. To be able to capitalise on whale watching tourism, stop jet-ski activities at Boa Vista during whale breeding and calving season in order to sustain the current humpback whale population and its breeding/calving activities as a natural asset for Boa Vista's tourism development.**
- 31. Regarding whale watching use Hoyt's (1999:9) checklist for starting, expanding and adding value to whale watch tours.**
- 32. Get help from IFAW to find out about Boa Vista's whale watching potential by e.g. doing a whale watch feasibility study.**
- 33. Draft a management plan for sewage and waste treatment at identified humpback whale breeding sites, as water pollution increases algae production, which has negative effects on whales (pers. comm. Jann 2006).**
- 34. Establish a cetacean conservation society for Cape Verde located at Boa Vista, which could coordinate whale watching at Boa Vista, run awareness campaigns, and enhance further scientific research.** "Humpback whales are an endangered species in the N. Atlantic." (Wenzel 1999). "Research effort in the Cape Verde Islands has been modest in comparison to that in the West Indies and many other parts of the western North Atlantic (Reiner et al., 1996; Carrillo et al., 1999; Hazevoet and Wenzel, 2000; Jann and Wenzel, 2001)" (Jann et al. 2003:128). Further research is needed on peak seasons of calving periods to better understand why there are years with and without calves, and to be able to communicate this fact to local guides, the local community and tourists alike. Calves themselves need six years to become adults and cast their young for the first time (pers. comm. Mrs. Jann 2006).
- 35. Negotiate waterways which all boats entering the bay of Sal-Rei should use during breeding season as well as how they should approach the bay to diminish disturbance of the breeding population. Approved waterways need to be indicated by buoys. Besides Sal-Rei, apply this recommendation to any other harbour close to humpback whale breeding grounds.**
- 36. Introduce monitoring of humpback whales from a lookout tower and report incidents. With regard to this see recommendation number 43.**
- 37. Introduce a license system for providing whale watching tours and decide on the number of licenses to be issued for whale watching boat operations. Require special training on whale watching for licences to be issued.**
- 38. Stick to international whale watching standards at Boa Vista and enforce them. If operators do not adhere to them, withdraw their license.** Before starting whale watching familiarise with the specific guidelines for whale watching according to species and places where animals are observed (Eagles/McCool 2002:219). The WDCS Cetacean Watching Code of Conduct gives a brief insight on whale watching guidelines (annex 12).
- 39. Reduce leakage: Sell whale watching tours as additional trip to international tourists instead of including them into holiday packages sold by international tour operators** as through this practice high leakage occurs and up to 50 percent of economic benefits are gained by international tour operators (Hoyt 2001:42), instead of being earned by the local community. Try a more desirable approach like it is done by Dominica. This small Caribbean country engaged in educational and scientific whale watching which benefits most local communities (ibid.:50).

40. Consider the following issues when creating whale watching tours:
- **Combine different actions at a whale watching trip.** Provide pre-trip information showing a short video about whales. During whale watching a biologist or naturalists could familiarise tourists with the ocean and with special features of whales and cetaceans around Cape Verde. Explain the speciality of humpback whale songs. Visit special coastal spots of great appeal to tourists, and offer tours with meals included. Thus tours could have a multiple-purpose function and tourists do not focus only on whale watching, which will keep disappointment low, if whales are not spotted.
  - **Take photo ID** valuable for scientists and oneself. As every humpback whale has a unique tail fin these photo IDs serve to identify each individual at breeding and feeding grounds, which helps to understand migration routes of these animals (Jann et al. 2003).
  - Take tourists interest in marine mammals into account and **use personal interpretation and education of the wider marine environment** (Lück2003).
  - **Keep the numbers of boats low** not to intrude on or present a risk to breeding humpback colonies at Boa Vista. As an alternative *offer land-based whale watching, or introduce “whale listening tours”* (Hoyt 1999:9).
  - **“Whale listening tours”** (Hoyt 1999:9) **would use hydrophones** to listen to humpback whales singing, and would not have the necessity to get as close to the animals as it would be for whale watching by boat. **Recorded whale songs could be sold to tourists as special trip memory and bonding to the place.**
  - In general, **investigate together with scientists which practise is more beneficial for the breeding population**, as it constitutes the very asset of this soft ecotourism operation.
  - **Find a joint position on diving with whales and swimming with dolphins** and inform tourists accordingly why this activity is or is not offered at Boa Vista.
  - **Diversify whale watching offer** by introducing one-week whale watching research trips. As average holidays last 14 days (B·A·T 2004:4), this offer provides the tourists with the possibility to pursue other tourism activities apart from whale watching.
41. Use the endangered species of humpback whales to activate tourists and locals interest and later inform about all 14 existent cetaceans species (Swiss Whale Society, not dated, a) within the archipelago.
42. Draw attention to the possibility of participating in whale watching and turtle watching research around and on Boa Vista during turtle and whale watching tours, at training sessions and at ISECMAR.
43. Enable students of related sciences to gain field experiences through participation in whale watching tours, monitoring, research and lectures to tourists. Field work could consist of: monitoring times, places and numbers of humpback whales, making photo identification, and writing logbooks of special incidents for reporting.
44. To start with information dissemination, students, monitoring and researching whales during day time, could provide information on humpback whales and other cetacean species within the archipelago to tourists during night time at different hotels of Sal-Rei and of planned ZDTIs. By doing so, students would earn meals and accommodation for their stay at Boa Vista during evening hours.
45. A further step would be to create a visitor centre at a selected site for further information on marine turtles and cetaceans in Cape Verde.
- *Show migration routes of Cape Verdean loggerhead turtles* to feeding grounds in Western Africa.
  - *Draw connections of marine turtle populations within Macaronesia* if this is scientifically supportable.
  - *Show migration routes of the Cape Verdean humpback whale population to feeding grounds* at Iceland, where they meet the second North Atlantic humpback population originating from the West Indies (Jann et al. 2003:127).
  - *Connect whale watching with Cape Verde’s whale hunting history and the related first emigration wave to the USA. Display it at the visitor centre.* “Already around 1750 American whale hunting ships arrived regularly at Cape Verde (Sanderson 1956:261), and in 1840 more than 40% of Nantucket’s whale hunters were

Cape Verdeans (Hohman 1928:128)” (Almeida, not dated). “During the 19<sup>th</sup> century, American open-boat whalers rarely reported taking humpbacks in the northern Antilles. Instead, their humpback whaling effort focused on portions of the south eastern Caribbean and on the Cape Verde Islands” (Mitchell and Reeves, 1983; Reeves and Smith, 2002 as in Jann et al. 2003:125).

- *Come up with two brochures: one on all five marine turtle species within Cape Verde and the other on Cape Verde’s 14 cetacean species.* Sell them both at turtle or whale watching tours, at hotels or at the visitor centre.
- *Inform about current and future research projects.*
- *Sell locally manufactured souvenirs at the visitor centre such as handicraft, music, videos, post cards, and T-shirts displaying motives of cetaceans and marine turtles.*
- *Before being able to open a visitor centre, approach hotel owners about coming once a week to display those souvenirs.* Think about possibilities to connect student talks on marine turtles and mammals with selling locally manufactured souvenirs of marine species at hotels.

**46. Benefit from the healthy environment, the existence of the world’s 3<sup>rd</sup> most important loggerhead nesting site and from the existence of humpback whales around Boa Vista, which were thought extinct, for marketing and branding purposes to build a positive brand image for Boa Vista as a natural retreat. Combine this brand image with the wellness motto Boa Vista - *Balancing Body & Soul* to make the island’s image attractive to different target groups.**

**47. Capitalise on the fact that loggerhead turtles nest on and humpback whales breed around Boa Vista to market these two unique selling positions to environmental conscious European visitors, with the objective to attract new target groups of sustainable tourism to Boa Vista.**

**48. Start cross-marketing whale watching to bird watching providers like it is done for example by birdtours (UK): <http://www.birdtours.co.uk>.** Also think of cross-marketing options for turtle watching.

**49. Capitalise on the non-consumptive use of marine turtles and whales to create seasonal jobs for local fishermen, women and the youth.** Fishermen could offer whale watching or whale listening tours as they already have the necessary boats, but hydrophones would be needed. The youth could engage in turtle watching as not much investment is needed apart from human resource and capacity building. Women could manufacture or organise the manufacturing of turtle and cetacean items. By offering job opportunities to these population groups a small step is taken to reduce poverty where it is most present (Ministry of Finance and Planning 2004:36ff); amongst the fishery sector, amongst women and the youth.

**50. With regard to whale watching think of a possible rotation system which allows all local fishermen to participate if wanted.** By using a rotation system all participants could face bad weather conditions, and thus nobody would be favoured. However, control of some kind has to be executed, possibly organised by the fishermen themselves.

**51. Propose a cooperation for the production of turtle and cetacean items, which could be manufactured at locations with little tourism and sold at ZDTIs.** At Rabil, Povação Velha and Norte less tourism could be expected than at proposed ZDTIs. Therefore, investigate if locals of these places would engage in and act as a private sector to start a souvenir manufacturing group. A positive example for this proceeding is given by Projeto TAMAR Brazil (Troëng/Drews 2004:50).

**52. Support the local community with capacity building to be able to take advantage of the provided opportunities from turtle and whale watching.**

**53. Give preference to the local community’s private sector over foreign operations, to foster local entrepreneurial spirit by providing a favourable environment for self-employment and income generation.** This recommendation might appear discriminating against foreign investors. However, the author believes that foreign investors dispose of much more financial back-up and business opportunities than local people do. Therefore, empowering the local population allows a sense

of achievement while compromising on tourism growth.

**54. Include Maio into Boa Vista's greater area of its humpback sanctuary.** At Silverbank of The Dominican Republic, coral reefs stop the swell and provide calm waters, ideal for calving (pers. comm. Jann 2006). Similar conditions are found north of Maio. Therefore scientists assume humpback whales to exist in this area (ibid.). Scientific research was said to be planned in this area for spring 2006 (ibid.). It would be necessary to interview Mrs. Jann once again to find out more about the research results of this trip.

**55. Avoid military manoeuvres or other largely unregulated shipping around Boa Vista and Maio, as high frequency of boats will disturb cetacean populations, and have negative effects on whale watching tourism.**

**56. A comment on funding:** Most funding is necessary for capacity building. However, not much funding is needed to carry out the appreciative tourism activities of turtle and whale watching. Tourists would pay for guides, transport by car or boat and meals. Students would be paid for their services by food and accommodation. Still, investment is needed to run the proposed cetacean society, for buoys to mark waterways, for hydrophones, for a visitor brochure, for people marking turtle nests and later for the proposed visitor centre. Funding possibilities have been shown more extensively in Sal's case study. Please refer to this section (chapter 3.1.4, recommendations 36-39).

**57. Apart from turtle and whale watching consider the following issues when establishing tourism offers. Please note that this list is not exhaustive but should just give a first idea.**

- **All additional wellness and ecotourism services offered should be as flexible as possible.** For example, tourists should be able to choose between a half- or full-day activity, a single wellness application or to bundle a wellness package with and without sportive activities, or to select a turtle watching tour with or without a meal en route. By providing combinable offers outlined target groups have the choice and will decide according to their needs.

- Apart from listed activities in the recreational plan **offer those activities also as workshops within active or wellness holidays.**
- **Always employ knowledgeable personnel and/or workshop leaders.**
- **Use different settings across the island for proposed active and wellness holidays- don't limit the focus on the coast.** Examples could be the Desert of Viana, the Natural Park Boa Esperança, the freshwater lake Oi d'Água, a shady date palm setting, or a lookout point like Passarão.
- **Provide spa applications.** At Boa Vista the spa concept would use the healing water from the ocean and thus would not be dependent on scarce drinking water. An example to learn more about a spa concept is Langeoog <http://www.tourismusniedersachsen.de/specials/jahresthemen/impulse2003/kategorie-vitales-niedersachsen/index.php?action=print> (Attention: German website).
- **Offer half- or full-day island tours on foot, by bicycle or by taxi with well trained environmental interpreters.**
- **Include offers of one- or half-day excursions to Ribeira de Norte into the tourism concept, taking tourists on a culinary trip within existing plantations.** Use donkeys as transport means to carry necessary items to create a certain rural atmosphere. Make sure animals are in good healthy condition, without major disease, injury or tics; otherwise do not use them as it would not be perceived well by tourists.
- **Rent out bicycles** to be able to explore parts of the island without a car.
- **Provide a network of wooden plank walks.** Tourists could explore certain areas near to the coast by bicycle to experience the island in a different way.
- **Bird watching is not recommended at Boa Vista** as birds appear to be stressed. For example, only 5 individuals of frigate birds are left, and have not reproduced in seven years (pers. comm. Mr. Lopes 2005).

## 4. Conclusion

### **Background**

The present paper is a snapshot of a dynamic process showing how tourists, the tourism industry and the local population can benefit from nature conservation. This is done by analysing international trends of tourism and leisure, then by selecting important trends for protected areas, and finally by applying these trends to the islands of Sal and Boa Vista. Therefore this report is not about figures, but about trends and tourists' travel motivation. The aim was to show what tourists to coastal areas would like to see, visit and experience in Cape Verde, and to create case studies by analysing two different islands at distinct tourism development stages respectively.

International trends on tourism and leisure reveal intact nature as a destination's main asset (chapter 2.2)<sup>14</sup>. Within both case studies, different approaches were used to demonstrate how to capitalise on these trends by proactively creating ecotourism and/or wellness products within sound tourism concepts. International trends on tourism and leisure have also shown that for a destination's successful positioning and strategic choice knowledge on trends in tourism and leisure is necessary. In order to be successful in the market place it is further important to identify desired target groups, to cater for their needs, to speak their language, and to communicate the right message. Both case studies revealed that tourism in Sal and Boa Vista has unused tourism potential with sensitive coastal areas. They also showed that tourism development should be more than just urbanisation projects and speculations on real estate prices. The case studies indicated that figures of tourist arrivals and tourism receipts are generally good sources to gain knowledge on travel streams, geographic target markets and tourist spending. But they are not sufficient to know and understand the tourism target market or to design tourism products according to the target market's needs. Therefore, an additional qualitative approach to market segmentation is needed. This approach suggests choosing a value-driven destination's positioning, which enables marketing in line with important social trends and values, which reaches new consumers across market segments, and helps to make products available to the target groups' requirements. For this reason, a value-driven positioning is used for both destinations. Out of this positioning, the destination's strategic choice was elaborated using a framework of strategic alternatives,

a recreational plan drafted with possible appreciative activities, target groups were proposed, chosen target markets' attractiveness and potential displayed, as well as addressing existing competition. Finally, examples from other tourism destinations were given for further comparison and reading.

### **The case studies**

The case studies highlighted that nature conservation can provide attractive natural settings to tourists in the long-term if they, the local tourism industry, government and the local population all engage in non-consumptive appreciative tourism activities. Sal's case study displayed how an island could offer ecotourism activities, even though it is a destination of high-volume tourism. By proposing Murdeira Bay Marine Park, a tourism concept is introduced where tourists and locals could appreciate the marine environment within a heavily used landscape without putting it at risk. The aim was to develop and diversify Sal's tourism products by introducing marine-based ecotourism activities, which could be enjoyed at different places across the island, with Murdeira Bay Marine Park being Sal's core conservation area. The marine park would thus coordinate the demand for environmental tourism activities. The tourism concept proposed to approach already present tourists at Sal to engage in elaborated appreciative tourism activities, while simultaneously attracting new target groups for sustainable tourism to the island with the marine park concept. Amongst these target groups would be 'general and special interest tourists', 'nature and outdoor holidaymakers', 'family-oriented holidaymakers', to a small amount 'sophisticated cultural travellers', school classes, teachers, students and researchers. The concept's desirable perspectives however face many threats from the political/legal, the economic and the social/cultural environment. Therefore recommendations for this case study are many-fold and address 18 general issues before engaging into tourism, 17 recommendations related to tourism, and five recommendations regarding finance and funding.

The second case study done for Boa Vista has shown which opportunities this laid back and so far little developed island holds from the perspective of tourism. The destination's strategic choice was to opt for high-end tourism as preferred marketing strategy, endorsing car-free tourism areas, wellness trends and ecotourism as main anchors of the presented concept. Here different trends (chapter 2.2.2) were combined to create one sound concept trying an innovative and attractive approach of car-free and stress-free places, which ensure the island's

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<sup>14</sup> The author is well aware of the importance of cultural assets for a destination's positioning and its implications, however due to formulated key questions of this paper the focus lay on natural assets.

recreational quality. The objective was to create a special brand image for Boa Vista as natural retreat. The chosen motto Boa Vista – Balancing Body & Soul underlines the healthy environment, which provides perfect settings to balance out by engaging either in wellness holidays and/or in ecotourism. With regard to the island's positioning, loggerhead turtles and humpback whales, both emblematic and endangered species present at Boa Vista, are perfect flagships for niche market positioning and help to distinguish from international competition. The establishment of a loggerhead and humpback sanctuary was recommended to proactively capitalise on the unique selling positions both species provide and to use it for marketing purposes. Due to international trends in tourism and leisure for Boa Vista's tourism concept the following target groups were proposed: 'high-income-earners', 'nature and outdoor holidaymakers', 'senior citizens', 'honeymooners' and 'ladies'. One out of several desirable perspectives for Boa Vista would be to become the most favourable destination for wellness and ecotourism within Cape Verde. As with Murdeira Bay Marine Park multiple threats for Boa Vista's tourism concept are from the political/legal, economic and social/cultural environment. Hence recommendations address tourism and planning, local community involvement, quality standards and certification programs, involvement of SMMEs, as well as several considerations regarding possible tourism activities.



Boavista, Praia da Chave © R. Sirucek

## **Conclusions and recommendations drawn from case studies**

Conclusions to be drawn from both case studies are that each island faces singular situations and that both of them need a distinct tailor-made tourism approach. Within this approach competition is desirable and positioning at different market niches is requested. However, the overall objective would be to create a complementary tourism offer within sensitive coastal areas, as a diverse mosaic of options, from which tourists could choose according to their needs. In this regard tourists could connect different experiences from different sites across the archipelago. Both case studies have also shown that appreciative tourism activities can be introduced either at already developed destinations such as Sal or at less developed destinations such as Boa Vista using a product development and diversification strategy. Further market trends in tourism and leisure underline the existing demand and potential for ecotourism activities. For this reason, it is recommended to introduce more MPAs or sanctuaries of selected marine species in Cape Verde and to create a network between them. The strengths and weaknesses of different sites should then complement each other within this network, for example for funding or the dispersion of visitor streams. The network of terrestrial natural parks could then be complemented with an MPA network. And last but not least, a brand image for Cape Verde's protected areas (marine and terrestrial) is to be created to make them visible on the market place. This brand image should guarantee and communicate the protected area's standards, and create loyalty amongst national and international visitors. All this effort would have the objective to secure the natural resource base for long term sustainable tourism development and a favourable solution to the local population. The fundamental idea of such an MPA network would be to pay per nature view. With increasing population trends (Gartner/Lime 2000:2) pressure on natural areas is rising and environmental quality is decreasing. Various authors (Eagles et al. 2002:20; Aderhold et al. 2000:49; Middleton/Hawkins 1998:12 as in Buhalis 2001:76; and Smeral 2003:300) highlight the importance of environmental quality as essential for tourists' choice on vacation, and a destination's ability "to charge premium prices for the privilege of environmental quality" (Buhalis 2001:76). Cape Verde's natural resources are scarce, but the country can offer plenty of beautiful natural coastal areas and thus unused tourism potential within sensitive coastal areas. Thus nature conservation and tourism should be linked with the aim to diversify the existing tourism product through

the introduction of marine-based appreciative activities, and to enable tourists to enjoy these natural areas today and in future. This, however, is only possible if the local population gets involved in tourism development, and is in charge of the planning and management of the natural areas. Income alternatives for the local population must be generated which really constitute livelihood options, and the benefits of tourism must be higher for nature conservation than the environmental costs incurred.

Besides the case studies on Sal and Boa Vista further examples are perceivable to capitalise on highlighted trends. Site specific tourism concepts could be created for example for Maio with community based tourism (CBT) and/or a pro poor tourism (PPT) approach. Using the Galapagos National Park and Marine Reserve example an ecotourism opportunity for Santa Luzia could be created on live-aboard boats, collecting concession fees for nature conservation management (Eagles et al. 2002:142). On the other hand, a topic-driven approach could be applied to benefit from ecotourism across Cape Verde instead of focussing only on a specific site. Such an example would be bird watching. However, as the focus of this study was to investigate on island-specific positions and solutions, bird watching was not considered. That opportunities for birding exist in Cape Verde is displayed by BirdLife International indicating 12 Important Bird Areas (IBA) within the country (BirdLife International 2006). Bird watchers are however a special target group, a small niche market within ecotourism, 100 per cent occupied with birding during vacation, and thus not a mixable target group with other tourists (Epler Wood 2003). Thus they would have to be catered for especially. Within Cape Verde a market for bird watching already exists shown by the practice of locals charging 300 € to take birders to Branco for bird watching (Payne 2003). Regarding the bird watching market, further potential exists for example from Great Britain (The Royal Society for the Protection of Birds). Maybe bird watching could help to establish bird sanctuaries within Cape Verde, and diversify the ecotourism experiences apart from MPA's and terrestrial PA's experiences.

Bearing in mind the outlined case studies and the mentioned further possible examples, an important objective would be to capitalise on unused tourism potential of sensitive coastal areas. This could be done by combining nature conservation with sustainable tourism development plans, which lead to an MPA network. This network could be planned in a participatory approach with the local community involving it into the planning

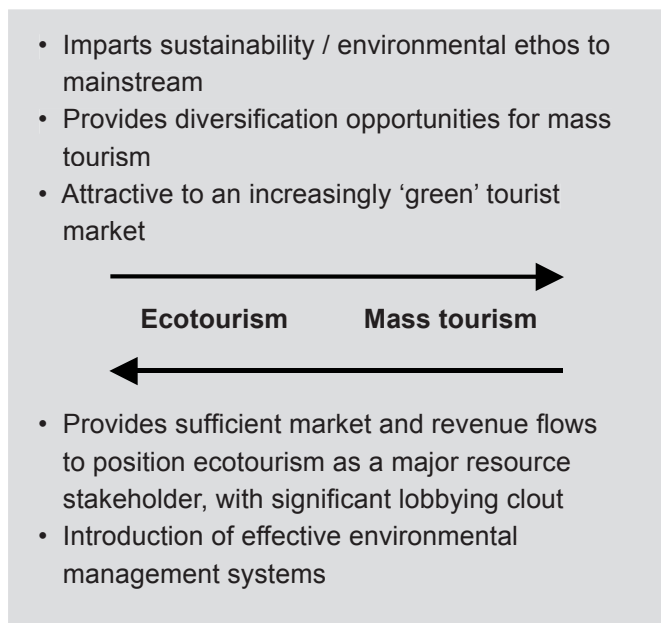
and executions phase of single sites. A further important step toward sustainable tourism development of sensitive coastal areas would also be to lend coastal stretches on a basis of 30 years instead of selling them. Unique concepts regarding each island as a single destination complementing each other would be needed without duplicating facilities. The aim would be to strengthen each island's inherent potential. For example Sal's presence on the market place could be used to make Cape Verde known amongst international tour operators affiliated with the Tour Operator's Initiative for Sustainable Tourism Development. Boa Vista's 'empty landscapes' could attract high-end tourism engaging either in wellness or in ecotourism holidays. Further Maio's remoteness and difficulty to be accessed might be attractive to "unconventional discoverers" (annex 7). In this regard a tourism master plan with a diverse but clear positioning is needed for each island, formulating strategies, the desired type of tourism activities and sustainable tourism standards, considering the size of chosen market, the island's ability to cater to chosen target market and considering the market's attractiveness and potential. These tourism master plans would thus build a general framework and provide guiding principles for investors to realise different tourism projects in line with desired sustainable tourism development, to be able to develop Cape Verde as a sound tourism destination.

Steps to be taken towards sustainable tourism are suggested by the following publications:

- *Making Tourism More Sustainable: A Guide for Policy Makers* (UNEP/WTO 2005a),
- *Integrating Sustainability into Business: An Implementation Guide for Responsible Tourism Coordinators* (UNEP 2005c),
- *Integrating Sustainability into Business: A Management Guide for Responsible Tour Operations* (UNEP 2005b),
- *Sustainable Tourism: The Tour Operators' Contribution* (TOI 2003),
- *Practical Guide to good practice for the accommodation sector* (UNEP 2002),
- *Marketing Sustainable Tourism Products* (UNEP 2005d),
- *Towards a sustainable Tour Operator Supply Chain* (Kusters, N. 2005)



The potential for sustainable tourism offers exist as shown by international trends in tourism and leisure. Thus marketing could be used as a strategic tool to position Cape Verde at sustainable tourism markets and distribution channels like e.g. the Green Travel Market (visit, not dated, b:14ff,26, [www.greentravelmarket.info](http://www.greentravelmarket.info)) or well established international tour operators affiliated to the Tour Operator's Initiative for Sustainable Tourism Development (TOI, [www.toiinitiative.org](http://www.toiinitiative.org)). To provide business opportunities to local people and to involve local SMMEs in tourism development, recommendations of WTO's publication *Tourism, Microfinance and Poverty Alleviation* could be considered (see WTO 2005e, chapter 3 - 5), as well as ILO's manual showing micro-leasing as a funding option for SMMEs (Deelen et al. 2003). With regard to funding marine protected areas Spergel/Moye (2004) wrote a manual providing "over 30 mechanisms for financing the conservation of marine biodiversity, both within and outside of MPAs" (ibid.:2). Besides the outlined opportunities Font et al. (2004.13) give the following important advice which should be considered: „The *first* priority for protected areas is [...] to find ways of working with the tourism sector to reduce the impacts of tourism and costs to a site of managing tourism, *before* exploring the potential of using tourism to raise revenues that can contribute to protected area management". In general, the challenge for Cape Verde is to strike a balance between ecotourism, favourable for a destination, and economies of scale, necessary for tourism providers (figure 10).



**Figure 13:** "Converging and symbiotic relationship between ecotourism and mass tourism" (Weaver 2001b:79)

Elaborated case studies have underlined that tourism in Cape Verde is a reality, and will develop strongly within the next decade. Government hopes tourism to be a motor for the national economy. However, tourism also has negative effects, and sustainable tourism will not establish by itself, neither will tourism automatically benefit Cape Verde's national economy. To secure Cape Verde's natural assets and to get the most out of future tourism developments, standards of sustainable tourism have to be agreed upon, communicated to investors and implemented. The government decided on a transformation strategy and on tourism as one key sector of this strategy. The author believes that tourism will only act as a key sector within the chosen strategy if Cape Verde's economy becomes fit enough to cover additional demand generated from tourism, if its economy is diversified to cater to tourism instead of relying on imports, if sectorial backward linkages are established between tourism and other national economic sectors and if leakage is reduced as far as possible by preferring national goods and services over foreign imports. This however is only possible if the quality of national goods and services is improved and costs are supportable. Last but not least, '*polarisation effects*' (Vorlauffer 2003:9ff) of tourism development and their '*reversals*' (ibid.) have to be avoided in order to establish as well-preserved tourism destination offering interesting ecotourism experiences across the archipelago and not centred at one or two ZDTIs<sup>15</sup>. On the other hand, tourism, while often taking place in the most beautiful rural areas, could be an additional seasonal income opportunity for the rural population of Cape Verde. However, the biggest task is still to involve the local community of rural areas in the tourism development and the planning, operation and management of protected areas, as well as to think about tourism distribution channels and supply chains, which benefit local people most, and to involve fishing communities, the agricultural sector, women and the youth to benefit the poor.

<sup>15</sup> So called polarisation effects bundle labour and capital at one place (e.g. ZDTI), till the site is deteriorated and tourism with most capital and labour force moves on to still pristine places where the process starts from the beginning. With changes in demand new destinations establish, while often the decline of another tourism destination is involved (Vorlauffer 2003:9ff).

### **Final statement**

Cape Verde has more to sell than just beautiful coastal areas. Cape Verde has natural treasures and could benefit from them if they were used wisely and strategically within a sustainable tourism development. The case studies on Sal and Boa Vista are an attempt to demonstrate that sustainable tourism development in connection with nature conservation is possible and desirable from a tourism perspective, taking “the special case of Small Island Developing States (SIDS) into account” (United Nations 2005). In this regard tourism development could be understood as the following:

“Tourism should not be the means for us to change our way of life but an incentive to make us more aware of what we are in terms of our culture, customs and traditions. This should not be interpreted negatively to mean that all changes that affect our way of life must be avoided. Change is inevitable. Instead, a positive rate and direction of change and how we manage that change and its conflicts are more important [...]. The guiding principle should be: preserve that which is good, modify or destroy the bad and adopt the new to strike a balance” (OKOTAI 1998:173 as in Pigram).

This quotation also holds true regarding Cape Verde’s tourism development at sensitive coastal areas. It could be modified as follows: Preserve natural assets of the marine environment, modify the existing tourism supply towards sustainable tourism standards, and adopt linkages between tourism and nature conservation to strike a balance between the protection of natural resources and the need for development. However, this is only proactively achieved with the support of all stakeholders.



Santiago, Praia © WWF / B. Weerts



Sal, Santa Maria © WWF / B. Weerts

## 5. Appendices

### Annex 1. Overview of interviewees

	Surname	Name	Organisation	Place	Date
1		Alain	French investors & Chef de cuisine. He and his wife came to establish a tourism resort with a high quality restaurant.	Villa do Maio, Maio	14.11.05
2		Atila & Rosi	Submarine Centre	Sal-Rei, Boa Vista	10.12.05
3		François	Owner, Hotel Sol Marina	Tarrafal, Santiago	09.11.05
4	Andrade Peres	Oswaldo	Officer for Environmental Affairs, Tourism and Education Town Hall Sal-Rei	Sal-Rei, Boa Vista	07.12.05
5	„	„	„	„	09.12.05
6	Benchimol	Celeste F.	National Coordinator, Marine Coastal Conservation, World Wide Fund for Nature (WWF) Cape Verde	Praia, Santiago	07.11.05
7	Bonifacio	Avelino	NGO: Plataforma ONGs	Praia, Santiago	03.12.05
8	Borges	Joseph	Department Export Promotion, Cape Verde Investment	Praia, Santiago	07.11.05
9	„	„	„	„	08.11.05
10	Brossmann	Kai	Investor for a marina to be in Mindelo, boatCV, meio-do-atlantico Lda	Mindelo, Sao Vicente	23.11.05
11	Calazans Fortes	Zeferino	General Director, General Directorate of Marine Affairs and Ports CV	Mindelo, Sao Vicente	22.11.05
12	„	„	„	„	23.11.05
13	Carneiro	Romina	Barracuda Tours	Santa Maria, Sal	04.11.05
14	César Lopes	José Antonio	Officer for Tourism, Culture, Communities and Sports	Mindelo, Sao Vicente	23.11.05
15	Cruz	Sonia	Chamber of commerce, industry & services Sotavento	Praia, Santiago	06.12.05
16	Cruz Almeida	Fátima	Municipal Plan of Environmental Affairs (PAM) S.V.	Mindelo, Sao Vicente	23.11.05
17	D' Oliveira	Emmanuel	King Bay Dive Centre	Tarrafal, Santiago	08.11.05
18	de Melo	Jorge	President, NGO: Amigos do Calhau	Mindelo, Sao Vicente	18.11.05
19	de Melo	Jorge	President, NGO: Amigos do Calhau	Telephone interview	14.12.05
20	Delgado	Antonio Jorge	Architect, Delegate of the National Assembly	Praia, Santiago	29.11.05
21	Diniz Estrela	Clara	President NGO: Valorizar Sal; Representative Cabetour	Esparagos, Sal	26.11.05
22	dos Santos	Celia	Cooperative: Produção Sal	Villa do Maio, Maio	11.11.05
23	Elsy	Sonia	Biologist, National Institute for the Development of Fisheries (INDP )	Mindelo, Sao Vicente	18.11.05
24	„	„	„	„	22.11.05
25	„	„	„	„	24.11.05
26	Estrela	Mamie	NGO: Atelier Mar	Mindelo, Sao Vicente	24.11.05
27	Evora	Nelson	Officer for youth and culture Town Hall Esparagos	Esparagos, Sal	25.11.05
28	Fernandes Tavares	Franciso	President, National Institute of Statistics (INE)	Praia, Santiago	29.11.05
29	Ferreira	Valdemiro	Manager, A.A.B. Shipping Agency Viking Ltd.	Mindelo, Sao Vicente	21.11.05

	<b>Surname</b>	<b>Name</b>	<b>Organisation</b>	<b>Place</b>	<b>Date</b>
30	Figueiredo/ DR.	Jorge	Mayor Sal	Esparagos, Sal	25.11.05
31	Fonseca	Atelano	Executive Administrator, responsible for the field of micro-credits, Caixa Economica, Cape Verde	Telefon interview	09.12.05
32	Fonsecar Melicio	Oscar	President, National Institute for the Development of Fisheries (INDP)	Mindelo, Sao Vicente	18.11.05
33	Fornuto	Mariangela	NGO: Africa 70, Italian development cooperation	Villa do Maio, Maio	16.11.05
34	Forte	Iacopo	Italian researcher, Natural Park Serra Malagueta	Serra Malagueta, Santiago	
35	Fortes	Lucete	Co-author of the travel guide: Cabo Verde - Kapverdische Inseln 2005	Mindelo, Sao Vicente	21.11.05
36	Fortes	Maria Teresa	Officer for Environmental Affairs and Tourism	Villa do Maio, Maio	10.11.05
37	„	„	„	Visit to the island	12.11.05
38	„	„	„	Villa do Maio, Maio	15.11.05
39	Furtado	José	Cape Verdean citizen, previous student of tourism	Esparagos, Sal	26.11.05
40	Gemmer	Christian	German tourist	Sal-Rei, Boa Vista	11.12.05
41	„	„	„	„	13.12.05
42		Georg & Peter	German investors, Immobilien	Villa do Maio, Maio	11.11.05
43	Gomes Balla	Marcelo	International Journalist, Nos Jornal & Cape Verdean News	Praia, Santiago	06.11.05
44	„	„	„	Palmarejo, Santiago	09.11.05
45	Heintz	Patrick	Owner, Atlantis Restaurant	Santa Maria, Sal	28.11.05
46	Heppel	Sabine	German tourist	Sal-Rei, Boa Vista	11.12.05
47	„	„	„	„	13.12.05
48	Herdtweck	Elisabeth W.	German citizen resident of Cape Verde	Villa do Maio, Maio	16.11.05
49	Inocencio	Eugenio	President, Santiago Golf Resort, S.A.	Caiada, Praia, Santiago	03.12.05
50	Jann	Beatrice	Swiss researcher of humpback whales in Cape Verde Swiss Whale Society	Telephone interview	17.01.06
51	Klapheck	Stefan	Owner, ProAtlantic Dive Centre	Santa Maria, Sal	05.11.05
52	„	„	„	„	26.11.05
53	Lannou	Jacques Alain	French tourist, French Development Cooperation	Ferry boat Tarrafal	20.11.05
54	Lopes	Pedro	Biologist, NGO: Natura 2000	Sal-Rei, Boa Vista	07.12.05
55	Lopes	Pedro	Biologist, NGO: Natura 2000	„	08.12.05
56	Mandl	Alfred	Alsatur	Ribeira do Paul, St.Antão	19.11.05
57	Marques da Silva Monteiro	Vanda	Biologist, National Institute for the Development of Fisheries (INDP )	Mindelo, Sao Vicente	18.11.05
58	Mascarenhas	Margarida	Chamber of commerce, industry and services Sotavento	Praia, Santiago	06.12.05
59	Mattos Olavarría	Jorge	Consultant in the process of PANA II to the ANMCV	Praia, Santiago	01.12.05
60	Meggiorin	Marcello	Italian citizen, flying a micro light from Italy to Cape Verde in 2006	Sal Airport	28.11.05

	<b>Surname</b>	<b>Name</b>	<b>Organisation</b>	<b>Place</b>	<b>Date</b>
61	Mendosa	Manuel	Director , Public School for Alphabetisation, Delegation of the Ministry for Education and Human Resources' Valorization	Villa do Maio, Maio	15.11.05
62	Meyer-Scheel	Lutz	Investor for a marina to be in Mindelo, Luzmar	Mindelo, Sao Vicente	24.11.05
63	Modesto	Maria da Luz	Cartographer, General-Directorate of Land Use and Habitat Planning	Praia, Santiago	05.12.05
64	Monteiro	Ricardo	Programme Officer, Marine Coastal Conservation, World Wide Fund for Nature (WWF) Cape Verde	Esparagos, Sal	03.11.05
65	Monteiro	Manuel Claudino	Captain or the Port, Maritime Authority Cape Verde	Mindelo, Sao Vicente	22.11.05
66	Monteiro Pereira de Borja	Orlando Luis	Anthropologist, Cape Verdean Institute of Solidarity	Praia, Santiago	07.11.05
67	Moro	Ornella	Owner, Ilha do Maio Imobiliária	Villa do Maio, Maio	12.11.05
68	Neves	Arlinda	National Association of Cape Verde's Municipalities (ANMCV)	Praia, Santiago	05.12.05
69	Neves Santos	Katya	Municipal Plan of Environmental Affairs (PAM) Sal	Esparagos, Sal	04.11.05
70	Niebuhr	Berno	Billfish-Club Cabo Verde	Mindelo, Sao Vicente	21.11.05
71		Nilton	Carpenter	Sal-Rei, Boa Vista	08.12.05
72	Ninnin	Mérodie	Environmental Expert, French Development Cooperation	Praia, Santiago	02.12.05
73	Nunes Evora	Nelson	General Director, Unotour	Santa Maria, Sal	05.11.05
74	Oliveira Lopes	Gabriela	Director, Plano Ambiental Municipal (PAM) Sao Vicente	Mindelo, Sao Vicente	23.11.05
75	Pardon	Kai	Managing Director, Vista Verde Tours	Praia, Santiago	08.11.05
76	Paula	Fernando	Reporter, RTP5	Santa Maria, Sal	27.11.05
77	Pereira Monteiro	Alexandro	NGO: Club Ambiental da Boa Vista	Sal-Rei, Boa Vista	09.12.05
78	Pinto Almeida	José	Mayor Boa Vista	Sal-Rei, Boa Vista	13.12.05
79	Pires	Guenny	Producer & Film Director	Praia, Santiago	07.11.05
80	„	„	„	Palmarejo, Santiago	09.11.05
81	Rego	João Henrique	General Manager, Hotel Foya Branca	San Pedro, Sao Vicente	24.11.05
82	Ribeiro	Filomena	General Director, General Directorate of Tourism Development	Praia, Santiago	08.11.05
83	Ribeiro	Manuel	Mayor Maio	Villa do Maio, Maio	10.11.05
84	„	„	„	Visit to the island	12.11.05
85	Riveira	Albertino	Previous head of Promex Cape Verde	Ponta Preta, Sal	27.11.05
86	Röchert	Ralf	WWF Germany, Marine & Coastal Officer	Bremen, Germany	22.12.05
87	Santos	Emiliano	NGO: Club Ambiental da Boa Vista	Sal-Rei, Boa Vista	09.12.05
88	Seibert	Berthold	Permanent Consultant for the Protection of Natural Resources on Fogo Island (PRNF) Workshop: Man and Biosphere (MAB)	Praia, Santiago	30.11.05
89	Silva Carvalho	Manuel Leão	General-Directorate of Environmental Affairs	Praia, Santiago	07.11.05
90	Tavares	Tó	Director of the music school Pentagrama	Praia, Santiago	07.11.05

	<b>Surname</b>	<b>Name</b>	<b>Organisation</b>	<b>Place</b>	<b>Date</b>
91	Tavares Gomes /Dr.	Isaura	Mayor Sao Vicente	Mindelo, Sao Vicente	23.11.05
92	Teresa	-	Residencial Bom Sossego	Villa do Maio, Maio	14.11.05
93	Turegano	Francisco Javier	Spanish citizen from Las Palmas, Gran Canaria	Villa do Maio, Maio	10.11.05
94	„	„	„	„	11.11.05
95	„	„	„	Visit to the island	13.11.05
96	van der Straten	Gaëtan	Belgium citizen	Sal-Rei, Boavista	09.12.05
97	„	„	„	„	13.12.05
98	Violan	João Gilberto	Municipal Plan of Environmental Affairs (PAM) Boa Vista	Sal-Rei, Boa Vista	09.12.05
99	Vieira	Miguel Angel	Press relations officer, RIU Funaná	Ponta Preta, Sal	28.11.05
100	Wegenstein	Florian	NGO: Delta Cultura Cabo Verde	Tarrafal, Santiago	08.11.05
101	Wilson	Elaine	Irish citizen, A Balea Azul	Sal-Rei, Boa Vista	13.12.05
102	Xavier	Daniel	NGO: ADADE	Praia, Santiago	09.11.05

## Annex 2. Checklist for desirable recreation activities within MPAs

Tourism products could be combined from the following activities:

Please tick existing activities with a cross AND mark prospective activities with a circle.

### 1. Land-based activities

- Hiking trails along MPA coasts
- Visit to coastal archaeological ruins
- Guided nature walks (talks about traditional fishing, bird colonies, flora & fauna etc. or offer special focus tours for birders)
- Self-guided trails
  - Try to identify sounds of the sea: dolphins, whales, waves, speed boat, diver, Harmatán, surfer (use a wheel, which by being turned makes different sounds)
  - Install information boards at places of special interest
  - Provide a sketch with possible walks, duration and en-route sights
  - Install a stretch with different ground texture e.g.: sand, small stones, small shells and volcano ashes
- “[...] Intertidal walking trails, depicting fishes, invertebrates and molluscs found on the coast” (HALPENNY 2002:227). (What to see? Intertidal pools, rocks, mussels, crabs, octopus, fishes, invertebrates, birds).
- Guided reef tours

### 2. Water-based activities

- Self-guided underwater trails

#### Surfing/ Wind-

- Surfing
- Windsurfing
- Kite-surfing

#### Charters

- Glass-bottom boat tours
- “Day trip vessel operations to reefs and islands” (HALPENNY 2002:213)
- “Extended charter boat tours
  - Dive, live-aboard
  - Fishing charters” (ibid.:213)
- Moorings publicly and privately owned

#### Book special tours

- Canoeing
- Sea-kayaking
- Catamaran sailing
- Sailing

### 3. Activities of special interest:

#### Marine turtles

- Watching marine turtles
  - from a glass-bottom boat,
  - while diving
  - on the beach
- Observe marine turtle nesting site under guidance of a ranger during nesting seasons
  - Identify footprints and traces of marine turtles on the beach,
- Observe marine turtles ashore when laying eggs
- Watch hatchlings emerge from the sand making their way to the ocean
- Adopt a hatchling marine turtle baby (e.g. for US \$xy) and be allowed to carry it on your hand towards the shore. The hatchling is laid back on the beach to make its way towards the sea on his own
- Offer souvenirs with marine turtle motives
- Facilitate scientific research about marine turtles (as well as whales & dolphins)
- Go with scientist on a night tour, be part of the team (e.g. measure marine turtles size adult or hatchling)
- Q: Would it be possible to make an event out of releasing hatchlings?  
For example adopt one and let them, e.g. 300, go simultaneously.

#### Whale watching (includes dolphins)

- Land-based whale watching
- Whale watching from a boat
- Diving with whales
- Swimming with dolphins
- Go with scientists on a boat trip be part of the team
- Use hydrophones
- Take photo ID valuable for scientists and for yourself
- Combination of different actions:
  - Pre-info e.g. short video about whales,
  - While whale watching: talks by a biologist or naturalist who familiarises tourists with the ocean and offers special features on whales and cetaceans.
  - Visit special coastal spots with a great appeal to tourists.

#### Fishing

- Deep sea fishing
- Line fishing
- Catch and release fishing
- Spear fishing



### Swimming, snorkelling & diving activities

- Swimming
- Snorkelling
- Photographic dive tours (= underwater photo safari)
- Shipwreck diving tours
- Dive training according to Odyssey Adventures Truk Lagoon (2000-2005):
  - Advanced open water course
  - Wreck Diver
  - Deep Diver
  - Night Diver
  - “Underwater Naturalist” (ibid.)
  - Underwater Photographer
  - [...]
  
- Visit to the underwater mountain João Valente<sup>16</sup>
  
- Participation of tourists in research activities to identify new or special dive spots

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<sup>16</sup> Consider one of the most important underwater mountain in the world (Monteiro 2005a)

### Annex 3. Indicator blueprint adapted from Stecker (1996, 1998)

<b>Location:</b>					
<b>Indicators</b>					
3.1 Status of protection					
3.1.1 What kind of protection does the area have?					
3.2 Size (e.g. m <sup>2</sup> or extension from one to another end)					
3.2.1 How big is the size of the area?					
3.3: Natural attractions (What can be seen at these places?) <sup>17</sup>					
3.3.1 In what conditions is the visited area?					
<input type="checkbox"/> pristine	<input type="checkbox"/> degraded	<input type="checkbox"/> pretty to watch	<input type="checkbox"/> nothing to see	<input type="checkbox"/> easy to understand	<input type="checkbox"/> interpretation needed
3.3.2 What kind of special landscape exists at the coast?					
<input type="checkbox"/> wetlands	<input type="checkbox"/> estuaries	<input type="checkbox"/> sand dunes	<input type="checkbox"/> mangroves	<input type="checkbox"/> sea grass beds	<input type="checkbox"/> salt marshes
<input type="checkbox"/> others Which ones?					
3.3.3 What kind of underwater world exists? <sup>18</sup>					
<input type="checkbox"/> reefs	<input type="checkbox"/> corals	<input type="checkbox"/> sea mountains	<input type="checkbox"/> blue whales	<input type="checkbox"/> geothermal vents	<input type="checkbox"/> manta rays
<input type="checkbox"/> sharks	<input type="checkbox"/> barracudas				
<input type="checkbox"/> others Which ones?					
3.3.4 Which animals can be seen?					
<input type="checkbox"/> birds	<input type="checkbox"/> turtles	<input type="checkbox"/> whales	<input type="checkbox"/> dolphins		
<input type="checkbox"/> others Which ones?					

<sup>17</sup> 3.3-3.5 = Highlights = Reason to visit!!!

<sup>18</sup> Extra interview might be needed with a dive operator. Interesting dive sites have been identified from a dive operator in Sal which has closed down. TO DO: Try to identify other dive sites at other islands.

<b>3.3.5 What species of above mentioned animals can be seen?</b>					
<b>Birds</b>	<input type="checkbox"/> Frigate birds	<input type="checkbox"/> Perna Longe	<input type="checkbox"/> Osprey	<input type="checkbox"/> Boobie	<input type="checkbox"/> Stormpetrels
<input type="checkbox"/> others Which ones?					
<b>Turtles</b>	<input type="checkbox"/> Caretta caretta	<input type="checkbox"/> Tartaruga parda	<input type="checkbox"/> Tartaruga verde	<input type="checkbox"/> Tartaruga de casco levantado	<input type="checkbox"/> Tartaruga vermelha
<input type="checkbox"/> others Which ones?					
<b>Whales</b>	<input type="checkbox"/> Orca		<input type="checkbox"/> Baleia		<input type="checkbox"/> Humpback whale
<input type="checkbox"/> others Which ones?					
<b>Dolphins</b>	<input type="checkbox"/> Corvineiro	<input type="checkbox"/> Chico Jote	<input type="checkbox"/> Toninha	<input type="checkbox"/> Golfinho	<input type="checkbox"/> Boca de Panela
<input type="checkbox"/> others Which ones?					
<b>3.3.6 Do breeding sites exist?</b>					
<input type="checkbox"/> yes		<input type="checkbox"/> no			
<b>3.3.7 For which animals do breeding sites exist?</b>					
<input type="checkbox"/> others Which ones?					
<b>3.3.8 Why are these natural areas so precious with regard to their biodiversity.</b>					
<b>3.3.9 Can they be found anywhere else in the world? Might be endemic and therefore even more interesting!</b>					

3.4: Opportunities to observe wildlife <sup>19</sup>					
3.4.1 Which are the best places for viewing wildlife (like e.g. turtles, whales, dolphins, birds, ...)					
3.5: Cultural and historic attractions					
3.5.1.1 “Which ethnic groups exist in the surroundings?” (Stecker 1996)					
3.5.1.2 “Which villages exist in the surroundings?”(ibid.)					
3.5.1.3 “Which handicrafts are typical for this area?” (ibid.)					
3.5.1.4 “Which folklore is typical for this area?” (ibid.)					
3.5.2 Are there any archaeological and/or historical sites, traditional festivals or customs to see in connection with a visited biologically sensitive marine area? <sup>20</sup>					
<input type="checkbox"/> yes		<input type="checkbox"/> no			
3.5.3 If yes, what are they?					
3.5.4 What kind of interpretation exists?					
<input type="checkbox"/> Signposts	<input type="checkbox"/> Leaflets	<input type="checkbox"/> Visitor centre	<input type="checkbox"/> Exhibitions	<input type="checkbox"/> Museums	<input type="checkbox"/> Books
<input type="checkbox"/> Films	<input type="checkbox"/> others				

<sup>19</sup> It should be checked under which natural conditions wildlife could be seen.

<sup>20</sup> Cultural attractions (e.g. historical monuments, local traditions & customs) TO DO: Find out if cultural attractions are present at identified sites and if they can be incorporated into tours and services

<b>3.6: Activities</b>					
<b>3.6.1 Which opportunities exist for swimming?</b>					
<input type="checkbox"/> Beaches <input type="checkbox"/> Sandy <input type="checkbox"/> Rocky		<input type="checkbox"/> Estuaries		<input type="checkbox"/> Waterfalls	
<input type="checkbox"/> others Which ones?					
<b>3.6.2 Which opportunities exist for sports?</b>					
<input type="checkbox"/> Swimming	<input type="checkbox"/> Snorkelling	<input type="checkbox"/> Scuba-diving	<input type="checkbox"/> (Nordic) walking	<input type="checkbox"/> Trekking	<input type="checkbox"/> Surfing
<input type="checkbox"/> Windsurfing	<input type="checkbox"/> Kite-surfing	<input type="checkbox"/> Deep sea fishing	<input type="checkbox"/> Catch and release fishing	<input type="checkbox"/> Spear fishing	<input type="checkbox"/> Canoeing
<input type="checkbox"/> Sea-kayaking	<input type="checkbox"/> Sailing	<input type="checkbox"/> Catamaran sailing	<input type="checkbox"/> Yachting <sup>21</sup>	<input type="checkbox"/> Shipwreck diving	<input type="checkbox"/> Sunbathing
<input type="checkbox"/> Photography					
<input type="checkbox"/> others Which ones?					
<b>3.7: Accessibility</b>					
<b>3.7.1 What is the distance to the next airport in km and travel time?</b>					
<input type="checkbox"/> National airport:			<input type="checkbox"/> International airport:		
<b>3.7.2 How far is the next major tourism centre in km and travel time?</b>					
<b>3.7.3 How can it be reached?</b>					
<input type="checkbox"/> On foot	<input type="checkbox"/> By taxi	<input type="checkbox"/> By car	<input type="checkbox"/> By 4x4	<input type="checkbox"/> By boat	<input type="checkbox"/> By bicycle
<input type="checkbox"/> Plane	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> By other means?					

<sup>21</sup> Yachting is more luxury than just sailing. Thus different prospects could be addressed.

3.7.4 How accessible are these places? (= quality of the roads)					
<input type="checkbox"/> Very easy	<input type="checkbox"/> Easy	<input type="checkbox"/> Not so easy	<input type="checkbox"/> Very badl		
<input type="checkbox"/> Not at all. Why?					
3.7.5 Is the marine area indicated?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.7.6 How well indicated are those marine areas (e.g. by signposts)?					
<input type="checkbox"/> Very good	<input type="checkbox"/> Good	<input type="checkbox"/> Bad	<input type="checkbox"/> Very bad	<input type="checkbox"/> Not at all	
3.7.7 What other interesting natural or cultural attractions are on route?					
3.7.8 How could they be combined with a visit to the present location e.g. in a tour?					
3.7.9 Is there interesting landscape on route?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.7.10 What are its special/impressing features?					
3.7.11 How do I get around?					
<input type="checkbox"/> On foot	<input type="checkbox"/> By taxi	<input type="checkbox"/> By car	<input type="checkbox"/> By 4x4	<input type="checkbox"/> By boat	<input type="checkbox"/> By bicycle
<input type="checkbox"/> By other means					
3.7.12 Are there any access fees?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.7.13 How high are they?					

3.7.14 Is a guide necessary for access?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	
3.7.15 Are guides easily available?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	
3.7.16 Are prices negotiable?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	
3.7.17 What is the price for a guided tour?		
3.8: Seasons <sup>22</sup> :		
3.8.1 At what time of the year is breeding time for... Is there any difference in breeding time according different species e.g. turtles?		
Birds		
Turtles		
Whales		
Dolphins		
3.9: Guides:		
3.9.1 Are there adequate trained guides, who could interpret those areas for tourists?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	
3.9.2 What kind of additional training would be needed?		
3.9.3 Are there enough trained guides?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	

<sup>22</sup> =>Q: What turns could be arranged year round (= is there something to see at any season of the year?)

3.9.4 How many additional guides would be needed?					
3.9.5 In what languages is guiding nowadays possible?					
<input type="checkbox"/> Portuguese	<input type="checkbox"/> Spanish	<input type="checkbox"/> Italian	<input type="checkbox"/> English	<input type="checkbox"/> German	
<input type="checkbox"/> others Which ones?					
3.9.6 Could guides interpret their native nature to foreign visitors in different languages and make them understand why today conservation is more beneficial for everybody than exploiting natural resources by hunting?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.9.7 Are there training possibilities for guides to learn more about nature conservation?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.9.8 Which fields have to be trained more in depth?					
3.9.9 Who would give adequate training? And where?					
<input type="checkbox"/> Who?			<input type="checkbox"/> Where?		
3.10: Product offer					
3.10.1 What kind of product offers exists in connection with the visited coastal and marine area?					
<input type="checkbox"/> Day trips to reefs	<input type="checkbox"/> Day trips to islands	<input type="checkbox"/> Extended charter for diving purpose	<input type="checkbox"/> Extended charter for 'catch & release' fishing	<input type="checkbox"/> Transfer from one point to another	
<input type="checkbox"/> others Which ones?					
3.10.2 Which is the target group of these offers? <sup>23</sup>					
<input type="checkbox"/> Day visitors			<input type="checkbox"/> Overnight visitors		

<sup>23</sup> When checking brochures and catalogues try to identify the age of addressed user groups. This would make an analysis of the current state in comparison with trends much easier.



3.10.2 Who is offering those products and services? (private operators, community, municipality (= public))		
Email: Telephone: Description of services:  Opening times over the year: Price per person: Price per group:		
3.10.3 Which interests do these service providers pursue?		
3.10.4 What further tourism products and services could be thought of?		
3.10.5 Who else could be able to offer these products and services (e.g. the local community, Public Private Partnerships (PPP), joint ventures between the local community and the private sector)?		
3.10.6 What link between history/tradition and visits to conservation areas is possible, especially at this place? (For e.g. guides describe why former practices on traditional fishing, turtle and whale hunting and collection of eggs is not common any more and why conservation is a better option for their livelihoods)		
3.11: Accommodation		
3.11.1 Is there a possibility for overnight stays?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	

3.11.2 In what kind of accommodation could visitors stay over night					
<input type="checkbox"/> Basic camping (bring your own tent)	<input type="checkbox"/> Permanent tented camps	<input type="checkbox"/> Basic lodges	<input type="checkbox"/> Middle class lodges	<input type="checkbox"/> High class lodges	<input type="checkbox"/> Private pensions
<input type="checkbox"/> Pousadas	<input type="checkbox"/> Hotels	<input type="checkbox"/> Hotel 1*	Quantity	<input type="checkbox"/> Hotel 2 *	Quantity
		<input type="checkbox"/> Hotel 3*	Quantity	<input type="checkbox"/> Hotel 4*	Quantity
		<input type="checkbox"/> Hotel 5*	Quantity	<input type="checkbox"/> Hotel 5* plus	Quantity
<input type="checkbox"/> others Which ones?					
3.11.3 If there are accommodation facilities, how do they fit into the natural surroundings?					
<input type="checkbox"/> Very well	<input type="checkbox"/> Well	<input type="checkbox"/> Badly	<input type="checkbox"/> Very badly		
3.11.4 Why?					
3.12: Finance & donors					
3.12.1 Are any investors in sight?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.12.2 What would they invest in? Do also consider concurrent donors and thus arising conflicts.					
3.13: Co-operation					
3.13.1 Is there any kind of co-operation?					
<input type="checkbox"/> yes	<input type="checkbox"/> no				
3.13.2 How do locals co-operate with each other?					
3.13.3 How do locals co-operate with the private sector?					

3.13.4 How do locals co-operate with the government (local & national)?		
3.14: Social components		
3.14.1 What is the current situation at the visited site, village, location? Willingness to participate in tourism =“Acceptance of tourism by local population” (Stecker 1996:40)		
3.14.2 Which hopes do private people/ businessmen/ majors have in connection with tourism?		
3.14.3 Which special abilities do locals at this site have (e.g. making crafts, wood carving, knowledge about medicinal plants, traditional fishing, etc.)		
3.15 Health:		
3.15.1 What kind of health risks exist?		
3.15.2 Is basic medical assistance available?		
<input type="checkbox"/> yes	<input type="checkbox"/> no	
3.15.3 Where is it located?		
3.15.4 What kind of medical assistance is available?		
3.17 Where are <u>other</u> interesting natural spots/zones located?		

## Annex 4. Ansoff's Growth Strategies Matrix

### Ansoff's Growth Strategies

The product / market expansion grid is a useful device to find marketing strategies:

	Existing Products	New Products	
Existing Markets	1. Market Penetration	3. Product Development	<p>Example: Selling Adhesives</p> <ol style="list-style-type: none"> <li>1. Increasing Sales without Changing the Product: Cut Prices, Advertising ...</li> <li>2. Developing New Markets: Selling in East Europe, New Applications</li> <li>3. Offering New or Modified Products: New Sizes, Components, Brands ...</li> <li>4. Starting up a New Business in a New Market</li> </ol>
New Markets	2. Market Development	4. Diversification	

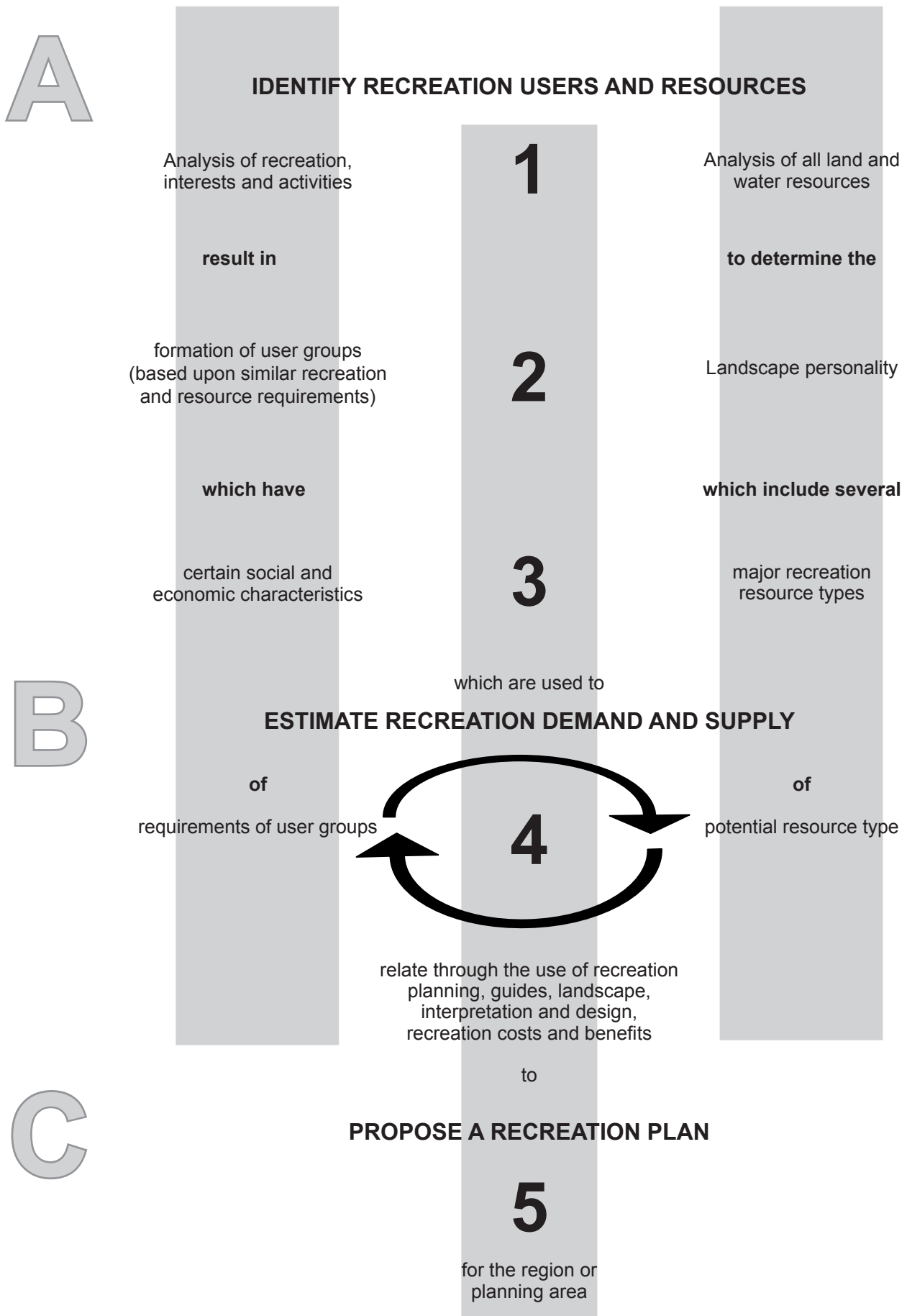
Source: Schuchardt, CH., not dated: Marketing of Services. Seminar reader Hochschule Bremen winter semester 2003/2004. Hochschule Bremen: Bremen

## Annex 5. Framework of strategic alternatives

Strategic Dimension	Strategic alternatives				
Entering the market as...	Pioneer		Follower ("me too" approach)		
Market approach	Catering for the whole market		Market segmentation strategy		
Focus	Quality		Price		
Market positioning	Market leader	Challenger	Follower	Positioning at market niche	
Strategic positioning	Keeping established positioning		Repositioning		New established position in the market
Attitude to competitors	Competition		Cooperation		
General attitude	Defensive		Aggressive		
Geographic definition	Local	Regional	National	International	Global

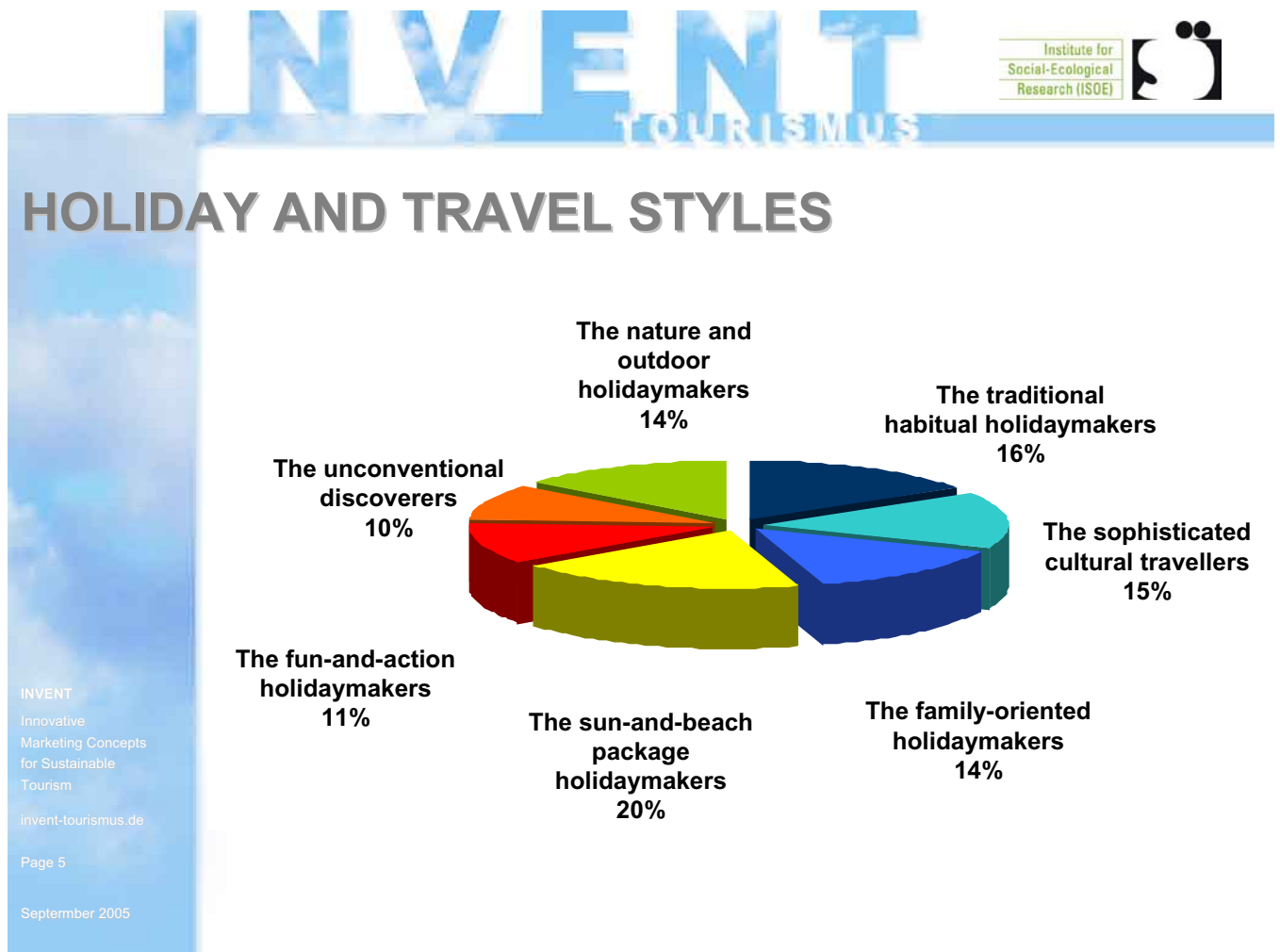
Source: Adapted from Kreilkamp, E. 1993: Tourismus-Marketing und Fremdenverkehrsplanung. In: Haedrich 1993, pp. 276-278. and Schuchardt, CH., not dated: Marketing of Services. Seminar reader Hochschule Bremen winter semester 2003/2004. Hochschule Bremen: Bremen

**Annex 6. A diagram of user-resource relationship**



Source: Gold, S. 1980: Recreational planning and design. McGraw-Hill series in landscape and landscape architecture. McGraw-Hill, Inc.: United States of America

## Annex 7. Travel and holiday styles – target groups for sustainable tourism (an overview)



Source: Birzle-Harder, B./Götz, K. 2005: Travel and holiday styles – target groups for sustainable tourism. Results of a socio-empirical survey by the Institute for Social-Ecological Research (ISOE) within the INVENT project. Used by permission. All rights reserved.

## Annex 8. Target groups for sustainable tourism (in detail) according to Birzle-Harder/Götz 2005

### The family-oriented holidaymakers

#### Demography and lifestyle

Around two-thirds are women

Age-focus: 30-50

The part-time employed and housewives are over-represented

Middle to high household incomes

- Great importance of family values.

#### Travel orientation and types of holiday

The most important factor is suitability for families and children

Desire for release from responsibilities, „lazing around“

.. also through special programmes for children

“and adapted prices” ITB 2005

- Clear holiday favourites: beach holidays and pleasure trips
- Key demand: rest and relaxation, experiences with family.

**Travel destinations:** The Mediterranean Sea and Germany

### **The unconventional discoverer**

#### **Demography and lifestyle**

“The unconventional discoverer is remarkably open-minded to other countries and cultures. For them it is important to immerse into local lives, to taste local food and to learn some parts of the local language. To gain authentic experiences they travel the beaten tracks, and therefore renounce certain facilities and amenities” (ITB 2005).

#### **Travel orientation and types of holiday**

- Globetrotters beyond the mainstream
- Great readiness to experience the new and to get to know foreign cultures
- Lower standards of cleanliness, service and comfort are accepted
- Interest in the customs of the country and in contact with local people
- Holiday preferences: individual tours, study tours and city trips.

**Travel destinations:** Long distance destinations, Northern, Eastern, Western Europe

### **The traditional habitual holidaymaker**

#### **Demography and lifestyle**

- More women than men
- The majority is older than 60
- Modest school qualifications
- Many pensioners
- Low level of income
- Basic orientation: simplicity, security, and conventionalism.

#### **Travel orientation and types of holiday**

- Familiar and accustomed destinations
- Security of holiday destination and cleanliness of accommodation
- Prefer holidays in German-speaking countries
- Insecurity with respect to foreign countries and cultures
- Traditional target group for holidays in Germany.

**Travel destinations:** within Germany (the coast, the Alps and other parts)

### **The sophisticated cultural travellers**

#### **Demography and lifestyle**

- Age groups over 50 are over-represented
- High level of education
- Above-average: civil servants and self-employed as well as retired people
- Middle and high income
- Strongly developed cultural interests
- Sensitive for ecological and social issues.

#### **Travel orientation and types of holiday**

- Interest in and respect for other cultures
- Adaptation to the culture of the country
- Interest in the ecological and social sustainability
- Appreciation of service and comfort
- Preferred types of holiday: in the countryside / in the mountains, cultural trips, individual tours.

**Travel destinations:** Northern, Western, Eastern Europe; Switzerland, Austria; German Alps

### **The sun-and-beach package holidaymakers**

#### **Demography and lifestyle**

- Middle aged groups are over-represented
- Modest and middle education
- Below-average income
- Outfit and appearance play an important role
- Desire for something special within a conventional setting.

### **Travel orientation and types of holiday**

- Key demands: summer, sun, beach
- One wants to have nothing to do, and to be spoilt
- Appreciation of good service and comfort
- Desire for thoroughly-organized and dependable holiday offers
- Value for money is the key factor
- Preferences: beach holidays and pleasure trips
- All-inclusive offers.

**Travel destinations** predominantly The Mediterranean Sea

### **The nature and outdoor holidaymakers**

#### **Demography and lifestyle**

- Average sociodemographic profile with a slight trend towards young and middle age-groups
- Households with children are slightly over-represented
- Higher and middle education, predominantly employed
- Middle to high income
- Modern appreciation of ecology combined with social involvement.

#### **Travel orientation and types of holiday**

- Interest in sustainable holiday offers: environmentally friendly and socially just
- Prepared to spend more money
- When on holiday looks for activity and change, sport and exercise in the fresh air
- Combines orientation towards family and experience
  
- Pleasure in an active seaside holiday
- Holiday in the countryside, bicycle and hiking holidays, wellness and fitness, winter holidays in the snow.

**Travel destinations** The Mediterranean Sea and Switzerland

- Target group for modern eco-tourism: ecology as part of an attractive holiday offer and as prerequisite for the enjoyment of nature

### **The fun-and-action holidaymakers**

#### **Demography and lifestyle**

- Youngest group
- Around two-thirds are men
- The majority are single and live alone
- Average education
- Below-average income
- Egocentric and hedonistic:
- Experience something new
- Go for fun, action, flirt.

#### **Travel orientation and types of holiday**

- Action, sport, and variety
- Beach-life and sport during the day, parties at night
- Holiday as a chance to meet people
- Clear orientation towards price and special offers
- Inexpensive beach holiday with an attractive night life
- In addition: city and shopping trips as well as sport and fitness holidays.

**Travel destinations:** The Mediterranean Sea, long-distance destinations

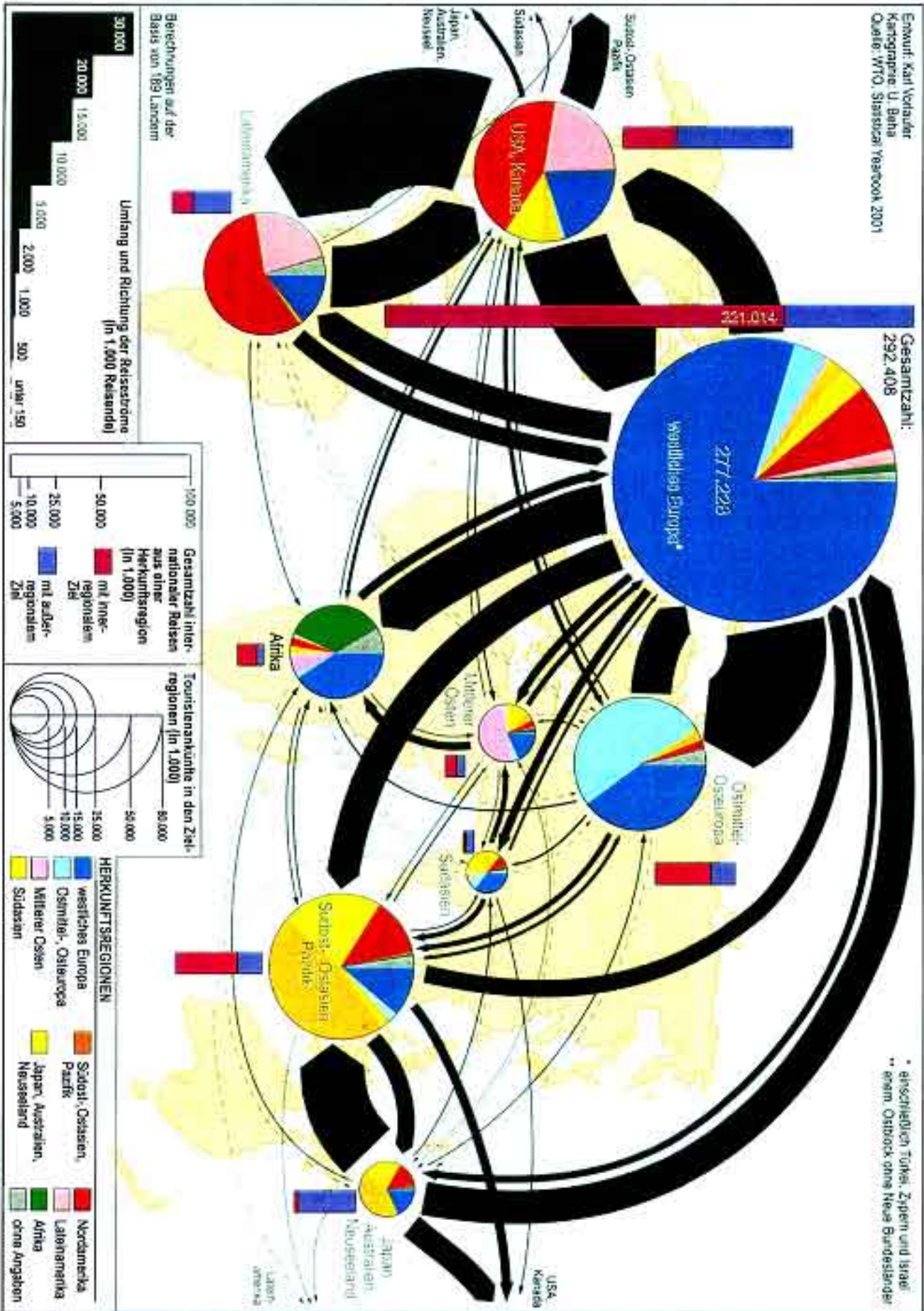
#### **Travel behaviour:**

- Preference is to book a complete holiday
- ... and this mostly at short notice
- Journey: above all by plane
- Accommodation: primarily in hotels / hotel complexes, clubs are over- represented
- Target group for last-minute offers and all-inclusive holidays with an action packed programme”.

Source: Birzle-Harder, B./Götz, K. 2005: Travel and holiday styles – target groups for sustainable tourism. Results of a socio-empirical survey by the Institute for Social-Ecological Research (ISOE) within the INVENT project



# Annex 9. International tourism streams in 2001



Source: Vorläufer, K. 2003: Tourismus in Entwicklungsländern. In: Jüngst, R. 2003: Tourismus in Entwicklungsländern. Geographische Rundschau, März 2003, Vol. 55, No. 3, pp.4-13.

## Annex 10. Coral friendly snorkelling guide



GOOD ENVIRONMENTAL PRACTICES

### SNORKELING



*Coral reefs are among the world's most spectacular ecosystems and snorkeling is an excellent way to explore them. As coral reefs face an increasingly uncertain future, snorkelers and other coral reef visitors can play an important role in helping protect these fragile habitats. Follow these simple guidelines to become a "coral friendly" snorkeler.*



#### BEFORE SETTING OUT TO EXPLORE THE REEFS

- For your vacation, choose an environmentally friendly resort or hotel; one that practices energy conservation, recycles, and treats sewage and solid waste in responsible ways.
- Pay user fees or make a donation when visiting coral parks and other marine conservation areas.
- Get the best possible snorkeling instruction you can.
- Practice snorkeling skills away from the reef.
- Make sure your equipment fits properly before you snorkel near corals—it can be very difficult to adjust in the water.
- If you feel uncertain, or are an inexperienced snorkeler, consider wearing a snorkel vest for added buoyancy.
- Learn all you can about coral reefs—they are fascinating and fragile environments.



#### IN THE WATER

- Never touch corals; even slight contact can harm them. Some corals can sting or cut you.
- Select points of entry and exit to avoid walking on corals.
- Maintain a comfortable distance from the reef, so as to avoid contact.
- Know where your fins are at all times and don't kick up sand.
- Stay horizontal in the water while you're near or above the reef.
- Learn to swim without using your arms.
- Take nothing living or dead out of the water except recent garbage which does not have living organisms on it.
- Move slowly and deliberately in the water—relax as you swim and take your time.
- Avoid using gloves in coral environments.
- Remember, look but don't touch.



Good snorkelers know that the best way to enjoy a reef is to slow down, relax and watch as reef creatures go about their daily lives undisturbed.

Be sure to find out about local laws and regulations as they may differ from these general guidelines.



Source: The Coral Reef Alliance, not dated, a: Official website. Good Environmental Practices Snorkelling. © CORAL 2005



## MINIMIZE CONTACT WITH MARINE LIFE

- Never chase, harass or try to ride marine life.
- Never touch or handle marine life.



## ON BOATS

- Choose snorkel operations whose boats make use of available moorings —anchors and chains destroy fragile corals.
- Make sure garbage is well stowed, especially light plastic items.
- Be sure to take away everything you brought on board, such as packaging, used batteries and bottles.



## SHORESIDE

- Support coral parks and other conservation projects:
  - Visit established coral parks and pay applicable user fees that support marine conservation.
  - Encourage and support the use of boat moorings.
  - Participate in local initiatives to monitor the marine environment.
  - Participate in cleanups.
  - Make a donation or volunteer your skills to support a coral park. For example, you can participate in a reef survey, conduct outreach, or help educate others about reef conservation.
  - Donate used equipment such as cameras, dive gear or reef identification books.
- Avoid purchasing souvenirs made from coral, turtles or other marine life—this is often illegal, and it's never environmentally wise.
- Speak up. Make sure your snorkeling buddies understand these simple but important conservation practices.



The Coral Reef Alliance (CORAL) is a member-supported, non-profit international organization dedicated to keeping coral reefs alive around the world. Visit our website <http://www.coral.org>



Visit the Project AWARE Foundation website at [www.projectaware.org](http://www.projectaware.org) to find out more about protecting the aquatic environment and its resources.

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CORAL RP-105-2002

Source: The Coral Reef Alliance, not dated, a: Official website. Good Environmental Practices Snorkelling. © CORAL 2005

## Annex 11. Turtle watching guidelines



### GOOD ENVIRONMENTAL PRACTICES TURTLE WATCHING



*Sea turtles have lived in the world's oceans for over 150 million years. Sadly, these ancient reptiles are now globally threatened with extinction. Many populations are declining as a result of persistent hunting, increasing coastal development, incidental capture in fisheries, the degradation and destruction of nesting beaches, and marine pollution. You can help to protect them by following these simple guidelines.*

#### TURTLE FACTS

- All species of sea turtle are endangered and need protection.
- Turtles can drown if they are prevented from reaching the surface of the sea to breathe.
- Litter is dangerous, especially plastic bags, which can be mistaken for jellyfish—a favorite turtle food.
- Turtles remain in the same region for years and, as adults, return to the same nesting area year after year. If a nesting colony is destroyed, the turtles may never return.

#### WHAT YOU CAN DO

- Support local sea turtle conservation initiatives—consider volunteering!
- Participate in local sighting networks and complete all sighting forms.
- Do not buy or sell turtle products—turtles are strictly protected under CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora) and most national laws.

#### ON THE WATER

- Watch for turtles while boating—boat strikes can kill.
- When in the water, keep your distance and avoid startling turtles. Do not disturb resting, sleeping or feeding turtles.
- Approach turtles slowly and calmly and move away if they show signs of distress.
- Never try to spear, harass, catch, or ride turtles.
- Do not touch or feed turtles.
- Take all litter home with you; trash can kill, especially when it is mistaken for food.

Participating in turtle watching programs actually helps to protect turtles by raising awareness about them.

Be sure to find out about local laws and regulations, as they may differ from these general guidelines.



Source: The Coral Reef Alliance, not dated, b: Official website. Good Environmental Practices Turtle Watching.  
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## GOOD ENVIRONMENTAL PRACTICES TURTLE WATCHING



### ON THE BEACH

During breeding seasons, some special considerations apply to turtle nesting beaches.

- Avoid damaging incubating nests—do not drive on a turtle nesting beach or use it for camp fires or barbecues.
- Do not leave large items (such as chairs, umbrellas or vehicles) on nesting beaches at night. These can obstruct a turtle's path and prevent egg-laying.
- Keep pets, especially dogs, away as they can endanger eggs and hatchlings.
- Minimize beach lighting; artificial lights disorient turtles.
- Shield or switch off lighting that is visible from the beach.



### Watching Nesting Turtles

Turtles are very vulnerable on land and if startled, a turtle may return to the sea before her eggs can be successfully laid. Please follow these simple rules.

- Stay quiet and move slowly.
- Do not approach or photograph any turtles that have not yet laid their eggs.
- Make minimal use of flashlights and never shine lights directly into a turtle's face.
- Approach from behind and keep low to the ground.
- Move away if the turtle shows signs of distress.
- Never disturb turtle eggs or hatchlings.
- Limit viewing to 30 minutes at a time.



### Photography

Flash photography of nesting turtles is illegal in some places. Use a camera flash very sparingly if at all and take photos only from behind to avoid blinding the turtle.



### Hatchling Turtles

- Shield hatchlings from beachfront lighting. Ask that lights be turned off long enough for the hatchlings to reach the sea.
- Do not interfere with their crawl to the sea.
- Never photograph hatchlings—they are very sensitive to light.



The Coral Reef Alliance (CORAL) is a member-supported, non-profit international organization dedicated to keeping coral reefs alive around the world. Visit our website <http://www.coral.org>



Visit the Wider Caribbean Sea Turtle Conservation Network (WIDECAST) website at <http://www.widecast.org> for more information on marine turtles and turtle conservation

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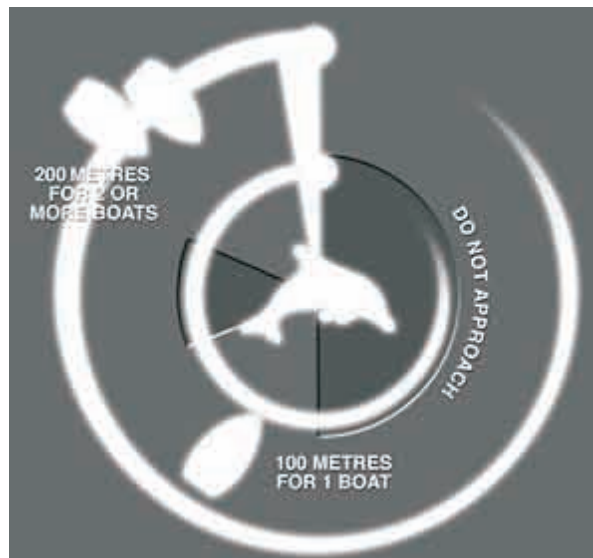
Source: The Coral Reef Alliance, not dated, b: Official website. Good Environmental Practices Turtle Watching. © CORAL 2005

## Annex 12. Whale watching code of conduct

Whales and dolphins are highly intelligent animals, sensitive to disturbance and can be hit by vessels, including their propellers. If they approach the boat or bow-ride, maintain a slow speed and course until clear. Cetaceans should never be chased or harassed in an attempt to make them bow-ride. When watching dolphins, always let them decide what happens.

When watching marine mammals please follow these simple guidelines:

- KEEP your distance. Never go closer than 100m (200m if another boat is present)
- NEVER drive head on to, or move between, scatter or separate dolphins. If unsure of their movements, simply stop and put the engine into neutral.
- PLEASE spend no longer than 15 minutes near the animals
- SPECIAL care must be taken with mothers and young
- MAINTAIN a steady direction and slow 'no wake' speed
- NEVER try to swim with cetaceans for your safety and theirs
- DO NOT dispose of any rubbish, litter or contaminants at sea



MAXIMUM TIME 15 MINUTES

Source: WDCS, not date: Official website. WDCS Cetacean Watching Code of Conduct. Used by permission. All rights reserved.



*Watching whales or dolphins (cetaceans) is often an awe-inspiring and unforgettable experience. Whale and dolphin watching trips should be calm, controlled, and guided by a deep concern for the animals' well-being and safety.*



### GENERAL DOS AND DON'TS

- Always allow the animal(s) to control the nature and duration of the encounter.
- Never pursue or harass whales or dolphins.
- If they appear agitated or disturbed, leave the area.
- Keep a good look out at all times to avoid collisions or inadvertent harassment.
- Be especially careful around mothers and calves—keep at a distance and never separate them.
- Keep all noise to a minimum.
- Experts advise not to touch or feed whales or dolphins.
- Trash can kill, so remove all litter.
- Do not buy whale products—they are strictly protected under CITES (Convention on International Trade in Endangered Species of Wild Fauna and Flora).



### SIGNS OF AGITATION IN WHALES AND DOLPHINS

- Rapid changes in direction or speed.
- Erratic behavior.
- Escape tactics such as prolonged diving.
- Tail slapping or tail swishing.



### SWIMMING WITH WHALES AND DOLPHINS

Whale and dolphin behavior is not thoroughly understood. Experts advise that it is best to observe and appreciate the animals without entering the water to protect yourself and the animals.



Participating in whale watching programs helps to protect whales by raising awareness about them and providing income to local people.

Be sure to find out about local laws and regulations as they may differ from these general guidelines.



Source: The Coral Reef Alliance, not dated, c: Official website. Good Environmental Practices Whale & Dolphin Watching. © CORAL 2005



## GOOD ENVIRONMENTAL PRACTICES WHALE & DOLPHIN WATCHING



### VIEWING GUIDELINES

Never chase or herd whales or dolphins. Operate your boat in a predictable manner. For example:

- Keep to a no-wake speed and never try to overtake whales or dolphins.
- Avoid sudden changes in speed, direction or noise level.
- Do not encircle, chase or separate animals and always leave an escape route.
- Never approach whales or dolphins head-on, and stay out of their path so they are not forced to change course.
- Do not engage in "leapfrogging" or jumping ahead of a whale's path to force an encounter.



### In the "viewing zone"

Stay at least 100 meters (110 yards) away.

- Stay at or below a no-wake speed.
- Coordinate approaches into the viewing zone with other vessels to avoid "trapping" whales or dolphins.
- Limit viewing time to around 30 minutes per vessel.
- Limit the number of vessels in the viewing zone to one or two at a time.
- Stay on a course parallel to that of the whales or dolphins.



### When whales or dolphins approach

If whales or dolphins approach, maintain your course and continue dead slow or stop, leaving the engines to run in neutral.



### Dolphins and bow riding

- Do not drive through groups of dolphins to encourage them to ride the bow wave—not all dolphins will want to bow-ride and many will find it stressful.
- If dolphins approach to ride the bow wave, maintain course and speed or slowly stop and let them pass.

**CAUTION—LET WHALES OR DOLPHINS KNOW WHERE YOU ARE.**  
Always keep the boat engine running even when drifting. This is for your safety as well as the animals'. Whales have been known to collide with boats under sail.



The Coral Reef Alliance (CORAL) is a member-supported, non-profit international organization dedicated to keeping coral reefs alive around the world. Visit our website <http://www.coral.org>



Visit the International Fund for Animal Welfare website at <http://www.ifaw.org> for more information and support its work with whale and dolphin conservation.

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Source: The Coral Reef Alliance, not dated, c: Official website. Good Environmental Practices Whale & Dolphin Watching. © CORAL 2005



## Annex 13. Whale watching - Country overview

Whale watch numbers are for 1998, based on this report.

Country	Joined IWC	Started WW	No. of WWs <sup>36</sup>	Total Expenditures <sup>37</sup>
Antigua & Barbuda	1982		No WW tours offered, but potential exists.	
Argentina	1960	1983	84,164	\$59,384,000
Australia	1948	late 1960s (1987)	734,962	\$56,196,000
Austria	1994		No internal WW but foreign WW tours offered.	
Brazil	1974	mid-1980s	167,107	\$11,314,000
Chile	1979	early 1990s	3,300	\$679,000
China	1980	1994	4,500	\$759,000
Costa Rica	1981	1990	1,227	\$218,000
Denmark	1950	mid-1990s	Minimal	Minimal
Faeroe Islands		1995	Minimal	Minimal
Greenland		early 1990s	2,500	\$2,750,000
Dominica	1992	1988	5,000	\$970,000
Finland	1983		No internal WW but foreign WW tours offered.	
France	1948	1983	750	\$512,000
French Polynesia (Tahiti & Moorea)		early 1990s	Minimal	Minimal
Guadeloupe		1994	400	\$23,000
Martinique		1991	Minimal	Minimal
New Caledonia		1995	1,695	\$375,000
St. Pierre & Miquelon		1993	607	\$94,000
Germany	1982	early 1990s	Minimal	Minimal
Grenada	1993	1993	1,800	\$270,000
India	1981	1993	25,000	\$525,000
Ireland	1985	1986	177,600	\$7,119,000
Italy	1998	1988	5,300	\$543,000
Japan	1951	1988	102,785	\$32,984,000
Kenya	1981	mid-1980s	Minimal	Minimal
Republic of Korea	1978		No internal WW but foreign WW tours offered.	
México	1949	1970	108,206	\$41,638,000
Monaco	1982	early 1990s	Minimal	Minimal
Netherlands	1977		No internal WW but foreign WW tours offered.	
Bonaire (Netherlands Antilles)		1998	200	Minimal

<sup>36</sup> Number of whale watchers.

<sup>37</sup> Total expenditures in USD \$.

Country	Joined IWC	Started WW	No. of WWs	Total Expenditures
New Zealand	1976	1987	230,000	\$48,736,000
Niue		1994	50	\$2,000
Norway	1960	1988	22,380	\$12,043,000
Oman	1980	1996	4,700	\$500,000
Peru	1979	1985	531	\$81,000
Russia	1948	1992	Minimal	Minimal
St. Kitts and Nevis	1992	1997	50+	Minimal
St. Lucia	1981	1997	65+	\$8,000
St. Vincent & The Grenadines	1981	late 1980s	600	\$100,000
Senegal	1982	late 1990s	Minimal	Minimal
Solomon Islands	1993	1998	Minimal	Minimal
South Africa	1948	early 1980s	510,000	\$69,186,000
Spain	1979	late 1980s	25,000+	\$1,925,000
Canary Islands		late 1980s	1,000,000	\$62,195,000
Sweden	1979		No internal WW but foreign WW tours offered.	
Switzerland	1980		No internal WW but foreign WW tours offered.	
United Kingdom	1948	mid-1980s	121,125+	\$8,231,000
Bermuda		1981	180	\$20,000
British Virgin Islands		late 1980s	200	\$14,000
Falkland Islands		early 1990s	Minimal	Minimal
Gibraltar		1980	12,500	\$1,801,000
Turks & Caicos Islands		early 1990s	1,500	\$150,000
USA	1948	1955	4,316,537	\$357,020,000
Guam		early 1990s	4,000	\$350,000
Midway		1996	289	\$543,000
Puerto Rico		1994	55,000	\$650,000
US Virgin Islands		1991	75	\$8,000
Venezuela	1991	1994	Minimal	Minimal
<b>TOTAL</b>			<b>7,731,885</b>	<b>\$779,828,000</b>

### SUMMARY:

- 34 of 40 IWC countries (or their territories) offer whale watching (85% of IWC countries)
- 86% of all whale watching goes on in IWC countries (74% of all expenditures).
- 33 additional countries and 3 overseas territories, in addition to the above, offer whale watch tours, but they account for only 14% of all whale watching worldwide.

Source: Hoyt, E. 2001: Whale Watching 2001: Worldwide Tourism Numbers, Experiences, and Expanding Socioeconomic Benefits. International Fund for Animal Welfare: Crowborough (UK).  
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## List of abbreviations

ANMCV	National Association of Cape Verde's Municipalities
CCA	comparative competitive advantage
CELB	The Centre for Environmental Leadership in Business
CORAL	The Coral Reef Alliance
Ed.	Editor
EIA	Environmental Impact Assessment
ENTMRPA	El Nido-Taytay Managed Resource Protected Area
FIT	free independent traveller
GPRS	Growth and Poverty Reduction Paper
HDI	Human Development Index
IEFP	Institute of Employment and Professional Capacity Building
IFAW	International Fund for Animal Welfare
ILO	International Labour Organisation
INDP	National Institute for the Development of Fisheries
INE	National Institute of Statistics
IQM	Integrated Quality Management
ITB	Internationale Tourismusbörse Berlin
LDC	Least Developed Country
MAAP	Ministry for Environmental Affairs, Agriculture and Fishery
MAB	Man and Biosphere
M.B.M.P	Murdeira Bay Marine Park
MIC	Middle-income country
MPA	Marine Protected Area
NGO	Non-governmental Organisation
PA	protected area
PAM	Municipal Environmental Plan
PANA II	Second National Environmental Action Plan
pers. comm.	personal communication
PPP	Public Private Partnership
PRNF	Protection of Natural Resources on Fogo Island
SIDS	Small Island Developing States
SMME	Small Micro- and Medium Enterprise
SWOT	strength/weakness and opportunity/threat analysis
TOI	Tour Operators' Initiative for Sustainable Tourism Development
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organisation
USP	unique selling position
US\$	US-Dollar
WDCS	The Whale and Dolphin Conservation Society
WTO	World Tourism Organisation
WW	Whale Watching
WWF	World Wide Fund for Nature
ZDTI	Integrated Tourism Development Area
ZRPT	Tourism Reserve and Protection Area



WWF is one of the world's largest and most experienced independent conservation organisations, with almost 5 million supporters and a global network active in more than 100 countries.

WWF's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature, by

- conserving the world's biological diversity,
- ensuring that the use of renewable resources is sustainable and
- promoting the reduction of pollution and wasteful consumption.

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