
A Friendly Niche in a Cut-throat Market: Marketing Strategies

Freundliche Nische im knallharten Markt: Vermarktungsstrategien

Introduction by Birgit Steck, Consultant

Although ecotourism is considered as a small niche market in constant growth, millions of tourists go on conventional sun-and-sea beach holidays, where distorted nature like fed-up palm trees at the pool or theme parks are included in the package price. Much of what is marketed as ecotourism amounts to “ecotourism light”¹ which offers titbits of nature or minor environmental reforms such as not changing towels every day.

As fairs like “Reisepavillon” show, there are growing numbers of travellers, however, who wish to walk the path of socially responsible and environmentally sound tourism. Nevertheless, ecotourism is far from fulfilling its promise to transform the way in which modern, conventional tourism is conducted. With few exceptions, it has not succeeded in moving beyond a narrow niche market. Furthermore, there is still uncertainty about the meaning of “ecotourism” or “sustainable tourism” among consumers. This makes it possible for companies or industry organisations to develop their own responses to define, label and market what they call “sound ecotourism”. There is no doubt that the industry and the governments must therefore seek for a blend of limited legislation and entrepreneurial activity by responsible companies. A better understanding of the commercial opportunities of really sustainable tourism may enable companies to take a more proactive role in seeking change.

Concerning *marketing strategies*, the following examples prove that operators use the same spectrum of marketing channels and techniques as all others. But what is different about the supposedly *friendly niche*? Is it really quality performance that sells? Does the Internet or word of mouth information bring the clients to the ecotourism destinations? Given the small advertising budgets, are targeted promotion channels like specialised fairs, trade shows and advertisements in specialist magazines more successful?

As **Hélder Tomás** shows in his presentation of the WTO survey on *Ecotourism market prospects in Europe and North America*, global tourism trends had been favourable for ecotourism operations, although the September 11th terrorist attacks have dramatically changed the situation for the whole industry. Looking at the specific details of the ecotourism market, travel in the same region and domestic tourism, travel by road and rail and individual trips seem to have resisted the crisis much better, or even benefited. As regards marketing there is a need of focussing target group oriented product development on account of socio-demographic shifts and changing demands.

Answering the question whether *Ecotourism marketing is business as usual*, **Eike Otto** points out that the marketing of ecotourism is a complex challenge. Success is not measured simply by company profits. The ecotourism operator must consider variables that go beyond purely monetary

¹ cf. Martha Honey “Ecotourism and Sustainable Development – Who Owns Paradise?”. 1999, Island Press, Washington, D.C.

concerns and think beyond simple advertising. Consumers will only buy the “eco” product when they understand the idea behind it and recognize the added value.

Ecotourism marketing does not mean, “marketing light”; at the contrary: it means highest levels of professionalism, innovation and credibility in all areas of the company.

Not only that the generally small and medium ecotourism enterprises are competing against the “big fishes” of the tourism industry, they also contend one against the other. Many entrepreneurs of the sector are convinced that there is no other solution but tough competition, mainly defined by struggle for cheapest offers. **Toralf Kahlert** describes that “Collaborative Business” can make the difference and foster the more responsible tourism sector within the destination and the touroperators in the countries of origin. *Internet-based networks for small and medium sized ecotourism countries* provide the tool for the new form of co-operation with the competitors. Referring to win-win-scenarios, “Co-operation” aims at getting a bigger piece of the pie – not by taking a share from a competitor, but by making the pie bigger.

In South Africa, the public, private and community sectors have invested considerable time, money and effort in the design, implementation and management of community-based enterprises. Although their objectives are sound, cultural resource management is ultimately the key to sustainable tourism. **Jennifer Seif** demonstrates how market access for South Africa’s disadvantaged communities had been possible through „Fair Trade in Tourism“. She analyses the South African and international contexts, to identify the opportunities for the establishment of FTTSA, paying particular attention to the importance of the FTTSA trademark. She concludes that Fair Trade in Tourism South Africa is a relevant, innovative and market-driven approach to sustainable tourism growth and socio-economic transformation in South Africa.

As a privately managed project, Chumbe Island Coral Parc receives no financial support for operations from government or donors’ agencies and relies only on revenue generated through small-scale eco-tourism. **Eleanor Carter and Francesca Marty** highlight the special situation of a non-profit organisation, where all revenue generated is ploughed back into the project to found the running costs of the Marine Protected Area (MPA), various research projects, conservation and education programmes. Besides the conventional marketing efforts like the Internet and direct communication with travel agents and touroperators, the recognition of the international conservation community as well as international environmental awards had been the driving force behind the successful marketing of the island. However, successful as this approach has been, it can be seen that this cannot work in isolation.

More than 100 small and medium enterprises from the seven Central American countries take part at the tourism project *Ruta del Maíz (Corn Route)*. All of them feel attached to the principles of Sustainable Development, the promotion of the local culture and an integrated development of the communities involved. **Marisol Galindo and Mariela de la Ossa** are two representatives of the entrepreneurial initiative within the FODESTUR project. Ruta del Maíz stands for a network, which promotes tourism in the region. At the same time they steadily work on improving the quality of their products, following environmental, social and cultural criteria. But still, joint marketing stays in focus, as a new brochure shows which will be financed by all members of Ruta del Maíz.

The Video “*Karibu Kwetu Tanzania*” gives an example of promoting tourism that makes a difference. It was enhanced by the aid of the Netherlands Development Organisation, SNV. **Marcel Leijzer** demonstrates the activities realized in the field of sustainable tourism. He shows SNV’s experience with special guidelines for tourism projects.

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Summary of the Ecotourism Market Prospects in Europe and North America

Hélder Tomás, WTO

This presentation aims at providing a summary analysis based on the preliminary results of a research program that the World Tourism Organization is undertaking in the main ecotourism generating markets of Europe and North America: Canada, France, Germany, Italy, Spain, the United Kingdom and the United States of America, in the framework of the International Year of Ecotourism, 2002. This is the first time that a quantitative and qualitative study is made on this subject at the international level.

The studies explore the generating markets for ecotourism and their relative importance in the tourism marketplace with the following main objectives:

- to quantify the current market volume for ecotourism,
- to determine the current market share of ecotourism trips in the portfolios of tour operators,
- to comment on market trends and market development,
- to define target groups for ecotourism and describe their specific travel behaviour and characteristics,
- to describe ecotourism products and their price range,
- to identify the main ecotourism-destinations,
- to describe the marketing and distribution channels of ecotourism.

Methodology

- The research was designed as a comparative study; therefore, in each country a common definition of ecotourism has been used and the following similar methodology has been employed:
- analysis of existing studies with the aim of making an initial appraisal of the volume of the ecotourism market;
- questionnaire-based consumer survey with a view to identifying demand trends;
- survey of tour operators whose policies and products are commensurate with nature- and ecotourism concepts;
- analysis of catalogues and brochures of these tour operators;
- tour operator discussion forums (or focus groups) at international tourism trade fairs (e.g. at ITB - Berlin, SMT - Paris, Fitur - Madrid) with a view to comparing marketing methods and results, and discussing their perception of ecotourism.

Tour operators surveyed were 21 in Spain, 25 in France, 40 in Italy, 37 in Germany, 41 in the UK, 28 in Canada and 31 in the USA. Between 250 and 450 tourists were interviewed in each country.

Definition, perception and use of the term ecotourism

The WTO defined the tourism activities for this research on two levels: **Nature-based tourism** is used in this report to reflect “forms of tourism in which the main motivation of the tourist is the

observation and appreciation of nature”. *Ecotourism* is used to mean forms of tourism, which have the following characteristics:

- All nature-based forms of tourism in which the main motivation of the tourists is the observation and appreciation of nature as well as the traditional cultures prevailing in natural areas
- It contains educational and interpretation features
- It is generally, but not exclusively organised by specialised tour operators for small groups. Service provider partners at the destinations tend to be small, locally owned businesses.
- It minimises negative impacts upon the natural and socio-cultural environment
- It supports the maintenance of natural areas which are used as ecotourism attractions by
 - generating economic benefits for host communities, organisations and authorities managing natural areas with conservation purposes,
 - providing alternative employment and income opportunities for local communities,
 - increasing awareness towards the conservation of natural and cultural assets, both among locals and tourists.

The survey demonstrated, that there is a general acceptance of the definition of ecotourism adopted for the International Year of Ecotourism, though some tour operators suggest further stressing some important elements in the existing definition. These elements are: minimizing negative impacts on the natural and socio-cultural environment, generating economic benefits for local communities and conservation through employment, increasing awareness amongst tourists and locals, applying the concept to protected areas, as well as outside of them, mentioning sustainability and carrying capacity. An important element that seem to differentiate ecotourism is its educational and interpretation content.

According to the preliminary study results, the use of the concept « ecotourism » is currently very limited, especially in the European countries investigated. Tour operators are quite reluctant to use the word « ecotourism » in their marketing literature and their brochures. Other terms are preferred like sustainable, responsible, environmental, ethical tourism, though they do not have quite the same meaning and do not cover the same area. Sustainable and responsible travel concerns the entire tourism industry, and ecotourism covers mainly travel to natural areas with a strong cultural component.

Though they do not use the term ecotourism, a growing number of tour operators use some elements and translate it in their own policy. Tour operator level of involvement varies from one country to another. Actions and involvement range from; dissemination of codes of conduct, ecotourism guidelines for travellers and tour operators, donations to charity, supporting local conservation efforts and local communities, offering participatory packages, giving preference to local suppliers, and developing partnership and joint venture programmes with local communities and protected areas. Examples:

- 2/3 of the UK eco-tour operators in the survey contribute to conservation efforts and local communities: money donation to organizations (international or in destinations), time donation (e.g. clean up trips) or direct donation to local communities.
- In the UK and Germany, tour operators are joining organizations like the Association of Independent Tour Operators (AITO) or “Forum Anders Reisen” that have adopted responsible tourism policies and common guidelines.
- In France and Italy, tour operators are promoting charters and codes of conduct. For example, the Italian Association for Responsible Tourism has published a Charter for Responsible Tourism, whose principles are sustained and promoted among clients by members of the Association when selling their tours.

- Canadian ecotourism operators favour the partnership with local operators, and generally support conservation activities.

The global tourism market in the countries investigated

These countries investigated are among the most important tourism markets in Europe and in the world in terms of scale for outbound and inbound tourism. For example, France is the first inbound market in the world with 75 Million visitors in 2000. Spain is the third one with 48,5 Million behind the USA.

Outbound tourism flow (Number of international departures) from each of the seven countries, in order of volume. Source: Compendium of Tourism Statistics, WTO, 2001.

Country	Number of departures in 1999 (thousands)
Germany	73,400
USA	58,386
United Kingdom	53,881
Italy	18,962
Canada	18,368
France	16,709
Spain	4,794
TOTAL	244,500

In 1999 the seven countries together generated 37.6 % of international tourist arrivals worldwide.

Strong links and interdependence should be underlined in between the countries of the North American and European regions. For example, in 1999 the USA generated 78.4% of international tourist arrivals in Canada and Canada generated 28.7% of international tourist arrivals in the USA. Germany is the first foreign market for France and Italy and the UK for Spain.

The global tourism trends of increasing long-haul trips and the increasing combination of conventional tourism packages and activities with specific products had been favourable for ecotourism operations. However, the September 11th terrorist attacks have dramatically changed the situation and severely affected the ecotourism segment as well. This crisis has had a severe impact on long haul tourism especially from North America and Western Europe, and on carriers, especially air transport. Although the whole sector is suffering from the current situation, not every destination and every part of the industry has been as badly affected. Travel in the same region and domestic tourism, travel by road and rail and individual trips seem to have resisted the crisis much better, or even benefited. A special resistance can also be found in segments with special interests and strong motivation, e.g. sports, culture, eco- and rural tourism.

The ecotourism source-market in the countries investigated

Quantitative demand and market volume

- Ecotourism is considered as a small niche market in constant growth. An overwhelming majority of interviewed tour operators expect the nature tourism and ecotourism markets to grow in the future. Sensitivity to environmental matters and level of requirements are increasing in all segment of the conventional market. For example:

- In Germany, according to the information of the German Travel Agency and Tour Operator Association (DRV), at least 122 tour operators specialise, at least partially, in ecotourism, which is around 6–8% of all tour operators.
- The vast majority of these tour operators are either small or very small. For this reason the estimated share of ecotourism trips among all package tours sold in Germany is less than 1 %.”
- In Spain, an approximation of 5-6% of the outbound tourism departures can be considered as nature or eco-tourism according to a survey of 20 tour operators.
- In USA, of the 1200 tour operators listed in the National Tour Association (NTA), 62 offered ecotours (5%).

In general, the studies show a relatively low market share of organized ecotourism trips. This can be explained partly by the dominance of individual trips in this special interest segment.

Motivations, preferences

The majority of ecotourism experiences are taken as part of focussed nature tourism holidays. Operators ranked “being in wilderness areas” and “viewing wildlife” as the most important elements of an ecotourism trip. The quality of the landscape, the preserved environment and the presence of national parks are also mentioned as important. The cultural component is extremely important, and nature and culture are strongly linked together. “Meeting with local people”, “experiencing cultural traditions and life styles”, “discovering local products and gastronomy” are part of the ecotourism holidays and ranked second just after the natural component. Sport activities and trekking are mentioned too as part of the motivation to take nature tourism trips.

The specific elements and attributes of the ecotourism concept (e.g. supporting conservation, education experience) seem to be important preferences for ecotourists and they are willing to pay extra for it. For example:

- In Canada the tourists surveyed were willing to pay more for packages, which benefited the sustainability of the destination (up to 15% more).
- Likewise in United Kingdom, where 45% of the tourists surveyed indicate they would pay more money to guarantee environmental benefits.

Generally, there is a high demand for quality in the overall tourist experience (activities plus services). This is well reflected, for example in the USA, where ecotourists’ preferences are ranked as follows (Source: TO survey in “The US market for ecotourism”, WTO):

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- 1: Excellent local guides
 - 2: Small groups
 - 3: Education
 - 4: High quality food
 - 5: Non crowded areas
 - 6: High quality accommodation
 - 7: Conservation
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Typology and profile of tourists practising ecotourism

Ecotourists tend to be over 35 (in Canada somewhat older), slightly more women than men, above average income, with the highly educated and higher social class being represented. Spanish and Italian ecotourists tend to be younger (20-39 class age) than in the others countries, and they have a lower budget.

Destinations

From the surveys conducted, it was not possible to identify any particular country or region as particularly important for ecotourism, due to the diversity of destinations offered. Only very few destinations may be considered as pure ecotourism destinations. Tour operators offer a world wide choice of destinations and they vary greatly from country to country. Spanish travellers prefer Latin America (Brazil, Argentina), French favour Africa, British mentioned Nepal, Peru and Ecuador as the top three ecotourism destinations, Germans tend to prefer European destinations, and in overseas destinations Costa Rica, Canada and Ecuador are highlighted, Italians favour Latin America for cultural and social reasons, for US ecotourists Mexico is the dominating destination and Australia is a distant second. For the Canadians, their own country is the first ecotourism-destination, followed by the USA, then Europe. Ecotourism's interest in long distance travel though is growing faster than for other holidays.

Typology of products offered and pricing consideration

A wide range of different trips is being offered. The vast majority are trekking or hiking trips, and then trips based on the observation of wildlife, fauna and flora. Other specialised trips are also offered in much more limited quantity. British and German operators have developed some special interest trips such as ornithology, national parks, and conservation. In France, Italy and Spain operators remain generalists. Ecotourism trips are mainly based on a mixed programme in which sport activities or cultural experiences are offered together with the nature experience. Some other forms of related nature-based tourism niches are also gaining increasing importance, for example agro tourism in Italy or rural tourism in Spain.

Opinion is evenly divided about whether ecotourism as defined by the WTO for the purpose of these studies is more expensive than conventional tourism packages or not. Great care should be taken in looking at the pricing structure for ecotourism products. The constituent costs, group sizes and tour operator margins necessary to support low volume businesses vary considerably between operators, destinations and countries. In Germany and in the USA, the prices of ecotourism packages are higher than the average of all trips and this makes this niche market very interesting economically for tour operators. In France, a first comparative analysis came to the conclusion that ecotourism packages were not more expensive than other conventional holidays. In Italy, these products seem to be slightly cheaper.

Marketing and communication channels

According to the survey, ecotourism operators use the same spectrum of marketing channels and techniques as all others. Regarding promotion and information channels, word of mouth was highlighted among the most important ways for ecotourism-oriented operators. The Internet is widely used for promotional purposes. For example, in Italy and Canada, it represents the main channel used by eco-tour operators. The great potentials of Internet in marketing and promotion is underlined by the fact that the 7 studied countries are among the 15 top ten markets in terms of numbers of Internet users and they represent around 60% of all Internet users world-wide (source: E-business for tourism, WTOBC, 2001). Travel Agents are still the most important source of trip information for US ecotourists according to an in-flight tourist survey of US travellers to Overseas and Mexico.

Nevertheless, it is also considered that eco-tour operators are small companies with smaller advertising budgets, therefore they seem to focus on targeted promotion channels, like specialised fairs, trade shows and advertising in specialist magazines. Affinity groups, like conservation organizations, responsible tourism and ecotourism development organizations, play a minor promoting role for eco-tour operators in Europe. In the USA, 77% of the 30 ecotour-operators surveyed encourage contributions to conservation organizations. WWF and Green-peace are both frequently cited as a reference, but not directly used in the promotion strategy.

Reservation and booking are mainly made via specialized eco-tour operator agencies and through their catalogues. However, booking on line (via Internet) is increasing tremendously. In comparison, travel agents are seen as less successful way of selling.

General Conclusions

The preliminary findings of the market study can be summed up as follows:

- The understanding of the concept of ecotourism differs from one country to the other. The WTO definition is generally accepted. It includes all forms of activity in nature, not just experiencing nature and wildlife watching in the stricter sense, and it contains a strong cultural and environmental education component demonstrated by the demand for information and education.
- The preference so far with ecotourism trips has been for individual trips but the tour operator market still has good chances because the degree of realisation of market potential, as illustrated, is relatively low.
- With regard to the travel behaviour in general, the expected pattern in the next ten years is one of “distribution“ between the different regions of destination and general growth.
- Target group-oriented product development will gain importance in the future on account of socio-demographic shifts and changing demands. For ecotourism and all other market segments this means it will be necessary for tour operators to expand their professional marketing activities.
- The core target group for ecotourism are 30-59 years old with higher education and above-average income.
- Ecotourists, as expected, are nature lovers but their expectations for such trips are not limited to just experiencing nature and watching animals but also include a general desire for change and a specific desire to experience the culture and lifestyles of the locals. From the point of view of most customers, ecotourism trips must mean that such activities do not dominate the whole trip and are instead joined by cultural and other activities, especially sport.
- In principle specialised tour operators offer destinations all over the world. Only very few destinations can be considered “pure” ecotourism destinations.
- Tour operators specialising in ecotourism base their activities on a strong commitment to nature conservation and support of communities at the destinations. They also try to communicate this to customers through their marketing and promotional activities.

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Ökotourismusmarketing: Business as usual?

Eike Otto, Berlin Consult

Was ist überhaupt Marketing?

Marketing ist nicht nur Werbung! Es bedeutet vielmehr, dass jede unternehmerische Entscheidung mit voller und vorrangiger Kenntnis dieser Entscheidung auf den Kunden getroffen wird. Ziel ist es, mehr Nachfrage zu schaffen, also Gewinn zu erzielen.

Was ist dann Ökomarketing?

Ökomarketing ist neben dem Beziehungs- und dem Erlebnismarketing kein Spezialbereich für Öko-Freaks, sondern eine in der Wirtschaft zunehmend angewandte Form der strategischen Unternehmensentwicklung. Im Grunde funktioniert Ökomarketing genau so wie Marketing, nur dass jede unternehmerische Entscheidung nicht nur auf den Kunden (zur Gewinnerzielung), **sondern zusätzlich auch auf die Umwelt mit dem Ziel, die natürlichen Lebensgrundlagen zu erhalten, ausgerichtet ist.** Dabei geht es darum, im Rahmen unternehmerischen Handelns Belastungen für die Umwelt zu vermeiden, um die natürlichen Lebensgrundlagen von Menschen, Tieren und Pflanzen zu erhalten oder noch zu verbessern.

Ökomarketing knüpft damit an die gesellschaftliche Verantwortung der Unternehmen an. Ökomarketing ist also mehr als reines Marketing. Voraussetzung ist ein entsprechendes **Unternehmensleitbild**, das bei der Formulierung von Marketing- und Unternehmenszielen die Umwelterfordernisse angemessen berücksichtigt.

Öko-Marketing ist also **zusammengefasst eine Vertiefung der marktorientierten Unternehmensführung**, bei der neben abnehmer- und wettbewerbsorientierten Zielen solche ökologischer und auch ethischer Art berücksichtigt werden.

Warum greifen Unternehmen diesen Ansatz in zunehmendem Maße auf? Sind die Gewinnspannen so groß, das man sich diesen Luxus leisten kann? Oder möchten viele Unternehmen neuerdings nicht mehr nur Geld verdienen, sondern die Welt verbessern? Die Antwort liegt vielleicht irgendwo in der Mitte. Klar ist, dass sich Produkte und Preise immer mehr angleichen. Der „**Zusatznutzen**“ oder auch „additional value“ eines Produktes spielt eine immer größere Rolle. Stellen Sie sich einmal vor, Sie bekommen einen Fernseher in dem Geschäft A zum Preis X angeboten, Geschäft B bietet Ihnen das gleiche Modell zum gleichen Preis, allerdings in einem angenehmen Ambiente mit einer Tasse Kaffee. Sie werden wahrscheinlich den Fernseher bei B kaufen.

Dieser Zusatznutzen kann sich ebenso in einem guten Gefühl, mit dem Kauf eines bestimmten Produktes etwas für die Umwelt zu tun, ausdrücken. Allerdings muss zunächst das Produkt funktionieren, das eine ersetzt nicht das andere! Dieser Zusatznutzen reicht von der Produktionsvorstufe bis zur Entsorgung. Ein entscheidendes Kriterium für die Beurteilung der Marktchancen einer umweltorientierten Marketing- und Unternehmenspolitik ist die umweltbezogene Sensibilität von Absatzmittlern und Endabnehmern.

Marketinginstrumente

- In der **Produktpolitik** ist dies insbesondere die umweltfreundliche Herstellung der Produkte, ihre umweltfreundliche Nutzung wie auch auf ihre umweltfreundliche Entsorgung

- In der **Preispolitik** muss, sofern das umweltorientierte Produkt höhere Kosten verursacht an die Bereitschaft des umweltorientierten Abnehmers, diese Mehrkosten auch zu akzeptieren, angeknüpft werden. Ein Problem ist, dass diese Bereitschaft vor dem Hintergrund gesamtwirtschaftlicher Probleme wie Arbeitslosigkeit, Rezession etc. abnehmende Tendenzen aufweist.
- In der **Distributionspolitik** geht es im wesentlichen um umweltfreundliche Transport- und Absatzwege sowie unter Umständen auch ökologieorientierte Rückführungswege (Redistribution) bei verbrauchten Produkten. Im Tourismus sicherlich eine zweischneidige Sache, nichts ist umweltfreundlicher als Direktvermarktung über das Internet, Flugreisen wiederum zählen derzeit zu den wohl schädlichsten Umweltauswirkungen des Tourismus.
- Die **Kommunikationspolitik** hat die Aufgabe, die Umweltkompetenz des gesamten Unternehmens (nicht nur einzelner umweltorientierter Produkte) insbesondere am „point of sale“ (POS) oder den ökologieorientierten Zielgruppen selbst zu vermitteln und auch im Unternehmen selbst zu kommunizieren und damit aufzubauen.

Neben der produktorientierten Werbung und Verkaufsförderung gilt es auch, Umweltthemen und Umweltleistungen des Unternehmens zum Gegenstand von Public Relations (Öffentlichkeitsarbeit) zu machen. Hierzu zählen beispielsweise die Organisation von Veranstaltungen und eigenen Fachbeiträgen, Umweltsponsoring oder die Ausschreibung von eigenen Umweltpreisen oder die Unterstützung von Umweltprojekten. Wie gesagt, Ökomarketing bedeutet viel mehr als nur Werbung!

Im Prinzip können drei ökologie-orientierte Konzepte unterschieden werden:

Pseudo-ökologisches Konzept

Es werden allgemeiner ökologische Aspekte aufgegriffen, ohne die Produkte im eigentlichen Sinn ökologisch zu verbessern (z.B. Verpackungs- und Werbegestaltung. Beispiel: Die Zigarettenmarke, die sich durch das Image der nordamerikanischen Naturlandschaften definiert.

Das verkürzte ökologische Konzept

Hier treten konkrete umweltrelevante Produkteigenschaften in den Vordergrund, allerdings erfolgt keine konsequente Umsetzung beispielsweise in Produktion, Distribution und Entsorgung. Beispiel: Die Energiespar-Waschmaschine.

Das Echte ökologische Konzept

Die Umsetzung eines ganzheitlichen ökologischen Konzepts, das die gesamte Prozesskette von der Beschaffung bis zur Entsorgung umfasst und sich auf umweltfreundliche Produktinnovationen stützt dürfte wohl auch die für den Ökotourismus einzige realisierbare Alternative darstellen. Ein Ansatz kann allerdings auch darin bestehen, neben dem klassischen herkömmlichen Programm ein spezielles ökologie-orientiertes Programm zu entwickeln und über eine eigenständige Marke zu vermarkten.

Was bedeutet dies alles für den Ökotourismus?

Tourismus, verkauft zunächst ein Image, ein **Bild im Kopf des Kunden**, fernab vom Produkt, welches ihm vermittelt werden muss. Dieses Bild muss erst einmal unter Berücksichtigung der Bedürfnisse des Kunden erzeugt werden. Dazu müssen die **Bedürfnisse des Kunden** bekannt sein. Das „Bild im Kopf“ muss zudem **glaubwürdig und schlüssig** sein, um den Prozess der Kaufentscheidung des Kunden erfolgreich zu bestehen. Verbote und Komforteinschränkungen lassen sich schlecht verkaufen. Hier stellt sich die Frage, ob der **Köder dem Fisch oder der Fisch dem Köder** schmecken muss.

Im Ökotourismus bedeutet dies, von der Broschüre (Material, Design), den Transport (Transportmittel) über das eigentliche Produkt (Personal, Architektur, Essen, spezielle Körperpflegemittel, Natur-/ Abenteuerangebote, intelligente Ver- und Entsorgungsanlagen etc.) bis zur Kundenbetreuung (Information, Aktionen und Initiativen) den Nachhaltigkeitsgedanken konsequent und schlüssig als „roten Faden“ im Marketing zu entwickeln. Wichtig ist dabei vor allem, was im **Wahrnehmungsbereich** des Touristen liegt.

Beispiel: Einen nach ISO 14000 gemanagten Fuhrpark wird der Kunde nicht unbedingt zu würdigen wissen, da er dies nicht mitbekommt. Dafür ist der umweltsensible Kunde umso irritierter, wenn der Busfahrer den Motor während eines kurzen Zwischenstopps laufen lässt. Kleine, wahrnehmbare Abweichungen können das Image also nachhaltig stören, unabhängig davon, welchen Stellenwert sie im Ökomanagement einnehmen!

Wie sieht nun der Fisch aus?

Der Tourist ist zunächst einmal an der **Befriedigung seiner Bedürfnisse** nach Neuem, Abwechslung, Entspannung oder Abenteuer interessiert. Er will nicht verreisen, um „die Welt zu verbessern“ sondern höchstens bei der Befriedigung seiner Bedürfnisse zumindest das Gefühl haben, etwas für die Natur oder die lokale Bevölkerung zu tun. Letzteres hat also ebenfalls den Charakter einer Bedürfnisbefriedigung. Auf aktuelle Marktuntersuchungen kann ich an dieser Stelle aus zeitlichen Gründen leider nicht näher eingehen.

Dennoch glaube ich, dass zunächst einmal alle **Tourismusformen, die etwas mit Natur zu tun haben, auch prinzipiell für ökotouristische Angebote in Frage kommen**. So kann beispielsweise „bungee-jumping“ umweltverträglicher sein als das Beobachten von Tieren. Gerade im Bereich der Trendsportarten, die ganz spezifische Bereiche mit der „Kulisse“ Natur ansprechen, liegt eine sehr interessante, bislang wenig wahrgenommene Chance für den Ökotourismus.

Wie sieht der Köder aus?

Reisekataloge sind in der Regel nach Ländern gegliedert, da der Tourist das Bedürfnis hat, zu der Destination zu reisen von der er glaubt, dort seine Wünsche am besten erfüllen zu können. Die Realität sieht meist anders aus: das Echte, sogar die Region sind in den Katalogen der großen Veranstalter häufig nur noch Beiwerk, Name und Ausstattung des Hotels oder ein paar Euro Preisnachlass sind wichtiger geworden als das eigentliche Reiseziel.

Im Unterschied zum „normalen“ Tourismus beziehen sich ökotouristische Angebote meist auf **ganz spezielle, naturnahe Ziele**. Solche naturnahen Lebensräume sind ein Gut, welches im Zeitalter der elektronischen Medien zur Mangelware geworden ist. Ökotourismus hat also einen entscheidenden Vorteil, da er in der Regel mit dem „Echten, Unverwechselbaren“ direkt zu tun hat, also einem zentralen Bedürfnis, auf das nahezu die gesamte Tourismusindustrie anspielt. Hier liegt die **Nische** für den Ökotourismus.

Der Köder muss also ganz bestimmten Fischen gefallen, er muss nach Erleben, Abenteuer, Erfüllung exotischer Träume, aber auch nach Service und Sicherheit schmecken.

Zum Schluss möchte ich noch auf unseren **Marketingworkshop** verweisen, der mit allen Teilnehmern des Forum International am Freitag morgen von uns im Auftrag der GTZ vorbereitet und moderiert wurde. Eine wohl einmalige Situation: Unternehmen aus aller Welt, die nicht unmittelbar miteinander konkurrieren, stellen sich gegenseitig ihr USP vor, diskutieren und treten in einen Erfahrungsaustausch.

Dabei kam unter anderem heraus, dass viele Unternehmen die **Konkurrenz** nicht fürchten, da ihr Produkt offensichtlich als das bessere eingeschätzt und somit nicht über den Preis konkurrieren müssen. Auffallend sind auch die sehr engen Kundenbeziehungen, über die die meisten Unternehmen verfügen.

Als Problemfeld erwies sich dagegen die Umsetzung einer konsequenten Öko-Marketingstrategie (einschließlich Marktbeobachtung und Außendarstellung). Eine große Zahl von Unternehmen wünschte sich schließlich größere Buchungskontingente, die eine langfristige Preiskalkulation ermöglichen.

Resümee

- Ökotourismusmarketing ist eine grundsätzliche Unternehmensphilosophie und nicht nur Werbung
- Ökotourismusmarketing ist nur dann erfolgreich, wenn es dem Kunden den Ökogedanken des Produktes als spürbaren Mehrwert nahe bringt und ihn dadurch zu einer Kaufentscheidung veranlasst
- Ökotourismusmarketing ist emotionales Marketing, „Natur Pur“ reicht dabei schon lange nicht mehr
- Ökotourismusmarketing bedeutet also nicht etwa Marketing „light“, sondern vielmehr höchste Professionalität, Innovation und Glaubwürdigkeit durch alle Unternehmensbereiche, die es dem Kunden zu vermitteln gilt.

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Internet-basierte Netzwerke für kleine und mittlere Ökotourismusunternehmen

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1. Einführung

Bei der Entwicklung von neuen Tourismus-Angeboten weltweit spielt - spätestens seit Rio 1992 - das Schlagwort vom "Öko-Tourismus" eine immer wichtigere Rolle. Unter dieser Überschrift wird von den an der Planung, Entwicklung und Durchführung touristischer Aktivitäten Beteiligten die umweltfreundliche und nachhaltige Nutzung der landschaftlichen und kulturellen Ressourcen gefordert. Mehrere Studien bestätigen, dass nicht nur die Einheimischen der touristischen Zielregionen, sondern auch die Reisenden selbst einen nachhaltigen Tourismus wünschen, und die Ergebnisse mehrere Umfragen besagen sogar, dass vor allem wohlhabende Kunden bereit wären, für ihre Auslandsferien mehr zu bezahlen, wenn der Aufpreis garantiert zur Verbesserung der Löhne und Arbeitsbedingungen der Tourismusangestellten sowie zur Erhaltung der Umwelt am Reisezielort verwendet würde.²

Doch der Tourismus-Markt ist hart umkämpft. Große Unternehmen und Last-Minute-Anbieter dominieren, die auf die Nachfrage nach Ökotourismus-Angeboten bisher vor allem mit der Deklaration von Selbstverpflichtungen reagiert haben, ohne dass für die Kunden schnell und einfach kontrollierbar wäre, inwieweit die Angebote tatsächlich nachhaltig und ökologisch verträglich sind und welche konkreten Maßnahmen zur Realisierung eines entsprechenden Qualitätsmanagements ergriffen werden. Was bisher also fehlt, ist ein regionenübergreifendes touristisches Markenzeichen, das Ökotourismus-Angebote unter einem Dach zusammenschließt und so zum einen eine zielgerichtete Vermarktung erleichtert, und zum anderen umweltfreundlichen, nachhaltigen Tourismus garantiert.

Die reale Wettbewerbssituation im Nischenmarkt Ökotourismus sieht jedoch anders aus: Mittlere, große, meist jedoch kleine und sehr oft auch kleinste Unternehmen konkurrieren nicht nur mit den Großunternehmen und Billiganbietern, sondern zusätzlich auch untereinander um die potentiellen Kunden. Sie konkurrieren sowohl mit anderen Reiseveranstaltern aus den Herkunftsländern der Touristen als auch mit den verschiedenen Tourismusangeboten (Tour Operator, Site Manager etc.) in den Zielregionen von Ökotourismus-Reisen.

Knallharter Wettbewerb scheint unumgänglich – oder etwa nicht? Was wäre, wenn diese Konkurrenzsituation durch eine Zusammenarbeit mit anderen Mitbewerbern ersetzt werden könnte? Auf dieser Idee des „Collaborative Business“ beruht die Lösung, die ich heute vorstellen möchte: Die Kollaboration zwischen umweltorientierten kleinen und mittelständischen Touristikunternehmen vor Ort (Agenturen) und in den Herkunftsländern, die die einzelnen Reisebausteine zu Komplettreisen zusammenfügen (Reiseveranstalter), und Reisebüros, die die Komplettreisen der Veranstalter auf Provisionsbasis an die Einkunden vermitteln (Reisevermittler) kann mit Hilfe neuer Informationstechnologien über ein internet-basiertes Netzwerk hergestellt werden. Dieses Netzwerk präsentiert sich nach außen über ein mehrsprachiges, informationsgesättigtes Internet-Portal, das nicht nur die Angebote vermarktet, sondern den Kunden zusätzliche kontrollierbare Berichte

² Vgl. z.B. Survey reveals public demand for "ethical tourism", Press Release Tearfund mit Kommentar u.a. von Tourism Concern, 10.1.2000; Tourism - an Ethical Issue, Market Research Report, A Public Policy Paper, Tearfund 10.1.2000.

über konkrete Maßnahmen nachhaltiger Tourismus-Wirtschaft im Zusammenhang mit den angebotenen Touren bietet.

Bevor ich die Details einer solchen „virtuellen“ Nische im knallharten Markt erläutere, werde ich kurz auf die Problemkonstellation eingehen, die mit einem internet-basierten Netzwerk für Ökotourismusunternehmen gelöst werden soll. Daran anschließend werde ich erläutern, was sich hinter dem Begriff des „Collaborative Business“ verbirgt, was es für kleine und mittelgroße Ökotourismus-Unternehmen bedeutet, welche Probleme sich stellen könnten und wie man sie innerhalb des Netzwerks lösen kann, und schließlich, wie ein solches Geschäftsmodell effizient, effektiv und bezahlbar für kleine Ökotourismus-Anbieter verwirklicht werden kann.

2. Die Situation mittlerer, kleiner (und kleinster) Ökotourismusunternehmen heute

Anbieter von umweltfreundlichen Reisen sind kleine und mittelständische Unternehmen, die häufig unter Personalmangel leiden. Oft handelt es sich um Ein-Personen-Betriebe, die mehrere Aufgaben gleichzeitig erfüllen. Eine im Nischenmarkt Ökotourismus tätige Person hat oft mindestens eine Doppelrolle: Sie betreibt ein kleines Reisebüro, in dem sie ihre Kunden betreut und ihre Angebote vermittelt. Gleichzeitig stellt sie diese Angebote als Reiseveranstalterin selbst zusammen. Zudem ist sie zum Beispiel versierte Bergsteigerin und leitet Bergtouren vor Ort selbst. Geld, um weitere Personen einzustellen, ist meist nicht vorhanden.

Dieser Personalmangel hat Konsequenzen:

- **Die kontinuierliche Vermarktung der Produkte ist nicht gegeben.** Darüber hinaus werden Ökotourismus-Angebote von den großen Verteilern oft übersehen, und die kleinen Ökotourismus-Unternehmen selbst haben nur limitierten Zugang zu den Standard-Buchungssystemen.
- **Die Nutzung von geschäftsvereinfachender Informationstechnologie ist limitiert:** Häufig beschränkt sich die Computer- und Internetnutzung auf einen PC, einen Drucker, und eventuell Internet-Zugang. Die heute schon auf dem Markt angebotenen, häufig hochentwickelten Software-Anwendungen, die andere Spieler auf dem Tourismus-Markt gerne in Anspruch nehmen und aus bestehenden Paketen für ihre Zwecke anpassen (eventuell gestützt durch eine eigene IT-Abteilung), sind nicht hilfreich für die Kleinstanbieter in der Ökotourismusrnische.
- Darüber hinaus widersetzen sich die komplexen Wünsche der an Ökotourismus-Angeboten interessierten Kunden der Behandlung durch Informationstechnologien, weil diese Nachfragen nicht über standardisierte Web-Anzeigen abgedeckt werden können. Da Ökotourismus-Dienstleistungen dazu neigen, teurer zu sein als Massentourismus-Angebote, bedarf es eines besonderen Kundenschutzes – sozusagen einer speziellen Garantie, dass die Angebote tatsächlich ökologisch und im Ausmaß ihrer Nachhaltigkeit messbar sind, dass umweltfreundliche Projekte mit den Einnahmen aus den Tourismus-Angeboten finanziert werden, und dass die Touranbieter ein entsprechendes Qualitätsmanagement verwirklichen.
- Es fehlt den kleinen Ökotourismusunternehmen an Kapazitäten, um den **Umweltschutzgehalt von Fremd-Angeboten zu überprüfen und gegenüber ihren Kunden zu garantieren**

Obwohl sie sich täglich mit der Notwendigkeit konfrontiert sehen, ihren Kunden komplette Produkte zur Verfügung zu stellen, organisieren mittelständische, kleine und kleinste Ökotourismus-Anbieter ihr Geschäft also häufig unabhängig von und in Konkurrenz zu ihren Mitbewerbern. Dieser Mangel an Zusammenarbeit hat mehrere negative Konsequenzen:

- Es kommt häufig zu sub-optimalen Tour-Buchungen (entweder zu viele Interessenten für zuwenig Angebote, oder zu viele Touren für zuwenig Reisende).
- Das Fehlen eines etablierten und vertrauten Markennamens für Ökotourismus lässt interessierte Kunden skeptisch bleiben und auf etablierte Pauschalanbieter ausweichen.
- Anstatt langfristiger Planungen überwiegt ein nicht-nachhaltiges, von Tag zu Tag planendes Geschäftsmodell, das die kleinen Unternehmen stark benachteiligt.

Um diesen Problemen zu entgegnen, werde ich im folgenden ein alternatives Geschäftsmodell vorstellen, das auf der Zusammenarbeit zwischen den potentiellen Konkurrenten im Ökotourismusmarkt beruht und über eine sowohl unter personellen als auch finanziellen Gesichtspunkten bezahlbare IT-Lösung verwirklicht wird.

3. Das Collaborative Business-Modell als Lösung

3.1 Was heißt Collaborative Business?

Lange wurde jede Form der Kollaboration zwischen Wettbewerbern als nicht mit der Idee der kapitalistischen Marktwirtschaft verträglich abgelehnt. Anrühlich war der Begriff, der grundsätzlich nichts weiter als Zusammenarbeit bedeutet, auch wegen seiner negativen Konnotation aus Kriegszeiten, wo er sich auf die verbotene Kooperation mit verfeindeten Mächten bezog.

Auf militärischen Überlegungen beruhte auch die Idee, das Geschäftemachen mit dem Kriegsführen gleichzusetzen (vgl. Adam Brandenburger/Barry Nalebuff: *Coopetition Interactive*, 1996). Doch diese Definition ließ sich in einer immer globaler werdenden Wirtschaft nicht mehr aufrecht erhalten. Zuerst wurde dies in der IT-Branche deutlich, wie das Beispiel der Open Software von Linux gut veranschaulicht:

„Jeder, der etwas in den Linux-Kochtopf hineingibt, [bekommt] als Output ein besseres Betriebssystem heraus.“ (Artur P. Schmidt, Prozessorientierung führt die Gesellschaft in eine Sackgasse, in: Telepolis, magazin der netzkultur, 22.06.2001)

Auch in anderen Industriezweigen, vor allem in der Automobilindustrie, aber ebenso in der Immobilienbranche³, begann man sich – nicht zuletzt dank der Verbreitung des Internets – mit der Idee des **collaborative business** auseinander zusetzen, wobei sich der Begriff zunächst lediglich auf engere Anbieter-Käufer-Beziehungen beschränkte: Collaborative Business wurde anfangs häufig gleichgesetzt mit der Einsicht von Angeboten/Warenkatalogen in elektronischer Form über das Internet, ebensolche Bestellung von Waren etc. – kurz: e-Business. Heute ermöglicht der elektronisch abgewickelte Handel zwischen Geschäftspartnern (B2B), dass diese sich mit Hilfe von modernen Informations- und Kommunikationstechnologien gegenseitig direkt in spezifischen Teilen ihrer Produktionsprozesse beeinflussen.

So hat auch der Begriff des Collaborative Business inzwischen eine erweiterte Bedeutung erlangt: Gemeint ist damit heute über den Bereich der e-Kundenbeziehungen hinaus das Teilen von Daten und Informationen, die gemeinsame Entwicklung von Produkten, das Verhandeln von Preisen und Vertragsbedingungen, die Befragung potentieller Partner zu Produktspezifikationen, die Diskussion von Nachfrageerwartungen unter Wettbewerbern, und sogar das Teilen von Vermarktungsplänen.

³ Die Einführung des Multiple Listing Service ermöglicht es allen Immobilienfirmen, auch die Angebote ihrer Konkurrenten einzusehen und eventuell an ihre Kunden weiterzuvermitteln, wenn sie selbst nichts Passendes auf Lager haben (vgl. Amy C. Rea, *The cooperative side of Competition: Coopetition*, News Center Newsletter February 2001).

Wettbewerb und Kollaboration scheinen einander in diesem Geschäftsmodell also die Waage zu halten. Der Gründer der Netzwerkfirma Novell, Ray Norda, kreierte aus den beiden auf den ersten Blick diametral entgegengesetzten Ansätzen Kooperation und Wettbewerb – englisch competition – das Kunstwort Koopetition, das schnell zum Modewort wurde. Nach diesem Verständnis beruht ein erfolgreiches Geschäftsmodell auf der Zusammenarbeit zwischen Wettbewerbern:

„Coopetition proposes that it makes more sense to look for win-win scenarios in which you strive to get a bigger piece of the pie – not by taking a share from a competitor, but by making the pie bigger.“ (Mike Critchley, President of MPEX, in: MPEX Connections, Spring 1999).

Was auffällt, ist, dass alle der genannten Bereiche der Zusammenarbeit hochgradig informationssensitiv sind. Bei kollaborativen Geschäftsbeziehungen heute geht es darum, geschäftsentscheidende Informationen, die auf den ersten Blick einen Wettbewerbsvorteil zu bieten scheinen, nicht, wie klassischerweise zu vermuten wäre, geheim zu halten, sondern statt dessen mit den Mitbewerbern – sprich Partnern – zu teilen.

Das gleiche gilt für die Informationen zu Touren, Übernachtungsmöglichkeiten und anderen touristischen Aktivitäten vor Ort, die kleine und mittelständische Ökotourismus-Unternehmen zu bieten haben. Auch die Tourismus-Branche ist ein „multi-vendors-network“, dem es zugute kommt, wenn Kunden ihre Wahl ihren Wünschen anpassen können, und die Verkäufer gleichzeitig ein Teil dieses Prozesses sind.

3.2 Was bedeutet Collaborative Business für Ökotourismusunternehmen?

Wie eingangs gezeigt, verhindern die Limits des Vermarktungspotentials von kleinen und mittelständischen Ökotourismusunternehmen häufig die optimale Ausbuchung von Reiseangeboten. Daraus lässt sich folgern, dass die Koordination, Synchronisation und gemeinsame Nutzung von Reisemodulen und -paketen einen entscheidenden Beitrag zur Verbesserung der Buchungszahlen leisten könnte. Wie auch in der IT-Industrie gilt für die Reisebranche: Wer erfolgreich sein will, muss auch die anderen Teilnehmer eines möglichst großen Netzwerks stärken.

Ein auf dem Ansatz des Kollaborative Business beruhendes Geschäftsmodell kann kleinste, kleine und mittlere Ökotourismus-Anbieter in einem Netzwerk zusammenschließen, das lokalen Touranbietern, in- und ausländischen Reiseveranstaltern und Reisebüros eine gemeinsame Plattform bietet und so die Möglichkeit für längerfristige Planung und einen spezifischeren Zuschnitt der Angebote auf die Nachfrage der potentiellen Kunden eröffnet. Ein solches globales Netzwerk ermöglicht die bessere Organisation von Touren über Landesgrenzen hinweg. Die Agenturen vor Ort können in der Regel englisch- oder sogar mehrsprachige Touren leiten.

Als Konsequenz einer solchen besseren Koordination der Angebote ist eine Verbesserung der Ausbuchung von Touren zu erwarten. Die Zahlen aus der IT-Industrie belegen jedenfalls, dass Koopetition zu mehr Kunden und mehr verkauften Produkten führt.

Darüber hinaus bietet die Kooperation von Reiseveranstaltern aus den Herkunftsländern der Touristen mit den Unternehmen vor Ort die Möglichkeit, einen nachhaltigen Tourismus zu fördern, der die regionalen Bedürfnisse berücksichtigt und auf Wünsche und Vorstellungen der indigenen Bevölkerung eingehen kann und so die Entwicklung "regionsspezifischer" Nachhaltigkeitsstrategien sichert. Eine derartige Zusammenarbeit bedeutet jedoch nicht, dass die Ökotourismus-Anbieter gezwungen wären, ihre Individualität aufzugeben. Im Gegenteil, wie im folgenden dargelegt wird, bieten neue Informationstechnologien die Möglichkeit, ein Koopetitionsnetzwerk zu gestalten, das keine Anpassung an gemeinsame Standards erfordert und damit auch keine Transaktionskosten für eine solche Anpassung generiert.

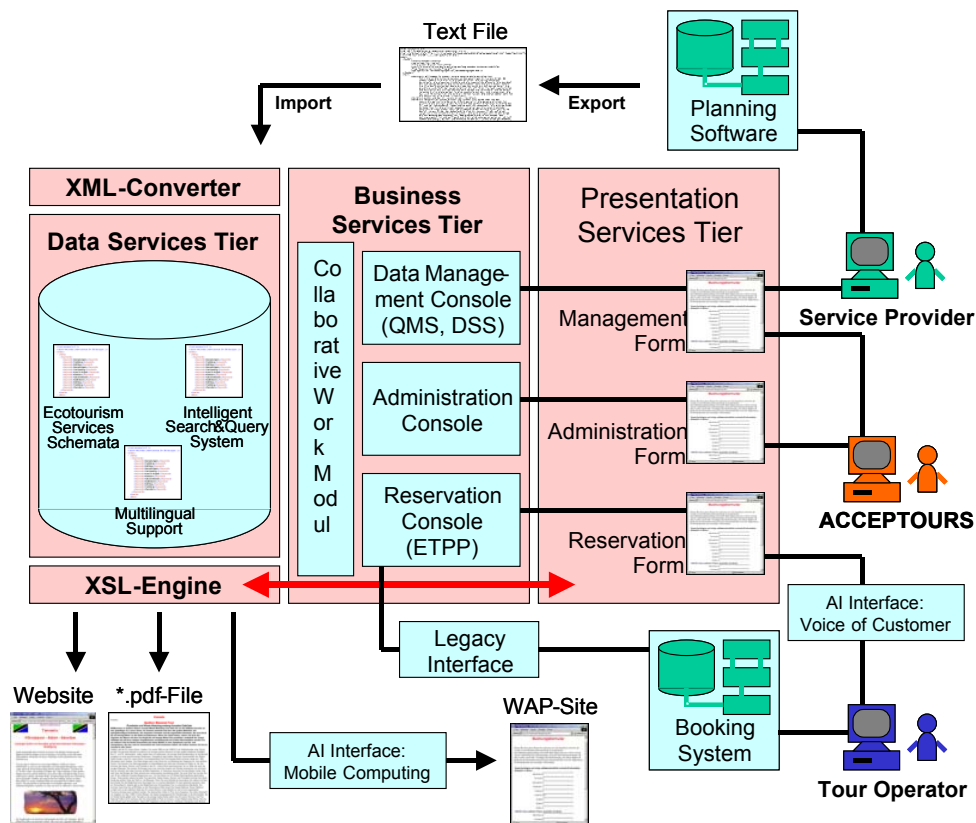
3.3 Wie können Ökotourismusunternehmen ein Kooperationsnetzwerk verwirklichen?

Die Entwicklung des Internets, zusammen mit den Fortschritten, die in der Funktionalität von Softwareanwendungen in den letzten Jahren erreicht wurden, hat ein neues kollaboratives Medium geschaffen, das die Art und Weise, in der Unternehmen zusammenarbeiten, fundamental geändert hat. Das Internet macht es möglich, eine standardisierte Plattform zum Informationsaustausch zur Verfügung zu stellen, und neue Technologien fügen Features wie Sicherheit, Authentizität, und kollaborative Prozessstrukturen zu Informationsmanagement, -verarbeitung und -zugang hinzu.

Daher ist ein internet-basiertes Netzwerk kleiner und mittelständischer Touristikunternehmen ein sinnvoller Lösungsansatz. Dank der Verwendung von neuesten Technologien ist es möglich, in eine solche Plattform Inhalte verschiedenster Herkunft zu integrieren:

Durch den Einsatz der eXtensible Markup Language (XML) können einfach und trotzdem flexibel mehrsprachige Reiseangebote von unterschiedlichen Content Providern erstellt, verwaltet und präsentiert werden.

Die Verwendung einer XSL-Engine (eXtensible Stylesheet Language) ermöglicht es, medien- und sprachunabhängig Reiseangebote zu präsentieren. So können jeweils gleiche Inhalt beispielsweise automatisiert für Personalcomputer, WAP-Handys oder gedruckte Kataloge verwendet werden, so dass die Kunden die Wahl zwischen mehreren Kontaktmedien haben. Ein Legacy-Interface stellt sicher, dass einfache Verbindungen zu bestehenden Systemen, wie zum Beispiel Buchungssystemen, hergestellt werden können.



Nach außen präsentiert sich das Netzwerk über ein mehrsprachiges, informationsgesättigtes Internet-Portal, das nicht nur die Angebote vermarktet, Informationen zu Daten, Ablauf und begleitenden Maßnahmen der Touren zur Verfügung stellt sowie die Möglichkeit zu Online-Buchungen bietet, sondern den Kunden zusätzliche kontrollierbare Berichte über konkrete Maßnahmen nachhaltiger Tourismus-Wirtschaft im Zusammenhang mit den angebotenen Touren gibt und so die Transparenz garantiert, die notwendig ist, um den nachgefragten nachhaltigen Tourismus auch sicherzustellen.

Die so entstehende Corporate Identity integriert neue und vorhandene Tourismusprojekte unter einem gemeinsamen Dach, das zum Markenzeichen für nachhaltigen Tourismus weltweit werden kann.

Natürlich stellt die Etablierung eines solchen Netzwerks die beteiligten Partner auch vor Probleme, die ich nicht verschweigen möchte:

- **Qualitätsmanagement:**
Wie wird sichergestellt, dass die Angebote aktuell sind? Dieses Problem sollte m.E. durch Selbstverwaltung gelöst werden – jeder Teilnehmer ist daran interessiert, dass die Präsentation seiner Angebote up to date ist. Wie werden die Standards festgelegt und kontrolliert? Hier ist natürlich die Zusammenarbeit der beteiligten Partner gefragt, aber es gibt auch schon erste Ansätze zur Entwicklung eines verbindlichen Regelwerks, einer sogenannten „sustainability charta“ (EU, Ecuadors Eco Tourism Association,...)
- **Sicherheit der Koopetition:** Wie kann Schutz gegen Übervorteilung geboten werden? Dies ist vor allem eine Herausforderung an die Software, die entsprechende Modelle, Techniken und Architekturen entwickeln muss (z.B. zur Integration unterschiedlicher Sicherheitspolitiken in eine gemeinsame Architektur).
- **Juristische Fragen.** Welches Recht welchen Landes gilt bei der Buchung und Durchführung der Reise? Das ist ebenfalls Verhandlungssache, aber auch hier ist zu erwarten, dass in den kommenden Monaten auf politischer Ebene Entscheidungen getroffen werden (EU).

Zusammenfassung

Es gibt schon einige internet-basierte Plattformen, die Tourismus-Angebote mit ähnlichen Inhalten präsentieren. Ebenso existieren Ansätze, die versuchen, via Internet Netzwerke zu etablieren (z.B. ketal.com). Was also ist das Besondere am hier präsentierten Lösungsvorschlag?

- Das hier vorgeschlagene Netzwerk ist nicht, wie sonst häufig der Fall, regional gebunden, sondern global einsetzbar. Es ist nicht von vorausgehender Standardisierung der zur Verfügung gestellten Informationen abhängig, sondern nimmt diese Vereinheitlichung und Integration selbst vor.
- Im Gegensatz zu Netzwerken wie ketal.com ist die Aufnahme und Präsentation in der Plattform nicht kostenpflichtig. Statt dessen fallen im beschriebenen Netzwerk erst Kosten an, wenn es tatsächlich zu einer Buchung kommt, wenn der Erfolg der Internet-Netzwerk-Zusammenarbeit also bewiesen ist. Dank des zugrundeliegenden ASP-Betreibermodells ist es möglich, ein klassisches Geschäftsmodell der Reisebranche auch internet-basiert zu verwirklichen.
- Auch sonst handelt es sich um eine sowohl vom finanziellen als auch vom personellen Aspekt her bezahlbare Lösung für kleine Ökotourismusunternehmen: Sie werden nicht gezwungen, in eine teure Software zu investieren, sondern können mit bestehenden Anwendungen weiterarbeiten.

Mit Hilfe einer internet-basierten Kollaboration zwischen Ökotourismus-Anbietern sowohl in den Herkunftsländern der Reisenden als auch in den Zielgebieten wird für die Tourismus-Branche ein

auf Koopetition beruhendes Geschäftsmodell verwirklicht, das eine „virtuelle“ Nische im knallharten Markt eröffnet. Da die Kommunikation innerhalb dieses Netzwerkes automatisiert ist und eben nicht auf teuren, zeitaufwendigen persönlichen Kontakten beruht, können einfach neue Märkte erschlossen und neue Geschäftsbeziehungen hergestellt werden, wenn zunächst auch anonym. So hilft das Internet den Ökotourismusunternehmen, eine kritische Masse an Buchungen zu erreichen und ihr Geschäft zu konsolidieren.

Diese virtuelle Kollaboration bedeutet jedoch nicht, dass das Ziel des Netzwerkes eine Absprache der Teilnehmer untereinander ist. Im Gegenteil, der Wettbewerb bleibt bestehen: Denn in einem für den Kunden so leicht überschaubaren und einfach zu vergleichenden Markt müssen alle im Netzwerk vertretenen Partner ihr Bestes geben, um Spitzenreiter zu werden. Das wiederum verbessert das Angebot insgesamt. Fazit: Unternehmen, Kunden und Umwelt gewinnen.

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Facilitating Market Access for South Africa's Disadvantaged Communities through "Fair Trade in Tourism"⁴

Jennifer A. Seif, *Fair Trade in Tourism South Africa*

Introduction to fair trade in tourism

The international Fair Trade movement is based on the principle that the terms of trade between industrialised ("North") and developing ("South") countries have historically created inherent inequalities and disadvantages for developing countries. Since the 1960s, the global Fair Trade Movement has sought to address these inequalities through the creation of Fair Trade labels, trading partnerships and ethical trading initiatives designed to ensure that disadvantaged producers receive a fair share of the returns from the sale of their product.

In the mid-1990s, a number of UK-based organisations began to explore "whether tourism could be fairly traded" (Kalisch 2001: 3). In 1999, an International Network on Fair Trade in Tourism was established, and today the Network counts about 200 members, including NGOs, industry and community tourism initiatives and academic research institutions from the UK, Europe, Asia, Africa and Latin America (Kalisch 2001).

Tourism Concern, a UK-based NGO, defines Fair Trade in Tourism (FTT) as "a key aspect of sustainable tourism" (Kalisch 2001: 3). FTT holds that without fair and ethical trade practice, it is not possible to achieve sustainable tourism. FTT aims to maximise the benefits from tourism for local destination stakeholders, through mutually beneficial and equitable partnerships. FTT also supports the right of indigenous host communities, whether involved in tourism or not, to participate as equal stakeholders and beneficiaries in the tourism development process (see Kalisch 2001: 3-12).

In late 1998, IUCN-South Africa launched a pilot project (the "FTT Initiative" or FTTI) to test the concept's feasibility in the South African context. Over two years, a wide range of stakeholders in South African tourism and development indicated their support of the project, and by the end of 2000, FTTI had cemented working relationships with tourism products, tourism associations, NGOs and project implementing agencies in four regions of the country: (1) Elim, Northern Province; (2) Pondoland, Wild Coast; (3) Matatiele in the Southern Drakensberg; and (4) Cape Town and West Coast in the Western Cape.

In January 2001, the name of the project was changed to "Fair Trade in Tourism South Africa" (FTTSA), signalling the intention to develop a national project with strong links to the international movement. To ensure the successful operationalisation of the project, IUCN-South Africa and other stakeholders undertook an analysis of South African tourism initiatives, paying particular attention to gaps in service provision to community-based and other structurally disadvantaged tourism enterprises. This analysis led to the identification of various opportunities for the establishment of *Fair Trade in Tourism South Africa* as an innovative project that can enhance the participation of disadvantaged suppliers in national and international tourism markets.

⁴ A version of this paper was presented at a 3-day conference entitled "Tourism as a Catalyst for Community-Based Development, held by the University of Pretoria's Centre for Afrika Tourism during 1-3 October 2001.

Overview of the South African context

Tourism has been identified as a priority sector for national economic growth and development in South Africa. The Tourism White Paper (1996) provides the policy framework for tourism development and identifies a number of constraints facing the industry and its potential to achieve such objectives as job creation, black economic empowerment and small, medium and micro enterprise (SMME) development. According to the White Paper (1996: 5-12), factors constraining the expansion and transformation of the South African tourism industry are, *inter alia*:

- Limited integration of local communities and previously neglected groups into tourism
- Lack of market access and market knowledge
- Lack of interest on the part of existing establishments to build partnerships with local communities and suppliers
- Lack of information and awareness
- Lack of appropriate institutional structures.

In 1996, the authors of the Tourism White Paper argued that unless such impediments are addressed, tourism will remain “a missed opportunity” (1996: 4 *et passim*) for the vast majority of South Africans.

Five years down the line, and despite the multiplicity of actions anticipated by the White Paper, disadvantaged communities and population groups remain highly marginalized from the “mainstream” tourism industry and the national, high profile initiatives that underpin its notable growth. Thus, while South Africa’s international marketing campaign, which in 2001 received about R200 million in public and corporate funding, has helped to boost the country’s international arrival figures (and hence South Africa’s foreign exchange earnings),⁵ the benefits have flowed largely to established, more often than not white-owned products and big business.

Moreover, those SMMEs that have, through government sponsorship,⁶ participated in international tourism exhibitions like Indaba and World Travel Market have tended to “miss” market opportunities because the products that they offer are not adequately integrated into an industry which trades on packaging and the often complex logistics and pricing that this entails.

Without a more integrated and industry-appropriate marketing strategy, even the more privileged SMMEs and community-based tourism enterprises (CBTEs) will remain stranded on the fringes of the national and international tourism industries. And while South Africa’s tourism industry may very well achieve impressive growth figures, it will under these conditions remain largely un-transformed.

Indeed, if the full potential of South Africa’s tourism industry is to be realised, and if South Africa is to maximise its comparative advantage as an eco-tourism and cultural tourism destination, then mechanisms must be found to enable community-based and other structurally disadvantaged tourism enterprises to profit meaningfully from international and domestic market opportunities. Without appropriate market interventions, tourism’s contribution to employment, small business development, income and wealth creation will remain tilted away from the poor communities, urban as well as rural, who are meant to benefit from the “new” tourism promised by the post-apartheid state (White Paper 1996: 13-21).

⁵ Since South Africa’s transition to democracy in 1994, the country has recorded extremely positive growth in visitor arrivals from both the regional and overseas markets. In 1995, South Africa received 4.48 million international visitors. In 2000, the total number of overseas and Africa arrivals was 5.87 million.

⁶ The Department of Environmental Affairs and Tourism (DEAT) subsidies limited SMME participation in international tourism exhibitions through its ITMAS Scheme (International Tourism Marketing Assistance), in collaboration with the nine provinces.

That the great bulk of public and corporate assistance to CBTEs and other disadvantaged SMMEs is fixed on the supply-side (e.g. new product development)⁷ gives further cause for concern. Tourism projects – guest houses, camping sites, lodges, tourist routes, shebeen tours, cultural villages and the like – have in the past five years proliferated across the South African tourist landscape. However, scant attention is being paid to the demands of the market and, indeed, the concrete expectations and needs of international and domestic tourists. If community-based and other tourism development processes are not planned, implemented and managed according to market demands, then far too many South Africans, especially the poor, are facing not merely “missed” opportunities, but the hard realities of failed or under-performing products to which the expected tourists simply do not come.

The global context

As a global industry, tourism is growing very fast. International tourism receipts more than trebled in the decade up to 1995 (World Tourism Organisation 1998). In 1999, the number of international tourists reached 664 million, up 4.5% from the previous year (World Tourism Organisation 2001). This rapid growth has resulted from a variety of factors, including the deregulation of airlines, new technologies, plastic money and the fact that millions and millions of travellers have come to see the “world as their oyster” (Kalisch 2001: 1). Tourism -- and the mobility of capital, people and information that tourism entails -- is thus a driver as well as an outcome of globalisation.

Just over 1.5 million overseas tourists visited South Africa in 2000, the majority from the UK (23%), USA (11%), Germany (14%), Holland (6%) and France (6%).⁸ International tourists to South Africa and other developing countries are increasingly interested in “community tourism” where the potential is large but relatively untapped. However, community tourism is still far from receiving a fair share of tourism revenues due to exploitative circumstances in the tourism market. Tourism, in short, is a vertically organised and aggressively marketed industry, where demand as well as supply are largely controlled by tour brokers and tour operators from the “rich” tourist-generating countries. Long-haul package tours from Europe and the USA to Africa, Asia and Latin America tend to be marketed on an all-inclusive basis and run by transnational tourism corporations (Kalisch 2001: 1-2).

While tourism receipts in developing countries are increasing⁹, and while for one in three developing countries tourism is the leading source of foreign exchange (World Tourism Organisation 1998), such benefits tend not to reach the poor. Indeed, as various studies have noted, the poor, primarily rural and often landless communities who are often the objects of tourists’ visits are getting poorer, “not only in material terms but also in terms of their livelihood resources and their culture” (Kalisch 2001: 2; see also de Kadt 1979; Kent 1983; O’Grady 1990; Patterson 1992; Ashley, Boyd and Goodwin 2000). After the tourists have departed, local communities who have to bear the social and ecological consequences of increased tourism, and who are often the custodians of bio- and cultural diversity are left with relatively little tangible

⁷ In 2000, DEAT began disbursing national poverty relief funds for labour intensive projects (“bricks and mortar”) to create new tourism products and infrastructure in previously neglected areas. About R100 million per annum is earmarked for this programme, which has been slow to get off the ground. Other prominent supply-side interventions include the Department of Trade & Industry’s Spatial Development Initiatives (SDIs), wherein tourism features prominently, and the Community Public Private Partnership Programme (CPPP) which promotes sustainable rural livelihoods through agricultural and tourism development.

⁸ South African Tourism Media Release, September 06, 2001. <http://satour.com/media/releases/messages/>.

⁹ Between 1980 and 1992, tourism receipts in developing countries grew at an average annual rate of 8.4% (Burns and Holden 1995).

dians of bio- and cultural diversity are left with relatively little tangible benefits; and indeed, many host communities are often worse off than before. This situation is clearly unsustainable.

Opportunities for the establishment of fair trade tourism South Africa

As noted in the preceding discussion, a variety of structural and policy constraints are impeding the development of a just, participatory and sustainable tourism industry in South Africa, as in developing countries more generally. These constraints or gaps in the current situation create opportunities for the implementation of *Fair Trade in Tourism South Africa*. These opportunities include:

Lack of focus on marketing, market access, market knowledge

Existing service provision to South African CBTEs and other tourism SMMEs tends to focus on the supply-side. Relatively little attention is paid to such questions as which markets will be targeted and how, what the target groups expect, what they are prepared to pay, and so forth. The FTTSA project will close this gap by focusing specifically on markets, market access and the dissemination of market knowledge, all to support the business activities of disadvantaged suppliers.

Lack of appropriate cost effective marketing initiatives

Marketing is an expensive undertaking. The prohibitive costs of market research, advertising, promotions, trade shows, special events and sales trips render the owners of small to medium tourism enterprises in South Africa largely dependent on generic marketing by local and provincial authorities; or, in the case of a handful of privileged CBTEs, donor-funded marketing campaigns. The proposed project will establish a cost-effective collective marketing scheme that will promote appropriate tourism products and services under a powerful *Fair Trade in Tourism South Africa* brand. This brand and the activities that support it will make sense for the people (hosts, visitors and intermediaries) who are engaged in community tourism and other “alternative” tourism activities.

Need to sell packages, add-ons not discrete products

Government-led initiatives to promote existing CBTEs and SMMEs in international markets are largely ineffective, because the products on offer are not integrated into the industry as a whole. The business that is transacted around major trade shows like the Durban Indaba, the London World Travel Market (WTM) and Berlin’s International Tourism Bourse (ITB) hinges on the industry’s preference for packaged tours (often at all-inclusive prices) and tour operators’ entrenched demands for sizeable commissions. South African CBTEs and tourism SMMEs, even those supported by government and donor funding, will remain locked out of the tourism mainstream until they are able to answer to the demands of this highly structured market.

The proposed project will provide a particular group of international as well as national tour operators and brokers with a costed bundle of quality “Fair Trade” products and options that can be combined with each other and/or added onto more conventional tours, to create package deals as well as attractive fly-drive options. By working in partnership with private sector operators who share Fair Trade in Tourism South Africa’s vision for just, participatory and sustainable tourism, the project will help to integrate qualifying Fair Trade products into the lucrative “mainstream” tourism economy. Market penetration by FTTSA-branded products will, in turn, help to transform the market environment, as consumers demonstrate their preferences for more fairly traded holidays.

A substantial percentage of South Africa's international arrivals are already familiar with the fair trade concept and fair trade labels and consumer brands

Of South Africa's major international source markets, the UK, Germany and Holland have well-established fair trade labels and special fair trade shops. Consumers originating in these and other European countries (e.g. Switzerland, Austria, Sweden, Norway, Denmark and Belgium) will instantly recognise – and many will value – the new *Fair Trade in Tourism South Africa* brand. In the UK, for example, consumer research indicates that 27% of outbound tourists are very concerned that their holiday should benefit people living in the tourism destination, while a further 44% rate this as fairly important (Richards 2000). Another survey found that in May 2000, 1 in 5 people in Britain recognise the Fairtrade Mark, up 100% from the previous year (Holland 2001: 6).

Given that the UK, Germany, Holland, Switzerland and Scandinavia generate roughly 50% of South Africa's international arrivals, the power of Fair Trade concept / brand recognition in these and other lucrative target markets should not be underestimated. This branding brings with it substantial international networks (e.g. churches, political parties, NGOs, the former anti-apartheid movement) and the access to responsible and pro-development consumers that these networks convey.

To be sustainable, tourism needs to respect and protect the environment

Tourism development generally does not give adequate consideration to environmental issues. The proposed project will highlight the need for hosts and visitors alike to respect the environment as well as indigenous peoples' rights to use natural resources in a sustainable fashion. The *Fair Trade in Tourism South Africa* trademark will specify minimum criteria and indicators for environmentally sustainable and culturally sensitive tourism.

To be sustainable, tourism needs to pay more attention to – and even advocate on behalf of – human rights, workers' rights and the rights of indigenous peoples

Tourism is not generally a fairly traded industry. Indeed, "tourism as usual" often impacts negatively on host communities' rights and livelihoods. A Fair Trade approach to tourism in South Africa will not only reduce these negative impacts but, more particularly, provide a catalyst for sustainable, responsible and equitable socio-economic growth within local communities. The proposed project will enhance the effectiveness of existing public and private sector initiatives while spreading "fair share" and "pro-poor" thinking to South Africa's tourism mainstream (see, e.g. Ashley n.d.).

Operationalising fair trade in tourism South Africa

Collective marketing, capacity building and networking with like-minded products and business partners under the *Fair Trade in Tourism South Africa* umbrella are practical means by which South Africa's disadvantaged communities and enterprises can generate income and sustainable livelihoods through tourism, while simultaneously working to transform the industry from within.

To achieve this broad development goal, the project pursues activities around the following four objectives:

- To establish and strengthen the concept of Fair Trade in tourism in South Africa, and to promote the implementation of the six *Fair Trade in Tourism South Africa* principles (see box).

The 6 Fair Trade in Tourism South Africa Principles

Fair Share: All participants involved in a tourism activity should get their fair share of the income from the operation wherein benefits are in direct proportion to one's contribution to the activity.

Democracy: All participants involved in a tourism activity should have the right and opportunity to participate in decisions that concern them.

Respect: Both host and visitor should have respect for human rights, culture and environment. This includes:

- Safe working conditions and practices
- Protection of children and young workers
- Promoting gender equality
- Understanding and tolerance of socio-cultural norms
- Conservation of the environment
- HIV / AIDS awareness

Reliability: The services delivered to tourists should be reliable. This means:

- Quality reflecting value for money
- Basic safety ensured by host and visitor

Transparency: Tourism activities should establish mechanisms of accountability. This includes:

- Ownership of tourism activities must be clearly defined
- All participants need to have equal access to information
- Sharing of profits, benefits and losses must be transparent

Sustainability: The tourism activities should strive to be sustainable. This includes:

- Increased knowledge through capacity building
- Improved use of available resources through networking and partnerships
- Economic viability through responsible use of resources and democratic management

- To promote and market the tourism activities of FTSA products (formal or informal tourism enterprises that meet the FTSA trademark criteria), thus helping to create viable and sustainable businesses that can create employment and wealth.
- To establish a *Fair Trade in Tourism South Africa* brand and trademark, as cost-effective and powerful means of channelling a portion of the country's growing numbers of international arrivals and domestic trips (and tourist expenditure) towards South Africa's disadvantaged communities and population groups.
- To establish business linkages nationally as well as internationally.

In sum, FTSA will function as a collective marketing and quality promotion organisation. FTSA offers product owners, including communities, a marketing and support service. Without a doubt, this alternative will not appeal to all product owners. However, by structuring the project in terms of concrete costs and benefits, *Fair Trade in Tourism South Africa* is confident that it will over time be able to recruit and retain appropriate tourism products to the FTSA brand and trademark.

The *Fair Trade in Tourism South Africa* trademark (and capacity building activities to support the trademark) will add value to other quality control / grading mechanisms, providing a symbol of not only quality but also of equity, transparency, fair share and sustainability. Research (e.g. Richards 2000) shows that such values are increasingly important to global consumers and also to corporations operating in the international business environment. However, even the most progressive of consumers require quality, reliability, value for money and, as is unfortunately the case in South African tourism, personal safety. The *Fair Trade in Tourism South Africa* brand and, in particular, the FTTSA trademark will provide tourists with the confidence, assurance and support they need to visit and re-visit community-based and other types of “fair” or “alternative” tourism destinations.



The Fair Trade in Tourism South Africa
Trademark

Fair Trade in Tourism South Africa has registered its logo and name with the Department of Trade and Industry (DTI) as a trademark in 22 classes of goods and services. It will take DTI approximately 30 months to rule on this application. In the meantime, FTTSA can begin awarding the trademark on an annual basis to tourism products that meet the FTTSA criteria. These criteria will translate the six *Fair Trade in Tourism South Africa* principles (see figure 1) into measurable, minimum standards that address the “hard” issues of community ownership, black economic empowerment and job and wealth creation, which are so central to socio-economic transformation in contemporary South Africa. FTTSA is currently finalising its trademark criteria in consultation with other stakeholders, and it is expected that the trademark will be awarded on an annual basis to qualifying products from early 2002.

Conclusion and future visions

In sum, *Fair Trade in Tourism South Africa* is a “community tourism” project with a difference, for at least three reasons:

- FTTSA draws on the internationally recognised “Fair Trade” concept, along with the consumer and brand recognition that this concept conveys, particularly in Europe.
- FTTSA focuses primarily on marketing – that is to say, on facilitating access to markets and market knowledge for South Africa’s disadvantaged communities and population groups. In this fashion, FTTSA complements the work of other NGOs, CBOs and government agencies that are involved in product development and other supply-side interventions.
- FTTSA is a project of IUCN South Africa, which is a leading organisation in conservation and development (especially community-based natural resource management) in the region. IUCN South Africa is co-coordinating the Johannesburg Earth Summit 2002, as well as the 2003 Durban World Parks Congress. Such events as well as the networks and partnerships that sustain them provide an excellent platform for promoting Fair Trade in Tourism South Africa as well as the specific tourism activities of FTTSA products. FTTSA is concerned to establish collaborative relationships and strategic partnerships with appropriate public, private and non-profit organisations, to fast track the achievement of fair trade in South African tourism.

Within three to five years of project inception, it is envisaged that Fair Trade in Tourism will be an accepted and well-known concept in South African tourism. In addition, by the end of Year 3,

at least 50 tourism products will have been recruited to the project, audited, capacitated and ultimately affiliated to the Fair Trade in Tourism South Africa brand and trademark. Finally, it is anticipated that within five years, Fair Trade in Tourism South Africa will be established as an independent, non-profit organisation, most likely a Section 21 Company.

Over the medium-term, additional products will be affiliated to the Fair Trade in Tourism South Africa brand, and the trademark will emerge as a recognised and credible symbol of quality, equity and sustainability. Ongoing awareness will help to make South African citizens more aware of their power and rights as consumers, in tourism as well as in other sectors.

The long-term vision of Fair Trade in Tourism South Africa is for a just, participatory and sustainable tourism industry, which provides meaningful benefits to hosts and visitors alike. This means not only growing the national tourism industry, to boost overall employment and foreign exchange earnings, but also ensuring that the benefits of tourism growth and development are channelled to disadvantaged communities and population groups. It also demands that disadvantaged, poor producers be empowered to participate actively and knowledgeably in the tourism industry and the range of business transactions and relationships that underlie it.

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Marketing of a Private Conservation Project - The Experience of the Chumbe Island Coral Park in Zanzibar, Tanzania

Eleanor Carter and Francesca Marty

Introduction

Chumbe Island is situated eight miles off the coast of Zanzibar Island, Tanzania. It is a small uninhabited island dominated by coral rag forest and bordered, on its western shore, by a fringing coral reef of exceptional bio-diversity and beauty. This west coast reef of Chumbe Island was gazetted as a Reef Sanctuary, and the forest on the island was declared a Closed Forest by the government of Zanzibar in 1994.

As a privately managed project, Chumbe receives no financial support for operations from government or donors' agencies and relies only on revenue generated through small-scale eco-tourism to run the project. As a non-profit organisation, all revenue generated is ploughed back into the project to fund the running costs of the Marine Protected Area (MPA), various research projects, conservation and education programmes. Rangers who were former fishermen from neighbouring communities manage the island. These rangers play a key role in teaching fellow fishermen of the importance of Chumbe as a protected area. With the pristine Chumbe reef based upstream from the major fisheries areas of the West Zanzibar coast, Chumbe is a vital fish nursery that continues to replenish the exploited resources of the fisheries eco-system around Zanzibar. In this way anti-poaching tactics rely on education and awareness rising in the local communities and has proved immensely successful as a unique approach to MPA management in the region.

All employment on the island is targeted at the neighbouring fishing communities, which promotes awareness raising at all levels and empowers the local Zanzibar community to feel committed towards the preservation of their natural heritage. Eco-tourism, as the revenue generating component of the project, is closely managed with a maximum of 14 guests allowed on the island at any one time, and accommodation is provided in specialised eco-bandas unrivalled in the world of eco-construction (with solar electricity, rainwater catchment systems, grey-water recycling through filtration irrigation and composting toilets).

Marketing

As a not for profit organisation where various non-commercial activities such as education programmes and research projects are funded through the revenue generated by eco-tourism, CHICOP (CHumbe Island COral Park) has, by necessity, kept the commercial side of the project afloat with a very cost-efficient management. These measures of strict cost control have also included the marketing area of Chumbe.

Additionally, it was found that spending money on conventional marketing methods, such as working through large travel agents, participating in travel fairs and (to a limited extent) advertising in the media did not have the expected results in the early days of the project and were therefore not cost-effective. These conventional methods also didn't seem effective enough in targeting the ecotourism niche market. Therefore, CHICOP opted for a different strategy that included gaining recognition by the international conservation community, winning international environmental awards and targeted marketing over the Internet.

(1) Recognition by the International Conservation Community

To gain credibility as a conservation and genuine ecotourism project, CHICOP worked hard towards gaining recognition from the International conservation community. Through these efforts Chumbe Island became registered as a United Nations listed protected area with the World Conservation Monitoring Centre (WCMC) from 1995, and also became, and continues to be, an active participant in events organised by various bodies in the International Conservation Community. (e.g.: The International Coral Reef Initiative (ICRI), The European Union (EU), the World Conservation Union (IUCN) and various regional and national conservation organisations). Through this recognition, papers on the management experiences of the Chumbe Island Coral Park as a private marine park have been presented at numerous international conferences and workshops throughout the world.

(2) International Environmental Awards

Environmental awards have proved to be a powerful promotional tool that attracts media coverage, travel writers and television documentaries. CHICOP gained large scale publicity through the Winning of the 1999 British Airways Tourism for Tomorrow Award, which resulted in Chumbe being featured in a UK based holiday television programme (with a viewing audience of over 8 million people), and the production of over 30 high profile newspaper and magazine articles around the world. Selection as a Worldwide Project at the EXPO2000 World Exhibition in Hannover/Germany, where one of the eco-bungalows was exhibited in the Tanzanian pavilion, effected the extension of marketing into Germany, where it had been highly active in the early years of the project as the founder of Chumbe was German and various articles in popular press had been produced during the inception of the project. Selection of Chumbe as a 2000 UNEP Global500 laureate effectively spread the marketing to Australia where the Award was presented. In 2001, Condast Traveller Magazine awarded Chumbe the World Award for Ecotourism Destination (allowing access to the American readership), and in the same year the International Hotel and Restaurant Association (IH&RA) awarded Chumbe the Green Hotelier of the Year Award, branching marketing out towards a more hotel industry focus than previously.

(3) Marketing through the Internet

In addition to the above, marketing is mainly done through the Internet, also stressing the conservation orientation of the project. The comprehensive home page <http://www.chumbeisland.com> offers detailed information on the Reef Sanctuary, the Forest Reserve, as well as environmental activities for guests and the eco-architecture of the accommodation. There are also around 750 listings and links on other relevant web sites.

(4) Promotional Material

Chumbe has a small brochure and information pack, which is distributed to local and international agents, upon request. However, potential guests who request it are encouraged to check the web page instead, which has more details and is eco-friendlier. An info pack for journalists has also been produced, with all the relevant information regarding the project and its offer.

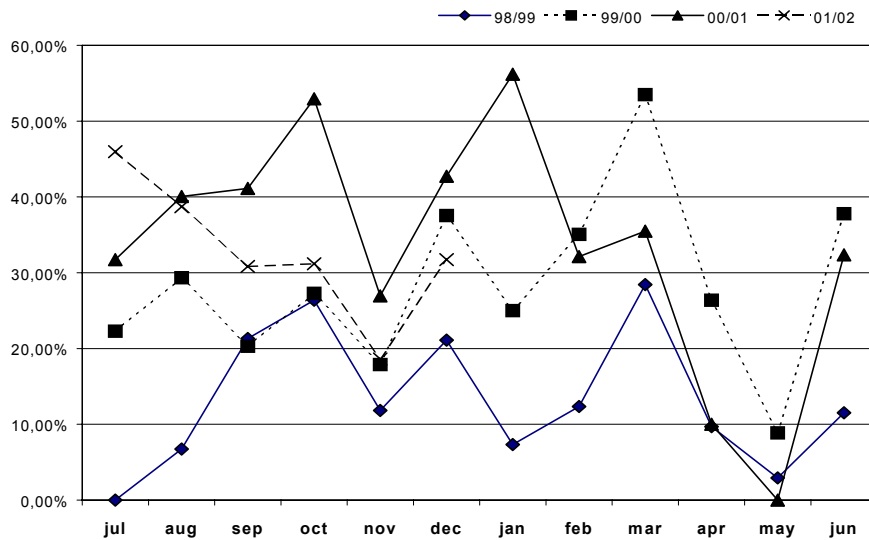
(5) Communicating With Travel Agents and Tour Operators

Whilst this can be seen as a conventional marketing methodology, it was apparent that a degree of this was necessary to successfully market the Chumbe project to a wider clientele. In the early years various agents were approached, but not in great numbers as it was hoped that specially selected hub agents in various countries would focus bookings through a clearly organised channel. As the project developed and became better known amongst the general populace, more agents became interested and Chumbe has been involved in distributing information to over 120 agents throughout the world.

Results

With this diverse and non-conventional approach to marketing, as described above, it is sometimes difficult to fully assess the relative impacts of the different approaches. However, it is possible to breakdown the relative marketing success of the approaches to some degree, and to broadly assess the success or failure of such approaches and where the weaknesses can be found.

Overnight Occupancy Rate 1998–2002 (in %).



Year	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	average (%)
98/99	0.0	6.7	21.3	26.4	11.8	21.1	7.3	12.3	28.5	9.7	2.9	11.5	13.3
99/00	22.3	29.3	20.3	27.3	17.9	37.5	25.0	35.1	53.5	26.4	8.9	37.8	28.4
00/01	31.7	40.1	41.1	53.0	26.9	42.7	56.2	32.1	35.5	10.0	0.0	32.4	33.8
01/02	46.0	38.7	30.8	31.2	18.6	31.7							

As seen from the table, the average overnight occupancy rate has kept increasing since the lodge opened in July 1998. It has more than doubled during the second year of operations (from 13.30% to 28.43%) and has increased even during the third year, where the number of tourists in Zanzibar overall considerably decreased because of the elections and Chumbe has for the first time closed during the rainy season in April-May.

Matching the Market to the Impact on Guest Numbers

When Chumbe opened the majority of the enquiries and bookings were made directly by the guests, mostly by e-mail, but also by phone. Most of these clients had heard about Chumbe through publications in popular conservation oriented literature, with articles outlining the conservation work of Chumbe - the emphasis away from the tourism component of the project.

Whilst detailed data are not available for the first years it was clear that a relatively large proportion of the clients, estimated at around 35%, had learned of the project through personal and professional contacts in the conservation community. This is a good indication that the work carried out by CHICOP in the early years gaining credibility in the conservation world (*strategy 1*) did indeed carry weight with regards to guest numbers. However, as an overall marketing strategy this approach was not successful in isolation as: (i) many potential clients from the conservation community who had, and have, access to learn about the project do not fall into the economically viable populace able to afford this relatively expensive holiday destination; (ii) whilst this approach could be termed a marketing approach for Chumbe, it was not done purely to gain guest numbers, but also gain political and professional credibility in the conservation community. As such, whilst many people working in this field were interested in learning more about Chumbe, visits to Chumbe as a holiday destination were not always a top priority with such people, and it was more effective overall as a route by which CHICOP became involved in presenting its work on the International conservation circuit.

(*Strategy 2*) has been found to be clearly the most lucrative of all the marketing strategies so far. As mentioned earlier, expenditure on marketing was always traditionally kept to minimum with CHICOP due to more pressing demands for finances towards the non-commercial components of the project. In retrospect this has unfortunately led to the failure of having personnel available to effectively gather the necessary data for analysis of marketing success of the various approaches, and only general, broad conclusions can be drawn from the experiences of those working with the project at the time and the small amounts of data available. However, one very apparent data source concerning the impact of the British Airways Award that was announced in February 2000, is the immediate and dramatic rise in occupancy rate in the following month, (March 2000), as CHICOP was overwhelmed with last minute bookings following the announcement of the awards. This increase, in one month, from 35.06% to 53.49% has not been replicated since this time, and the month of March 2000 remains, to this day, the highest occupancy rate any month has witnessed on Chumbe. Whilst it is generally accepted that the steady increase in overall occupancy has, for the most part, been the responsibility of the publicity surrounding the various awards presented to Chumbe, it can still not be considered a successful marketing approach in isolation as the occupancy rates desired (ideally between 55 – 60% overall) are still not being reached. This is because: (i) whilst individuals may read about the project and want to visit Chumbe as their holiday destination, the travel industry is still relatively not as aware as it could be about this small holiday location in Zanzibar, and even when clients request Chumbe as a destination to their travel agent, many agents have not heard of it and clients have problems confirming their visits. This was found to be the case with many direct enquiries from clients who found Chumbe through the Internet themselves after their agents had failed to make a booking for them. (ii) It is also apparent that this form of marketing only appeals to clients direct, and not the travel industry, as can be seen by the dramatic numbers of single bookings made by agents. From 1999 up to now, 113 different agents (local and international) have at least made one booking for an overnight stay or a day trip to Chumbe Island. However, only 7 of them have provided CHICOP with more than 10 bookings in this period and 64 have only provided only 1 booking. This seems to suggest that these operators have only contacted CHICOP after a client's request but haven't been motivated to continue working with Chumbe.

However, even with this relatively low level of committed agent interest, the emphasis on bookings sources to Chumbe has, in recent times, shifted to more agent based enquiries than direct, and during the last year Chumbe got almost 50% of its bookings through travel agents and tour operators. This is in part due to fewer articles about Chumbe being produced since the proliferation of articles in 2000 surrounding the BA award (taking the emphasis away from direct enquiries), combined with the recent advancement of internet technology and the relative abundance of new internet based agents with easy access to the relatively remote location of Zanzibar and the development of *strategy 5* over the last year.

This can be seen to be clearly linked with *strategy 3*, marketing through the Internet, and it has proved of immense prudence that CHICOP initiated a vital and strong Internet presence in the early days of the project. Returning to *strategy 5* for a moment; whilst a fair amount of work was carried out with regards to this strategy during the early years of the project, the hub agents selected did not prove to be reliable, and due to the somewhat intimidating nature of promotional material focusing on “project” rather than “holiday”, many more conventional agents did not prove interested to take up Chumbe as a lead destination for their clients. *Strategy 4* can be viewed as one of the weakest areas of marketing, as scant attention and finances have been provided for promotional literature due to financial constraints. Additionally a view has been held to this time that Chumbe must be marketed as conservation and education first, a holiday destination second, in order for guests to fully understand the work of Chumbe.

Considering the Result

These results imply that Chumbe now needs a more direct approach to agents and potential guests and investment into promotional literature that combines the education and conservation WITH the stunning holiday destination approach, rather than the holiday component being a secondary aside. Whilst it is essential that clients visiting Chumbe understand the conservation motives behind the project and non-profit orientation of the project, the overall saleability of this beautiful location has, it seems, been overlooked in the quest for conservation credibility and the desire for project credentials. Additionally, it can be seen that it is not enough to wait for agents and guests to come to Chumbe, Chumbe must more proactively go to them.

To this end various fresh approaches are now under consideration, such as:

Newsletters

It has recently been decided to send a newsletter, twice a year, to the guests that have been on Chumbe in the last years, to let them now how the project is evolving. A special rate for repeated guests and for new guests who have been recommended by previous guests has also been introduced. A similar newsletter has also been sent to our agents, who are also regularly informed about special offers.

Travel Fairs

Although it is much easier now to find new agents and get in touch with them through the Internet, travel fairs are still the main meeting point between agents and destinations and the direct contact still makes the difference. Chumbe has participated to the World Travel Market in November 2001, is taking part at the Reisepavillion 2002 in Hannover and will also attend the Tanzanian Travel and Trade Fair in Arusha, in June 2002. It is difficult to evaluate the importance of the meetings made during the WTM as it is still very recent, but putting faces on names is definitely positive.

Promotional Material

As mentioned early, a fresh approach is now being devised to attempt to provide promotional literature that effectively captures the special travel experience, the stunning nature of the island and the beauty of the destination as well as the well-trodden material explaining the “project” itself and the non-commercial nature of Chumbe. To appeal to a wider clientele, marketing must focus on not only the unique nature of the project, but also on the holiday experience to be gained on Chumbe, to make it truly attractive to potential clients that may otherwise see it wrongly as something of a working holiday destination.

Effective Targeting

Whilst broad based publications in popular literature have been effective to date, focusing the media attention into publications more related with ecotourism, adventure holidays, coral reefs and the like has been identified as of key importance in targeting the marketing effectively.

Conclusion

Up to this time Chumbe has effectively secured large exposure in international media that has, undoubtedly, been the driving force behind the successful marketing of the island. This has been gained, primarily, through the succession of Awards won by the project and the unique status of the project as a newsworthy item for journalists. However, successful as this approach has been, it can be seen that this cannot work in isolation, and with a highly developed network of tourism organisations within the industry, it is felt that combining the non-conventional approach thus far taken, with a degree of conventional marketing, is the best option forward to successful realisation of occupancy goals on the island.

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Die “Maisroute”: Von einem Konzept zur Realität. Eine Alternative für kleine Unternehmer in Zentralamerika

**Marisol Galindo, El Salvador, und Mariela de la Ossa, Panamá
FODESTUR (SICA-GTZ)**



Es erwarten Sie...

- Tropen mit einer unglaublichen Biodiversität
- wundervolle Strände mit karibischem Flair
- afrokaribische und lateinamerikanische Rhythmen
- prachtvolles, farbenfrohes Kunsthandwerk
- Gallo Pinto und andere typische kulinarische Genüsse
- liebenswürdige Menschen, die offen für eine interkulturelle Begegnung sind,
- Kleinbetriebe, die bestimmte Umweltschutz- und Qualitätsstandards erfüllen
- persönlicher Service und eine besonders warmherzige Atmosphäre
- und noch viel mehr...

Am Tourismusprojekt *Ruta del Maíz* nehmen über 100 Kleinbetriebe aus den 7 Ländern Zentralamerikas teil, die sich mit den Zielen einer Nachhaltigen Entwicklung, der Förderung der lokalen Kultur und der ausgewogenen Entwicklung einzelner Gemeinden verbunden fühlen.

Der Mais symbolisiert seit über 3000 Jahren das Gemeinsame und die Vielfalt der zentralamerikanischen Kultur. Ebenso wie jedes einzelne Land, jede Ethnie und jeder Mensch gleichzeitig die Gemeinsamkeit der mittelamerikanischen Identität und die Unterschiede der eigenen Geschichte ausstrahlt.

Belize

Das kleine Belize ist das einzige zentralamerikanische Land, in dem hauptsächlich Englisch gesprochen wird. Zu seinen größten Attraktionen zählen traumhafte Strände, farbenprächtige Korallenriffe, artenreiche Naturreserve und zahlreiche archäologische Stätten der Mayas.

Heute ist Belize ein kulturelles Mosaik aus afro-karibischen, europäischen, asiatischen und amerikanischen Einflüssen sowie kulturellen Spuren verschiedener indigener Volksgruppen. Die Hauptstadt, Belize City, ist besonders durch die afro-karibische Kultur beeinflusst, was sich durch den charakteristischen Dialekt, Reggae-Rhythmen und besondere kulinarische Spezialitäten äußert. Dies alles können Sie bereits bei Ihrer Ankunft in der Hauptstadt erleben!

In anderen Teilen des Landes können Sie traditionelle Elemente weiterer Kulturkreise kennen lernen, die häufig auf Festen ausgelebt werden und im Reichtum des Kunsthandwerks zum Ausdruck kommen.

Für das tägliche Leben der Belizianer ist die karibische Musik, Tanz und die kulinarische Welt, insbesondere Speisen mit frischem Fisch, von herausragender Bedeutung. Sie sind herzlich eingeladen, sich an diesen Genüssen zu beteiligen!

Die Mitglieder der *Ruta del Maíz* erwarten Sie bereits, um Ihnen Elemente dieses kulturellen Lebens und historische Stätten der Mayas zu präsentieren und um Sie auf Exkursionen und bei Wildwasserfahrten, Höhlenforschungen, Wanderungen, Reit-Ausflügen, Vogelbeobachtungen, Tauch- und Angelabenteuern zu begleiten. Belize erwartet sie mit offenen Armen!

Costa Rica

Costa Rica zeichnet sich vor allem durch seine unglaubliche Vielfalt natürlicher Ressourcen aus. Das Land ist Heimat von 5% der gesamten Biodiversität der Welt, obwohl es nur 0,01 % ihrer Fläche einnimmt! Das Ökosystem Costa Ricas setzt sich zusammen aus: Feuchten und trockenen Tropen, unzähligen Flüssen, Stränden, Vulkanen, Bergen, und einer äußerst vielfältigen Flora und Fauna. Costa Rica ist ein sehr kleines Land - es ist nur so groß wie Niedersachsen - so dass die Entfernungen zwischen den einzelnen Attraktionen sehr klein sind.

Die Costa Ricaner, genannt "Ticos", legen großen Wert auf das Familienleben, worauf ihr solidarischer Charakter zurückzuführen ist. Zum reichhaltigen kulturellen Volksleben gehören die berühmten „mascaradas“: religiöse Maskenumzüge, die zu unterschiedlichen Jahreszeiten jeweils zum "día de los Santos" - dem Tag des Heiligen - in den Gemeinden des Landes durchgeführt werden. Im August findet außerdem jährlich ein Pilgermarsch statt, an dem Tausende Ticos große Distanzen zur Ehre der „Virgen de los Angeles“, der Heiligen des Landes, zurücklegen. Kommen Sie nach Costa Rica, genießen Sie dies alles und erfahren Sie etwas mehr über dieses faszinierende Land!

El Salvador

Das kleinste Land Mittelamerikas befindet sich an der Pazifikküste. Vulkanische Formationen mit atemberaubenden Ausblicken prägen die Landschaft El Salvadors. Neben den zahlreichen natürlichen Attraktionen sind in El Salvador kultur-historische Spuren der Mayas, koloniales Erbe und auch moderne Infrastruktur zu finden. El Salvador ist das „Land der Meeresfrüchte“ in Amerika, das heißt, es werden dort auserlesene Meeresfrüchte delikat zubereitet und zu gemäßigten Preisen angeboten. Die geringe Grösse des Landes erlaubt es, die unterschiedlichsten Attraktionen in kurzer Zeit erleben zu können. An nur einem einzigen Tag könnten sie z.B. einen Vulkan besteigen, in einem wunderschönen See baden, archäologische Stätten besichtigen, in einem malerischen Dorf verweilen, einen kurzen Aufenthalt am Strand genießen und das Nachtleben San Salvadors mit seinen tropisch-musikalischen Rhythmen kennen lernen.

Guatemala

Guatemala besitzt das bedeutendste Erbe der Epoche der Maya in Zentralamerika, welches z.B. in Tikal zu finden ist, weltweit bekannt durch seine Pyramiden, seine besondere Vegetation und 1979 von der UNESCO zum Weltkulturerbe erklärt. Im Jahre 1543 wurde in einer sehr fruchtbaren Region Guatemalas *La Antigua Guatemala* von den Spaniern gegründet, eine Stadt, die 200 Jahre lang Hauptstadt des Landes blieb. Die Atmosphäre der Stadt ist durch die ruheausstrahlenden Parks, Springbrunnen und das besondere Kopfsteinpflaster der Strassen und Kathedralen geprägt. Es sind dort auch zahlreiche Ruinen aus der Kolonialzeit zu finden.

Heute noch ist das Leben der Guatemalteken durch den Glauben der Maya und Traditionen aus der Kolonialzeit bestimmt. In Guatemala begegnen Sie über 20 indigenen Volksgruppen mit ihren jeweiligen traditionellen Elementen und Werten, die in modernen Kulturen größtenteils verloren gegangen sind. Ihr Kunsthandwerk begleitet die Guatemalteken seit vielen Generationen und ähnelt einer "Farbexplosion".

Schon immer werden die selben Techniken angewandt, Hölzer, Jade, wunderschöne Stoffe, Ton und Metalle werden durch die Handarbeit der Mayas kunstvoll modelliert. Die Ergebnisse dieser präzisen Arbeit sind auf den Märkten des Landes finden. Die Herzlichkeit der Menschen dieses Landes wird Sie sicherlich ergreifen!

Honduras

Honduras befindet sich mit seiner reichhaltigen Biodiversität und wundervollen Karibikstränden im Herzen Zentralamerikas. An der Karibik finden wir Orte, wie Omoa, Tela und La Ceiba, deren besondere Atmosphäre vor allem durch afro-karibische Einflüsse zustande kommt. In dieser Gegend gibt es attraktive Häfen, idyllische Inseln, und bei Tela befindet sich der Botanische Garten *Lancetilla*, der bedeutendste dieser Art in Zentralamerika. In der Nähe von La Ceiba ist auch der Nationalpark *Pico Bonito*, aufgrund seiner Höhenunterschiede und seiner Flora und Fauna der kontrastreichste Park Honduras. Dort befindet sich auch der Fluss *Zacate*, der mit vielen Wasserfällen zum Baden einlädt.

Eine weitere Möglichkeit zu baden, zu fischen oder in einem Segelboot die Ruhe zu genießen, bietet der See *Lago de Yojoa*, der sich bei Santa Bárbara, im Nordwesten des Landes befindet. Dort wird gerade der *Parque Arqueológico El Naranjo* gegründet, ein einmaliger Ort, aufgrund der dort auf engem Raum beheimateten Artenvielfalt und der nachgewiesenen Spuren der *Lenca*, eine indigene Volksgruppe, die kulturhistorisch fast so bedeutend ist, wie die der Maya.

Die Honduraner gewinnen ihre Kraft durch ihre Gastfreundschaft und durch ihren Sinn für Werte. Die Mehrheit der Bevölkerung sind Mestizen, die in Harmonie mit den indigenen Gemeinden, wie den Lenca, Tolupan, Tawahka, Misquito und den Garifuna zusammen leben.

Nicaragua

Das größte Land Zentralamerikas weist eine ausgesprochen vielfältige Geografie mit den unterschiedlichsten Landschaftsformen und Klimazonen auf. In Nicaragua stehen über 2 Millionen Hektar Regenwald und Strände am Atlantik und am Pazifik unter Naturschutz. Der größte zentralamerikanische See, der "Lago Nicaragua" oder "Lago Cocibolca" befindet sich in Nicaragua, weshalb möglicherweise der Name des Landes vom indianischen Wort "Nicatlnahuac" abstammt, was "hier, nah' am See" bedeutet. Durch ein Erdbeben sind vor langer Zeit verschiedene Inseln innerhalb des Sees entstanden. Eine dieser Inseln – Archipelago Solentiname - ist aufgrund ihrer besonderen tropischen Vegetation, ihrer Fauna und ihres Kunsthandwerks sehr berühmt.

Die Pazifikküste Nicaraguas gehörte zu einer wichtigen Handelsroute zwischen Mexiko und Costa Rica und in der Kolonialzeit wurde sie Ziel der spanischen Eroberer. Das Land besitzt ein beachtliches Erbe aus der Kolonialzeit, welches vor allem in den Städten León und Granada anzuschauen ist. In León befindet sich die größte städtische Kathedrale Zentralamerikas.

Nur 30 km von Managua, der Hauptstadt, entfernt, liegt Masaya - der Ursprungsort der nicaraguanischen Folklore - wo sie auf den Kunsthandwerksmärkten Kunsthandwerksgegenstände jeder Art finden können. Traditionelle, musikalische, religiöse Elemente und Tänze aus verschiedenen Epochen bestimmen immer noch das kulturelle Leben der Menschen, was Sie auf verschiedenen Festen kennen lernen können.

Für die Nicaraguaner ist ein Lächeln das Natürlichste auf der Welt, und sie sind bekannt für ihre Freundlichkeit - Sie werden dort bereits als Gast erwartet!

Panamá

Die Brücke zwischen Zentral- und Südamerika ist Panama, das Land der Kontraste, wo sowohl hypermoderne Architektur als auch traditionelle indigene Gemeinden zu finden sind. Eine dieser indigenen Gemeinden, die *Kuna Yala*, befindet sich auf den 365 Inseln des Archipels von *San*

Blas, wo die Bevölkerung noch nach traditionellen Regeln lebt. Hier können Sie die Ruhe des Insellebens, smaragdgrünes Meer und die Gastfreundschaft der Menschen geniessen - und den frischen Fisch! Lernen Sie die traditionellen Elemente des Gemeindelebens kennen, wie z.B. Kunsthandwerk, Feste mit typischer Musik und Tänze. Erfahren Sie etwas über den Einfluss des traditionellen Medizinmanns, der dort die Kranken durch bestimmte Riten und die Anwendung von Kräutern heilt. Eine weitere grosse, am Projekt *Ruta del Maíz* beteiligte, indigene Gemeinde, ist die der *Chiriquí*. Sie ist in einer fruchtbaren Berglandschaft angesiedelt, wo sie eine Vielzahl landwirtschaftlicher Produkte anbaut, z.B. Kakao, Zucker, Reis und Bananen. Ihre Ernte verkaufen sie auf dem größten Markt des Landes - der *Feria de San José*.

Die bekannteste Attraktion des Landes ist natürlich der Panamakanal, dessen beeindruckende Konstruktion auf das Meisterwerk zahlreicher Ingenieure zurückzuführen ist. Doch Panama ist mehr als das! Sein Reiz liegt vor allem in der Mischung aus indigener Kultur und hoher Biodiversität: 480 Flüsse fließen durch Panama, worauf möglicherweise der Ursprung des Wortes "Panamá" zurückzuführen ist, was in einer indigenen Sprache "viel Fisch" bedeutet.

Ruta del Maíz, ein Instrument für nachhaltige Tourismusedwicklung?

Ruta del Maíz ist als eine unternehmerische Initiative innerhalb des Projektes FODESTUR zu verstehen. Die Mittlergruppe sind 7 NRO, jeweils eine aus jedem Land der Region, die sich zum sogenannten *Consorcio Grupo 7* zusammengeschlossen haben. Es handelt sich in Costa Rica, El Salvador und Guatemala um große NRO, die über viel Erfahrungen im Bereich der Projektimplementierung- und verwaltung verfügen. In Panamá, Honduras und Nicaragua sind es neue Organisationen, die innerhalb des *Consorcio Grupo 7* Beratung und Unterstützung finden. Das Netzwerk stützt sich gegenseitig.

Ruta del Maíz lädt dazu ein, die Länder Zentralamerikas kulturell und historisch kennen zu lernen, über persönliche Begegnungen und Erlebnisse und in einer möglichst authentischen Atmosphäre. Die angeschlossenen Unternehmerinnen und Unternehmen verpflichten sich dazu, dieses zu ermöglichen.

Das Planungskonzept besteht in der Gestaltung einer thematischen Reiseroute, die nicht als eine lineare Route existiert, sondern sich vielmehr als Gesamtkonzept um das Symbol *Maíz* herum versteht. Das Konzept wurde in mehreren Workshops erarbeitet und regional abgestimmt. Es wird von den NRO auf nationaler Ebene umgesetzt. Die *erste Phase* bedeutet die Eingliederung interessierter Unternehmer aus dem ersten Ring der touristischen Leistungskette, also Hoteliers, Gastronomen, Touroperator und Transportunternehmer. Dem schließen sich in der *zweiten Phase* die Anbieter aus dem zweiten Ring der Leistungskette an, z.B. Kunsthandwerker, Touristenguides, Bootsvermieter, etc. sowie solche des dritten Ringes, die zwar für die touristische Infrastruktur notwendig sind, aber von dieser nicht abhängig.

Dazu gehören Zuliefererbetriebe, vor allem im Nahrungsmittelbereich, eventuell Baugewerbe sowie die meist staatliche Infrastruktur wie z.B. Strom - und Wasserlieferung, Kanalisation und Abfallbeseitigung. In der *dritten Phase* erfolgt die Integration der Touristen, wobei hier im Sinne der modernen Marketingstrategie bewusst von *Integration* gesprochen wird, um auch dem Touristen eine mehr und mehr aktive Rolle zukommen zu lassen.

Die Unternehmer erweitern um ihr Unternehmen herum den Radius der touristischen Attraktionen. Mais und Ideen um Mais herum, sind als Abstraktum zu verstehen und definieren vor allem das Image. Die Bezugsraster lauten: authentisch, kulturbezogen, historisch inspiriert, preiswert, nicht perfektioniert, Bezug zu Land und Leuten.

Angestrebt ist, dass die Unternehmer gemeinsam eine touristische Kultur entwickeln, d.h. sich auf einen ständigen Prozess der Qualitätsverbesserung nach umwelt-, sozial- und kulturbewussten Maßstäben einlassen.

Konkret:

- In jedem Land sind die Pionier-Unternehmer identifiziert und bereits bei der Arbeit. Jedes Land stellt sich durch die Mischung der Unternehmen anders dar und die Route bekommt regional gesehen ein interessantes Kolorit. In Panama sind beispielsweise Unterkünfte auf den San Blas Inseln dabei, die zum Territorium des indigenen Kuna Yala Volkes gehören.
- Das Umweltprogramm des US-AID kooperiert mit den Unternehmen der Ruta del Maíz, indem es die Kosten für die Schulung im Bereich der ambientalen Qualitätsverbesserung der Unternehmen nach ISO 14001 finanziert. Es wurde ein Operationsplan vorgegeben, der kongruent läuft mit dem Aktivitätenplan des Gesamtprojektes und der zusammen mit den NRO umgesetzt wird. Die 1. Schulung wurde im Juni 2001 abgeschlossen.

Das unternehmerische Denken der beteiligten Personen soll in allen Verlaufsphasen im Mittelpunkt stehen, in dem vor allem die Kommerzialisierungs- und Marketingmaßnahmen in finanzieller Eigenverantwortung aufgezogen werden.

Die Präsenz auf dem Reisepavillon in Hannover 2002 ist ein weiterer Schritt in diese Richtung. Die Unternehmen leisten einen Betrag von 25 US\$, um den Druck eines gemeinsamen Werbeprospektes zu ermöglichen.

Wir hoffen, dass das Konzept *Ruta del Maíz* einen konkreten Beitrag leisten kann zu einer nachhaltigen und kreativen Tourismusentwicklung für die Region Zentralamerika.

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The Netherlands Development Organisation SNV and Sustainable Tourism

Marcel Leijzer, Tourism Officer, the Netherlands Development Organisation SNV

Much has changed since the mid-1960s when SNV Netherlands Development Organisation began sending volunteers to developing countries. Nowadays, professional experts from SNV Netherlands work with locally hired experts at 27 SNV field offices in Africa, Latin America, Asia and Eastern Europe with the primary tasks of transferring and exchanging knowledge, skills, ideas and technology to improve the living conditions of people in marginalized areas. Over recent years, SNV has shifted the focus of its services from management to advice and service provision.

Tourism development rapidly emerged as an important economic activity in many countries where SNV is active. Income from tourism is often the main foreign-exchange earner for developing countries. Considerable economic benefits are possible in areas with tourism potential. However, the local poor are often not able to benefit from tourism. In this regard, the concept of sustainable tourism development couples well with SNV's **mission statement** which is *"... to develop and share knowledge and skills with local organisations with the aim of better equipping them for their work in structurally alleviating the poverty of both men and women"*.

Recently, there has been a growing interest among national and international organisations for sustainable tourism development. Organisations in the field of community development and nature conservation increasingly contact SNV in order to get information about SNV's experience in sustainable tourism development and to explore possibilities for co-operation. SNV is approached because of its strong presence in rural areas, working with local people and partner organisations in programme activities.

"Sustainable development" as defined by the World Commission on Environment and Development for the United Nations is "development, which meets the needs of the present without compromising the ability of future generations to meet their needs". SNV views "sustainable development of tourism" as:

A balanced target group oriented development strategy involving:

- socio-economic development and economic empowerment,
- local participation, social and political empowerment,
- economic sustainability,
- ecological sustainability,
- socio-cultural consciousness, and
- improving gender equality.

In the mid-1990s, SNV began providing advice to tourism projects in Albania, Tanzania, Botswana, and Nepal. Later on SNV also became involved in tourism activities in Cameroon, Niger, Benin, Uganda, Ghana, Laos, Vietnam, Bolivia, Peru and Ecuador. When SNV started working in the tourism sector, emphasis was mainly on developing tourism projects jointly with local partner organisations. Nowadays, the advisory services of SNV increasingly focus on capacity building and organisational strengthening of meso level organisations. SNV advisors provide advice to a wide variety of organisations in the tourism sector, like national tourism boards, government authorities at regional and district level, environmental NGO's and associations of community tourism operators.

Within SNV, sustainable tourism development is focused on natural resource management, private sector development, poverty alleviation and distribution of benefits to the larger part of the community. The aim is to “*generate optimal additional income and jobs emphasising target groups in the different programme areas of SNV, with minimum negative impacts on cultural and natural environments*”. SNV places a strong emphasis on social mobilisation and local governance linked to community development.

Guidelines for tourism projects

Although each project to which SNV is providing advice is respectively unique, SNV has some general criteria, which should be met to get involved in a tourism project. The product should be (made) attractive and accessible for tourists; there should be a sufficiently large market; and the project should be able to become self-sustaining. In the case of sustainable development, some additional criteria apply. These include maintaining cultural identity, protecting the natural environment, and developing positive gender relations and community empowerment.

When SNV decides to become involved in a tourism development project, it works according to the following principles:

- target group oriented approach - SNV is particularly concerned with poor, discriminated against and oppressed people, mainly in rural areas. These people should be the prime focus (and beneficiaries) of sustainable tourism projects.
- focus on self-help - Activities of SNV are aimed to help people better understand the opportunities they have to improve their own situation.
- facilitating role of SNV - SNV tries to avoid implementing activities itself, but rather involve existing local and regional organisations.

In order to explain and illustrate how such principles are applied in tourism development projects, this document presents a (very brief) overview of some of the expertise and experience of SNV. This is done according to a number of issues which each play a crucial role in relation to sustainable tourism projects. In essence, each could be viewed as a step involving a number of tools or methods in project development. The issues referred to are:

- **Feasibility** – which refers to exploring sustainable tourism’s potential in a certain area. Such questions as “Do tourists frequent the region? Are relevant organisations willing to support the programme? Does the local population have the basic skills required to manage a tourism programme? Is the area politically stable?” must be assessed. SNV follows eight steps in the assessment of sustainable tourism development potential.
- **Participation of local groups** – which refers to SNV philosophy that active participation of local people, organisations and other stakeholders is a prerequisite for the successful implementation of any development programme. Participation makes it more likely that benefits derived from tourism will reach target groups. It also creates a permanent process of action and reflection, which is useful to improve the actors’ knowledge of themselves and their situation. Participation should be incorporated into the very beginning of a programme to maintain responsibility, interests and ownership of the development activities with the local actors. SNV uses a number of participation approaches.
- **Equal distribution of benefits** – An equal distribution of economic benefits is an important topic in sustainable tourism development. SNV is concerned with the poorest and most marginalized groups in society and development programmes aim to establish a more equal distribution of welfare. Tourism development should contribute to this general goal.
- **Gender** – The existence of gender inequalities is recognised in all SNV programme areas. It is especially apparent in the decision-making powers of women regarding economic resources. A more equal distribution of costs and benefits between men and women is a

general goal of SNV policy. For tourism development gender issues are addressed by assessing workload, decision-making power and participation in community development.

- **Marketing** – The aim of marketing is to sell the right products or services to the right customers, at the right place, the right time and the right price, using the right promotion techniques to reach the right type of tourist. Marketing is concerned with bringing all aspects of a tourism project together. It plays an important role from the very beginning of a project and is crucial for its success. Good preparation will prevent errors such as developing a product without a market. A good marketing strategy will result in the identification of the appropriate market for the tourism product and the deliver of the instruments for selling the product effectively to the market.
- **Impact control** – The intention of SNV development programmes is to create positive impacts through sustainable tourism development. Nevertheless negative impacts also occur. Tourism impacts are often a subject of discussion in development organisations. There are many examples of negative impacts to nature and culture. However, specialists believe that in certain areas tourism can definitely help to improve the well being of the rural poor and thus create many positive impacts.
- **Institutionalisation and organisational strengthening** – Institution building implies supporting organisations in networking and in developing institutional linkages and settings, in fostering collaboration between actors at the meso level and by linking them to higher national and international policy and institutional levels. Organisational strengthening is geared towards improved performance for the target group (service delivery, playing an advocacy role).

These descriptions provide some insight in the methods and tools applied by SNV tourism advisors. The aim here is to provide an understanding of methods that can be used in tourism development to reduce poverty. A goal of SNV is to spread its knowledge and expertise concerning sustainable tourism development, thus whether for SNV or elsewhere, SNV encourages the use of this document to implement sustainable tourism development. SNV has a number of other publications referred to throughout this document that provide more specific details of approaches used in sustainable tourism development in specific developing countries. See the Reference section for a complete list of these documents.

On a final note, SNV is actively involved with many other Dutch and international development organisations. In addition, SNV maintains a Service and Mediation Department in Tourism in The Hague, The Netherlands with a central role to disseminate and exchange information, experiences and knowledge internal and external to SNV.

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Global Travel - Organised Locally: Community Based Tourism

Global reisen, lokal organisieren: Community Based Tourism

Introduction by Wolfgang Strasdas, Consultant

The social and cultural component of sustainability has long been neglected. Initially, when alternative tourism concepts were discussed, environmental aspects were predominant. This has, however, changed in recent years, and local participation, cultural sensitivity and the creation of benefits for local people have become key issues for sustainable tourism in general and for ecotourism in particular. These issues are all the more important in developing countries where tourism is often dominated by urban elites or foreign companies. This has led to negative or disappointing effects, especially in marginalized rural areas or where indigenous people are concerned: almost complete lack of participation, commercialisation of traditional cultures, few jobs (most of them menial without promoting further qualification), leakage of earnings out of the area because goods and services are purchased elsewhere, etc.

In order to change this predominance of outsiders some local people have decided to form groups and take matters in their own hands by creating their own tourism businesses. Community-based tourism is about self-determination, but also about creating a new product: authentic experience of indigenous or rural lifestyles. Recent trends in tourism indicate that foreign visitors become increasingly interested in this type of offer. However, there are quite a few obstacles that have to be overcome to make this type of tourism work. One type of problems has to do with the lack of professionalism, the quality of the product, difficult market access and scarcity of financial means to invest in local tourism enterprises. The other type of challenges is connected to the communities themselves, that is their ability to get themselves organised and to find ways to benefit the community as a whole, not just a few individuals.

The six case studies from three continents (Africa, Asia and Latin America) that were presented at the forum showed how local potentials have been used as well as how and to what extent problems have been solved. Despite the different geographic and cultural backgrounds there were some common characteristics, in particular the need to cooperate among each other and to find forms of self-organisation that are both democratic and efficient (in the sense of running a professional tourism business).

On the other hand, the six projects that were presented have arrived at different stages of development or have focused on different issues as their main concern. The examples from Laos and from Kenya were still at the exploratory stage. The one from Kenya explored ways to connect community-based tourism with project tourism, i.e. tourists interested in visiting and learning about rural development and nature conservation projects.

The focus of "Papangu-Atacapi Tours" from Ecuador was on forming a regional network of indigenous stakeholders involved with various tourism activities. The network's role is to steer tourism development in a way that respects indigenous rights and creates more benefits for local people. This is also a major concern for "Responsible Tour and Training Ltd." from Thailand which aims to strengthen the position of local communities in relation to tour operators who send tour groups to their villages.

The programme has helped the communities to develop new tourism products based on learning and understanding and to enter into more equitable agreements with tour operators concerning benefit sharing.

The "Ugandan Community Tourism Association" and the "South-North Tourism Route Association" from South Africa have both created a regional network that is also a tourism product in that it combines different complementary attractions in the area or country. Besides working on improving the quality of goods and services offered by the associations' members (mostly through training and small loans), marketing is an important task of both groups. However, there is a striking contrast concerning the role of outside experts. Whereas the South African association has insisted on developing programmes with their own expertise, the Ugandan project has been strongly supported by the Dutch development organisation SNV and other donors.

In conclusion, the forum has demonstrated that many local communities are in fact interested in getting involved in tourism – as long as they can do so on their own terms. The presentations have also shown that there is a market for community-based tourism, but that this market is still emerging. Most community groups will need support to develop their products in a way that reflects both their own realities and market expectations.

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UCOTA, the Key for Communities' Participation in Ecotourism in Uganda

Judith Voermans, Ugandan Community Tourism Association

Landlocked Uganda, astride the equator in East Africa, is 236,580 square kilometres of beautiful, serene, green plateau situated between the eastern and western branches of the Great Rift Valley. Uganda is a beautiful country. In the 1960s and 1970s tourism was one of the fastest-growing industry and had been expected to overtake coffee and cotton in the 1980s. This goal was shattered by two decades of civil wars and political turmoil from 1966 to 1986. Nowadays, Uganda is back in the tourism picture due to the stable political situation in the country. It is expected to grow again in the future as Uganda has lots to offer as a tourist destination.

Apart from Murchisson Falls in the north, which have attracted overseas visitors for many decades, tourism activities are concentrated in the outstanding national parks and game reserves: The majestic Rwenzoris for mountaineering, the impenetrable forests in south-west Uganda for gorilla viewing, the source of the Nile and number of historical and cultural sites, particularly the Kabakas' Tombs of the Buganda Kingdom.

The Uganda Tourist Board decided to diversify the tourism product. The focus on gorilla tourism did not allow the industry to grow; neither did tourists find out more about Uganda. The Uganda Tourist Board suppresses this development by diversifying the tourism portfolio with bird watching, sport-fishing and community tourism. Community tourism allows the tourists to meet the people of Uganda as well as to get to know their culture and to find out what is behind their eternal smile. Along the road of the main tourist highlights, the Uganda Community Tourism Association encouraged communities to establish small tourism and craft enterprises to enable tourists to meet up with the Ugandan Culture.

UCOTA, Uganda Community Tourism Association

UCOTA, the Uganda Community Tourism Association was established in July 1998 with the goal to empower local communities to plan, manage and realize sustainable development by them. The tool for this is either small-scale tourism and handicraft enterprises or Community Tourism.

UCOTA, the umbrella organisation is currently comprising over 42 communities representing more than 1100 individual members.

UCOTA's mission statements is:

- *To encourage quality community tourism* with the aim of benefiting communities through sustainable development
- To achieve the above mission, UCOTA's activities are in the field of training, marketing, advocacy, networking, conservation and control of standards.

How and why did UCOTA start?

In 1995, twenty-eight men and women met for the first time to discuss the concept of community tourism. These Ugandans represented a variety of small-scale tourism ventures from isolated communities throughout Uganda. Taking advantage of national parks and forest reserves in adjacent areas, communities had developed campgrounds, small accommodation and guiding services.

By that time, the product standards were low, and there was a need for improving skills and raising awareness about tourism in the communities. There was also a need for advocacy at the governmental level so that communities were recognised as stakeholders in the tourism development. Furthermore, there was a need for a structured marketing of touristic sites, as there will not be tourism development without tourists. Based on all the needs felt at the grass-root level, UCOTA was established.

What have been UCOTA's results?

UCOTA's work in small business development significantly increases the ability of the rural population to be competitive, through enhancing entrepreneurial skills and providing sector-specific training and marketing services. UCOTA plays a critical role in helping local communities to gain particular skills which they need to succeed in their tourism and handcraft enterprises: they are supported by designing and implementing development projects, and by securing the support of government agencies as well as by addressing other challenges they identify.

How can communities participate in tourism?

Community tourism provides the opportunity to supplement rural incomes as well as to develop community facilities and services. UCOTA encourages communities to get involved in tourism activities. These activities should not dominate over the more traditional agricultural based economies but provide a needed 'cash crop'.

Community tourism can involve everyone. Those in the community, who do not speak English, have poor education levels and no work experience can still be employed as porters, to transport water and firewood, in trail and compound maintenance and for construction as labourers. These are not dead end jobs since community members will always find opportunities to move into other positions as they develop the needed skills.

These persons, who speak English, have a higher education and some working skills fulfil managerial jobs. They also serve as an example to the others.

UCOTA has a special focus on women: up to 80% of peasant farmers are feminine. They are among the poorest of the poor and have few opportunities to earn money. Finding culturally acceptable ways to increase income for women can reduce their reliance on subsistence farming. Traditional female activities such as craft making and cooking generate additional income by providing items or services to tourists.

Women dominate handcraft groups, and they are encouraged to manage their own groups and funds. This can be difficult due to the low levels of literacy and numeracy among women. UCOTA alludes to this topic. There are no direct salaries for women since the earnings are based on production. They traditionally spend their income on their children's education, health care and clothes, and some is kept for emergencies. Like tourism, handcraft activities are viewed as supplementary income and are therefore carried out during spare time.

Tourist highlights in Uganda

As mentioned earlier, the community tourism sites are along the path of main tourist highlights of the country. Community Tourism offers more than only wildlife. For example, at Bwindi National Park people can stay in private accommodation run by the communities. Local employees guide tours around the village. During these walks the visit the traditional healer's cabinet is a must to the visitors as well as to make a call to the family's house who produces the famous local banana brew.

The visit of the medicinal garden at Mgahinga Community rest camp offers the chance to throw a glance at the traditional use of medicinal plants of the nearby forest.

A stay at Bushara Camp in Lake Bunyoni is also a special experience: Just by staying there and reading a book on the veranda of the furnished safari tent with beautiful view of the lake, the community is assisted in setting up an orphan care project.

Every UCOTA group is required to have a community development project and the money earned by local groups is used to build schools, pay teachers and nurses, and medical clinics. Through this system not only the visitors profit from an unforgettable experience but also the local people benefit from tourism.

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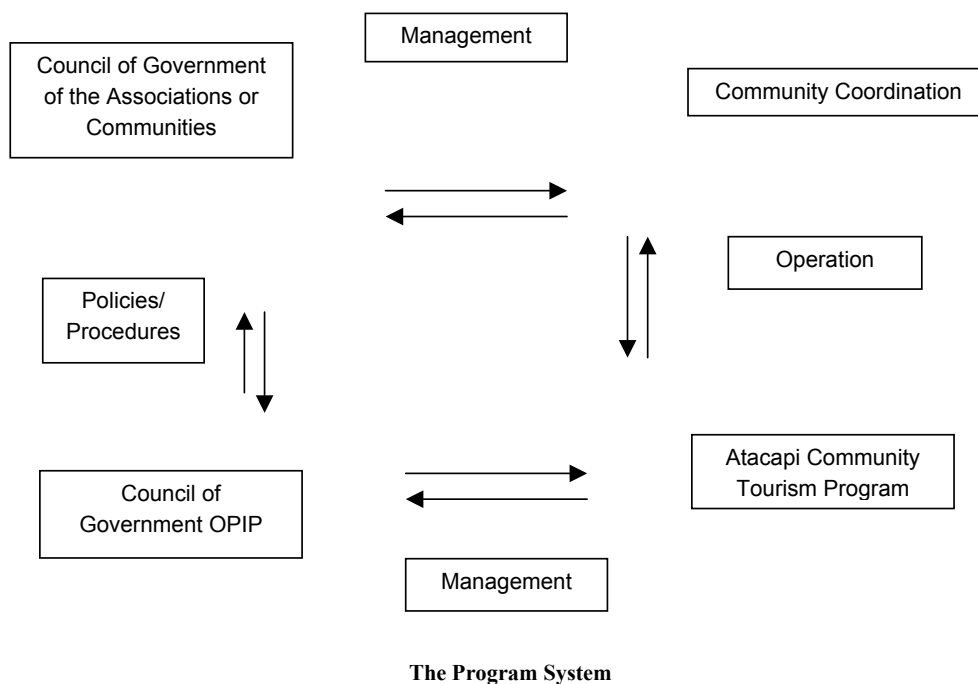
Papangu Tours and Project Atacapi of OPIP

José Gualinga Montalvo, Ecuador

Papangu¹ is an indigenous company working together with principal communities to develop tourism in the Amazonian province of Pastaza.

The **Project Atacapi** is an Ecotourism Program of OPIP, which was founded 1995 with the purpose to stimulate management and conservation of the environment. The ideal is to integrate natural, cultural, medicinal, historical, and panoramic resources into possible alternative economies to generate new sources of work and to ameliorate the living standard for local communities.

The philosophy of the program is the coordination of the three involved parties, namely OPIP, Atacapi and the participating communities, in order to develop competitive tourism programs. This includes the intercultural exchange where tourists and hosts can learn mutually by strengthening the knowledge about each other. The resources, which captivate tourists, need to be managed in a sustainable way. There is a permanent monitoring to supervise the impact of tourism in order to intercede in the case that the environment and the way of a community's life suffer due to tourism activities. To prevent this undesirably development the number of a village's visitors is limited to 15 at a time.



¹ Papangu is the native name of a scented flower considered for its aroma to be the Queen of the Amazon.

The aim of *Project Atacapi* is to achieve several objectives with the involvement in ecotourism: Most obvious is the, already mentioned, creation of an alternative economy, which helps local communities to generate additional revenues beneath their traditional sources of income. This includes the improvement of the organization among tourism stakeholders who are encouraged to take self- initiatives in order to promote tourism activities in their region. This development requires a transparent interchange between the stakeholders and the transmission of relevant information. Furthermore the Project Atacapi fortifies and informs the publicity about indigenous knowledge and technologies- and tries therewith to give a positive impact to secure the land use rights to indigenous communities. Last, but not least the conservation of natural resources is another main objective of their work. This implies environmental education of both, tourists and hosts. The tourists can profit from the indigenous experiences of life hand in hand with nature. Botanical, cultural and nature excursions are offered and guided by native leaders.

There are different means to realize the above-mentioned objectives. With a long term policy on sustainable development and through the appreciation of the ancestral knowledge the conservation of the Amazonian ecosystem is aimed. To ensure the sustainable use of tourist infrastructure in the jungle, the cooperation with indigenous young people is pushed. They have ample experiences with living in nature and survival techniques, the capacities to guide, can identify plants and speak both official languages, Kichwa and Spanish. To assure a smooth implementation of tourism the facilitation of legal assistance through the management of a Tourism Agency is procured. Furthermore the process to develop skills in the fields of administration and operation is forced to impart knowledge about touristic issues to the host community. The promotion of a series of initiatives and policies of decentralization are to guarantee the security in socio- cultural, environmental, nutritional, economic, and organizational matters and the upholdance of Rights as an Indigenous Nation.

Some ideas to strengthen the position of *Atacapi Project* is to establish a network of small hotels, such as Kichwa Lodges, as well as to force the creation of an association of local river transportation and communication businesses. Both, the training of community guides and the construction of a Community Tourism Centre will be necessary in order to offer a competitive tourism product. An investment project for the development and conservation of culture and nature combined with community ecotourism activities as well as a feasibility study of tourism in the areas of influence of Atacapi Tours are important steps to take in the future.

The ***Organization of the Indigenous People's of Pastaza (OPIP)*** is an organization, which has a record of 20 years of experience. Its middle and long term objectives and goals are a continuing consolidation process of local communities. This progress is realized with planning, training and administration programs of development in social, economic, cultural, organizational and environmental matters of the traditional territories.

In 1992, during the governance of Rodrigo Borja, in a march from Puyo to Quito OPIP achieved legal rights to 1,117,200 hectares of territory for the Indigenous Peoples of Pastaza.

OPIP represents 133 base communities with approximately 20,000 indigenous peoples of the Kichwa & Shiwiari nationalities.

Their objective is the sustainable management of the natural resources within its territories, the autonomy, indigenous self-determination and initiatives, fortification of its cultural identity and the defence of the territories.

The ***Papangu Tours, (CÍA Ltd.)***, a tour operator specialized on ecological tourism, is an indigenous owned company. Their philosophy is to conserve the ecosystem of the Amazon Rainforest, value the ancestral knowledge and permit the sustainable development of the region. Papangu Tours operates through an agreement of mutual responsibility with the Community Ecotourism Program Atacapi-Opip.

Furthermore they provide assistance in legal requirements to the program, as well as facilitating promotion and sales, organizational administration for its functioning, tourism committee memberships, revenues, agreements, and a gradual training in the management of an ecotourism venture with community participation.

The principal objective is to provide experience in tourism operation and administration for the forming of the *Atacapi Project*.

The Concept of Participation

The communities and OPIP are the beneficiaries of the Program *Atacapi/ Papangu*. The concept of participation within the costs of the tourist packages include:

- Fund of Development and Conservation
- Organizational Tax for OPIP
- Fund of investment for the development of the communities.

Papangu Tours Ltd. and the Atacapi Program, share the view on the definition of ecotourism as a type of tourism to protect the natural areas and to achieve economic benefits through the preservation of nature. Papangu-Atacapi offers both national and international tourists spectacular days in the green paradise.

The contracting of the services of Papangu-Atacapi is an investment which will support the conservation of the Amazon Region, "Lungs of the World", vital to the survival and development of our communities.

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The Program System How has the Local Community in Thailand benefited from Tourism?

Potjana Suansri, REST, Thailand

1. Holidays

When people go on holiday they usually think first about possible destinations, a relaxing program, good service, and how much it will cost. Holidays are a way to recharge their batteries away from home. It is generally the last thing on their minds to think about how the local communities benefit from their holiday.

I will try to illustrate how regular tourism and community-based tourism differs in terms of benefits and costs to the host communities, not only economically, but also in developmental, social, environmental, and cultural issues.

2. Passive or active in tourism

“Just visit and leave”

Regular tourism is passive for both tourists and hosts. Tourists usually travel to get peace, experience a different climate and landscape, see different cultures and have fun. Villagers in the host community just wait for them, pose for photos, and receive little money from the visitors.

“Learning, Sharing, and Participating”

Community-based tourism, in contrast, is an active type of tourism. Tourists participate in the daily life of local people, and both actively learn about differences between their cultures.

3. Local Benefit?

In regular tourism, tourists believe that they provide benefit to the community in different ways. They buy handicrafts, give candy or pens to the children, put money in the community donation boxes, or donate used clothing to the villagers. The tourists truly believe they are benefiting the community, but in many cases they do not at all. How do they know where their money is going? It could be shared among the community, but it may as well go to just one or two influential persons. Giving things to children only creates more problems of dependency, rather than encouraging self-reliance.

If local people are allowed to think and to design their own vision of tourism in their community, they will be able to mitigate many of the negative impacts of regular tourism. Local communities can manage their own tourism programs and benefits from tourism. But of course, in most cases, it does not happen by itself. It needs the right guidance and facilitation, at least in the beginning stages, in order to be feasible and successful.

4. Community Based Sustainable Tourism (CBST) in the active role

CBST is a type of tourism that emphasizes the sustainability of the environment and society. The communities make decisions and set up programs autonomously. In this way the communities are

the owners of the tourism programs and have the right to manage it with the purpose of encouraging sustainability and enable a better understanding among visitors and the community.

Figures 1 and 2 help us to get a better picture of the differences in the costs and benefits between regular and community based sustainable tourism:

Figure 1 shows how communities can suffer from negative impacts, which are commonly believed to result from tourism. In contrast, Figure 2 shows how community based sustainable tourism, controlled by the community itself, can allow communities, tourists, tourism business, and government agencies to benefit.

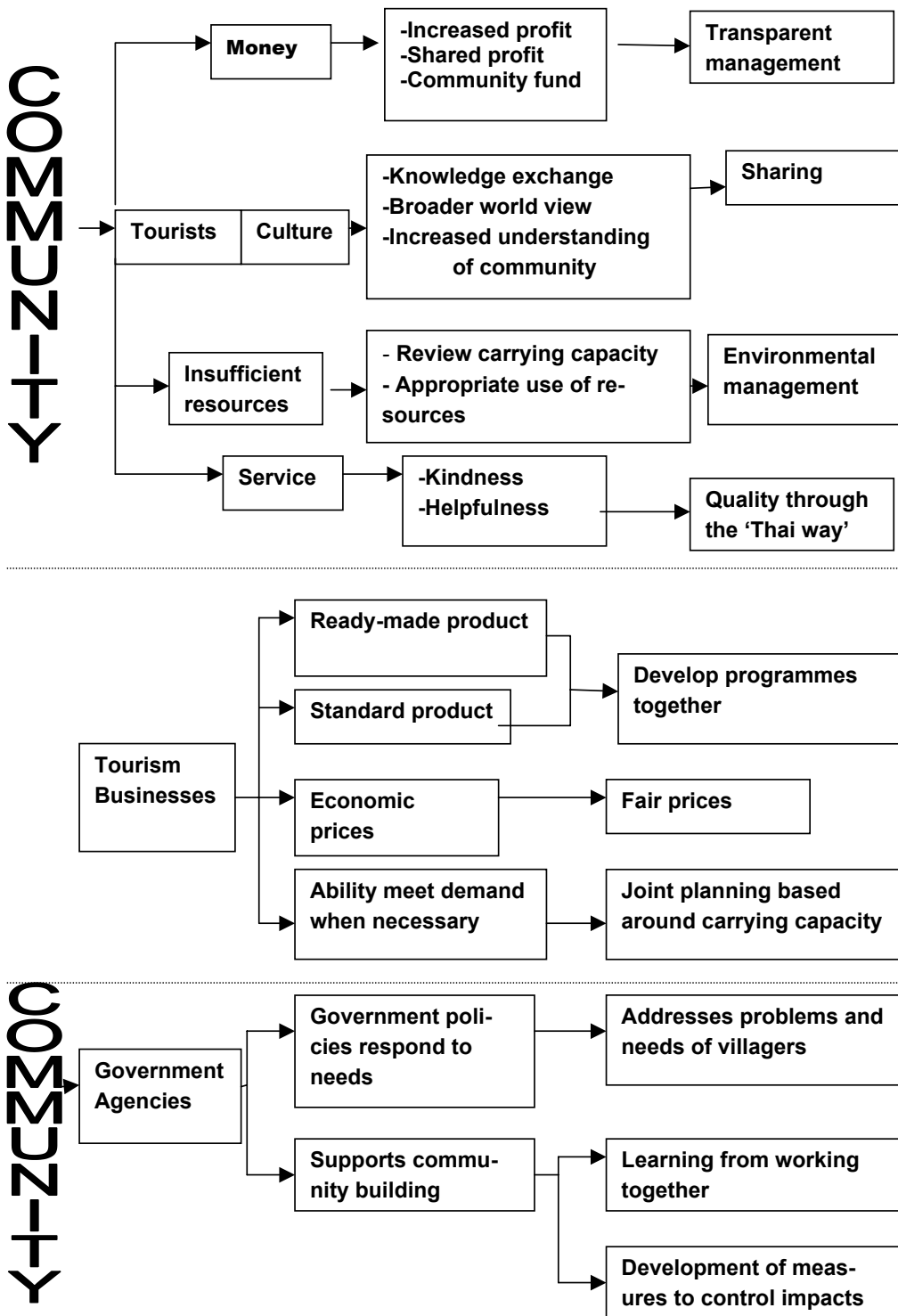
5. Partnership in tourism and distribution of benefits

As mentioned earlier, for CBST to happen, there must be some guidance and facilitation, which can come from many sources, including individuals, NGOs, government, or the private sector.

Figure 1: Community subject to external tourism forces



Figure 2: Community, which is able to control tourism.



The process of working on CBST covers the preparation of the communities for tourism, particularly in training and planning. Furthermore there should be a chance for the villagers to try out tourism activities before they finally decide whether they want to have tourism in their community or not. The process should involve all stakeholders to plan together with the villagers.

When tourism is planned and managed by the community, the distribution of benefits is much more equitable than it is the case in regular tourism. Table 1 shows the different types of benefits the communities and tourists get from an example CBST tour program:

Table 1: Benefits of CBST. (S=social, C=Cultural, E=Economic, Ev=Environmental).

Tour Activities	Type of Benefit		Monetary Benefits for the community (Baht)
	Community	Tourist	
Day 1			
Arrival	S	S	
Lunch	E, S	C	Lunch=50
Tour of village	S, E, C	C	Local guide=100
Dinner	E, S	C	Dinner=50
Cultural Show	E, S	C	Show=500
Homestay	E, C, S	C	Home stay=100
Day 2			
Breakfast	E, S	C	Breakfast=50
Trek around the forest	Ev, E	Ev, C	Local Guide=100
Lunch	E, S	C	Lunch=50
Discussion with villagers	C, S	C, S	
Dinner	E, S	C	Dinner=50
Home stay/ Camping	E, S	C	Home stay/ camping =100
Day 3			
Breakfast	E, S	C	Breakfast=50
Joint activities with villagers	E, S	C, S	Local guide=100
Lunch	E, S	C	Lunch=50
Departure	S	S, C	Donation=200
The villagers distributed this amount to the community fund (20%)			

In the case of this sample program, the economic benefits would be distributed in the following way:

- 60 % to the villagers (Meals, Accommodation, Guide, Show = 1350)
- 20 % to the community fund (20 % of 1350 and donation 200 = 470)
- 20% to the tour operator (30 % of all expense [1350+200] x30 % = 465).

6. CBST is a sensitive product and niche market

However, CBST is not easily implemented. It takes a lot of time and effort, both from the communities and the facilitators. Facilitators need to be careful not to dominate the process.

Not only the villagers need to be prepared to tourism activities but tourists as well. They need to know and understand the concept of CBST, in which they are going to be actively involved, instead of just looking at the strange culture. In our experience it is difficult to find the type of tourist that is really willing to understand and to learn about the community and CBST. But those tourists get into this concept, have the ability to educate others about this issue. This experience raises hope that we can eventually change society.

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Community-based tourism development along the West Coast of South Africa

Wilna Oppel, South North Tourism Route Association, South Africa

The South North Tourism Route is an emerging tourism route that runs through one of Southern Africa's least known regions. This new route is also at the forefront of transformation of the tourism industry in South Africa. I am a local person from the area and hail from Steinkopf, a town in Namaqualand that forms part of this route.

The South-North Tourism Route has its origins in 1999. At the time several representatives of communities with tourism products or potential for tourism products and/or services, came together to discuss a strategy that would help them to break the isolation that kept the communities from entering the very lucrative tourism market. In an area where resources are scarce and getting scarcer, tourism has been recognised by these communities as a way to alleviate the grinding poverty and chronic unemployment through the jobs it can create, yet at the same time enabling them to protect the valuable natural and cultural resources that makes their world so unique.

The decision was taken during 1999 to decide on the development of a community-based tourism route that would string together existing products with a coordinating body. By standing together we would have more power in terms of lobbying government, the donor community and the private sector. We could also work towards developing new products to add to the route, and assist one another in doing so. Finally, we could pool our resources and marketing all the destinations along the route together.

All the representatives of the communities took a firm stand from the beginning that the development and operation of the route should always be done with the principles of sustainability, responsibility and equity in mind. The South-North Tourism Route Task Group was established and started paving the way towards establishing an association that could coordinate the establishment of the route and that could find the necessary funds to make development possible. The South-North Tourism Route Association was formed during the year 2000 and during the same year it obtained an initial funding from the Department of Environmental Affairs and Tourism in South Africa.

These funds were used to create a touristic infrastructure in the form of a coordinating office and to train 20 tour guides. These guides, hailing from communities along the route, stretching from Langa, Cape Town to the Richtersveld in the north, have just recently completed their training and will be able to give a rich experience of the natural and cultural treasures along the route to the visitor. After all, they are from the region! Our guides are energetic and enthusiastic and they combine their newly acquired knowledge with an intimate knowledge and familiarity with their own environment. They are well trained in all necessary aspects like first aid, interpretive skills, and the handling of tourists. These guides will be able to ensure that every visitor gets the maximum satisfaction from their visit to the route and leave safe and sound and with a better understanding of the many aspects that makes the South-North Tourism Route such a special destination.

A rich and diverse route, the South-North Tourism Route offers the visitor the opportunity to experience the cultural heritage of the area, varying from lively township culture in Langa, Cape Town to the age-old traditions of the Nama-culture in the Richtersveld.

The natural assets are breathtaking. They include wild shores where the Atlantic pushes out waves onto rocky shores and pristine sandy beaches, wetlands with numerous species of birds, Cape Fynbos with its multitude of unique plants and flowers, the Succulent Karoo with fascinating endemic species and the haunting beauty of the Richtersveld mountain desert.

Various products owned and operated by local people exists on the route, with a variety of trial tours on offer, where the visitor can experience township tours, comfortable guesthouses and camping sites, local entertainment in the form of traditional dancing and singing, hiking- and 4 x 4 trails, museums and wonderful traditional food prepared by local people.

The South-North Tourism Route, however, is mostly about its people. It is owned and operated by the communities themselves, thus ensuring equitable tourism, where the tourist dollars go directly to service providers and product owners of communities that were previously excluded from the tourism trade. Communities, represented in the South-North Tourism Route Association, are also the safe keepers of the many unique and beautiful assets of this route. The decision to preserve these assets were taken by people at ground level and thus the South-North Tourism Route is a living example of sustainable development driven by the very people whose survival depends on it, the people living there. In this year, which is the International Year of Ecotourism as well as the year in which the World Summit on Sustainable Development (WSSD) will be held in South Africa, the South-North Tourism Route has not only put the principles for sustainable development and responsible and equitable tourism in place, but actively practise those principles. These measures ensure this route to be a not- to- miss experience for visitors who want to experience peace and tranquillity, pristine natural environment and rich cultures of the route.

It is worth reminding that this is the tenth anniversary of the famous Rio de Janeiro conference held in 1992. This year the World Summit for Sustainable Development, also known as Rio + 10, will be held in South Africa. Ten years ago there were probably few community-based tourism organisations that had the opportunity to give input into such an important world summit.

What is our main message to persons or institutions in power, whether they are government or donor's agencies? Our message is that you should always be mindful that the benefits of tourism usually go to outsiders, often a handful, and that this is likely to continue if steps are not taken. At the same time, the local people pay the price of tourism, be it environmental or social. We believe that guidelines should be worked out carefully to protect the natural and social environment. However, these guidelines cannot simply be done by consultants and experts but with a strong input of the people who are actually the keepers and guardians of cultural and natural heritage, namely the local people themselves.

Travelling the South-North Tourism Route is a special experience, vastly differing from viewing your destination from behind the glass of a shiny coach. On this route you will rub shoulders and engage with the real people of the route, they will host and guide you, but most of all, they will teach you about their beautiful land and precious heritage and share with you their intimate knowledge of their area, welcoming you to experience their way of live, and inviting you to return again and again.

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Gemeindetourismus in Kenia: Ergebnisse von Befragungen bei Touristen, Gemeinden, Projektmitarbeitern und Reiseveranstaltern

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Summary. Kenya is a developing country with major economic and social problems. Despite this, Kenya is a popular destination for the international tourism, and the expectations in tourism are high. The study, which is presented here, includes a concept for sustainable tourism activities within development-programmes and should be a suggestion for a combination of project-tourism and community based tourism. The purposes of the concept are to create additional income sources for the communities and to increase the tourist's knowledge about the aims of the international development work. The study showed that there is a high interest from all the stakeholders involved for the realisation of such a concept.

1. Einleitung

Kenia ist ein Entwicklungsland mit schwerwiegenden wirtschaftlichen und sozialen Problemen. Trotzdem ist Kenia aufgrund seiner vielfältigen Natur und außergewöhnlicher Tierwelt ein beliebtes Ziel des westlichen Ferntourismus, der bereits in Form des Massentourismus Einzug gehalten hat. Die touristische Infrastruktur ist geschaffen und die Erwartungen und Hoffnungen in den Tourismus sind groß. Es stellt sich also nicht mehr die Frage *ob* Tourismus in diesem Entwicklungsland überhaupt stattfinden sollte, sondern vielmehr *wie* dieser Tourismus aussehen könnte. Im folgenden Beitrag werden, basierend auf einer Diplomarbeit aus dem Jahr 2001, eine Kombination aus „community based tourism“ und Projekttourismus vorgestellt und die wichtigsten Ergebnisse durchgeführter empirischer Untersuchungen präsentiert.

2. Konzeptioneller Ansatz und Ziel der Untersuchung

2.1 Entstehung und Zielsetzungen

Die Anregung zu dieser Arbeit entstand im Jahre 1999 während einer Ostafrika-Exkursion der Universität Trier. Eine Gruppe von 16 Geographie-Studierenden besuchte für vier Tage das GTZ-Projekt IFSP-E (Integrated Food Security Programme - Eastern Province) in Mwingi/Kenia. Der Gruppe wurde ein Einblick in die Arbeit der Entwicklungszusammenarbeit vor Ort ermöglicht sowie durch Ausflüge ins „Feld“ ein Eindruck der Lebensumstände der lokalen Bevölkerung vermittelt.

Wenn es also möglich ist, eine große Gruppe von Besuchern für den Zeitraum von vier Tagen ohne materiellen Vorteil zu betreuen, dann müsste es auch möglich sein, kleinen Gruppen von Touristen den Aufenthalt im Projekt und umliegenden Gemeinden für einen Tag gegen ein Entgelt anzubieten und dadurch einen Benefit² für die besuchten Gemeinden zu erzielen.

² Die Vorteile müssen nicht direkter finanzieller Hilfe gleichkommen, sondern können auch materieller Natur sein.

Ein festgelegter Teil des Tourpreises sollte der Gemeindeentwicklung zu Gute kommen. Die Teilnehmer erhalten als Gegenleistung für ihren Tourpreis Informationen über die Arbeit der Internationalen Zusammenarbeit, einen direkten Kontakt zu Vertretern der Gemeinden und einen Einblick in das Leben der lokalen Bevölkerung.

2.2 Methodische Vorgehensweise

Die Untersuchung versteht sich als Machbarkeitsstudie und basiert auf empirischen Erhebungen unter den beteiligten Akteuren. Zu nennen sind die Projekte der Entwicklungszusammenarbeit, die Gemeinden, Reiseveranstalter und die Touristen vor Ort. Die Erhebungen wurden in den GTZ-Projekten SDDP (Samburu District Development Programme), KDDP (Kilifi District Development Programme) und TDP (Transmara Development Programme) sowie in den betreuten Gemeinden durchgeführt³. Insgesamt wurden 13 Gemeinden zu ihrem Interesse an den Besuchen befragt. Zusätzlich wurden Interviews mit 150 Touristen über deren Bereitschaft, an einer solchen Aktivität teilzunehmen, durchgeführt. Die Bereitschaft lokaler Reiseveranstalter, diese Aktivitäten als Vermarkter zu fördern, wurde ermittelt und als Höhepunkt der Untersuchung ein Probelauf mit dem KDDP unternommen.

2.3 Ablaufplan

Dem Konzept liegt folgender Ablaufplan für die Besuche der GTZ- Projekte zugrunde:

- Ankunft der Besucher im Projekt und Begrüßung durch einen leitenden Angestellten
- Einführung der Besucher in die Arbeit von Projekt und Organisation durch den Teamleiter
- Fahrt der Besucher ins "Feld". Besuch von einer bis maximal zwei Gemeinden in Begleitung eines Projektmitarbeiters (oder eines dafür ausgebildeten Führers)
- Empfang und Betreuung durch Komiteemitglieder aus der Gemeinde
- Besichtigung und Erläuterung durchgeführter Entwicklungsmaßnahmen,
- dabei: Austausch zwischen Besucher und Gemeindevertreter über die Probleme und Fortschritte der Entwicklung
- Rückkehr zum Projektgebäude und Abschlussbesprechung mit dem Teamleiter.

Vorausgesetzt wird eine geringe Gruppenstärke von max. sieben Personen, geregelte Abstände zwischen den Besuchen, so dass weder die Projekte noch einzelne Gemeinden in ihren Abläufen gestört werden und die Tatsache, dass es sich um Kurzbesuche von etwa einem Tag handelt.

3. Präsentation der Ergebnisse

3.1 Erkenntnisse aus den Gemeindebefragungen

Die meisten Gemeinden hatten bislang kaum Erfahrungen mit ausländischen Besuchern oder Touristen, so dass sie durch diese bislang auch keine finanziellen Vorteile erwirtschafteten. Das Image der „Weißen“ wurde von den Gemeinden im allgemeinen als positiv beschrieben, bzw. bei fehlendem Kontakt als neutral eingestuft. Im Vordergrund eines extra abgehaltenen Gemeindetreffens stand die Frage, ob die Gemeinden überhaupt besucht werden wollen und bereit wären, den Besuchern Informationen über durchgeführte Entwicklungsmaßnahmen weiter zu geben.

In zwölf von 13 Gemeinden sind Besucher auch ohne Erzielung eines finanziellen Benefits willkommen. Diese Einstellung liegt in der traditionell verankerten Gastfreundschaft der Samburu und Masai begründet. Interessanterweise spielt dieses traditionelle Verhalten in Kiltimani/ Sam-

³ Lage der Projekte: KDDP im nördlichen Küstengebiet, SDDP im Gebiet der nomadischen Samburu, TDP im Gebiet der Masai

buru, der einzigen befragten Gemeinde mit Erfahrung im Umgang mit Touristen, keine Rolle mehr. Hier, in direkter Nachbarschaft des Samburu National Reserve, sind sowohl Vorteile wie auch Nachteile des Tourismus bekannt. Die Einkommensmöglichkeiten durch den Betrieb eines Campingplatzes und den damit verbundenen Tätigkeiten wie Sicherheitsdienste und Verköstigung der Gäste sowie Tanzvorführungen werden als Vorteile genannt. Ärgernisse für die Gemeinde entstanden durch Begegnungen der Touristen mit Vieh der Samburu sowie durch Überfälle von Dritten auf Campinggäste. In Kiltimani ist man der Meinung, dass sich ein Besuch von Touristen finanziell rentieren muss. Ansonsten ist die Gemeinde nicht bereit diese zu empfangen. Diese Einstellung deutet auf eine Änderung tradierter Verhaltensweisen hin und verdeutlicht die Gefahren, die Tourismus mit sich bringen kann.

Die anderen Gemeinden sind gerne zur Betreuung potentieller Besucher bereit und erwarten keine negativen Auswirkungen auf ihre kulturelle Identität. Im Gegenteil: Bei erwarteten Vorteilen durch diese Besuche steht der kulturelle Austausch und damit die Möglichkeit „voneinander zu lernen“ mit sieben Nennungen an erster Stelle, gefolgt von der finanziellen Hilfe für die Gemeindeentwicklung mit sechs Nennungen.

3.2 Einstellung der Projektmitarbeiter

Unter den Projektmitarbeitern stieß das Konzept durchweg auf eine positive Resonanz. Es wurden weder Probleme zwischen Gemeinden und Besuchern, noch eine Beeinträchtigung der Projektabläufe erwartet. Die Mehrzahl der Mitarbeiter wäre bereit, eine Mehrbelastung durch die Aktivität zu akzeptieren und steht der Interaktion mit den Touristen durchaus aufgeschlossen gegenüber. Als potentieller Vorteil wird die zusätzliche Geldquelle für die Gemeinden am stärksten gewichtet, gefolgt von der Stärkung der Moral der Bevölkerung, durch die evtl. eine weitere Förderung touristischer Maßnahmen möglich sein könnte.

Als mögliche negative Nebeneffekte wurden saisonale Abhängigkeiten ebenso genannt, wie eine eventuell zu hohe Erwartungshaltung der Gemeinden und eine mögliche Kollision mit den Gemeindeplänen. Des Weiteren könnte eine unangepasste Kleiderordnung der Besucher in den Gemeinden auf Unverständnis stoßen. Während dieses Problem schon im Vorfeld des Ausfluges durch gezielte Informationen an die Teilnehmer behoben werden könnte, sind die Auswirkungen potentieller Konkurrenzsituationen unter den Gemeinden, vor allem bei Nichtberücksichtigung einiger Gemeinden, weniger abzusehen.

3.3 Ergebnisse der Touristenbefragungen

Die Interviews mit Touristen an Kenias Küste sowie in den Schutzgebieten Masai Mara und Samburu waren vom zeitlichen Aufwand her am umfangreichsten. Die Gespräche und Diskussionen mit, an der Thematik interessierten, Touristen erstreckten sich teilweise auf bis zu zwei Stunden. Es wurde vor allem deutlich, dass viele Gäste gerne „helfen“ würden, ihnen aber die nötigen Informationen über das „wie“ fehlen.

Das Image der EZ wurde insgesamt durch 78% der Befragten als positiv bewertet. Von je 11% wurde dieses mit neutral bzw. negativ beurteilt. Negativ wurden die hohen Verwaltungskosten verschiedener Organisationen angeführt. Die GTZ als Organisation ist dabei 65% der deutschen Befragten nicht bekannt. Nur 13% konnten die GTZ der Entwicklungszusammenarbeit zuordnen, die Übrigen haben den Begriff „schon einmal gehört“. Hier besteht meines Erachtens nach Handlungsbedarf. Gerade große Organisationen wie die GTZ sind für die Präsenz und die positive Darstellung der EZ in den Medien verantwortlich.

Auf die Frage nach einem allgemeinen Interesse an einem Projektbesuch antworteten 84% der Befragten mit „ja“. Dieser Wert wäre zwar großartig, ist aber unrealistisch und resultiert wahrscheinlich aus einem Zustimmungseffekt. Durch eine Verknüpfung mehrerer Fragenkomplexe wird eine Reduktion des Interesses angestrebt und ein realistischer Wert erreicht werden. In Abb.1 ist diese Reduktion dargestellt. Die 61 Nennungen entsprechen einem Wert von 40,6%. Dieses

„ehrliche“ Interesse würde alle verfügbaren Kapazitäten übertreffen, so dass eine ausreichende Nachfrage gegeben erscheint. Dabei wäre für die Touristen in erster Linie der Bereich Bildung von Interesse. Von insgesamt 248 Nennungen entfielen 63 auf Bildung, 36 auf Gesundheit, 20 auf Wirtschaftsentwicklung, je 17 auf Wasserversorgung und Selbsthilfe und 15 auf Maßnahmen zur infrastrukturellen Verbesserungen. Dies bestätigt die Absicht, bei Gemeindebesuchen auch die örtliche Schule zu besuchen und zu unterstützen, sofern diese vom Entwicklungszusammenarbeitsprojekt gefördert wird.

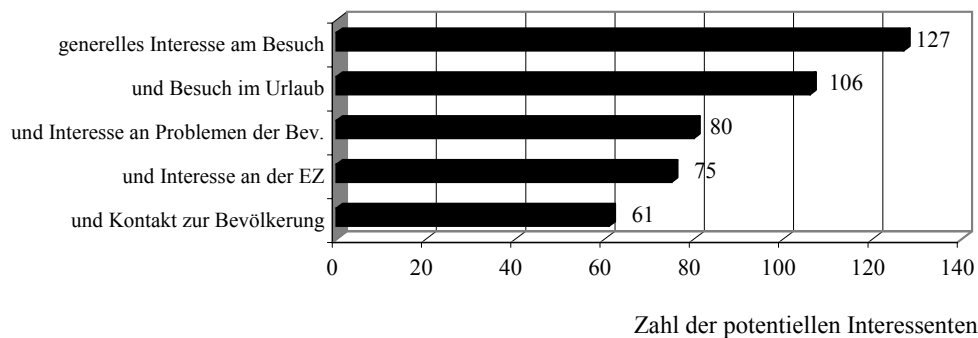


Abb.1: Interesse und Reduktion des Interesses am Projektbesuch

3.4 Gespräche mit lokalen Reiseveranstaltern

Als Hindernisse für die Gespräche mit Veranstaltern vor Ort erwiesen sich das Fehlen des konkreten Produktes und die fehlende Kompetenz, im Namen der beteiligten Projekte Verhandlungen führen zu können. Die Veranstalter erwarten eine komplett organisierte Tour, die sie begutachten und schließlich gegen eine Vermarktungsgebühr von etwa 15% des Tourpreises in ihr Programm aufnehmen. Es bestand zwar ein generelles Interesse an dem Konzept, jedoch kein Engagement, an der Organisation und Planung teilzunehmen. Mehrfach wurde das „soziale Interesse“ des Veranstalters hervorgehoben, ohne jedoch die Bereitschaft zu signalisieren, auf Profit verzichten zu wollen.

4. Bewertung der Ergebnisse nach potentiellen Vor- und Nachteilen

4.1 Potentielle Vorteile für die beteiligten Akteure

Für den Veranstalter der Tour kann das Angebot neben der Erweiterung des Tourprogramms zur Eigenwerbung durch die Förderung von Gemeindeentwicklung dienen. Dafür können Abstriche beim Gewinn erwartet werden. Den beteiligten Projekten entsteht kein finanzieller Vorteil. Im Gegenteil: Es entsteht ein Aufwand, der jedoch als Teil des Aufgabenbereichs gewertet werden kann. Das Projekt kann seinen Beitrag als Öffentlichkeitsarbeit betrachten und so zur Imageverbesserung der Entwicklungszusammenarbeit beitragen. Die Tourteilnehmer erwartet ein „exklusives“ Angebot.

Für die Zahlung eines eigenen Entwicklungsbeitrages erhalten sie Informationen aus erster Hand. Diese betreffen sowohl die EZ wie das Leben der lokalen Bevölkerung.

Die Gemeinden profitieren durch direkte und indirekte Effekte. Die direkten Einkommenseffekte bestehen aus dem abzuführenden Teil des Tourpreises, Einkommensmöglichkeiten aus der Bereitstellung von Verpflegung, aus einem möglichen Verkauf von handwerklichen Produkten sowie aus einer Ausgleichszahlung für die zur Betreuung abgestellten Personen. Indirekte Vorteile können ein Multiplikationseffekt der Einnahmen durch längerfristige Kontakte zwischen Besuchern und Besuchten sein sowie der Erfahrungsaustausch zwischen Kulturen, der auch zur Verständnisbildung beitragen kann. Eine Bewusstseinsbildung auf Seiten der Besucher kann auch bei folgenden Besuchen in anderen Ländern zur Hilfeleistung anregen.

4.2 Negative Aspekte

Die Besuche sind auch mit Risiken verbunden. Ethnologische Vorbehalte gegen jede Art von Projekttourismus sind vorhanden und die Gefahr negativer Auswirkungen auf die Kultur der Besuchten (vgl. Kap. 2.1) ist auch durch eine sorgfältige Planung nur zu minimieren, nicht aber ganz auszuschließen. Es ist beispielsweise nicht möglich, eine Vorauswahl unter den Tourteilnehmern zu treffen, so dass keine Garantie gegen respektloses oder arrogantes Verhalten von Teilnehmern gegeben werden kann. Ebenso ist die Gefahr eines nur oberflächlichen Kennenlernens durch die Kürze des Aufenthaltes in den Gemeinden gegeben. Das größte Problem für eine dauerhafte Realisierung der Besuche stellt die Sicherheit dar. Diese muss oberste Priorität besitzen, da schon ein einziges negatives Ereignis während einer Tour bzw. in der Umgebung der Gemeinden die Durchführung weiterer Besuche in Frage stellen kann.

5. Erfahrungen aus dem Probelauf im KDDP

Im KDDP wurde in Zusammenarbeit mit der Severin Sea Lodge ein Probelauf durchgeführt. Mit einer kleinen Gruppe von fünf Teilnehmern wurden die Gemeinden Mwakuhenga und Mzongoloni besucht. In Mwakuhenga wurden die Schule und ein Wasserprojekt, in Mzongoloni „einkommenschaffende“ Maßnahmen besichtigt. Entgegen mehrfacher Absprachen wurde in Mwakuhenga ein großer Aufwand für die Besucher betrieben, ein Ganztagesprogramm aufgestellt und anstelle einiger Früchte ein komplettes Mittagessen für die Gäste zubereitet. Dies hatte zur Folge, dass trotz aller Herzlichkeit der Gemeinde und der Attraktivität des zusätzlichen Angebotes ein Zeitdruck entstand, der zwangsläufig zu Enttäuschungen auf der Gemeindeseite führen musste. Zusätzlich wurde der Leiter der Gruppe nach einer weiteren Unterstützung gebeten, die aber nicht entrichtet wurde. Der Ablauf in Mzongoloni erfolgte nach Plan. Die Betreuung der Gruppe wurde durch den an der Planung beteiligten Ansprechpartner vorgenommen und die Maßnahmen in entspannter Atmosphäre besucht. Als besonders attraktiv erwiesen sich kurze Wanderungen durch das Gelände, bei denen auch Fragen der Landnutzung beantwortet wurden. Die Teilnehmer waren sehr zufrieden und bezeichneten die Tour als „Highlight“ ihres Urlaubes in Kenia. Die organisatorischen Schwächen wurden als „locker“ bewertet. Es hat sich gezeigt, dass eventuell der Besuch von nur einer Gemeinde erstrebenswert ist, um dieser Freiräume zur Eigenpräsentation zu ermöglichen.

6. Fazit

Die Erhebungen haben gezeigt, dass alle beteiligten Akteure dem Konzept positiv gegenüber stehen. Die potentielle Nachfrage der Touristen ist vorhanden, die Gemeinden wollen besucht werden, für die Projekte sind die Besuche organisatorisch durchführbar und die Reiseveranstalter sind über jedes neue Angebot dankbar, auch wenn es hier noch zu keinen konkreten Planungen ge-

kommen ist. Der Probelauf hat einige Probleme aufgezeigt, ist insgesamt jedoch als Erfolg zu bewerten.

Die möglichen negativen ethnologischen und sozialen Auswirkungen sind in der Theorie bekannt, können aber durch eine sorgfältige Planung minimiert werden.

Wenn auch diese negativen Aspekte nicht ganz ausgeschlossen werden können, so sollte die Entscheidung über die Aktivität in letzter Instanz bei den Gemeinden selbst liegen. Diese müssen über die potentiellen Gefahren informiert werden und können daraufhin die Vor- und Nachteile gegeneinander abwägen. Meines Erachtens nach wäre es falsch, ihnen diese Entscheidung abzunehmen und mögliche negative Faktoren als Bewertungsmaßstab heranzuziehen, bevor diese eingetreten sind. Die Besuche von Touristen in Projekten der Entwicklungszusammenarbeit und den lokalen Gemeinden können für alle Akteure Vorteile erbringen und scheinen somit ein sinnvoller Beitrag zur nachhaltigen Gemeindeentwicklung zu sein.

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Tourism and Nature Conservation: Who is Saving Whom?

Tourismus und Naturschutz: Wer rettet eigentlich wen?

Introduction by Prof. Dr. Ludwig Ellenberg, Humboldt Universität zu Berlin

Rodrigo Ontaneda und Rebeca Justicia von der Fundación Maquipucuna aus Ecuador brachten den ersten Beitrag und zeigten, welche Schritte ihre Organisation bisher durchlief. Sehr konkret, überschaubar, überzeugend. Querverbindungen zu andern Teilnehmern ergaben sich leicht und trotz Babylon (Englisch, Spanisch, Französisch, Deutsch) kamen wir im Austausch gut klar.

Berührend war der, mit selbst gestalteten Postern untermalte, Vortrag von Bharat Basnet aus Nepal, der an der Basis in einem Dorf in Nepal mit seinen Ambitionen begann und versucht, Tourismus zur Armutsbekämpfung in Nepal zu nutzen. Seine Formulierungen waren sehr eindrücklich und er weckte Assoziationen bei den andern Teilnehmern.

Emilio Rodríguez gab den Rahmen für Ökotourismus in Kolumbien vor und Barbara Fritz stellte ihr Beispiel aus dem Departamento del Atlántico dar. Leider kranken alle guten Initiativen in Kolumbien am politischen Rahmen. Eindruck: Chancenträchtig von Intention, Planung, Kapazität her, aber nur, wenn die „violencia“ in Kolumbien überwunden wird.

David Mosisa, flankiert von Nicole-Simone Dahms, hatten unter einer 20-minütigen technischen Panne zu leiden, die Suhel al-Janabi ruhig und souverän meisterte. Das Beispiel aus Kamerun war überzeugend, weil darin „Saulus zu Paulus“ geworden war, also ein Übergang vom Jäger zum Ökotourismus-Verwirklicher deutlich wurde. Ergänzt wurde der Beitrag durch Yolande Fouda.

Den Abschluss in der farbigen Palette bildete Albrecht Pfrommer, der mit Antje Müllner über den Einfluss von Touristen auf ausgewählte Tiere im Cuyabeno im Tiefland von Ecuador berichtete. Dieses Referat leitete über zu einer wissenschaftlichen Diskussion in landschaftsökologische Richtung und kontrastierte zu den sonst pragmatisch-tourismusplanerischen Aussprachen.

Michael Iwand hatte zwischendurch Gelegenheit, die Ambitionen von TUI im umweltverträglichen Tourismus zu skizzieren.

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Ecotourism in Maquipucuna: Hand in Hand with Nature

Rodrigo Ontaneda, Fundación Maquipucuna, Ecuador

Ecuador is an ecotourism paradise: In a relative small area, the visitor can enjoy various ecosystems and activities. Galapagos Islands, Snowcapped Mountains (close to 21.000 feet), Tropical Cloud Forest and Amazon Jungle.

Maquipucuna Foundation was established in the Republic of Ecuador in April 1988 as a non-profit, non-governmental conservation organization. Its vision is to become the leader organization for natural resources management in Ecuador.

The Maquipucuna Reserve, a 13.000-acre cloud forest reserve, is owned and managed by Maquipucuna Foundation. Its strategy for future funding for the reserve's management and its buffer zones relies on the success of the ecotourism operation. Environmentally sensitive and educational tourism is an important source for the preservation efforts. Such effort is what in turn supplies ecotourism: without one the other would not exist, without both the forest would disappear.

The reserve, no more than 50 miles away from Quito, is situated in the heart of the Ecuadorian Cloud Forest, the southern part of the Chocó-Andean Bioregion. This region is one of the world's top eighteen biodiversity "hotspots", home of a great array of biodiversity: 2.000 species of plants, 330 species of birds, 45 varieties of mammals as well as countless varieties of invertebrates. Many of them are sensitive and rare species, which are highly endangered.

Sited in the northern part of Maquipucuna Reserve there is an ecotourism lodge and a scientific research station, built in accordance with the surrounding landscape, each accommodating 18 persons, be it tourists, volunteers or researchers. To measure up the reduction of negative environmental impact Maquipucuna Foundation strictly follows the guidelines for limited tourist affluence. They include comprehensive staff training packages. Currently all the staff from the surrounding communities have gained knowledge of sustainable development and conservation benefits. Maquipucuna's development has been raised in collaboration with the local population; two of the villages have received support to embark in ecotourism-related projects. To date, the Yunguilla and the Santa Lucia community-based ecotourism projects are part of the program: Besides establishing their own ecotourism operation *per se*, Maquipucuna is supporting them in strengthening their organizational, training and environmental management strategies. In Yunguilla the monetary benefits from ecotourism have been re-invested by the community on education, health, infrastructure, and production loans.

For visitors there is a lot to experience in the Reserve: Besides various trails, long hiking itineraries and other nature related events, joint recreational activities are offered in cooperation with the surrounding communities.

Ecotourism is providing opportunities to educate people regarding the cloud forest ecology and to create environmentally sustainable employment for local people. Furthermore the creation of a revenue stream to help funding long-term conservation activities is pushed. Maquipucuna supports the communities by helping to raise funds and to find support for other basic needs of the population. With the Sustainable Rural Development Program they seek to provide an alternative income and training to local communities as an alternative to deforestation and natural resource depletion.

Besides these efforts to preserve cultural and indigenous resources with ecotourism, Maquipucuna is also involved in nature preservation activities, for example their initiative in the Chocó Andean

rainforest corridor.

The goal of this conservation project is to protect the threatened biodiversity of the Chocó-Andean ecosystems of northwest Ecuador- the Chocó and the Andean Cloud forests- through securing their functional connectivity. This project aims to create the Chocó-Andean Rainforest Corridor of about 1'000. 000 ha and the strategy will be implemented at a micro or pilot scale (ca. 75,000 ha) in the most southern part of the proposed corridor with an altitude between 1,000m to 3,000m. This regional initiative requires years of research, strategic planning, implementation and monitoring.

The Corridor is treated as a matrix of land uses, rather than as a rigid and discrete piece of land. The vision accommodates the coordinated establishment of many human productive activities in harmony with the preservation of habitat, as an alternative to the threats posed by unsustainable cattle farming, timber extraction, monocultures and mining, which are resulting in severe habitat fragmentation.

The core of all Maquipucuna Programs is to do research with is dedicated to the preservation of Equadors rich biodiversity, the sustainable management of natural resources and their conservation.

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Experience of Eco-tourism Development in the Context of Nepal

Suman Meher Shrestha

1. Introduction

The United Nations have designated the year 2002 as the International Year of Ecotourism (IYE). On this occasion of IYE, the World Tourism Organization (WTO) jointly with the German Technical Cooperation Agency (GTZ), are convening Ecotourism Marketing Workshop, the FORUM INTERNATIONAL at the Reispavillon 2002, Hannover, Germany, to promote ecotourism as a means to address poverty, gender and environment issues in developing countries. Concerning ecotourism, which has been the priority sector in Nepal for reducing poverty in the rural areas, there are huge experiences to be shared in the FORUM INTERNATIONAL.

Reispavillon 2002 is also in line with the direction set forth at the United Nations Conference on Environment (UNCED) in June 1992, 'The Earth Summit' where a comprehensive program of action for sustainable development was adopted by 182 governments known as *Agenda21*. It identifies the environmental and development issues that threaten our ecological, social and economic future and presents a strategy for the transition to more sustainable practices.

Since The Earth Summit there has been a steady increase in awareness of the need to consider environmental and cultural issues in the travel & tourism industry, and simply its economic returns. There is an increasing sense of urgency and a growing recognition that those who profit from tourism are not always those who have to bear its costs.

Nepal has a comparative advantage for tourism development based on its spectacular natural landscapes and unique cultural heritage. Tourism in Nepal is one economic activity that has the potential to bring considerable benefits to the nation. If it is managed efficiently, tourism can be used as a vehicle to deliver socio- economic benefits directly to rural and remote areas.

2. Nepal: people and nature

2.1 Location

Nepal is a country of amazing extremes: the home of the world's highest mountains, historic cities and the forested plains where the lordly tigers and the great one-horned rhinoceros trundle at ease.

Situated in the South Asia and bounded by the Tibetan Autonomous Region of China in the North and by India in the South, East and West, the Sovereign Independent Kingdom of Nepal covers an area of 147,181 sq. km. (between 804' and 8812' East longitude and 2622' and 3027' North latitude). The total length of the Kingdom is 885 kilometers east west, and its breadth varies from 145-241 kilometers north south.

It represents a traditional zone of two bio-geographic realms – the Palaeartic and the Indo-Himalayan. It is also the crossroads of South Asian, northeast Asian (Chinese) and Mediterranean tracts. Nepal can be divided broadly into three ecological zones: the lowland (*tarai* plain), the midland (hill) and the highland (mountain).

The altitude of the Himalayan Region (the highland) ranges between 4,877 m. – 8,848 m. It includes eight of the highest 14 summits in the world, which exceed altitude of 8,000 meters including Mount Everest.

The mountain region accounts for about 64 percent of the total land area. The Mahabharat range that soars up to 4,877 meters and the lower Churia range form it. The lowland *Tarai* occupies about 17 percent of the total land area of the country.

Similarly, the climatic condition ranges from the sweltering heat of the *Tarai* in the lowland to the freezing cold of the Himalayas in the highland. As a result of extreme variation in the altitude and climate, the flora and fauna of Nepal shows a wide range of diversity.

Competing with the space within 1,000km. east west and 200km. north south, this small rectangle of topographical and hydrological extremes host over 6,500 flowering plants, 1,500 fungi, 350 lichen, 175 mammal, 850 bird, 180 fish and 640 butterfly species. It is also a home to more than 20 million people. Although Nepal occupies only 0.09% of the total land surface of the earth, it has nearly 5% of mammalian species of the world in total.

3. Tourism

Nepal is famous all over the world for its natural beauty, rich heritage, culture and tradition, which are the strong tourist attraction. The tourism industry plays a key role in the country's economy because it is one of Nepal's largest foreign exchange earners. For this reason the Government of Nepal has put tourism industry in the priority sector for development. Large number of tourist pours in Nepal each year for trekking activities in the Sagarmatha, Lamtang and Annapurna region and the Government of Nepal has adopted the policy to spread the ecotourism activities to other areas, especially the west and east of Nepal, where there is an urgent need to address poverty and regional disparity.

3.1 World tourism scenario and Nepal

Tourism today is world's largest industry. According to the World Tourism Organization (WTO) a total of 625 million arrivals were recorded in 1998 contributing US\$ 444 billion in receipts. In the ten years from 1989 to 1998, arrivals worldwide grew at an average annum rate of 4.5% and international tourism receipts (excluding transport) increased by a corresponding 7.9% per annum over the last ten years.

In the context of Nepal the beginning of the Industry dates back to the sixties. However, the seventies showed to our planners as well as the private industry as to what potential tourism industry has. The eighties and nineties could not build on results of the seventies. The millennium ahead will be a challenge. The tourism industry in Nepal has a National Tourism Organization of its dreams. The necessary institution structure including Nepal Tourism Board (NTB) is in place.

In terms of numbers we got only six thousand odd tourists in 1962 that rose to more than one hundred fifty thousand by 1978. Such meteoric rise was possible because of the very low base figures in the early years. However, the growth got steadier in the nineties the early part of which mostly saw a double-digit growth (ranging from 15% in 1991 to a 11.2% in 1994) expecting the year 1993 when it dipped by 12.2%. In the year 1999 there was 6% increase in the total tourist arrival, which makes 491,504 in numbers.

4. Poverty issue

Nepal is one of the least developed country of the world. Over 85 percent of 23 million people of the country live in rural areas. Estimated per capita GDP for the year 1999/2000 in US\$ 244. The annual population-growing rate of 2.3 % per annum has produced a broad based, increased dependency ratio. Unemployment rate is 4.9 percent estimated for 1996. Literacy rate is however increasing but still much lower (50%) to upgrade pace of development by making optimum use of

human resource. There is a great challenge to the nation to eliminate the massive poverty in the country and provide basic needs to the people.

Poverty has been the major hurdle for development in Nepal where still 38 percent of the population is living below the poverty line. The poverty situation in the rural, remote areas are even worse where 70 percent of population are living below poverty line, unlike in urban area it at 32 percent. The poverty alleviation is the thrust in nation plan focusing on women, low caste deprived people and indigenous citizens. The National Planning Commission (NPC) has a strong influence on tourism policy, tourism is included as a major sector in the NPS's five-year plans. Tourism is viewed by NPC as a poverty reduction strategy in its Interim Poverty Reduction Strategy Paper (IPRSP). Currently under preparation with assistance from International Conservation Union (IUCN), NPC's Sustainable Development Strategy will include a section about tourism.

Motivated by concerns for poverty alleviation, the rationale for ecotourism development in Nepal is to address poverty, gender and environment issues overlying in various areas of the nation. The idea is that the trekking activities could be spread to other areas, especially in the west and east highland where there is an urgent need to address poverty and regional disparity. This coincided with His Majesty's Government of Nepal (HMN/N)'s desire to diversify Nepal's tourism products and to promote Nepal's unique styles of ecotourism that have proven to be effective in bringing economic benefits to rural communities. The rationale also acknowledges ecotourism development efforts made in past through Asian development Bank (ADB) loan assistance in Annapurna Conservation Area (ACAP) region and Manaslu Conservation Area (MCAP) region which had positive impacts on the environment by catalyzing the proper management of natural and cultural resources. And by bringing employment benefits, including to women.

5. Ecotourism: for sustainable development

The primary rationale for Ecotourism is to use rural tourism as a tool for poverty alleviation. Ecotourism could be defined as **"any style and type of tourism that has a potential to bring benefits to the local economy whilst contributing to natural and cultural resource conservation"**. In the context of Nepal Ecotourism could be used as a means to address poverty, gender and environment issues in outlying areas of the country for sustainable development.

Sustainable Development is **"development that meets the needs of the present without compromising the ability of future generation to meet their own needs"**. There are three basic components of sustainable development, which are: economic, social and environmental. The objective of sustainable development according to Edward Barbier is to maximize the goals in the three systems balancing tradeoff and setting priorities among various goals. For sustainable development, the Carrying Capacity aspect is vital which could be defined as **"the level of human activity an area can accommodate without the area deteriorating, the resident community being adversely affected or the quality of visitor experience declining"**.

Ecotourism has become a well-known term around the world, and more recently the importance of sustainable tourism has been gaining recognition. Ecotourism and sustainable tourism are closely related and if anything, ecotourism rests within the scope of sustainable tourism.

Ecotourism refers to tourism development which aims to capture a portion of the tourism market that is attracted to areas of natural beauty through providing low impact tourism products, visitor education and contributing funds to local conservation and development efforts. Sustainable tourism refers to a broad range of tourism ventures that take into account ideas of sustainable development.

6. Ecotourism projects (TIDP & STIDP)

His Majesty's Government of Nepal had executed two tourism projects related to ecotourism development through the loan assistance from ADB in last 9 years, which have proven to be effective in bringing economic benefits to rural communities. Primary focus of the project was to develop tourism related infrastructure in the tourism potential areas of the country. The project aimed to address the environmental and infrastructure deficiencies that constrain tourism. It has been conceived in the context of the Government's emphasis on developing tourism infrastructure and promoting sustainable tourism as embodied in the Eighth National Plan, Ninth nation plan and Tourism Policy. The project was designed to blend critically needed infrastructure improvements with the extension of ecotourism development and the environmental protection of key tourist destinations.

Benefits of the program are the growth of tourism through the improvement of infrastructure, sanitation and environment; the establishment of improved and sustainable environments in the key tourism potential areas of the country and the initiation of reforms in the tourism sector which promote sustainability through resource mobilization measures.

Tourism Infrastructure Development Project (TIDP) was in fact the first project in the tourism sector for which the Asian Development Bank (ADB) has provided loan assistance. One of the main objectives of the project was conservation and management of tourism potential areas of the country including ecotourism development in *Ghalegaon-Sikes* trekking circuit of ACAP region as a means to address poverty, gender and environment issues. The ecotourism and circuit trekking route in between *Pokhara*, *Ghalegaon*, *Sikles* and *Pokharain* the *Annapurna* conservation area was developed which included foot trail improvement, community lodges, campsites, micro-hydel schemes, training for private local entrepreneurs and community development activities.

TIDP had a positive impact on tourism and local economy, which resulted Second Tourism Infrastructure Development Project (STIDP), a follow up tourism project. STIDP also lays strong emphasis on environment conservation which includes 'Pokhara Environmental Improvement Project (PEIP)' and 'Manaslu Eco-Tourism Development (MEDP) in North Gorkha as its major components. In each of its areas of work it prepares a Benefit Monitoring & Evaluation report. The main objective of the MEDP was to deliver tangible benefits from tourism to the local community while minimizing adverse environmental impact through the development of ecotourism. Specific objectives of the projects were:

- develop alternative energy sources (kerosene depots, micro-hydel schemes) to alleviate the pressure on the forests for fuel wood.
- develop campsites and lodges along the trekking route with safe drinking water supplies and facilities to dispose human wastes safely.
- develop foot trails and a helipad/STOL airstrip for access
- develop communication facilities for better management of tourist activities and emergency services.
- train local residents in service provision and operation & maintenance of facilities provided by the project.

6.1 Conservation for development approach

The past experience of ecotourism development in ACAP region and MCAP region have demonstrated that the economic development and environmental conservation can both be accomplished only by integrating the two. In other words, sustainable development is vital for environmental conservation.

Similarly, any economic development that does not incorporate environmental protection cannot be deemed sustainable. It is further stressed that sustainability can only be achieved through an active participation of the stakeholders.

As such, the project has given utmost priority for establishment of local institution and their empowerment so that the local community realize that they are both the principal actors and beneficiaries. Programs has been prioritise in holistic manner incorporating environmental protection, social development and economic development with the view that man occupies but one more space in the world amongst all living creatures.

After program prioritisation by the project, local communities are involved in site identification for their consent through local management committees. Project's technical personnel perform survey and design and projects are then implemented by coordinating with local communities. The local contributions are in the form of unskilled labour and local materials, which amounts to 20-30% of the total cost of the project. However, some programs are funded by the project in grants.

6.2 Implementation experience

Being completely isolated from the development activities of the rest of the nation until recently, the inhabitants of the project areas were reluctant in supporting the project in the beginning. Especially after the declaration of the region as a "conservation area", many difficulties were encountered. The people of the region were of the opinion that they would be relocated and that access to the forests for timber and fodder would be completely restricted. Hence, they look at the project staff with suspicion and it was extremely difficult to receive any public support for any of the endeavours. Furthermore, low illiteracy rates and an isolated cultural heritage made it difficult to make them understand the concept of Tourism and encourage them to see tourism as a profitable industry that would raise the living conditions of the local inhabitants. However, gradually the people began to acknowledge the presence of the project and extended their support in development activities and begun to appreciate the need to balance conservation and development.

Infrastructure development and alternative energy promotion are a prerequisite to any conservation efforts in remote areas of Nepal. Dependency on natural resources raises from the basic necessity for survival unlike in developed notions where it is often due to excessive consumption. Hence, in Nepal, it is vital to prioritise infrastructure development and economic growth before conservation program are introduced in the rural communities.

6.3 Local committees

The formation of local committees and their institution strengthening was a central component of the project objectives. The long-term sustainability of the project's endeavours can only be realized by the active participation of the local communities. Hence, it is critical to establish institution comprised of local bodies and develop an understanding in them that they are the sole beneficiaries and custodians of their own resources and culture. The project had taken initiatives in the formulation of necessary committees for operation & operation of the project built facilities.

7. Lesson learned

In a country where historically there has been little infrastructure development in remote areas, ecotourism has created opportunities to bring commercial activity to remote places. The evolution of Nepal's unique style of trekking tourism has provided an excellent development tool. Since mid 1960s, Nepal has led the way with successful integrated conservation and development initiatives in protected areas. Projects such as ACAP and MCAP have become models for the rest of the world. Other parts of Nepal's national parks and protected area network have since adopted, and in some cases refined, the ACAP and MCAP model.

Many development agencies active in Nepal have recognized the potential of ecotourism. With range of development motives, these organizations have been implementing ecotourism activities in the hills and valleys of Nepal since the 1970s.

Nepal now has a sophisticated track record in ecotourism, a body of tried and tested development methods and a strong cadre of ecotourism field professionals with many years of experience. Some of the world's best success stories of ecotourism achieving poverty reduction are found in Nepal. As well as indicating a capacity for Project implementation in this field, there is undeveloped potential for drawing attention to this significant leading edge through more effective marketing and promotion.

Nepal's total aid disbursement has been growing at an average rate of more than 15 percent per annum over the last two decades. Many problems reported by donors relate to the disbursement of foreign aid in general and include ownership issues, accountability and good governance. HMG's recent decentralization strategies have received strong commitment from donor community but highlight the need for building capacity in rural areas, especially for project implementation.

A positive aspect of ecotourism in Nepal is the current degree of co-operation between projects and donor agencies. Whereas in the past the scale of ADB's tourism sector infrastructure projects have ensured they remain relatively isolated from other 'softer' development agencies, the forthcoming Ecotourism Project presents excellent opportunities for complementarily with other projects.

Other lesson learned from Nepal's ecotourism development activity include the need to ensure an equitable spread of benefits within the community; less dependency on Kathmandu-based services, and access to markets for small-scale operators. Ecotourism proponents give a high priority to broadening visitor flows away from their current concentration, especially with regard to trekking patterns. A need is recognized to effectively involve principal stakeholders, particularly private sector tour operators, at the time of project planning and formulation. This not only helps ensure projects are focused in areas relevant to the industry, but also establishes valuable partnership between product developers and those who will ultimately market and sell the resulting products.

Other important lesson included: a variety of small components require a diverse range of implementation skills; the need to use local institutions exposes ecotourism projects to their weakness; community participation in project planning is necessary but at the same time it can be slow; in rural areas, the ability of private sector to undertake micro-enterprises is weak; education and training is frequently required before locals can be effective in partnership with tourism operators; and effective monitoring by funding agencies can be difficult due to the remoteness of some project sites.

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Biodiversidad y Turismo en el Marco del Convenio sobre la Diversidad Biológica: El Caso del Parque Nacional Natural Tayrona, departamento del Magdalena, Colombia

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El presente documento es el resultado de un taller con expertos y participantes de diferentes instituciones para analizar el desarrollo del turismo en una región de alta diversidad biológica y ecosistemas vulnerables de Colombia, el Parque Nacional Natural Tayrona. Se organizó este taller como parte de la cooperación bilateral en temas de diversidad biológica y turismo entre la Unidad Administrativa Especial del Sistema de Parques Nacionales Naturales de Colombia y la Agencia Federal para la Conservación de la Naturaleza de Alemania que desde 1999 tiene como objetivo ayudar a fortalecer capacidades y contribuir a transferir tecnologías en temas del CDB.

Había dos propósitos para el taller: por un lado, a través del análisis de la situación del turismo en el Parque Nacional de Tayrona, se pretendía llegar a conclusiones y recomendaciones para la estrategia del parque hacia la gestión de uso público en sus límites. Por otro lado, como herramienta se pretendía aplicar la versión preliminar de las directrices internacionales para actividades relacionados al desarrollo de un turismo sostenible en ecosistemas vulnerables, que ha sido elaborado en junio de 2001 por el Secretariado del Convenio sobre la Diversidad Biológica, para demostrar y evaluar su utilidad.

El taller se llevó a cabo dentro del Parque Nacional Natural Tayrona entre el 24 y el 30 de noviembre de 2001 y fue facilitado por Dr. Richard Tapper (UK). Los 17 participantes incluyeron representantes de las siguientes instituciones colombianas:

- Parque Nacional Natural Tayrona
- Unidad Administrativa Especial del Sistema de Parques Nacionales Naturales
- Ministerio de Medio Ambiente
- Ministerio de Desarrollo Económico
- Gobernación del Departamento de Magdalena

además de directores de parques naturales, nacionales y reservas de la biosfera de Costa Rica, España y Alemania.

La metodología ha sido muy participativa, utilizando una serie de discusiones en grupo, técnicas de lluvia de ideas, evaluación en grupo para colocar y evaluar la información disponible. La versión preliminar de las directrices ha sido el marco general para el taller. Las discusiones se centraron en cada uno de los elementos de las directrices en su aplicación al contexto del PNNT, evaluando las fortalezas y debilidades o retos futuros a tratar. Los participantes prepararon conclusiones después de haber discutido y evaluado cada elemento de las directrices. Donde fuera posible, información ha sido incorporado en mapas, utilizando el SIG de la Unidad de Parques.

Los participantes también identificaron recomendaciones para acciones que guardan relación a retos futuros y los actores que necesitarían apoyar a y participar en las acciones para que sean implementados exitosamente. Previo al taller, se difundió documentos básicos para familiarizar todos los participantes con los aspectos claves del PNNT y con la versión preliminar de las directrices sobre diversidad biológica y turismo. Se organizó visitas de campo un día antes del taller y

un día durante el taller. Adicionalmente, tuvo lugar un encuentro con el Gobernador del Departamento de Magdalena y representantes de la compañía ETURSA y la Cámara de Comercio de Santa Marta.

Contexto del estudio de caso

Las áreas naturales protegidas en Colombia alcanzan un número aproximado de cuatrocientas, incluyendo las 46 pertenecientes al Sistema de Parques Nacionales Naturales de las cuales 33 son parques nacionales, 9 santuarios de fauna y flora, 2 reservas nacionales naturales, 1 vía Parque y 1 área natural única, que suman entre todas 9 millones de hectáreas aproximadamente.

El Sistema de Parques Nacionales Naturales, administra aproximadamente el 8 por ciento del territorio continental nacional, que cuenta con un alto grado de representatividad de los diferentes ecosistemas marítimos y terrestres del territorio colombiano; en superposición con resguardos indígenas, áreas de consejos comunitarios de poblaciones afrocolombianas y propietarios privados de diverso nivel económico; dentro de las áreas de influencia de municipios, corporaciones autónomas regionales y de desarrollo sostenible para el manejo de los recursos naturales y de los institutos de investigación adscritos al Sistema Nacional Ambiental.

La Unidad Administrativa Especial del Sistema de Parques Nacionales Naturales UAESPNN hace parte del Ministerio del Medio Ambiente, y como tal es una dependencia pública de carácter operativo, técnico y ejecutor encargada por mandato legal de la coordinación del Sistema Nacional de Areas Protegidas, y de la asesoría a las entidades y organizaciones sociales que lo integran; y específicamente de la gestión del Sistema de Parques Nacionales Naturales.

La UAESPNN está Integrada por la Dirección Nacional, por tres subdirecciones (administrativa, técnica, y de gestión), y por seis direcciones territoriales (Atlántica, Noroccidental, Suroccidental, Norandina, SurAndina, y Amazonia - Orinoquia), agrupa de modo directo a más setecientos funcionarios especializados en el tema de la conservación, y en la actualidad coordina acciones con muchos grupos sociales e institucionales que concurren de modo directo o indirecto a la conservación natural en el país.

Características generales del Parque Nacional Natural Tayrona

El Parque Nacional Natural Tayrona (PNNT) se encuentra localizado en la costa atlántica del norte de Colombia, en lo que se ha llamado la ecoregión de la Sierra Nevada de Santa Marta.

El área protegida fue declarada por ley en el año de 1.964 con una extensión de 15.000 ha, de las cuales 3.000 ha son de franja marina. El Parque Nacional no es resguardo indígena, pero forma parte del territorio ancestral de los grupos indígenas que habitan la Sierra Nevada Santa Marta.

En 1982, la UNESCO, dentro del Programa MAB (“Hombre y Biosfera”), declara la Reserva de Biosfera de la Sierra Nevada de Santa Marta, dentro de la cual se encuentra el territorio del Parque Nacional Natural Tayrona, reafirmando la importancia de esta región en términos de conservación y del desarrollo regional.

El Parque Tayrona, por su facilidad de acceso, su ubicación y su gran atractivo natural y paisajístico, con un sistema de bahías o ensenadas protegidas y playas extensas, es una de las áreas del Sistema de Parques Nacionales que recibe una mayor visitación anual, tanto de nacionales como de extranjeros. A pesar de los problemas de orden público del país, que han generado una disminución considerable en las estadísticas turísticas nacionales, el Parque recibe anualmente una cifra importante de visitas, las cuales generan recursos apreciables, no solo para el mantenimiento del área, sino recursos locales, tanto para el Distrito y el gremio turístico de Santa Marta, como para la población local que vive de la prestación de servicios asociados con esta actividad.

Objetivos de conservación

- Conservar el mosaico ecosistémico único a nivel tropical en su diversidad, en una franja de 15000 Has, representado en 4 ecosistemas terrestres (Bosque espinoso, bosque seco, bosque húmedo, bosque nublado) y 7 marino costeros (Playas, formaciones arrecifales, llanuras sedimentarias, fondos mixtos, litoral rocoso, manglares, laguna costera)
- Conservar los hábitats de especies endémicas, exclusivas, especiales, migratorias y amenazadas y/o en peligro en el área.
- Conservar los hábitats marinos costeros para mantener la alta diversidad, riqueza y abundancia de especies
- Conservar las bellezas escénicas naturales de los paisajes litorales.
- Conservar la muestra particular de bosque nublado representado en las características únicas altitudinales
- Mantener una muestra representativa del bosque seco tropical en un buen estado de conservación;
- Conservar los sitios sagrados como parte constitutiva del territorio indígena del complejo de la Sierra Nevada de Santa Marta;
- Proteger “Pueblito” como monumento y patrimonio nacional y los sitios de asentamientos prehispánicos.

Conclusiones y recomendaciones

Tomando en cuenta las directrices internacionales para garantizar la compatibilidad entre diversidad biológica y turismo, que se han elaborado en el marco del Convenio sobre la Diversidad Biológica (CDB), se ha detectado ciertas fortalezas que hay que destacar en el caso del Parque Nacional Natural Tayrona.

En primer lugar, se ha valorado de forma muy positiva la existencia de un proceso de adopción de acuerdos con las comunidades locales para la prestación de servicios turísticos a los visitantes. A continuación, se señala el potencial ecoturístico que supone la existencia, en buen estado de conservación, de los valores naturales y culturales del parque, así como los proyectos, aprobados y con dotación presupuestaria, destinados a enriquecer la oferta ecoturística con centros de interpretación y otros programas de divulgación y sensibilización.

En un segundo nivel, se han puesto de manifiesto algunos aspectos, que también se pueden considerar como fortalezas, si bien no tienen todavía el grado de solidez que han alcanzado las que se han destacado en primer lugar, pues se encuentran todavía en una fase inicial. Se trata básicamente de circunstancias que se dan en el entorno social e institucional y que, sin duda, pueden favorecer el desarrollo adecuado del ecoturismo. El grado de compromiso y motivación de la administración actual, la base científica que proporciona el conocimiento de los ambientes marinos y costeros, la existencia de un marco legal bien estructurado y coherente, y la voluntad de concertación, que se visualiza en la participación de actores locales en la toma de decisiones.

En base de las fortalezas, los participantes al final del taller desarrollaron una visión informal para identificar los elementos claves y logros que fortalezcan y mantengan la integridad del Parque Nacional Natural Tayrona en el futuro. Los elementos de esta visión informal serían los siguientes:

- el patrimonio natural y cultural del Parque Nacional Natural Tayrona se mantiene en un buen estado de conservación;
- todas las instituciones relevantes apoyan al Parque Nacional Natural Tayrona y coordinan sus actividades con miras a la protección del parque;
- el ecoturismo está utilizado como herramienta para apoyar a la conservación en el marco de los objetivos del Parque Nacional Natural Tayrona;

- se presta servicios de alta calidad para los visitantes que complementan los objetivos de conservación del Parque Nacional Natural Tayrona;
- la población local participa en la conservación y en los beneficios derivado del ecoturismo en el Parque Nacional Natural Tayrona.

Sin embargo, para alcanzar el nivel adecuado en la gestión del turismo de forma compatible con la conservación de la diversidad biológica en el PNNT, se han identificado las acciones prioritarias a adelantar por diversas entidades, algunas de las cuales se exponen a continuación de forma esquemática, en las áreas siguientes:

Conservación y protección

- Promover un cambio de actitud social a través de la sensibilización hacia una mayor valoración de la biodiversidad y las riquezas culturales
- Alcanzar un mayor apoyo legal para las políticas de conservación y protección de la biodiversidad y las riquezas culturales.

Educación ambiental, capacitación, divulgación y sensibilización

- Diseñar y poner en marcha un programa de sensibilización dirigido a los funcionarios de las entidades territoriales y sectoriales que intervienen en el desarrollo de las actividades turísticas, que les proporcione los conocimientos necesarios acerca de los objetivos de protección del PNNT, incluyendo la valoración de sus recursos naturales y culturales, así como el manejo sostenible de las actividades turísticas.
- Elaborar y llevar a la práctica programas escolares de educación ambiental que proporcionen los conocimientos adecuados acerca de los objetivos de protección del PNNT e induzcan a la adopción de actitudes y hábitos de respeto, valoración y uso adecuado del medio natural y la riqueza cultural

Sistema de información y monitoreo

- Diseñar y poner en marcha un programa de capacitación básica en monitoreo y gestión de la información, para los funcionarios del PNNT y para el personal de otros sectores involucrados
- Promover y suscribir convenios con Universidades para la realización de labores de monitoreo especializado, así como para generar líneas base de conocimiento de la biodiversidad

Participación y beneficios locales

- Favorecer, en el marco de concertación existente, que la mano de obra local, tanto calificada como no calificada, se beneficie de las oportunidades de empleo generadas por el ecoturismo.
- Promover la puesta en marcha de políticas de soporte a la iniciativa privada en relación con el ecoturismo, tanto a través de incentivos fiscales como de ayudas directas

Políticas y coordinación

- Definir la política nacional e institucional de parques en relación con el ecoturismo, que es un segmento especializado del turismo.

- Reglamentar los aspectos relacionados con el ecoturismo contenidos en la Ley 300 de 1996.

Gestión y administración

- Fortalecer el equipo de gestión en sus competencias y recursos, lo que permitirá ejercer un control efectivo de las actividades ecoturísticas.
- Elaborar un manual de procedimientos para los funcionarios en el que se definan todas las actuaciones a realizar en diferentes eventos y para el monitoreo.

Planificación

- Elaborar el Plan de Manejo del PNNT de manera participativa y concertada.
- Establecer lineamientos para evaluar propuestas de desarrollo ecoturístico dentro del área protegida.

Cualificación de servicios.

- Determinar los estándares de calidad de los servicios ecoturísticos que se ofrecen en el parque
- Implementar y reglamentar las actividades ecoturísticas de los prestadores de servicio de Santa Marta en el área protegida.

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La Ruta Verde del Atlántico

Nachhaltige Tourismusedwicklung in Kolumbien

Barbara Fritz, CIM, Kolumbien

Nachhaltige Tourismusedwicklung in Kolumbien mag für den Betrachter auf den ersten Blick etwas absurd erscheinen, verbindet man mit Kolumbien in erster Linie Schlagworte wie Drogen, Korruption, Mafia und natürlich die Guerilla- ein Land, das sich seit mehreren Jahren im Bürgerkrieg befindet.

Wenig bekannt hingegen ist Kolumbien für seine biologische Artenvielfalt, seine Nationalparks und seinen Reichtum an ursprünglichen Landschaften mit einzigartigen Ökosystemen.

Voraussetzungen, die für eine ökotouristische Entwicklung des Landes geradezu ideal sind. Gedenk der politischen und wirtschaftlichen Lage ist der ökologische Tourismus eine der Zukunftsperspektiven des Landes, auf das auch das kolumbianische Tourismusministerium setzt.

Der Projektträger

C.I.M. – das Centrum für internationale Migration, eine Arbeitsgemeinschaft der GTZ und der Bundesanstalt für Arbeit, die im Rahmen ihres Programms „Integrierte Fachkräfte“ mehr als 700 Experten in mehr als 70 Länder entsendet, arbeitet seit vielen Jahren mit kolumbianischen Partnerorganisationen. Das integrierte Expertenprogramm sieht vor, dass Fachkräfte in entwicklungs-politischen Schlüsselfunktionen direkt bei lokalen Partnerorganisationen arbeiten.

Im Umweltbereich fungiert das Umweltministerium in Bogotá als kolumbianische Partnerorganisation, das auch als „Vermittlungsstelle“ für lokale Institutionen dient. Wird eine Fachkraft mit besonderer Qualifikation im Umweltbereich benötigt, diese aber in Kolumbien nicht zur Verfügung steht, kann C.I.M. eine Fachkraft in das Land vermitteln.

„La Ruta Verde del Atlántico“ ist ein Projekt zur nachhaltigen Tourismusedwicklung im Küstendepartement des Atlántico, für das die lokale Umweltbehörde einen CIM Experten zur Entwicklung ökotouristischer Alternativen beantragt hatte. So entstand das kolumbianisch – deutsche Partnerprojekt.

Der lokale Projektpartner

Die C.R.A., die Corporación Regional Autónoma del Atlántico, ist eine der autonomen Umweltbehörden, die unter der Weisungsbefugnis des kolumbianischen Umweltministeriums stehen. Ihr Zuständigkeitsbereich ist das Departement des Atlántico. Neben dem Umwelt -und Ressourcenschutz hat sich die Kooperation die Förderung einer nachhaltigen Tourismusedwicklung in der Region zur Aufgabe gemacht.

Das Departement des Atlántico

Touristisch gesehen ist der Atlántico noch vollkommen unbekannt. Das kleine Departement befindet sich an der nördlichen Karibikküste zwischen den touristisch etablierten Küstenregionen Cartagena und Santa Marta.

Die Hauptstadt Barranquilla gilt als Industrie- und Handelsstadt Kolumbiens, die über eine moderne Infrastruktur und die Annehmlichkeiten einer kosmopolitischen Großstadt verfügt. Dieses Ambiente steht im starken Gegensatz zum Rest des nur wenig besiedelten Departements, dessen Bevölkerung hauptsächlich von der Viehzucht und dem Ackerbau lebt.

Der Tourismus

Die touristische Nutzung des Departements ist bis zum heutigen Tage nie strukturiert verfolgt worden, sondern hat sich aus dem Bedarf heraus entwickelt.

Der sogenannte „Sozialtourismus“, der sich als herausragende Tourismusform in der Region entwickelt hat, prägt die Entwicklung der touristischen Infrastruktur: Die strukturschwächeren Schichten verlassen an den Wochenenden die Stadt um an den stadtnahen Stränden Erholung zu suchen. Mangels Planung und Koordination verschmutzen diese Strände zunehmend und verlieren daher an Attraktivität.

Der Atlántico ist bis zum heutigen Tage aber von jeglicher Form der kommerziellen touristischen Erschließung verschont geblieben, es existieren keine Hotelkomplexe, Ressortanlagen oder zubetonierte Strandpromenaden, wie sie in Cartagena und Santa Marta schon zu finden sind. Kleine Hotels und Pensionen mit lokalem Charakter sind in einem der Küstenorte zu finden –sonst existiert keine weitere touristische Infrastruktur.

Das touristische Potenzial

Aus der touristischen Sicht betrachtet, bietet der Atlántico mit seinen verschiedenartigen Ökosystemen, den großflächigen halb-tropischen Hügellandschaften, seiner Flora und Fauna sowie 73 km Küstenstrand, ein Großteil davon noch unberührt, ökotouristisches Potenzial.

Zwar sind die Voraussetzungen nicht spektakulär genug, um gegen die „Giganten“ Cartagena und St. Martha zu konkurrieren, doch gerade die Insellage zwischen den beiden ganzjährig viel besuchten Ferienzeilen, macht die Tourismusentwicklung im Atlántico sehr interessant: Das Besucherpotential befindet sich bereits in der Region und muss nicht erst „angezogen“ werden.

Als erster Hafen Lateinamerikas (Puerto Colombia) sind nach Barranquilla Einwanderer aus der ganzen Welt eingereist, eine Vielzahl derer hat sich im Departement niedergelassen. Daraus ist schließlich ein sehr friedliebendes, tolerantes Bevölkerungsgemisch entstanden. Das schlägt sich auch in der Tatsache nieder, dass das kleine Departement als eines der sichersten Gegenden in Kolumbien gilt, da es bis zum heutigen Tage noch keinerlei Übergriffe von bewaffneten Truppen gegeben hat.

Das Projekt

Die Vision ist, die „Ruta Verde del Atlántico“ als ökotouristischen Korridor zu etablieren, der sich durch den Atlántico zieht und die Küstenregionen Santa Marta und Cartagena miteinander verbindet.

Grundvoraussetzung für eine solche Entwicklung ist eine solide touristische Planung nach umweltpolitischen Leitlinien. Dieses Ziel vor Augen, erarbeitet die C.R.A. gegenwärtig ein ökotouristisches Grundkonzept, welches das ökotouristische Potential der verschiedenen Regionen identifiziert und eine gangbare Vision der touristischen Entwicklung aufzeigt. Gemeinsam mit lokalen touristischen Akteuren und federführenden Institutionen der Regionalentwicklung, wird als nächster Schritt ein touristischer Masterplan nach umweltpolitischen Leitlinien erstellt.

Das Departement verfügt, als eine der wenigen Gegenden Kolumbiens, über kein Umweltschutzgebiet. Aus diesem Grund hat die C.R.A. die Initiative zur Gründung eines großflächigen Naturschutzgebietes übernommen. Das geplante Areal soll ökotouristisch nutzbar gemacht werden und

als Modell für das ähnliche Projekte im Departement dienen. Es geht dabei nicht in erster Linie um eine kommerziell nutzbare touristische Entwicklung, als vielmehr um die Steigerung der Lebensqualität von ansässigen Bevölkerungsschichten, die Erhaltung natürlicher Ressourcen und nicht zuletzt auch um die Schaffung von Arbeitsplätzen.

Die „Ruta Verde del Atlántico“ soll neue Zukunftsperspektiven für die Region schaffen, die zur Sicherung des Friedens beitragen sollen.

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“Take nothing but pictures. Leave nothing but footprints”

Sustainable tourism in the Mount Cameroon Region

David Mosisa and Nicole Simone Dahms, Mount Cameroon Ecotourism Association

1. Description of the Mount Cameroon Region

The *Mount Cameroon Region* is situated in the South West Province of Cameroon. The area extends from the Atlantic coast to the enormous Mount Cameroon with an altitude of 4,095 meters. Mount Cameroon, the highest mountain of West- and Central Africa, is an active volcano. The last eruptions were recorded in 1999 and 2000. Due to the volcanic origin, the surrounding soil is rich in nutrients and provides high fertility for both natural vegetation and farmland.

According to the drastic changes in altitude, the natural vegetation is of great diversity and presents a sequence of vegetation forms like mangrove forests and freshwater swamps at sea level, evergreen lowland forests, sub-mountain and mountain forests to mountain and sub alpine grasslands (savannah) above 2000 m.

These different habitats host various endangered and endemic species, e.g. forest elephant, drill, chimpanzee, Francolin bird, as well as antelopes, reptiles and chameleons. *But over the past years intense hunting on the mountain has reduced the population of wild animals alarmingly.*

Apart from the exceptional fauna and flora, it is the volcano itself, the craters and lava flows of recent eruptions, caves, crater lakes and waterfalls that attract nature-loving tourists and mountaineers to the region. Furthermore, the beautiful coastline with black sand beaches and river estuaries offers many possibilities for swimming and boating. The Botanical Garden and the Zoo in *Limbe* are also worthwhile visiting and provide good information on plants and animals of the region.

With its historical sites and colonial architecture, the provincial capital *Buea* contributes to the attractiveness of the region. At an altitude of approximately 1,000 m and with pleasant temperatures, *Buea* offers possibilities for visiting colonial buildings and is at the same time the starting point for mountain excursions. Additionally, each year the international “Race of Hope” is hosted here with several hundreds of athletes competing in running to the summit of Mount Cameroon and down.

The indigenous inhabitants of the mountain belong to the *Bakweri* tribe. Their friendly and receptive attitude towards foreigners establishes an open atmosphere of mutual respect. Local dance groups, choirs and artists maintain the *Bakwerian* tradition, as well as arts and handicrafts. The *elephant dance*, for instance, is a traditional dance performed only by special members of a secret society, using masks of elephants and other symbols.

Finally, it is also the aspect of accessibility rendering the region highly attractive and suitable for tourism development. The international airport in Douala can be reached within only about 1 hour driving time from *Buea* and *Limbe*.

2. Concept of Ecotourism in the Mount Cameroon Region

Ecotourism is often mixed up and compared with nature tourism in general. But, in fact, the concept of ecotourism contains certain principles, which reach further than nature tourism as far as planning, implementation and intended impacts are concerned.

Sustainable ecotourism is based on three principles:

- Firstly the environmental and socio-cultural compatibility which includes the respect and the protection of the natural environment and the culture of the host communities without losing the sight for the tourist needs.
- Secondly the conception of financial and economic benefits needs to be assured by raising income for local communities and ensuring the reinvestment in infrastructure and wildlife management. A contribution to poverty alleviation is rendered by generating additional income to the community.
- Last, but not least the creation of environmental and cultural awareness of both, hosts and tourists, has to be realised. The exchange of cultural experiences and the promotion of the conservation of biodiversity is an important measure of succeeding with sustainable ecotourism.

From its very beginning, the development of ecotourism in the Mount Cameroon region was guided by these principles, which determine the project's approach.

In the year 1998, all relevant stakeholders were identified and brought together to discuss and contribute to the development of ecotourism: villages around the mountain, local groups, hunters, climber's association, hotel managers, travel agencies, Provincial Government Services (Provincial Delegation of Tourism and Provincial Delegation of Environment and Forestry), Fako Tourism Board and the Councils of Buea, Limbe, Mbonge and Idenao.

A special focus was put on hunters. Their knowledge and skills coupled with the nature of their activities on the mountain - most often a threat to conservation - distinguished hunters as a priority stakeholder group:

Their involvement in ecotourism activities is intended to reduce the pressure on the wildlife population and to raise awareness of the value of an intact ecosystem. A dead elephant or chimpanzee will give income to only a few hunters. A living elephant or chimpanzee could be the target for hundreds of tourists, paying guides and porters, providing income for the villages around the mountain and helps to maintain the small population of forest elephants and other endangered species in the Mount Cameroon region.

As an outcome of the workshops held in 1998 and in 1999, a multi-stakeholder-structure was created in order to manage the ecotourism activities efficiently: the *Mount Cameroon Ecotourism Organisation (Mount-CEO)*.

The objectives of the organisation as reflected in the articles of association are to improve on the livelihood of the local population and to support the biodiversity conservation through the promotion of ecotourism.

The structure operates on two different levels. On the regional level, the Board of Directors is expected to determine the policy. On the local level, the Village Ecotourism Committees are coordinating their own ecotourism activities. In order to manage the day-to-day activities, an ecotourism office was set up (see organisational chart).

Part of the whole concept is a benefit sharing system: While ecotourism rates for guides and porters are paid directly to the beneficiaries, an additional "tourist fee" (contribution to the stakeholder fund) is collected by the organisation and shared at the end of each tourism season amongst the stakeholders.

- | | |
|------------------------------------|--------------------------------------|
| ➤ 1 guide | 6.000 F CFA/day (=9 Euro) |
| ➤ 1 porter | 4.000 F CFA/day (= 6 Euro) |
| ➤ Contribution to stakeholder fund | 3.000 F CFA/day/tourist (=4,50 Euro) |

Not only hunters serving as guides and porters are benefiting from ecotourism activities. A certain percentage of the income from ecotourism goes into the village development funds.

In all, the local population will benefit in three different ways:

- Through the village development fund
- Through the hunters working as guides and porters
- Through side activities related to ecotourism, based on self-initiative of the village communities like performances, traditional cooking, production and selling of handicraft, etc.

Other sources of income for the organisation consist of the sale of information material/articles and the hiring of camping equipment.

Presently, Mount-CEO receives financial and technical support from the German Development Service (DED) and the GTZ (Gesellschaft fuer Technische Zusammenarbeit). Besides the necessary efforts to build and strengthen the capacities of its members, the organisation faces the great challenge to become financially sustainable within the next years.

3. Achievements and Activities

The organisation has attained the following achievements:

Running of the Mount-CEO office: The Buea Rural Council provided the building of the ecotourism office in Buea Town. A management team, consisting of one Cameroonian counterpart, a technical adviser (DED), a secretary and other temporarily engaged are carrying out the daily affairs.

Training of hunters as guides: Mount-CEO has organised training courses for hunters as guides, with emphasis on communication and guiding skills, ecology, volcanism, waste management and first aid.

Organising tours to the Mountain Region: The office registers arriving tourists and advertises various tours to the region, which include the mountain and surrounding attractions (craters, lava flows, caves,..). As soon as a tour is booked directly in the office or via telephone and e-mail through Mount-CEO, the office co-operates with the Village Ecotourism Committees in handling the selection of guides and porters. It is as well planned to integrate the other attractions like the coastline, beaches, lakes and waterfalls, etc.

Formation of Village Ecotourism Committees (VECs): Mount-CEO has created ten VECs in the Mount Cameroon Region. The villages are taking part in the benefit sharing system and receive financial support to their community development fund. At the same time, they can generate additional income through the production and sale of handicraft articles, traditional dishes as well as dance and coral performances. Mount-CEO assists in building the capacities of the villagers through meetings and workshops. This also contributes to monitor the impact of ecotourism activities at village level.

Information about the Mount Cameroon Region and Marketing: One of the main objectives of Mount-CEO consists of promoting the region. The organisation has advertised its services in international tour guides and has produced information materials (leaflets and brochures), some of which were presented at the Expo 2000 in Hanover, Germany. Mount-CEO has also participated at various fairs and symposiums at provincial, national and international level. First contacts were established to tour operators.

All of these efforts are attracting rising numbers of tourists to the region. Present records show an increase from 73 (as of 1998/99-tourism season) to 205 (as of 1999/2000 tourism season) to 341 (2000/2001 tourism season) tourists registered with the organisation.

Developing new tour tracks, campsites, infrastructure: To attract more tourists and extend their duration of stay, Mount-CEO is engaged in the development of new trails and campsites. In the past, it was only the famous racetrack straight to the summit that was known and used whereas now tourists can choose from several tours with different itineraries and lengths (1 to 8 days-tours).

Networking with other conservation/ecotourism projects: Mount-CEO has identified other environmental projects within the South West Province, which share common goals, and has started to create links through training of hunters from those areas (e.g. Korup National Park).

Impact monitoring: The introduction of evaluation forms to be filled out by tourists constitutes an indispensable means in monitoring the impact of the various activities. Feedback and reports gathered from guides, porters and village committees are also useful monitoring tools. Additionally, Mount-CEO develops and implements wildlife monitoring activities.

Acquisition of camping equipment: The organisation has obtained camping equipment which includes: tents, sleeping bags, sleeping mats, back-packs, blankets, rain coats, rain boots and some utensils. Taking into consideration the increasing number of tourists, there is a need for the acquisition of more camping equipment.

Organising cultural manifestations: Mount-CEO identifies cultural groups at village level through the Village Ecotourism Committees. It assists in the organisation of performances as an income generating activity for the villages.

4. Challenges

Sensitisation to the ecotourism concept at all levels

Mount-CEO will continue to sensitise local communities and administrative authorities to the concept of ecotourism in order to strengthen their commitment and collaboration

Funding and sustainability of Mount-CEO

Presently, the German Development Cooperation (GTZ and DED) grants the financial and technical support of Mount-CEO. To become self-sustainable in the future, the organisation needs to attract other donors and to identify and develop other income generating activities.

Waste management

Inadequate handling of waste by different users endangers the biodiversity of the mountain region. To avoid further pollution and to improve the present situation, an efficient waste management concept needs to be developed with all the stakeholders concerned.

Bush fire

At the same time, the development of a sensitisation programme on the damaging effect of bush fires is necessary.

Camping facilities

As the number of visiting tourists is increasing yearly, more and improved facilities for hiking and camping become necessary such as permanent huts, drinking water and alternative energy sources.

Legal obstacles for ecotourism initiatives as Mount-CEO in Cameroon

The Mount Cameroon Ecotourism Organisation seeks since one year to obtain a legal status and an official recognition of its ecotourism activities from the national ministry of tourism. Until now the organisation jointly with the German cooperation did not succeed to convince the Ministry that the Mount Cameroon Ecotourism Organisation is not undertaking illegal exploitation of the area.

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Ecotourism in Cameroon: Achievements and Challenges in the Interface between Conservation of Natural Resources and the Classical Tourism Approach

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Ecotourism is based on the use of natural resources. The Convention on Biodiversity recognises it as a sustainable means for the valorisation of biodiversity. Nowadays, ecotourism as a non-consumptive use of natural resources is a strategy in many conservation projects, mainly because it involves the participation of local communities in conservation efforts. In Cameroon, the policy of biodiversity conservation and the choice of tourism as an alternatives to enhance the economy has created opportunities for the development of ecotourism.

Even if some valuable achievements can be seen in the policy, challenges still exist for the implementation of an ecotourism concept in Cameroon.

The aim of the this paper is to present the vision of actors, to highlight the achievements and challenges in order to give suggestions that can help both, political and field actors for a better implementation of the ecotourism concept.

1. Nature conservation in Cameroon

1.1 Vision towards ecotourism

The original mission of conservation activities is the preservation of natural resources. This involves the setting up of protected areas. After such areas are earmarked for conservation, local communities as well as the Cameroonian government can no longer pursue the traditional use of these areas, such as agriculture, logging, hunting, etc. Conservation activities limit the access to natural resources which might have a negative impact to the local and the national economy. Therefore alternative income sources have to be found.

At the same time conservation fees are relatively high that additional sources of funding must be identified and implemented. It is now the Government's turn to support conservation activities financially. For these reasons ecotourism is seen as an income opportunity for both, local communities and Governments. Conservation activities should enable the local population to perform sustainable livelihood management and create additional financial means for Government's conservation efforts. Achievements of this strategy can already be noticed.

1.2 Achievements for ecotourism

With regards to Cameroon, the establishment of conservation NGO's in the late 80s and the enforcement of the Government policies towards conservation are a probate proof of conservation friendly activities in the country.

Cameroon has a very rich biodiversity with endemic species. Its rainforest is part of the Congo Basin which is the second largest in the world. To preserve these resources from destruction, Cameroon is one of the countries in sub-Saharan Africa which has led emphasis on his conservation policy. In 1996 a national environmental plan was finalised. The document recommended ecotourism as one of the most important aspect of biodiversity valorisation. Nowadays, the country plays a leading role in the elaboration of policies.

For example in 1999 Cameroon hosted the Central African Heads of States Summit for the Conservation of the Central African Forests. One of the outcome was the Yaounde Declaration which provided regional co-operation in the management and the sustainable use of the Congo Basin ecosystems and forestries.

In the field of conservation projects, a demand for ecotourism is been registered: protected areas in Cameroon have become an attraction for visitors. A minimum of 100 persons visit the most important conservation sites annually. The Ministry of Environment and Forestry and other conservation actors have to face this reality. A consequence could be the creation of conditions to ensure the satisfaction of visitors as well as the preservation of local livelihoods while raising awareness for biodiversity conservation.

Ecotourism has been tested as one of the alternatives for income generation that can provide sustainable existence for the population around protected areas and to support the funding of protected areas. Recent strategies developed within the Cameroonian conservation policy showed that ecotourism has gained a lot of importance. In the new Forest and Environment programme ecotourism is listed as one of the activities to be developed. It is also seen as a major long term income generating activity that has to be supported by the HIPIC-fund (High Indebted Country Fund) in the national plan for poverty alleviation in the forest sector.

Pilot sites are presently implementing the concept in different ecosystems :

- The mountain ecosystem, for example the Mount Cameroon Project: The project has facilitated the collaboration of stakeholders in the region for the promotion of ecotourism. It has just recently been established in form of an association called the Mount Cameroon Ecotourism Organisation. Its major role is moderate the implementation of the ecotourism agenda.
- Coastal and marine ecosystems, such as Campo Ma'an project, which supports the development of Marine tortoise ecotourism. A museum and a local association in charge of ecotourism has already been established.
- The rainforest ecosystem, for example the Korup project is facilitating visitors experience with endemic species.

1.3 Challenges for the conservation towards ecotourism Cameroon

Conservation efforts have had less impact in the past than expected. The most important reason was probably the in- existence of a development component in conservation projects. Local communities have stated that no conservation is possible if it fails to secure their livelihood and income. In the National Environmental Plan poverty has been identified as one of the causes of forest degradation by local communities.

To protect natural resources their needs have also to be taken into account. It is now necessary to develop alternative income generating activities for communities. Ecotourism has been identified to fulfil this purpose and to provide additional financial support for conservation. These are some of the challenges to be faced by the responsible organisations. The following questions have to be positively answered before implementing ecotourism strategies:

- Does ecotourism give an positive impact on the behaviour of local communities towards conservation?
- Considering the low number of tourists, will ecotourism provide enough benefit to allocate the conservation purposes?
- Is it possible to commercialise the interesting protected areas the nature in order to get a competitive tourism offer?
- Is there a commercial goal and not only conservation goals in conservation project?

- Is it important to combine conservation skills and marketing skills or rather to combine conservation goals with development goals in project planning?

The reconciliation of conservation goals and poverty alleviation requires additional skills and further financial means to implement the conservation project. The aim is to reach a situation where the ownership of ecotourism activities, such as logging, food, transport etc. is held by local actors.

2. Tourism promotion in Cameroon

2.1 Vision towards ecotourism

Concerning the tourism sector, the government has recognised the development of tourism as one of the strategies that can contribute to the re-launching of its economy after the economic crisis. The creation of a tourism ministry shows how seriously the importance of the sector is taken by the Government. For the private sector ecotourism represents a niche market with a high potential. But to date it is not yet clearly identified how to integrate the private sector into the Governments activities.

2.2 Achievements

The national strategy for tourism development laid an emphasis on ecotourism as an economic perspective. To promote this issue between all stakeholders the Government organised in collaboration with ATA (African Travel Association) a ecotourism symposium in December 2001 in Yaounde. Cameroon has also participated in several meetings on the topic in different countries. A consultant has recently been committed with the development of a individual ecotourism strategy.

2.3 Challenges

The private tourism sector has to incorporate the governmental requirements of ecotourism in the product development and their commercial activities. For the Government itself the awareness raising among the tourism actors from normal tourism behaviour towards the needs and requirement of ecotourism is one of the big challenges.

3- Challenges for natural resources conservation and ecotourism in Cameroon

There are challenges that have to be faced by both the conservation and the tourism sector :

Protected areas need to be prepared in order to be ready for ecotourism activities. It had been observed in the past that this kind of tourism is widely based on highly sensitive and very often fragile ecosystems.

Furthermore collaboration mechanisms between the major stakeholders of tourism have to be put in place. This permits a global planning of the ecotourism development and the contribution to the creation of common visions and strategies that serve all. This means for example planning-mix as follows:

- harmonisation of strategies
- negative impact controlling
- positive impact maximisation
- collection of taxes for the state
- financing conservation activities from the taxes
- provide income for local population

- identify types of structures that enable the participation of all concerned parties without compromising the role of the State
- implement the Convention on Biodiversity and take an active part in the evaluation Rio+10 including considerations of both, conservation and tourism.

4. Suggestions for a better implementation of the concept in Cameroon

There is a need for a global vision of development that enables all stakeholders to develop applicable visions and strategies. An applicable collaboration would give them the opportunity to harmonise of their policies.

The private sector has to be encouraged to participate in development of the ecotourism product and their marketing. At the same time it is useful to qualify the tourism private sector in biodiversity and environmental management, promoting collaboration and concentration in the two sectors. This behaviour would help to harmonise various strategies and help to maximise synergy effects. The promotion of local product involvement in the ecotourism product conception and implementation. An environmental impact evaluation of the Master Plan for tourism development will help to combine different interests in the ecotourism policy. It will also help actors to decide on the strategies which are appropriate for their area.

NGO's may play a big role in spreading the experience of conservation activities in the environmental sector, while the private sector could facilitate the experience of conservation actors with product development and marketing.

Conclusion and perspectives

Both, the conservation and the tourism sector are aiming to develop ecotourism. But various implications to realise this task are not yet well known. It is therefore a challenge to find ways and perspectives for a better implementation of the ecotourism concept without risking the environment protection activities and to maximise the income sources. Ecotourism can be seen as an opportunity to help the tourism sector in developing a sense for sustainable tourism. This implicates to qualify the classical tourism approach in Cameroon.

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Observing wildlife - a harmless activity? The influence of eco-tourists on wild animals in the rainforest of Ecuador

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It is widely presumed that ecotourism is a harmless activity and thus it has become a prime example for non-consuming and sustainable use of biological diversity especially for tropical rain forests. Ecotourism can help to conserve protected areas and other areas of ecological importance but its negative consequences for the environment are to date rarely taken into consideration. In the face of an urgent need for conservation of natural areas hand in hand with economical benefits for local people, naive enthusiasm for eco-tourism is still dominant over a realistic view of the chances and risks of tourism in these areas.

One of the main motivations of nature travellers is to observe wild animals. The influences of such activity and the human presence on animals are mostly ignored although much evidence for serious impacts on animals through touristic activities exists. Undesired consequences for animals can only be avoided by investigations of the interrelation between visitor behaviour and animal behaviour.

We present here the results from a field study we conducted from 1995 to 1998 in the Reserva de Producción Faunística Cuyabeno in Amazonian Ecuador, supported by the project Programa Forestal Sucumbios (PROFORS) of GTZ and the Ecuadorian Administration for Natural Areas (formerly INEFAN). The study aimed to fill the gap of information on the impact of tourism on animals, to make recommendations for visitor regulations, and to provide a basis for future monitoring.

Impact studies from the Cuyabeno Wildlife Reserve: Tamarins, Caimans and Hoazins

In the Cuyabeno Reserve, an internationally important protected area of 6000 km², nature tourism has developed quickly and uncontrolled since 1992. By now it has become the most important destination for rain forest tourism in Ecuador. In only one day of journey tourists can travel from the Ecuadorian capital Quito to the core areas of the reserve. Its extraordinary landscape and the rich wildlife attract about 9000 tourists per year. The Cuyabeno Reserve can only be visited with guided tours that usually last 4 to 5 days. The typical tour program contains the exploration of lakes and rivers, mostly by big motorised dugout canoes, as well as forest excursions by foot, caiman spotting at night, and a visit of a community of indigenous people. The indigenous people living in the reserve rent out accommodation and work for the tour operators, most of them are based in the capital. The tourism boom in the Cuyabeno Reserve had led to an urgent need for investigation of the ecological impacts of tourism.

Management of tourism in Cuyabeno is hampered by a lack of budget, a lack of professional training of administration staff members and a lack of local and national political support for the administration of the reserve. Actual management measures comprise zones of different tourism intensity, guide licences to be obtained after an obligatory guide training course, and security rules for the loading of canoes. There is almost no control of human activities inside the reserve.

We chose the lake system "Lagunas de Cuyabeno" as study site because tourism is very concentrated in that part of the reserve. At the beginning of the study, almost no information on the state of the animal populations in the Cuyabeno Reserve was available, nor existed any data from the time before tourism started.

Experienced nature guides pointed out that there had been a decrease in frequency or a change in behaviour in the black mantle tamarin (*Saguinus nigricollis*), the spectacled caiman (*Caiman crocodylus*) and the hoazin (*Opisthocomus hoazin*), a bird nesting at the borderline of lakes and canals. These species were therefore investigated. Data were collected on flight behaviour, frequencies of individuals and, in the case of the hoazin, on reproductive success and stress in tourism zones as well as in zones of maximum protection without tourism. A tourist survey was carried out in order to assess the satisfaction of visitors with their tour and to learn about their opinion on several possible management measures.

Black mantle tamarins did not tolerate the approach of tourist groups on forest trails in spite of many years of exposure to tourism. They showed a flight frequency of almost 100 %, and the displacements of tamarins by tourist activities lasted at for least two hours. In times of high visitor traffic on forest trails, tamarins were encountered less frequently than in times of low visitor traffic. The detailed consequences of the displacement for the tamarins still remain uncertain, but displacements lead to a loss of viewing possibilities in the forest around the Laguna Grande.

Likewise, spectacled caimans have not been habituated to the approach of visitors (Alarcón 1999). Flight distances of caimans in tourism areas were the same as in tourism-free areas. Boat trips at night always forced the individuals to dive under water. Caimans in tourism zones are confronted with boat traffic almost every night throughout the year. The lasting wariness of the caimans in combination with “rush hours” of caiman spotting could be sufficient to explain the decrease in frequency to encounter caimans pointed out by guides. Tourist groups hinder each other in observation by chasing the caimans away. Presently we do not know the detailed consequences for caimans arising out of frequent escape reactions. Up to now, no differences could be detected in the densities of individuals or in the age structure of the caiman population between tourism zones and control areas (Alarcón 1999).

The density of individuals and nests of hoazins were lower in the lakes and canals with tourism than in the control stretches of water that without tourism activities. In addition, the mortality of young hoatzins between hatching and fledging was higher in tourism zones. Young hoazin chicks in tourism zones showed a higher concentration of stress hormone corticosterone in the blood than hoazin chicks in tourism-free zones, and their response in a stress protocol procedure was stronger. Although breeding adult hoazins in zones with boat traffic have learned to remain externally calm when being moderately approached by boats (to a distance of 17 m), they showed a physiological stress response by raising their heart rate. Even motor noise produced agitation in breeding hoazins.

Conclusions from the case studies in the Cuyabeno Wildlife Reserve

Our results show that even simple wildlife observation, the main activity of nature tourists, can harm and disturb animals and in part runs counter to conservation goals. The impact on the species studied in the Cuyabeno Reserve is alarming, although long-term consequences of the negative influences on these animals remain unclear. A negative impact on the Cuyabeno Reserve as a destination for tourists can already clearly be seen: the reputation of Cuyabeno is at risk due to a reduced observation success for important animal attractions. The limit of capacity for tourism in the Lagunas de Cuyabeno is reached with the actual visitor numbers. Our results also demonstrate the necessity for zones closed for tourism because of their function as a refuge for sensitive animal species and because they are irreplaceable areas of reference for future assessments of changes in tourism zones.

In contrast to general opinion, ecotourism needs very careful planning and intensive steering. However, authorities that could regulate tourism are almost absent in rainforest areas of developing countries and most administrations of protected areas are weak. As a consequence, tourism agencies and tour operators play a crucial role for the creation of a sustainable tourism that would deserve the label “eco-tourism”.

Ways to avoid negative consequences of rain forest tours: The extraordinary responsibility of agencies and tour operators

When official tourism management is weak, tourism agencies are in a position of extended responsibilities. Through naturalist guides they can effectively control the impact of a tour in the field. For example, the guide decides how close to approach an animal and how to react in an unexpected situation. Therefore a main emphasis of tour agencies and tour operators should be an excellent training and education of guides, including native guides. The training should contain a codex of behaviour that reduces the disturbing effect of animal viewing, like adequate minimal distances to be maintained from an object of interest. To invest in the education of guides also pays back through enhanced satisfaction of tourists.

Motor boat traffic should be reduced to the minimum, a measure that meets perfectly with the idea of many tourists to move in paddled canoes. More stationary observation techniques should be applied whenever possible, to give animals the choice to decide if they want approach tourists. Stationary observation needs a good infrastructure of observation platforms and towers at strategic sites and a wise use of natural gathering points for animals like, for example, large fruiting trees. The creation of such an infrastructure is certainly more difficult in areas open for various tour operators, but a co-operation of agencies makes the setting up a realistic measure.

Agencies should help the visitor and client with an adequate preparation of the rainforest tour. They should recommend to bring binoculars and provide more information about the circumstances of observation instead of selling a tour with unrealistic promises. Binoculars are a simple and effective means to maintain healthy distances from animals and a must for many amazing and revealing observations. It is not trivial to point this out. "If we had known, we would have brought" is a common comment after a tour, even heard from more experienced nature travellers. Agencies should be prepared to rent binoculars to visitors.

It is also essential for the eco-compatible touristic use of an area that agencies get actively involved in creating general standards for tours, in communication platforms between reserve administration, tour operators and local inhabitants, and in finding efficient ways to penalise tour operators that disregard the rules. Tour operators should accept zones closed for tourism and make sure that they are respected by all tour operators in the area.

Finally, agencies as primary beneficiaries from the attractions of natural areas must be ready to fund research and monitoring of the impacts of their activities. These investigations will also reveal interesting information on animals and are thus an investment in an attractive tour offer.

How NGOs and development projects can contribute

Wherever organisations or projects plan to promote tourism, whether in reserves, in communal areas or in private land property, it is very important to gather quantitative biological information prior to start with tourism. Data should be collected on the size of animal populations and on animal behaviour. As many susceptible species as possible should be figured out and tourism activities should be designed to reduce the impact on these species right from the start.

The promotion of tourism should focus on the margins or surroundings of a natural area instead of the core areas. Efforts are needed to help local communities, tour agencies and reserve administrations to define the conservation status for tourism zones and to set aside areas closed for tourism. Other activities should include the preparation and implementation of a monitoring program for tourism impacts, the creation of management structures, the support of capacity building measures, the helping with law enforcement, the control and certification of standards of tourism operators, and the improvement of information for visitors.

What travellers can do

The better prepared travellers are, the more background they have to minimise the negative impacts of their visit in a rainforest area. Tourists can also strongly influence agencies by their demand. If tourists decide for a tour in the host country, they should check carefully for ecotourism standards of the agency and avoid obvious dumping offers. If they book a tour in their home country, they should as well ask for details and try to make sure that sub-operators really keep the promise of the selling agency. Unfortunately it is still difficult for a client to judge the service and operation standard of an agency in advance, because recommendations or information from travel books are incomplete and an independent, reliable certification of tourism operations does not yet exist.

Outlook

Tourists observing wildlife leave more than footprints, without even noticing. Ecotourism can be a serious contribution to conservation if critical and realistic evaluations of touristic activities are undertaken. Much more efforts in capacity building, research and monitoring are necessary. The highly diverse conditions of different tourism destinations demand for site specific solutions based on scientific investigation. Otherwise the usefulness of ecotourism remains wishful thinking.

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