In many areas where biodiversity is under threat, tourism is seen as a possible solution.
A solution to conserve nature that otherwise would be destroyed, to save species that otherwise would be exterminated or to help local communities to an additional source of income.
But how realistic is it to develop tourism as a conservation tool? What benefits can communities expect? How does one deal with impacts? And last but not least: what is the possible role of the private sector?

This book presents the lessons learned from 27 small-scale projects that the IUCN National Committee of the Netherlands supported between 2004 and 2006. Their experiences offer a valuable insight into the relationship between tourism and conservation; valuable for conservation projects as well as for tourism companies.

IUCN and the IUCN National Committee of the Netherlands

The International Union for the Conservation of Nature and Natural Resources (IUCN), currently known as The World Conservation Union, was founded in 1948. IUCN's mission is to promote nature conservation in a just world. IUCN is the largest global nature conservation organization, bringing together states, government agencies and a diverse range of non-governmental organizations.

IUCN National Committee of the Netherlands (IUCN NL) aims to promote, in cooperation with the IUCN and its members, the conservation and responsible management of nature and natural resources in an international context. Activities include offering a platform for IUCN members in the Netherlands, identifying problems related to sustainability, consumption, trade and biodiversity and co-financing activities for small NGO conservation projects focused at ecosystems and sustainable development.

National Committee of
The Netherlands

IUCN
The World Conservation Union

Destination Conservation
Protecting nature by developing tourism

Destination Conservation

Protecting nature by developing tourism

IUCN-NL

Destination Conservation

Protecting nature by developing tourism

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Introduction

According to the United Nation's Convention on Biological Diversity, biodiversity is 'the variability among living organisms (plants, animals, micro-organisms) from all sources, including the terrestrial, marine, and other aquatic ecosystems and the ecological complexes of which they are part'. In short this means: the diversity of all life forms on earth and their ecosystems.

Being able to observe a wide variety of wildlife, vegetation and landscapes is appealing to tourists. This is exactly why the savannas of Africa with their spectacular wildlife or the lush tropical forests of Costa Rica attract tourists from all over the world. In countries that depend on tourism, a decline in biodiversity will have a negative impact on the tourism sector and the economy. The other way round, a growing number of tourists can have a negative impact on biodiversity.
In order to make sure that tourism gives a positive contribution to nature conservation, the development of tourism in natural areas needs to be planned and managed with extreme care.

With this complex relationship in mind, the IUCN National Committee of the Netherlands (IUCN NL) started the Biodiversity & Tourism

Programme in 2002. As part of this programme, a Micro Fund was set up. Between 2002 and 2006, the fund supported 27 organizations that are developing tourism as a tool to protect nature. The experience of these projects offers a valuable insight into how the relationship between tourism and conservation actually works. With this booklet, we want to share this experience, especially with all those who want to use tourism development for the purposes of conservation.

The reader should keep in mind that the projects all have certain characteristics in common. First of all, these were small-scale projects, because the maximum grant was 12,500 euro and the activity for which it was awarded was not to last longer than one year. Almost all projects were located in so-called developing countries. And finally, all the projects involved local communities, because – in the experience of IUCN NL – community development is essential for successful conservation.

We have chosen not to discuss certain aspects of sustainable tourism; the fact for instance that tourists will often have to travel by plane to get to the project sites. Although we do think that pollution caused by air travel for leisure purposes is a serious problem, it is a complex subject in itself that cannot be covered within the scope of this publication.

The first chapter focuses on the relationship between biodiversity and tourism. What are impacts of tourism and what are the possible benefits? In the second chapter, we discuss the importance of involving stakeholders and local communities. The third chapter describes different ways of how to manage tourism in natural areas and how to deal with the impact of tourism. The focus of the fourth chapter is on commercial viability: how to attract tourists and how to cooperate with the private sector. We conclude with the findings from the previous chapters: this is a list of aspects that deserve special attention when plans are being developed to turn tourism into a conservation tool. The other activities of the IUCN NL Biodiversity & Tourism programme, the activities of IUCN International, as well as a description of the projects that have received funding, can be found in the appendices.

The Biodiversity & Tourism Micro Fund was made possible by the Dutch Ministry of Foreign Affairs and the Doen Foundation. We would specifically like to thank the coordinators of the 27 projects for sharing their experiences with us.

The IUCN NL Tourism Team

1

A double-edged sword

The development of tourism in natural areas

1.1 A growing market

Although there are very few statistics on nature travel, a 2005 study (Newsome et al.) finds that: '40 to 60 per cent of tourists worldwide travel to experience, enjoy and appreciate nature, and 20 to 40 per cent travel to observe wildlife'. The World Tourism Organisation registered an approximate total of 230 million international tourist arrivals in 1990 and 396 million in 2004. It is therefore clear that nature–based tourism is no longer a niche product. There are many operators in this market and, even though nature tourism is but a small percentage of the whole market, the sheer number of travellers is impressive. Besides international travel, domestic travel is an important factor as well: the United Nations Environment Programme (UNEP) estimates the number of domestic tourists to be about ten times the number of international tourists.

The tourism industry offers all sorts of trips to natural areas: survival tours, rafting and hiking tours, fishing and hunting trips, whale watching trips, safaris and botanic tours. Of course, many tourists are attracted by the beauty of natural sites like the Victoria Falls on the border of Zambia and Zimbabwe or the Grand Canyon in the United States. And sometimes a local tourism industry springs up around of the presence of a rare species, like the mountain gorilla in Uganda.

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1.2 Role of biodiversity in tourism

In some way or other, nature is a part of almost any holiday and, while biodiversity in itself attracts many tourists, it also renders services that tourism depends upon. Ecosystems provide a stable environment and supply vital services like fresh water and clean air. A loss of biodiversity may lead to a shortage of these commodities, which in turn may form a threat to the tourism sector. The 'supply' of nature and wildlife is a direct commodity as well and needs to be preserved for this reason alone. When certain ecosystems or species disappear, tourism loses a part of its market. Alterations in the ecosystem may cause natural disasters, like flash flooding or landslides resulting from deforestation. Usually, these disasters generate much negative publicity for a region, especially when Western tourists are affected.

The case of the 2005 tsunami in Southeast Asia clearly illustrates how fragile the relationship between good environmental conditions and the tourism sector really is. Compared to areas where the coastline had been altered for tourism or other purposes, there was decidedly less damage in areas where the natural coastline was still intact. Coastal mangrove forests proved to be an excellent buffer against storm and high waves. Global warming will also have a considerable impact on the tourism sector. Rising sea levels will cause problems for many seaside resorts and rising temperatures have already caused the snow line in the Alps to recede to higher altitudes. Ski resorts at lower altitudes have been left with useless slopes and lifts and without tourists and the revenue they bring.

Not only biodiversity loss itself, but also the growing concern about biodiversity loss may lead to problems for local stakeholders. The number of laws and regulations concerning future developments will increase and they will become stricter. And therefore, tourism stakeholders will not be able to access natural areas as easily as before and they will have to obtain permits for their activities. If hotel chains or local tour operators are inexperienced in these matters, permits could be delayed or refused.

1.3 A tool for nature conservation

Biodiversity is an important factor for tourism development, but it also works the other way around. Tourism can also play an important role in conservation issues, because it is a means to add economic value to biodiversity and ecosystem services. The visitor pays to see an animal or a specific ecosystem and the habitat will then be protected from other – more harmful – forms of land use. This positive scenario is quite widely accepted: well-planned tourism may contribute to the protection of biodiversity. It generates direct income for conservation and both direct and indirect income for local stakeholders, which makes it a strong incentive for conservation. It is a way to establish support for conservation on local, national and international levels, it promotes the sustainable use of natural resources and, finally, it reduces threats to biodiversity.

The IUCN NL Grant Programme supports several projects in which the development of tourism is used to protect biodiversity. One of these is the Tanjung Puting National Park project in Kalimantan, Indonesia, initiated by the Australian Orangutan Project (AOP) and the Australian Great Ape Survival Project (GRASP). This area suffered serious damage caused by illegal logging, gold mining in and around the park, as well as by the palm

plantations in the vicinity. All these activities caused a loss of habitat for the most important species and tourist attraction in this area, the orangutan. The project provided guide training to the indigenous Dayak people and other locals to convince them to stop earning a living with activities that are damaging to the ecosystem. The training provided skills and knowledge on various topics, ranging from biodiversity to tourism services to health risks. The participants, among whom some former loggers, have set up a tour operating company, Borneo Wilderniss Ecotours, which is responsible for the management of tour groups in the area. They also provide other services to the visitors, like a laundry service, so tourism nowadays supports more people in the community. Visitors now make use of local guides instead of foreign travel guides and this generates more income for the local communities and more funds for conservation efforts.

The growing number of visitors has also made the local population more

Participants of
guide training at
Tanjung Puting
National Park

aware of their environment. They have put rubbish bins in their boats and cleaned up the dock area, and – on the whole – they have developed a more professional attitude towards tourism. And – last but not least – several organizations, also at policy-making level, offered their support. They are very enthusiastic about the success of the project. A National Park representative, who joined in one of the training sessions, said that the parties involved in tourism and conservation in the area should work together. He argued in favour of setting up a search and rescue team to be better prepared for visitors who might lose their way and stressed the importance of a certificate for tour guides. The Indonesian National Tourism Department and the local tour operator are putting together a set of skill and knowledge criteria for guides who want to work in the area. The aim is to provide the visitors with a positive experience and give them a reason to return to Tanjung Puting or to recommend the region to others.

The main reason for the success of this project lies in the fact that the trainees felt the project was their own. They became aware of the importance of conservation and they were able to execute the project themselves. This is why the local population and organizations continued the project after the foreign initiators had withdrawn. And finally, by involving representatives of the National Park and the Tourism Department the activities were given a much broader base. This led to new activities to benefit sustainable tourism and conservation efforts in the area.

The influence of tourism on policy-making is realised to its full potential in the river Mahakam in Kalimantan. In this region, the Conservation Foundation for Rare Aquatic Species of Indonesia (YK-RASI) is actively protecting Indonesia's single Irrawaddy dolphin population (Orcaelle brevirostris). This freshwater dolphin species is listed as critically endangered on the 2000 IUCN red list and there were only 70 individuals left. Dolphins get killed because they get entangled in gillnets★ and they are threatened by unsustainable fishing techniques (poison and electro-fishing). The quality of their habitat is also declining by noise pollution from speedboats and tugboats transporting coal. Illegal captures and chemical waste from the mining industries in the region do the rest. As the dolphins depend on areas that are also used intensively by people, it was very important to raise the awareness of the local fishermen and other

★Gillnet: A type of passive fishing gear consisting of panels of monofilament nets held vertically in the water, either in contact with the seabed or suspended from the sea surface. Fish attempting to swim through the nets are entangled. The mesh size of the net determines the size range of fish caught, as smaller fish are able to swim through the meshes. Fish are held behind the gill plate as the head passes through.

A guide-training project in Nature's Valley, in the area of Tsitsikamma, South Africa, also uses tourism to influence policy-makers. In this area, known for its fynbos ecosystem and the unique ecosystem of the Salt River, developers are planning to build holiday resorts, luxury housing and polo fields. The Salt River is not only a habitat for some rare aquatic insects, it is also a source of fresh water for several communities neighbouring Nature's Valley. The Natures Valley Trust is training people from these communities as 'eco guides'. These guides have started their own business, Tsitsikamma Ecoquides, and they will raise awareness by sharing their knowledge with the rest of the community. The communities are already becoming more and more convinced of the need to protect their natural resources, because they can see how they could benefit by it. They are also becoming more aware of the ecological processes that are necessary to maintain a healthy ecosystem. Although the eco guides training is a political move in the battle against unwanted developments,

Tsitsikamma Ecoguides

users of the area. Apart from creating a tourism infrastucture, the project therefore concentrates on introducing alternative fishing techniques and setting restrictions on gillnets. RASI is also trying to get fishermen to check their nets more frequently and gave them instructions on how to free the dolphins safely. The fishermen receive compensation for nets that are damaged while releasing entangled dolphins.

Local fishermen were trained to take tourists on safe dolphin and other wildlife watching tours in the area. Thanks to awareness campaigns among schoolchildren and fishermen and the growing number of visitors that come to see the dolphins, people in the region have begun changing their attitudes towards dolphin conservation. The local authorities and the fishing industry are much more supportive of conservation now that they know that the species is unique and that protecting it also offers economic opportunities for the future. The communication between all parties involved, including the local and regional governments, improved by meetings and workshops. It became clear that the fishing community needs to find new fishing techniques that are both sustainable and profitable. Another problem is the tugboat traffic in a narrow tributary that is not only a primary dolphin habitat, but also a fishing area and an interesting spot for ecotourism. One result of the meetings is that the local authorities and the stakeholders are planning a complete ban on the transport of coal in this area. They are also trying to control the disposal of waste from coal cleaning, because this waste has a negative impact on the fishing industry.

Fishing with gillnets on the Mahakam river

NVT steers clear of the political debate.

Current proposals for massive upmarket developments in the catchment area★ of the Salt River show that the eco guides project was timely. During the recent public debate about tourism and development, the Salt River was discussed as a tourism opportunity and a source of fresh water that needs to be preserved as a healthy system.

Providing the communities with knowledge about their natural environment will enable them to make informed decisions about development processes. This means that they will no longer be gullible when developers promise them housing and employment. Often, these developers have little or no intention of fulfilling their promises and – even worse – they will end up harming the natural environment.

1.4 A wolf in sheep's clothing?

The list of possible benefits from tourism development looks very encouraging, but reaching a point where these benefits become tangible is quite another thing. Before organizations get overly enthusiastic, they should consider many factors. The key to successful tourism development without unacceptable consequences is thorough planning. This is a complex issue, and – sadly – planners and managers do not always give it the consideration it deserves. Without good planning, tourism can have a negative impact on soil, vegetation, water, air and wildlife. Infrastructure development has a direct impact on the environment: vegetation is removed, animals are disturbed and ecosystems are fragmented. The visitors themselves trample on vegetation, damage the environment by taking souvenirs, and disturb the wildlife. And then there is the use of local resources: the basic needs of tourists for fresh water and food are often much larger than the needs of the local population. They place a high demand on these resources. A well-known example is that of the tourists on the hiking trails in Nepal. Because the Western visitors want warm showers, the local people collect large amounts of wood to heat the water. This has led to deforestation and erosion on the slopes along the trails.

On a macro-level, tourism is part of the discussion on climate change. According to research, tourism, mainly by air transport, is responsible

★ Catchment area: The area of land from which rainwater or melted snow drains into a reservoir, pond, lake, river or stream.

Clearing vegetation for development

for approximately 5% of total climate change. It is estimated to rise to a contribution of 10 to 20% in 2030. According to Thomas et al. 2004, climate change may contribute to loss of 25% of total biodiversity. An easy calculation then learns that tourism might become responsible or 2, 5 to 5% of all biodiversity loss caused by climate change, when the increase of air transport for tourism purposes continues. This stands for a loss of some 250,000 to 500,000 species.

An overview of the main negative impacts of tourism on biodiversity is given in the table below. A reduction in biodiversity, or in number of species of plants and animals, will upset the balance in an ecosystem. If the quality of the natural environment is reduced, the natural tourist attractions will inevitably lose some of their value as well.

The IUCN NL Grant Programme also supports projects aimed at regulating tourism activities that are already in development. One of these projects is an initiative of the local organization Al Hayah from the Farafra Oasis in Egypt. The White Desert lies in the Western Desert, approximately 550 km outside Cairo, 40 km from Oasis Farafra, and 200 km beyond the first oasis, Bahariya. It is a popular destination for tourists who want to see more than just the pyramids of Luxor and the luxury resorts on the Red Sea coast. As the number of tourists increases, more and more local people and tour operators from Cairo are taking them on jeep rides through the desert. The high number of these unregulated trips is not only bad for biodiversity, it also spoils the trips for the tourists themselves: gazelles and

Type of impact	Possible causes	Potential effect on biodiversity
Land use or conversion	• Intensified or unsustainable use of land (deforestation, wetland drainage, etc.) • Development of infrastructure (airports, roads, accommodation, etc.)	• Loss of habitat • Decreased quality of habitat
Disturbance of species	• Human presence and activities • More visitors • Change in mode of transportation	• Disruption of behavior and potential influence on morality and reproduction systems
Unsustainable consumption	• Production of souvenirs manufactured from endangered species • Unregulated hunting and fishing	• Endangered reproduction systems
Introduction of alien species	• Taking plants and animals home • More intercontinental transport	• Disturbance of ecosystems • Risk of diseases
Waste and pollution	• Waste from construction, package materials for daily needs, unused materials • Sewage	• Dependency of wildlife on tourist litter for food • Deterioration of water quality (freshwater, coastal waters)
Emissions	• Travel by air, road, rail or sea	• Global warming leading to disturbance of ecosystems

Figure 1. Impacts of tourism on biodiversity

foxes hardly ever show themselves anymore and the very attraction for tourists, the unspoilt desert, is vanishing quickly. Sometimes there are so many tour groups in the area, that you can see several of them at the same time. Deserted campfires are everywhere and you could get lost in the labyrinth of tyre tracks in the sand. Al Hayah is currently working on a plan to manage the White Desert in cooperation with the Nature Conservation Sector in Cairo, which is part of the Egyptian Environmental Affairs Agency. They are also trying to obtain a conservation status for the area. Al

Hayah is training tour guides from the local communities and the goal is to set up a guide certification scheme and a professional organization for guides in the Oases of Bahariya and Farafra.

Tangkoko on Northern Sulawesi, Indonesia, is another location that has clearly been damaged by tourism. Tangkoko is a protected area not far from Bunaken National Park. There are two conservation research stations, it is home to a population of black-crested macaques and there is a beach where turtles come to lay their eggs. The beach area is visited by international tourists and domestic tourists often camp there overnight. It is not a designated area for tourism, but campers come and pick their own spots anyway. Both on the beach and inside the nature reserve, they clear the vegetation to pitch their tents and leave their trash behind. The cooking fires they make on the beach drive away the turtles; there are already fewer nests than there used to be. This area is also the home range

Tyre tracks in the White Desert

of one of the macaque groups. Because the campers feed the monkeys, they have lost their fear of humans. Their behaviour is becoming more aggressive and a number of tourists have already been bitten.

The scale of these negative effects may be small, but this case shows to what extent tourism development influences the environment: land is converted and vegetation is cleared, visitors leave waste and pollute the area, and animals are disturbed, which leads to altered behaviour and avoidance of their original habitats.

A group of local young men have set up an organization called Tangkoko Ecotourism Guides Club or KONTAK. They are re-establishing a campsite, which had fallen into disuse, with sanitation facilities in the designated tourism area. With an attractive campsite, visitors are less likely to camp in the conservation area. KONTAK also organizes training courses for local people who work with tourists. They are to teach local people about the value of ecotourism and the importance of nature conservation, via campaigns, via their information centre, publications, but also by including local people in their activities.

An added bonus is that the guided excursions hamper the poachers in the area who can no longer engage in their illicit activities undisturbed. The guides discover and remove traps and sometimes even catch the poachers red-handed. At this moment some of the former poachers are assisting

Tangkoko
Ecotourism
Guides Club

KONTAK in their conservation activities.

As you can see in both cases, organizations can be set up from within the local communities to be able to respond to the negative effects of tourism. These organizations are working very hard to reduce the negative consequences of tourism in their areas and to use it as a tool for nature conservation instead. Obviously, it would have been better if there had been more planning in an earlier stage.

There is yet another issue that deserves attention besides the direct negative effects of tourism development. As a source of employment and extra income for local inhabitants, tourism can be used to boost support for nature conservation and to reduce damaging activities. However, the work generated by tourism is often only an additional activity. It does not always replace other, more damaging activities and the extra income does not always bring about any change in behaviour. In the worst case, the already scarce resources are used up more systematically by the extra income and the loss of resources is only accelerated. It is necessary to avoid using that additional income from tourism for activities that only exploit nature further. The only way to achieve this is to affect a radical change in local attitudes towards the natural environment.

1.5 Is tourism desirable?

As this chapter has shown, there is no such thing as tourism development without an impact on biodiversity. It is important to ask ourselves whether the benefits outweigh the disadvantages. We must carefully assess the local situation before starting any new tourism projects. What are the expected benefits? How much income could really be derived from tourism and how many people can make a living from it? Can we expect the income from tourism to replace the income from current activities that are damaging the environment? What will the effects of development be and to what extent are they acceptable?

Even if a region has development potential and there are likely to be benefits, a thorough assessment may show that tourism development could have unwanted consequences for conservation. Some ecosystems are simply too fragile and some populations too small to survive the impact of tourism development. However, if an assessment shows that benefits are likely, impacts will be controllable and the ecosystem has a certain amount of resilience, tourism could be the way to go.

Danielle Kreb

Project officer at Yayasan Konservasi RASI, Kalimantan, Indonesia

'I first came to this area doing research on the Irriwady dolphin. People from the area came to see me when I was listening to dolphins with a microphone: some had never heard the sound of a dolphin before and nobody knew that dolphins had different 'dialects' in different parts of the river. Every now and then I would give a presentation and the people were very interested.

From time to time tourists passed through the area, travelling by boat to other places. When they heard that there were dolphins in this part of the river system, some would stay a while. I always thought it was such a pity that most tourists continued upstream without stopping here: there is so much to see and they could easily contribute to development and conservation.

A small tourism infrastructure has now been set up in the Middle Mahakam area and the people who listened to my microphone now guide the tourists by boat over the lakes and rivers.

As an ecologist I used be suspicious towards tourism to dolphin populations, but the influx of tourists is well controlled and visitor numbers are low, about 100 per year. We're working on contacts with travel agencies and tour operators and in the new edition of the Lonely Planet the Dolphin centre will be mentioned. We don't expect a rise in visitor numbers to threaten the dolphin population; visitor numbers will stay fairly low because the area is not easily accessible. Because of the small scale, tourism does not contribute substantially to the local economy. Our organization therefore combines tourism efforts with support for sustainable fisheries: fishing supports more people.

Developing tourism has improved the awareness and appreciation of the dolphins amongst local people, resulting in protection of the dolphin population and their habitats. We are very pleased with the support and commitment from the stakeholders in the area to get a protected area status for the nearly 80km river structure and the linked lakes. In 2007, the first protected dolphin area will be created and the government is now working on a law that forbids the transport of coal barges through dolphin habitat.'

2

People and participation

Community development and poverty alleviation

2.1 Nature conservation and community development

Local communities play an important role in the relationship between tourism and conservation. In most areas where tourism and conservation projects are started, the inhabitants make use of natural resources for building material, food and fuel. Of course, there is no harm to the ecosystem when these resources are used in a sustainable, renewable manner, but it can easily turn into a threat for biodiversity. In many developing countries, the population is growing rapidly and incomes are low. It is no wonder that the people turn to 'free' natural resources and that vegetation is cleared to be able to use the land in other ways. This is why poverty can be a serious threat to biodiversity. More often than not, conserving nature means dealing with poverty alleviation. As we explained in chapter 1, tourism can give natural areas an added economic value, which makes their preservation that much more interesting. It can also mean extra income for the local population, reducing their need to depend on other – more damaging – activities. But, additional income from tourism is sometimes just that: additional income. It does not necessarily mean that other, harmful activities are stopped. And, when no provisions are made for monitoring and regulating impacts, negative effects of tourism development on natural surroundings will occur. This means that the unwanted effects of tourism sometimes outweigh the potential benefits.

An example of how community development and conservation can go hand in hand is a project that was started by INDECON, the Indonesian Ecotourism Network. Tangkahan, in Northern Sumatra, is a community on the border of Gunung Leuser National Park. Illegal logging by community members had been the cause of many conflicts with the park management. In 2002 – after one of these conflicts – representatives from the park and from the community sat down together. They founded a community tourism organization called LPT and signed an agreement. Illegal logging was to stop and in exchange more than 10,000 hectares of land were placed under the community's care. Of this area only 300 hectares are open for ecotourism. The income from tourism is meant to supplant the need for logging, which is a very lucrative activity in Indonesia.

Many other communities have started similar tourism projects aimed at this dual goal of community development and environmental conservation. In

Transport of
logs over water,
Borneo

practice, however, it has proven to be very difficult to achieve both. If you want income from tourism to lead to poverty alleviation, you must take care that the income is well distributed among the community members. In many cases, just a small group benefits, and these are not necessarily the people that were involved in the damaging activities in the first place. In Tangkahan, the target group did start working as guides. But in the first years of the project, incomes were considerably lower than the amounts previously earned from logging, which was around US$ 180 per month. It was important to make sure that the income from tourism would become an alternative to logging. This is where INDECON became involved. Their goal was to improve both the marketing and the tourism product itself.

2.2 Fighting poverty

In the year 2000, the United Nations formulated the Millennium Development Goals. The most important goal was the eradication of poverty. As a result, several international organizations involved in tourism have put poverty alleviation on their agenda. The World Tourism Organisation (WTO) has developed the STEP (Sustainable Tourism – Eliminating Poverty) programme. This programme promotes a form of tourism with two key characteristics: it has to be sustainable and it has to bring economic development and jobs to people living on less than a dollar a day.

Another project is the Pro-Poor Tourism Partnership. This is a research project of the International Centre for Responsible Tourism, the International Institute for Environment and Development, and the Overseas Development Institute. Their research and experiences show how tourism development and management can result in increased net benefits for poor people. Unfortunately, a blueprint for achieving these ends is hard to give.

There are several reasons why the Pro-Poor Tourism concept can beneficial to poor people. To put it in economic terms: the consumer of the 'product', in this case tourism, travels to the place where it is 'produced'. This means that other people and businesses in the area also profit from the extra money the tourists bring into the region. Furthermore, tourism depends on natural capital (flora and fauna, scenery) and culture. These are assets that many of the poorest countries do have. In most cases, tourism provides all sorts of jobs. And more importantly, a relatively large number of these jobs go to women and young people.

Judging from these characteristics, tourism would appear to be a logical tool for community development. However, poor communities are often badly organised and their members have little expertise. In most cases, outside parties therefore take the initiative for tourism development with poverty alleviation and nature conservation in mind. These parties could be international or national aid or conservation organizations, but also private sector companies, like tour operators with a social and conservational leaning. Still, the local inhabitants are key stakeholders in any activity concerning community development. They play a crucial role when it comes to conservation and the success of a project depends on the involvement of the community. To achieve this, they should be intrinsically involved in the project.

2.3 Involving communities

The IUCN NL Biodiversity & Tourism Micro Fund supports various projects, and experience has taught us which factors are important for community involvement. Communities wishing to be involved in tourism development or organizations who want to involve a community in developments should bear these factors in mind.

2.3.1 Benefits for community members

Developing countries already attract almost 20 per cent of all international tourists, and the sector continues to grow. As described in the previous section, the tourism industry can offer direct benefits to the poor. There are relatively more poor people outside the urban areas, where agriculture is practically the only way to make a living. Tourism can provide an additional source of income and it also offers opportunities to support agriculture and craftsmanship. One of the economic benefits of tourism for poor communities is employment. People either find work in tourism-related businesses, they start one themselves or they earn an income by supplying goods and services to the visitors. The community as a whole can benefit through increased tax revenues. And finally, tourism is a stimulus for investments in the infrastructure and social services.

The economic and financial benefits aside, the community often experiences other improvements. Take for instance the project of the NGO SCORE and tour operator Shoebill Safaris in the Mambamba Busi wetlands, close to Kampala, Uganda. The two organizations improved the existing tourism site in Mabamba Busi and focussed on the relationship between tourism activities and conservation. They involved the local inhabitants in the tourism development for two reasons: to make them feel part of the process and to make them more aware of the value of and the need for conservation of the shoebill, an endangered local bird species. All parties involved in the project regard it as a success. An unexpected result was that the people who participated considered the financial benefits less important than the non-financial benefits. They were very pleased by the teamwork training and the skills they developed, like leadership and guiding skills. As the project gained recognition, it brought a sense of appreciation and pride. The activities brought people together and they became more active and creative. The participants started to develop ideas for additional activities to increase the visitors' length of stay. Marketing was improved and so was the signposting along the roads as well as the sanitary facilities. On the whole the people felt the project improved their well-being and that their community is now more organized and better structured. A visitor to the community said he noticed 'a positive change' to Mabamba Busi, which made him return several times.

In the case of Mabamba Busi, the community already received tourists before the project started. The project was initiated to attract more visitors and to create a link between tourism and conservation. The project greatly improved the quality of the visitor's experience. Thanks to the various

training courses, the visitors are now treated much better than before the project. The guides learned not to bicker amongst themselves whenever a group of tourists arrived, because it was extremely annoying for the visitors. The problem was solved by introducing a rotation schedule for the guides and setting a standard price for hiring a guide. The tourists really appreciate the improved hospitality and this is also reflected in the amount of tips they give.

All of this is a positive start, but it is often underestimated that it usually takes a long time for the possible benefits to materialize. IUCN supports projects for a one-year period of time and within this time frame it is often impossible to say anything about concrete benefits yet. Apart from this, project initiators should be aware that tourism development could also have negative side-effects for people living in the project area. They could lose access to land, to forest and water resources, and sometimes conflicts arise within their community. Therefore a project needs to be planned very carefully and, during the process, the stakeholders should be given ample opportunity to share their views.

In the state of Minas Gerais, Brazil, an NGO called Preserve Muriqui started a project in the Natural Patrimony Private Reserve (RPPN). This is a good example of how a tourism and conservation project can have a different impact on different groups within one community. Preserve Muriqui, which owns the reserve, involves the local community of Santo Antônio do Manhuaçu and specifically the people who own land along the borders of the reserve, mostly farmers. This last group was invited to participate in one or more courses on improving the management of their farms. The subjects included animal care, nutrition, and artificial insemination. The participants reaped the benefits shortly after attending the course. They were able to run their farms more efficiently and they needed less land to do so. This way, parts of their properties were left uncultivated, which either became part of the nature reserve itself or may be used as future corridors to other uncultivated parts. The participants gained real insight into the relationship between nature conservation and local development. The outcome of the project was very profitable for them: they improved their livelihood and contributed to nature conservation at the same time.

The other group consisted of community members living in San Antonio – people with no physical link to the reserve. For them, courses on subjects like guiding, craftsmanship and rural tourism were organized. In this group, the process of participation did not run so smoothly. Not every household was informed about the courses on guiding and rural tourism, which caused disappointment and some families felt left out. But more importantly,

not all participants were able to use their skills shortly after attending the course. For instance, none of the participants in a course on providing tourist accommodation had the financial means to fulfil such plans. As the population had no experience with tourism, they found it hard to take the initiative and to put the lessons into practice. In the mean time Preserve Muriqui has solved this problem by supporting a community lodge. They are actively working on attracting more tourists, which will enable the villagers to use the things they have learned.

This project clearly shows that the various groups within one community cannot be involved in the developments in the same way. What is beneficial for one group might not be beneficial for the other. It also shows that it is important to try to avoid creating false expectations related to the development of a project. Community members do not always understand that results may only materialize in the long run.

Expectations played an important role in a project of a private operator called Kalimantan Tourism Development. Together with WWF Indonesia and the Orang-utan Research Centre, KTD is developing a tourism product that is intended to contribute to the protection of the orang-utan. At this moment, the area is rarely visited by tourists. The organizations want to use tourism to show the economic value of the orang-utans and their habitat and to put a halt to logging, which is the main threat in the area. In the first stages of the project, a great deal of effort was put into informing the inhabitants about the project and its goals. But then the project fell behind schedule and there were very few visible results. Community members have begun losing their motivation and confidence in the project. They were told that tourism would bring them many benefits, but they are unfamiliar with the concept of tourism and they do not understand that it takes time for those benefits to materialize.

Expectations aside, the two cases above also show the importance of timing. Project initiators must not only be realistic about the expected results, they also have to exercise good judgment in choosing the moment to involve the community. If people are contacted in early stages and the project does not deliver according to plan, the project might loose local support. If people attend a training course and they cannot use any of their new skills, they might lose their motivation. People who get realistic information and are kept updated on progress – or lack of it – are more likely to stay involved.

2.3.2 Distributing benefits

The benefits of tourism are not always equally divided among the members of a community. The least likely to benefit directly from tourism are the people who need it most: the poor. They lack skills and connections and this means that it is harder for them to get a tourism-related job. Although the collective income from taxes and commissions is supposed to contribute to the greater good of the community, this is very often not the case. One reason for this, is the way political decisions about the distribution of community income are made, which is often not as democratic as one would hope.

ASSETS is a community conservation project in the area of Arabuko-Sokoke Forest and Mida Creek run by nature conservation organization A Rocha Kenya. This is one of the poorest parts of Kenya and 63 per cent of the population is unable to meet the minimum recommended daily food requirement. A Rocha uses eco-tourism activities to achieve

Information meeting for parents on eco-bursaries

both biodiversity conservation and poverty alleviation. The income from these activities is used to help the poorest members of the communities in the area. A Rocha has created an eco-bursary fund providing secondary education to pupils who would not be able to afford it otherwise. More than 120 pupils have already benefited from this project.

The rotation schedule for the guides of the SCORE project in Uganda was a very simple but effective way to divide the benefits from tourism. The community set up a tourism association to spread the financial and non-financial benefits equally throughout the whole community. Of the revenues earned by the guides, 10 per cent is used for maintaining and developing the site. The tourism site is tidier and sanitation has improved; all these things have contributed to the well-being of the entire community. Community members have confidence in the future and some of them are even thinking about starting up a small business themselves.

There is a downside to all these positive developments: not all guides at Mabamba Busi appreciate the rotation scheme, the set prices and the commission on their revenues. Some of them do not participate in the project, as it limits their income. Another problem was the lack of cooperation from tour operators. Some of them preferred the old system of varying rates, because they could negotiate lower prices with the guides. According to Shoebill Safaris, getting the support of the guides and tour

operators who are currently opposed is only a matter of time. They will change their attitude when the positive results for the entire community become evident.

2.3.3 Participation

'Participation means empowering people to mobilize their own capacities, be social actors rather than passive subjects, manage the resources, make decisions and control activities that affect their lives' (Cernea 1991).

The term 'participation' is often used to describe the involvement of local people in tourism projects. The definition above explains that it is more than just sharing social and economic benefits. Sadly enough, sometimes project initiators just tell the community about the planned developments and leave it at that. The various levels of participation are visualized in the figure below.
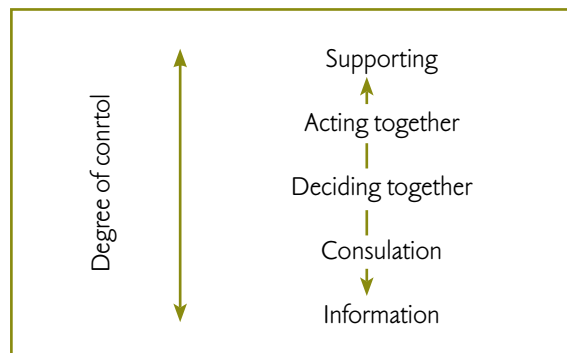
Figure 2. Levels of participation (Wilcox ,1994)

To make sure that a tourism project is successful, the communities in the project area need to feel intrinsically involved in the development. Project initiators have to take people's opinions and preferences seriously, but more importantly they have to give them a voice in the decision-making process. And it is just as important to involve them in the execution of the project.

In most of the projects supported by IUCN NL, it took much more time than expected to ensure the commitment and support of local parties. In some cases the project initiators had entirely different priorities than the community members. It is hard to get local people to support tourism activities when they have difficulty meeting their basic needs and would

rather learn how to improve their harvests. Sometimes, they expected to be paid for their time and efforts. The initiators of a project should always stress the fact that the participants have to invest time and work before they can reap any of the benefits. This may have financial consequences as well: taking a full-time course, for instance, means that you cannot work in that period and do not earn any money.

It is also important to keep in mind that local communities are often far from homogeneous and that the stakeholders in a project rarely share the same interest and beliefs. In Tangkahan, the older people had a completely different opinion about tourism development than the younger generation. The young people were prepared to do much more and they developed all kinds of new ideas. INDECON had to invest more time in organizing formal and informal meetings to win the older generation over and to come to an agreement.
Another issue that requires special attention is lack of skills and experience. In Mabamba, where the SCORE project is running, most people are semi-literate. Their experience with tourism, environmental conservation, project planning and management was limited at best. Therefore, the SCORE organization had to put a great deal of time and money into training and into explaining to the community what the project was all about. Despite the willingness of the community to participate, the first training courses were only attended by a few people. The rest of the community thought it would take too much of their time. It was only after they noticed that the training really made a difference for the participants that more people joined the classes.
It is important that training courses are adjusted to local circumstances and that the contents can be put to use in day-to-day life. It is of course important to keep the long-term results firmly in mind, but to ensure the community's willingness to participate there should be short-term benefits as well.

The structure for community involvement of the Mabamba Busi project worked very well. Volunteers from the community set up committees, each with an active agenda, and committee members were officially installed. This gave the participants a sense of intrinsic involvement and also a certain status, which increased their commitment. In the committees, the forces of the community are joined and people come together on a regular and structured basis. The committees also serve as a platform to share thoughts and ideas about tourism development and about the community. People are pro-active and there has been a burst of activity. The decisions made by the committees carry more weight and people tend to observe the new rules. Thanks to a regulation from the leadership committee about

collecting and burning waste – for instance – the tourism site is much cleaner.

The NGO Instituto de Montana in Peru initiated a community-based tourism project in two communities bordering the Huascaran National Park. The main activities were product development, training and marketing. The tourism products, restaurants and sites are owned by the campesinos, inhabitants of the villages Vicos and Humacchuco. After the products were developed and pilot tours were made, attracting enough tourists was still difficult. To overcome this problem, the communities founded the Yachaqui Wayi Responsible Travel Centre in the city of Huaraz, the tourism hub of the region. This information centre is owned by a foundation set up by the campesinos, who take care of administration and accounting. The Yachaqui Wayi Resonsible Travel Centre has three functions: it directs tourists to the tourism products of the communities, it informs them about sustainable travel opportunities and it serves as a small hostel. The income from the hostel is used to keep the centre in operation and it is run by two elected representatives of the communities. Setting up the foundation for the Yachaquiwayi Responsible Travel Centre has greatly empowered the campesinos. From that moment on they owned the tourism developments and Instituto de Montana now only has an advisory role. The campesinos are doing their own networking and fundraising, and expectations are that the tourism developments of Vicos and Humacchuco will continue.

Creating a foundation or commercial company by community members is crucial for continuation of the developments in the long run. Because the participants find a sense of pride, ownership and above all responsibility in starting an organization themselves, the developments and results will not fall apart after the withdrawal of the project initiators.

2. 3.4 Boosting the local economy

Large-scale developments usually require large investments. In 'regular' or mass tourism developments without conservation and poverty alleviation goals, most of the capital is often provided by non-local companies. These can be either national or international tour operators and hotel chains. As a consequence, only a small amount of the money spent by tourists actually stays in the area. The UNEP states that about 80 per cent of the expenditure of travellers on all-inclusive tours 'leaks' away to the developed countries. This is because trips are booked with foreign tour operators and airlines, foreign companies own the local tourism services and many of the resources are imported.

When a tourism initiative aims to promote the development of a region, it is very important to create so-called local linkages. These are economic links between the tourism product and the suppliers of food and services in the region. This may sound logical and efficient, but it isn't always easy. Tourists pay well for their trip, and they expect a certain standard of comfort, hygiene and service. Local suppliers can have difficulties meeting these standards, especially in remote rural areas. Products are often available only on a limited scale or they do not meet the customer's requirements and therefore have to be imported. Creating satisfactory local linkages thus requires an investment of money, time and effort.

Creating linkages is an important part of a tourism project initiated by the Uganda-based tour operator Adrift, which offers white-water rafting and adventure activities. In 2005, Adrift started the development of an education centre, a chimpanzee sanctuary and a lodge. They hired local companies for the construction of these facilities, providing temporary jobs for some 85 people. When it is finished, the site will provide long-term employment for around 80 employees. But the indirect income benefits for the women of the region will reach even further. Currently, the local women are being exploited by middlemen, who ask a very high price for transporting the womens produce to the city markets and thus take away a large part of their incomes. Adrift wants both the chimpanzee sanctuary

and the lodge to use local produce exclusively. Adrift estimates that this will generate a regular income for 450 small plot farmers in the area, who are mostly women. Women's groups are being set up to coordinate the supply and Adrift provides training courses for these groups.
Of course it is impossible to buy everything locally. Rafting equipment – for instance – is a very specialised product; it has to be safe and the quality standards are high. But the ideal is to reduce leakage to a minimum, without undermining the quality of the tourism product.

2.4 Does poverty reduction work as a conservation tool?

To IUCN NL, the question whether community development through tourism leads to conservation or to fewer negative influences on

Handicrafts
for sale in a
visitors centre

biodiversity is crucial, but hard to answer. Most of the projects supported by IUCN NL have been running for just a few years. Sometimes, the positive effects on the development of the community are crystal clear. There are people who earn an income from the new tourism product. But it takes time to find out whether this income has an effect on conservation.

In all cases, there was a real change in attitude and awareness. The goal of all these projects was conservation of a specific species, a natural area or an ecosystem. This means that a great deal of effort was put into providing information about environmental awareness and the value of the local ecosystem and training. The people who were actively involved in the tourism developments invariably came to see the natural values of their surroundings. Before the tourism project in the RPPF Muriqui in Brazil, many of the people living close to it had never been in the reserve. The fact that tourists are willing to travel a long way to see the Muriqui monkey really opened their eyes. They became aware that the area where they live is a very valuable region because it is one of the last remaining stretches of the Mata Atlantica or temperate rainforest along the Brazilian Atlantic Coast. Training courses and a festival in the reserve helped them to become familiar with the reserve. A poll among community members showed that most of them are very supportive of the reserve and its goals.

Whether attitude change leads to different behaviour or a change in economic activities is another matter. Many of the projects were small scale; they rarely created more than one or two jobs. It takes time before benefits materialize, so the coming years will show whether the developments are viable enough to continue and to grow.

In Tangkahan, the community-owned tour operator LPT organised several ecotourism itineraries and project initiator INDECON successfully generated more funds. The project has made a real difference for the communities involved. According to the project coordinator, tourism has brought full-time employment to 73 people, either directly or indirectly. This includes staff for the two lodges and the restaurant, market stallholders, farmers, guides and guards. They also set up a distribution system for the profits: one half goes to village funds (two communities) and the other half to the tour operator. It is realistic to assume that a large group will support the project goals. Fewer villagers have to depend on illegal logging and there are fewer conflicts with park authorities on logging.

Some projects made real headway toward the goal of conservation. Project initiator YK-RASI in the Mahakan River in Kalimantan showed the local fishermen how they could free the endangered dolphins from their nets without harming them. YK-RASI also set aside a percentage of the income

from tourism to compensate fishermen for the nets damaged while freeing dolphins. One of the guides is in charge of checking the nets and removing dangerously placed ones. During the project period (July 2005-July 2006) no dolphins died as a result of entanglements in fishing nets, while in earlier years several dolphins had died in this way. One dolphin was reported to having got entangled but was safely released. The fishermen got compensated for cutting open the net. For a highly endangered species, such as the freshwater dolphin (locally named pesut mahakam), with a population of only 70 animals, such an effort is crucial. There are also plans for a different route for the tugboats transporting coal though the dolphin habitat. This is not only good for tourism development and fisheries, it will no doubt benefit the dolphins as well. Whether this leads to an increase in the dolphin population should be monitored over the coming years, because both the population's size and its viability also depend on many other factors.

Construction of a visitors centre at Prreseve Muriqui, Brazil

Visitor centre on the Mahakan River, with dolphin viewing creek

In conclusion, we could say that monitoring the results is of the utmost importance if you want to answer the question whether tourism development benefits conservation. Without monitoring, it is very difficult to substantiate that tourism development does have a positive influence on conservation and to enhance this influence. Lack of monitoring also means that possible negative effects of the developments are not registered and adjustments cannot be made. Sadly but understandably, in most of the described projects, monitoring did not have the highest priority. They lacked funds for proper monitoring or it took so much time to make the project work, that monitoring simply disappeared from the agenda. A positive exception is INDECON, who have developed a visitor impact monitoring system. Visitors receive a form on which they can record what species they saw and in what location. The results are mapped and this is the basis for the local visitor management. Disturbed animals, too many tourists visiting the same area, or the presence of many young animals may be reasons to 'close' that area for a while. This system is a good first step, as it enables the organization to steer the developments in the desired direction. However, visitor feedback should be part of a larger system, which includes more objective indicators for impacts in the field. Developing a scientific monitoring system that can be used on a larger scale and for different purposes will take more effort.

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3

Management of tourism developments

How to deal with impacts

Tourism hotspots and biodiversity hotspots often overlap. This relation is clearly illustrated by a map produced by UNEP and Conservation International indicating the world's fastest growing tourism destinations and biodiversity hotspots. The overlap means that both conservationists and tourism stakeholders have to deal with tourism management in natural areas. In this chapter, we discuss the various management levels and techniques for visitor management in natural areas.

3.1 Protected areas: different categories, different aims

IUCN defines protected areas as 'areas of land and/or sea specially dedicated to the protection and maintenance of biological diversity, and of natural and associated cultural resources, and managed through legal or other effective means.' Worldwide, there are approximately 30,000 protected areas, occupying 13,250,000 km² – roughly the size of India and China put together. In the past, a protected status often meant that inhabitants would be evicted from the land. Nowadays, the focus is on integrating conservation and human activities, so that the future of both people and nature is protected. In some areas the human influence must be minimized or excluded completely, because the areas are extremely fragile or important. In other areas, however, it is possible to achieve conservation alongside activities like tourism or the sustainable use of resources.

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There is not one single approach to conservation: each protected area has its own management objectives. There are many different levels of protection and management, ranging from strictly controlled reserves, where only a handful of scientists are allowed, to cultural landscapes with thousands of inhabitants. Figure 3 explains the various categories of protected areas distinguished by management objective. Apart from category Ia and Ib where the main objective is protection, all the categories have tourism and recreation as management objectives; sometimes these are even primary objectives.

Protected Area Categories	Main objective	Eco tourism	Other forms of tourism
Ia: Strict Nature Reserve: managed mainly for science	Strict protection	no	no
Ib: Wilderness Area: managed mainly for wilderness protection	Strict protection	limited	no
II: National Park: managed mainly for ecosystem protection and recreation	Ecosystem conservation and tourism	yes	no
III: Natural Monument/Landmark: managed mainly for conservation of specific natural features	Conservation of natural features	yes	no
IV: Managed Nature Reserve/ Wildlife Sanctuary: managed mainly for conservation through management intervention	Conservation through active management	yes	no
V: Protected Landscape/Seascape: managed mainly for landscape/seascape conservation and recreation	Landscape/ Seascape Conservation and Recreation	yes	yes
VI: Resource Reserve: managed mainly for the sustainable use of natural ecosystems	Sustainable Use of Natural Ecosystems	yes	no

Figure 3. Protected area categories, compiled from Eagles et al 2002 and IUCN WCPA

Tourism is a management objective for conservation because this economic opportunity is more sustainable than consumptive use like mining, logging, fishing or hunting. Success depends on a number of factors. Protected areas do not deliver immediate economic benefits, and therefore all stakeholders have to agree on long-term planning. Winning the support of the people living in and around the protected area is another important factor. Sometimes protection means that the traditional use of the area is limited, leading to a negative perception in the communities affected. The success of tourism as a tool for conservation also depends on the organization that manages a protected area.

3.2 Who is managing?

Establishing and managing a protected area is expensive. In most industrialized countries, the management of protected areas is financed by the government. This means that biodiversity is protected and that tourism facilities and services can be provided. In many developing countries, however, the financial resources for management of protected areas are limited at best. Governments of developing countries find it very hard to implement protection and conservation strategies on their own. This is the reason why they try to stimulate conservation on privately held lands or invite private investors to manage public lands. Very often governments offer advantageous fiscal regulations and technical support.

In 2002 the president of Gabon created 13 National Parks, covering about 10% of the country's total land area (3 million hectares). Now that the main resource, oil, is running out, Gabon is trying to create a tourism attraction to provide a new source of national income. The national park system is promising thanks to Gabon's abundance of wilderness and wildlife, including gorillas, hippos, buffaloes and elephants. There is one problem: Gabon is not able to make the national park system work. The parks have a legally protected status, but in practice they are not being protected accordingly. The possibilities of tourism development are not at all exploited to their full potential, and management plans and investment guidelines, if any, are yet to be enforced. If the parks do not contribute to the national economy within the foreseeable future, the pressure to go back to logging will rise. NGOs, national and regional authorities and private investors have now joined hands to make the park management effective and the tourism developments attractive. The government of Gabon is inviting foreign investors to start ecotourism businesses under attractive conditions.

(comparable to IUCN category II). Although the area is legally protected, the financial means must be found for management and research activities. Preserve Muriqui, the NGO that manages the area, wants to generate this much-needed income through tourism. An information centre was built and the community neighbouring the reserve has become involved through training courses and events. Until now, there have only been a small number of visitors, so there is no work for the local inhabitants in the tourism sector yet. Part of Preserve Muriqui's marketing plan is to pursue cooperation with tour operators.

Another project is located in the Lembus Forest Reserve in Kenya, belonging to the County Council of Koibatek. The council is not only keen to protect the forest, but it also wants local people to benefit. Local people are therefore allowed to use the resources from the outskirts of the forest. The central part of the forest is managed by the Forest Department.

Collecting straw
for the banda's
at Lembus
Forest Reserve

It is crucial to involve private landowners in conservation because much land is owned privately. Important ecological corridors are often located on privately owned land as well. For example, only an approximate 3 per cent of the Atlantic Forest Region of Brazil is public land with a protected status, 95 per cent is in private hands. Apart from the 224 public protected areas, a total of 443 private reserves have been created in this same region, covering almost 1,000 km². (Conservation International, 2006)

Rainforest
in Gabon

Sometimes, indigenous people, local NGOs and private parties join forces when government involvement in the protection and the tourism development in an area is insufficient or lacking altogether. IUCN NL supports projects with various types of management bodies, ranging from families and community organizations, to NGOs and commercial enterprises.

The Reserva Particular Patrimônio Naturel - Feliciano Miquel Abdala (RPPN-FMA) in Minas Gerais, Brazil (see also chapter 2), is a private reserve named after the former owner of the land. The management is in the hands of a family foundation. Feliciano Miquel Abdala was a coffee farmer who protected the forest and the muriqui, a threatened primate species, with exceptional passion. After his death, his family applied for the status of nature reserve for the area, which resulted in the protection of one thousand hectares of forest in 2001. The park may only be used for research, environmental education and the development of tourism

The department establishes forest plantations and replants some of the degraded sections of the forest. It also cooperates with local communities, conservationists and NGOs. This is how the organization Volunteers for Africa (VFA) got involved. One of their projects is to crate a small tourism resort in the forest. The resort is to consist of an information centre and five banda's in which tourists can stay, and it is to be built and run by local people. Their activities were delayed by the complex structure of ownership and control of the forest. After a great deal of back-and-forth consultation between the County Council, VFA, local authorities and the community, the project got underway. The upside of these lengthy discussions was an improved cohesion within the community. The community members are now very eager to get started.

In Uganda, tour operator Adrift is working on getting a protected conservation status for the area around the source of the Nile, where

Islands in the source of the Nile: the future Wildwaters reserve

they organize rafting trips. They have obtained a 99-year lease on this future Wildwaters Reserve from the Ugandan government. The area is a river basin consisting of a multitude of waterways finding their way between ninety-one islands. It is a unique ecosystem and an important habitat for birds, otters, bats and several varieties of monkeys. One threat to the ecosystem is that local squatters fell trees on the islands to make charcoal and to clear the land for farming. Adrift is purchasing land from the squatters and offers inhabitants of the area alternative means of employment. Purchasing land to remove squatters is usually a complex issue, but in this case the plan seems to be working. Adrift offers the squatters a good price, the right to harvest what has already been planted, and another plot of land elsewhere. On one of the islands, Adrift is developing an eco-lodge and a chimpanzee sanctuary. This will encourage tourists to stay in the area for a longer period of time, instead of just passing through the area on their rafts. The tour operator is one of the largest employers in the area; many local people work for the company and most of them are familiar with it. Their way of working has earned Adrift a lot of goodwill and many people are willing to co-operate with their plans.

In each of these cases, the management of the area is in the hands of another type of organization. Even though you cannot make generalizations based on three examples, it is nevertheless interesting to compare the management methods.

Compared to the way NGOs and CBOs implement project activities, the effectiveness of commercial operator Adrift is immediately striking. Not only do they turn a profit, which is partly reinvested in conservation, but their managers, both foreign and local, have good entrepreneurial skills. These skills are also used when it comes to conservation efforts. To put it bluntly: a powerful commercial party like Adrift does not have to put lots of time and effort into participation processes before they act. They strive for local communities to profit from their activities, but community members do not have decision power. The downside of this model is the fact that conservation in the area is entirely in the hands of one company. The intentions may be very good, but when this company stops investing in conservation for whatever reason, activities will stop.

NGOs and CBOs often are less efficient because of the high level of participation. Committee hearings often create delays, decisions are turned around, or stakeholders change their minds. But when they do finally come round to implementing a plan, it is supported by the entire community and other stakeholders involved.

3.3 Visitor management techniques

Management of protected areas is often directed at dealing with visitors: minimising their impact and providing information. Managing visitors is much more than that: it includes local and regional economic, cultural and social elements. Visitor management has three main characteristics: protecting and enhancing the resources, helping visitors to enjoy their visit, and maintaining and improving the economic benefits of tourism. It also means matching the activities in the area to the expectations of the target group. Visitor-oriented developments are more likely to lead to visitor satisfaction, but they require insight in visitor behaviour and tourism trends. Changing trends can be anticipated by analysing recreational trends outside the park boundaries. In this way problems and opportunities can be detected in an early stage, but the approach requires a pro-active instead of a reactive attitude.

Over the past decades, many different measures to achieve conservation as well as visitor satisfaction have been attempted. In the following section we will discuss some of these visitor management tools.

3.3.1 How many is too many?

A term that is often used in visitor management is the carrying capacity of a natural area. In theory, it is possible to define how many people can visit the area without disturbing the ecological balance. But impact monitoring showed that ecological, social, physical and experiential analysis were not enough. The season, the type of visitors and their behaviour, and the length of the recovery periods between the periods of use also had a large influence on the degree of impact. 'How many is too many?' proved to be a much too simple question to measure this factor. Nowadays, the questions are: 'What is the desired situation?', 'To what extent do we accept change?', and 'How can this situation be achieved?'

Management frameworks provide the initiators of tourism and conservation projects with the theoretical background needed for practical measures in the field. The pros and cons of frameworks like Limits of Acceptable Change, Visitor Experience and Resource Protection and Tourism Optimization Model are comprehensively discussed in the IUCN publication Sustainable Tourism in Protected Areas.

There are various techniques that can be used to influence the use of an area. Some projects charge an entrance or visitor fee to regulate the number of visitors. The tour operators that work together with YK-RASI, the dolphin project in Kalimantan, are intending to charge higher fees for their excursions as soon as they are tipped by YK-RASI that their boat trips are influencing the dolphins' behaviour. Other examples of mitigating measures are to try to attract visitors outside the peak periods or to protect the natural area by building boardwalks. An overview of possible measures is given in figure 4.

Visitor Management Techniques
(Sustainable Tourism in Protected Areas, by IUCN WCPA):

1. Reduce use of the entire protected area
2. Reduce use of problem areas
3. Modify the location of use within problem areas
4. Modify the timing of use
5. Modify the type of use and visitor behaviour
6. Modify visitor expectations
7. Increase the resistance of the resource
8. Maintain/rehabilitate the resource

Figure 4. Visitor Management Techniques

3.3.2 Zoning

Zoning of activities is a practical measure used by many project initiators. The term 'zoning' means allocating specific areas for specific levels and intensities of human activities and conservation. The natural and cultural qualities of the area are protected while some use is allowed. Besides protecting habitats, ecosystems and ecological processes, damaging human activities can be separated from the protected area.

Zoning objectives:
• Protection of habitats, ecosystems and ecological processes;
• Separating conflicting human activities;
• Protection of natural and/or cultural qualities, while allowing some human use;
• Reserving zones for particular human uses, while minimizing the effects of those uses on the area;
• Preserving some zones in their natural state undisturbed by humans except for the purposes of scientific research or education.
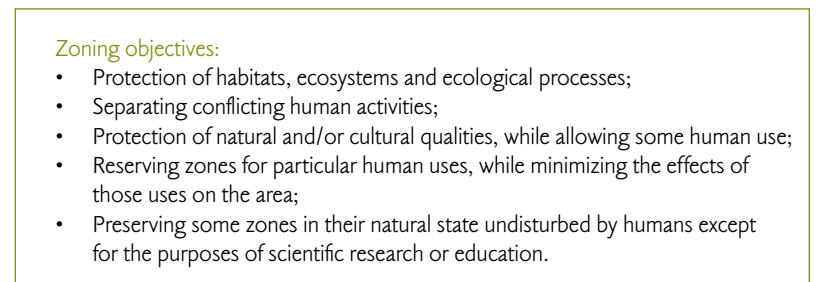
Figure 5. Zoning objetives (IUCN MPA, Paul Eagles)

In the White Desert area, described in chapter 1, the ever-increasing number of tourists taking a jeep safari is causing problems. The local NGO Al Hayah and a group of stakeholders developed a visitor management plan to solve these problems. Part of the plan is to get a protected status for the area and to apply a zoning system.

The following three zones of Al Hayah are but one example of a zoning system. In other areas different types and numbers of management zones might be appropriate.

Strict Nature Zones

These are unspoiled natural areas worthy of complete protection. They will be left completely alone and roads or other forms of modern construction will not be allowed. The zones for desert wildlife conservation will be mostly relatively remote and their surface areas will be large (up to 100 km²). The so called 'wildlife corridors' that link critical habitats should also fall within this category.

The objectives of this zone are: preserving all resident flora and fauna elements in a natural state and allowing wildlife to move between the critical habitats. They will also serve as monitoring sites.

There will be no active management other than patrolling, preventing and stopping damaging activities, removing stray domestic animals, etc.

Jeep safari in the White Desert

Only non-manipulative scientific research will be allowed and all scientific facilities must be removable. Any existing tracks will be closed to public access, and camping and other public use will not be allowed.

Premium Wilderness Zones

These are very high value natural areas where only a limited number of visitors may have a rewarding experience in a remote wilderness area. They are very large, often made up of several landscape units, and free of man-made constructions. They are to be used only in a way that does not necessitate access roads. Transit corridors for tourists will also be zoned under this category.

The objectives of this zone are: preserving the wilderness in a condition as close to its natural state as possible, while allowing so called 'low density, high value' wilderness adventure tourism. This form of tourism will benefit the local communities.

Here, management will mean controlling the number of visitors, the size of the groups and the number of groups per area. This will ensure the preservation of the area for high value recreation with limited ecological management. Public access is only allowed on foot or by camel. Any existing tracks will be closed to public access and camping is allowed only for camel users and trekkers.

Recreational zones

These are natural areas where public access is generally allowed. Most visits will take place with a guide to give visitors a more rewarding experience. Mostly, these areas have a high scenic and cultural value and are of moderate importance for biodiversity conservation.

The objectives of this zone are: providing visitors with an easily accessible, but rewarding natural experience and generating income for local people.

This area will be actively managed to maintain natural areas and to minimize the impact of tourism. This includes installing facilities and monitoring guides. Public use is limited to organized trips according to the visitor management plan. Public access by cars is allowed, but restricted to certain marked tracks. Access on foot or by camel is allowed everywhere. People who come by car may only camp in designated areas; camel users and trekkers are allowed to pitch their tents anywhere in this zone. There will be no developments except for the installation of camping sites, trails, markers and other facilities to limit visitor impact. (Al Hayah, 2006)

The official protected status for the White Desert is expected in 2007 and by that time everything will be ready to implement the zoning system. An association has been founded for the guides who are already active in the White desert and the guides are currently being trained according to the management plan. Rangers will be appointed to patrol the zones. Al Hayah expects that the major problems – proliferation of tyre tracks, litter, and noise pollution – will be tackled when the zoning system is working.

3. 3.3 Interpretation

Many of the applications for project support that IUCN NL receives, state that the first aim is to build an information centre. Apparently, it is quite generally accepted that information is vital when it comes to developing tourism for conservation purposes. Sharing information about the natural value of the area not only raises awareness about the need for conservation, it also enhances the experience of the visitor. Therefore, a tourism site needs more than just a small information centre with information panels. Enthusiastic guides or hosts are vital. The importance of training courses for guides cannot be overestimated. Important training subjects include ecology, visitor expectations, how to provide information and languages.

Most managers see education and information as key tools for improving visitor management. In this context, the term 'interpretation' is often used. Interpretation is more than just giving information: apart from listing the facts, it should reveal the meaning of the various natural phenomena and the correlation between them. Providing the right information in the right way can influence the behaviour of visitors and it also adds to the quality of their experience.

> Objectives of interpretation in sustainable tourism
> • Enriching the visitor's experience
> • Assisting visitors to develop a keener awareness, appreciation and understanding of the site they visit
> • Encouraging well-considered use of the resource by visitors. This reduces the need for regulations and distributing visitor pressure to minimize environmental impact on fragile natural resources
> • Promoting public understanding

Figure 6. Objectives of interpretation

Information signs along the trails in Cerro Blanco, Ecuador

The following case clearly shows the importance of monitoring, visitor expectations, information and interpretation. Taiaroa Head, New Zealand, a designated Flora and Fauna Reserve since 1964, is the only colony of Royal Albatrosses on the mainland. Taiaroa Head has developed into a main tourist attraction, welcoming thousands of visitors each year. When Taiaroa Head first became a reserve, the management was primarily focussed on conservation. In the beginning, the reserve mainly attracted small numbers of wildlife specialists, but after the opening of an observatory and a reception centre in the mid 1980s, there was a change not only in the number but also in the type of visitors. Especially during the summer months – a critical stage in the breeding season – the reserve was visited by more and more tourists from all over the world. This required special attention from the park management. They have been constantly monitoring visitor behaviour and satisfaction, as well as the birds' reactions and breeding patterns.

The albatrosses reacted in several ways to the human presence. One was a change in the breeding patterns. The birds started to nest at places removed from human presence, where they could not be seen. The nesting conditions at these places were far from optimal, even though albatrosses are usually extremely exacting in their nest site selection. The rangers also noticed that the chicks that were born in nests exposed to human presence began to move off the nests earlier than usual. The chicks moved further away from their nests and they fledged earlier. The project is supporting the

bird colony through incubating eggs, fostering chicks and supplementary feeding. They have placed video cameras to allow visitors to see birds nesting beyond the view of the observatory.

Many tourists visit the site as part of an organized itinerary and some of them have unrealistic expectations, to say the least. In the guest book, visitors have written that they expected to 'handle albatrosses', 'walk among them' and 'feed the birds with breadcrumbs'. These visitors think the colony is disappointingly small. Tour guides have to supervise the visits carefully to prevent disturbing noise levels, the use of flash photography, and other disturbing behaviour. The management is therefore trying to educate the visitors prior to entering the wildlife reserve. The information and interpretation leaflets are redesigned on a regular basis.

Taiaroa Head illustrates that visitor management and interpretation can be used to influence the carrying capacity of a site. The management noticed the changing circumstances in the nesting site and the changing demands of the visitors and reacted accordingly. Thanks to their interventions, it is still possible to welcome visitors while nesting and breeding continues. (Myra Shackley et al, TIES)

3.4 Guidelines for sustainable tourism management

The Convention on Biological Diversity (CBD, UN convention signed by 170 states) developed a set of international guidelines for sustainable tourism development. The CBD guidelines are widely accepted and cover the various stages of policy-making, development planning and managing tourism. It is a ten-step framework for the development of all types of tourism: from small-scale community ecotourism projects to large-scale mass tourism projects. The basic idea is that all stakeholders should participate in tourism development. This includes national and local governments, local, regional and international entrepreneurs as well as local communities and indigenous groups.

The CBD Guidelines have been implemented in a project in the province of Comarca de Kuna Yala, Panama. Western culture has been making substantial inroads into the indigenous Kuna culture and its environment, mainly because of commercialization and border encroachment by property developers. The region where the Kuna people live has some of the best-preserved forests in Central America. The reef along the coast has a very high diversity of coral species and is one of the most beautiful in the

Republic of Panama. IUCN NL supported a number of activities aimed at involving the Kuna in tourism development in their own region with activities like capacity building, zoning and monitoring.

The ten CBD guidelines are given below, each with a description of how it was implemented in Kuna Yala:

1. Gather baseline information
Collect information about the existing ecological, social and cultural situation, about rules and regulations, and visitor characteristics. This is essential for impact assessments and to make informed decisions.

Kuna Yala has been an area for scientific research for many years, so it was possible to make a database about the existing situation by combining research reports with additional environmental, social and economic data. Information gaps have been identified, such as the need to know more about the type of visitors who come to the area and their expectations.

2. Define vision and goals
Define a long-term vision for managing tourism and biodiversity. How can tourism contribute to local income and poverty reduction, and to reducing the threats to biodiversity?

Several workshops were organized in the communities around identified marine biodiversity hotspots in the Comarca. The community members realize that their resources are being overexploited. As a result, many people joined the workshops, from fishermen to teachers and community leaders, but also many women. The CBD guidelines provided a framework for sharing information and initiating a dialogue. The commitment of the stakeholders and consensus about the objectives are essential.

3. Set objectives
Define how to implement the long-term vision and set a deadline for achieving these goals.

The communities defined objectives for the areas in the Comarca with the highest marine biodiversity. Most of the objectives were related to management, conservation and generating income, including guide training, zoning, signposting, flyers, and price lists. They also prepared inventory and monitoring templates.

4. Review the legislation and control measures
The vision, goals, and objectives of a project cannot be implemented without a thorough knowledge of national legislation. Organizations also need to familiarize themselves with regulatory mechanisms and tools, like land-use planning, protected area management plans, and standards for sustainable tourism.

7. Decision-making

Make sure that the decision-making processes are transparent and accountable. Involve all stakeholders.

The CGK is assisted by several NGOs and community organizations and two of them will be responsible for monitoring the impact of the projects. These organizations will also present new projects at CGK meetings. This way the CGK can base its decisions on accurate and up-to-date information.

8. Implementation

Enforce the decisions.

All stakeholders must participate in these community managed tourism development plans to guarantee success. Tangible, equitable benefits are also important to justify the protection and conservation measures of a site. The participation of all stakeholders is especially important in the Kuna region,

Comarca de
Kuna Yala

The Kuna General Congress (CGK) is the highest authority in Kuna Yala. In this Congress three chiefs and one delegate from each of the 49 communities have a seat. The CGK has established a tourism commission that will be making further recommendations about tourism development to the CGK.

Workshop
organised
by Codesta

5. Execute impact assessment

Evaluate the existing and the potential impact of tourism development projects on the biological, economic, cultural and social environment.

The project leaders created templates for reporting project results in order to facilitate monitoring and information management. They prepared checklists and defined indicators with the assistance of biologists and sociologists in the region.

6. Develop an impact management and mitigation plan

Define how to avoid or minimize damage to biodiversity by tourism development and how to preserve sustainable use.

In Kuna Yala, several environmental and socio-economic indicators have been identified for the purpose of evaluation. These indicators are monitored on several levels: by the project staff, by biologists and by NGOs. This way, any impact will be detected and the management of the site can be adapted accordingly. However, because of the indigenous people's custom of exclusively oral information sharing, efficient information management is not easy.

because the communities are so far apart, because of the non-hierarchical nature of the political system and because the communities are so close to the hotspot areas.

9. Establish a monitoring and control system

Long-term monitoring and assessment are necessary in proportion to the impact of tourism, and will need to take into account the timescale for ecosystem and social changes to become evident.

See steps 5 and 6.

10. Adapt management

Learn from experience and adapt actions accordingly.

The new system of information management provides the opportunity to give feedback and adapt management accordingly in a more structured way. Because of the coordinating framework of the CBD guidelines, the stakeholders can be more pro-active and deal with opportunities as well as threats.

The project initiators, CODESTA, said that using the CBD guidelines was very valuable. The guidelines provide a framework that ensures the participation of all stakeholders. This is very important in an area such as Kuna Yala, where the local stakeholders are very diverse and spread out. The guidelines are also compatible with the traditional system of self-governance. They can be applied at various levels, from project site to regional management level, and they can be understood and used by everybody, even by people who are inexperienced in these matters. This way tourism development can become a sustainable way to use the natural and cultural resources that have been a part of the Kuna people's birthright for hundreds of years.

An important part of the CBD guidelines is monitoring and adapting the management accordingly. In many of the other projects that were supported by IUCN NL there was little emphasis on monitoring. The practical problems are usually – and understandably – the first to be tackled. Especially when there is a shortage of capacity and funds, project initiators tend to start by creating visitor facilities rather than formulating indicators for monitoring. However, a good monitoring system provides the project initiators with the knowledge they need to make management decisions. Setting up a monitoring system is a long-term investment, because most projects are supposed to continue and bring benefits for many years. By collecting information about the impact of the developments right from the start of the project, they can be steered in the desired direction.

Comarca de
Kuna Yala

3.5 Management in practice

The cases in this chapter show that there is no real blueprint for effective management of tourism for conservation purposes. But there are a number of methods that have proved their usefulness. Involving all stakeholders is an important factor for obtaining broader support for the projects. Allocating different areas for different levels of use (zoning) increases the level of control over the impact of tourism development. It is also important to invest time and money in interpretation and the way information is provided. This can stimulate the involvement of tourists and can actually diminish the impact. A final method involves setting up a monitoring system to be able to make the necessary changes in management and to make them in time.

Conservation and community development organizations can choose from a whole range of existing tourism management techniques and tourism management guidelines. Even though each local situation is different and each framework has to be adapted to the specific situation, it is useful for every project to work with a management framework. It offers a way to structure developments and working with guidelines or frameworks also means avoiding oversights. This improves the results considerably.

4

Tapping into the market

Attracting visitors and working with the private sector

Tourists are attracted by biodiversity, nature and landscapes, but it is the tourism sector that provides opportunities and services for tourists. Without proper accommodations, transport, and marketing very few people would visit natural sites. All too often, the tourism projects of conservation organizations do not succeed because the initiators fail to link to the market properly. If the site does not attract tourists, no conservation goals will be realised. Most project initiators have no commercial background in tourism and it is important that they incorporate the expertise from others, for example commercial tour operators. This will result in a certain number of tourist visiting the site, a more positive experience for tourists and tourism will consequently make a more valuable contribution to conservation.

4.1 Market potential and types of tourists

In most tourism projects, marketing is not planned until the last stages of the development and sometimes it is even overlooked entirely. It has happened more than once that an organization had already built lodges and set up excursions, only to realize that they need visitors to make the plan work. Marketing should be planned before the development of a tourism product is even started. This means defining the intended type of visitor and planning the tourism product according to the expectations of this

visitor. Each type of visitor has specific expectations from a holiday (see figure 7).

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

Figure 7. Categories of travellers to natural areas, Cochrane 2003 in UNEP 2005.

Tour operators or other organizations that could direct tourists to the project are usually able to provide information about the types of visitors they cater for. The next step is to make a realistic marketing plan, including target group, number of expected visitors and ways to attract these visitors. This will also help to avoid raising false expectations with the stakeholders.

The IUCN NL Funding Programme uses market potential and marketing activities as criteria for assessing projects that apply for funding. These projects are usually initiated by non-commercial parties and they may not have much experience with marketing. Some of these organizations already work together with private sector partners in the planning phase. This is a wise move because it guarantees access to the market. However, it also happens that applicants state that they will deal with marketing solely by printing a pile of brochures.

But how do you develop a realistic marketing plan? Firstly, define the tourism potential of the site by answering questions about the type of tourist who visits the area who is also likely to visit the site, the accessibility of the site and the number of tourists that is needed to make the site economically viable. Then you can write the marketing plan describing the tourism products and services, the potential markets, the competitors, the price level, and the location and accessibility of the site. And finally, you have to define the target group and your strategies on how to reach this target group: how will the project be promoted?
Various detailed checklists for writing marketing plans for small scale tourism projects can be found on the Internet, for example on the site of the Dutch development organisation SNV (www.snvworld.org).

Independent travellers use the Internet and travel guides to get information and they often book their accommodation and excursions directly with the providers. This means that having an up-to-date website is very important if you want independent travellers to find you. The website must give information about what the project site offers, and visitors must be able to get in touch with you and make reservations through the website. Most of the so-called backpackers use travel guides like the Lonely Planet series. They have no set plans and decide what to do day by day after having read the relevant section in the guide. So it could be worthwhile to contact the publishers of travel guides and let them know about your project.

To cater to groups on package holidays, a project will have to market itself to the inbound tour operators, but preferably also to the wholesale operators abroad. Wholesale tour operators often work with inbound operators who play an important role in the selection of products like accommodation and excursions. Some wholesale tour operators, also deal with suppliers of tourism products directly.

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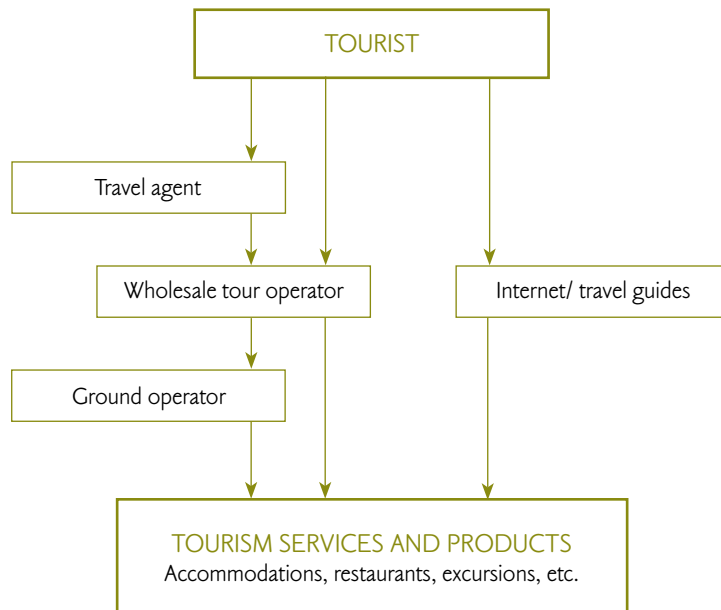
Figure 8. How does a tourist find tourism products?

There are many organizations involved in any given holiday, and most of them work in the destination country. These are inbound tour operators, local transport providers, accommodations, excursion providers, tourism site managers, restaurants and shops. The informal sector also plays an important role in tourism: independent guides or street vendors selling food and souvenirs. All these organizations and people, in the country of origin as well as in the country of destination, together form the 'tourism supply chain'.

To make a success of the development of tourism for conservation goals, it is important that the initiating organizations know how the tourism sector works and which parties are involved in the supply chain. In what stages of development do we seek cooperation with private partners? And – more importantly – what is in it for them?

4.2 Linking conservation projects with tour operators

Tour operators can be useful partners for conservation projects. They have a central role in the tourism supply chain, and they can offer a project a steady supply of visitors. The Mabamba Busi project in Uganda (see Ch. 3)

was a cooperative effort between the NGO SCORE and the commercial tour operator Shoebill Safaris. Because Shoebill Safaris brought in tour groups during the entire project period, the community at Mabamba Busi could use their new skills right away. Shoebill Safaris gave feedback on the developments, based on their own expertise and on visitor experiences. Shoebill Safaris also guaranteed a certain number of visitors and thus a steady income for the project.

One of IUCN NL's activities is providing links between tour operators and tourism projects with conservation goals. Tour operators can promote the project as an optional excursion, or include the project in an organized tour. This way, conservation projects will be visited on a more regular basis and they will benefit from higher and steadier revenues. Tour operators are also able to show in what ways the product could be improved in order to make it more appealing on the tourism market.

Excursions for children in the Büyük Menderes National Park

The advantage for tour operators is that they will be able to offer unique attractions in their itineraries. The market trend is that people like to visit small-scale projects off the beaten track to experience 'authentic' culture and nature. Cooperating with conservation projects also contributes to a positive company image.

The Dutch tour operator Sawadee Reizen offers adventure tours for groups, mostly in developing countries. IUCN NL has introduced Sawadee to a number of tourism development projects looking for cooperation with a tour operator, and some of them were considered very promising. One of the projects that Sawadee selected was initiated by an environmental youth organization in Puerto Hondo, a community close to Guayaquil, Ecuador. This Puerto Hondo Ecoclub works on the conservation of the 120 remaining hectares of Gulf of Guayaquil mangroves near the community.

Ecovillage, tourism accomodation on Kalimantan

The area is primarily threatened by people cutting off branches to use in construction and to make charcoal for cooking. Another threat is formed by illegal housing development on landfills on the fringe of the mangrove forest closest to the land. One of the activities is a community eco-tourism programme to attract more visitors from the wider region around Porto Hondo, which has been in place for some years now. It has helped to diminish the threats, because now the value of the mangrove forest is not only recognized locally but also in the rest of the region. The regular visits of excursion groups to the mangroves mean that illegal activities are noticed and reported in an earlier stage.

In the summer of 2006, the first Sawadee groups visited the project. The Puerto Hondo Ecological club hosts the groups for a day. They offer a visit to the information centre, a catered lunch, and excursions to Cerro Blanco, a protected forest, and Puerto Hondo. Initial reactions have been positive: the guides were enthusiastic, they spoke English, and the lunch was good. Nevertheless, some tourists thought the excursions were a bit disappointing. This was probably because they had just visited some famous rainforest areas and the dry tropical forest of Puerto Hondo was less spectacular by comparison. Organizations do not have influence over the attractiveness of an ecosystem, but this experience is interesting nevertheless. It shows that a tourism experience often is not an isolated fact. In the case of Puerto Hondo the experience of the Sawadee customers was influenced by the way the programme was put together by the tour operator. It also shows how important interpretation really is for a satisfactory visitor experience. If an ecosystem is not all that spectacular at first sight, it is up to the guides to take the visitors by the hand and show them the interesting sides of it. There is a difference between hosting international and domestic visitors, though. Most of the international visitors are on a tour and they will be visiting several natural highlights in their destination country. They will have high expectations of all the parts of their travel programme. Domestic visitors, on the other hand, will not compare it to other attractions. In the case of Puerto Hondo, the visitors from Guayaquil are just happy to spend the day outside the city.

It is important to realize that establishing a link between a tour operator and a conservation project takes a great deal of time and effort. Tourism products with conservation goals are very different from run-of-the-mill tourism attractions, and the tour operator has to make a careful assessment. They have to be willing to take some risks. In the beginning, the local organizers will be inexperienced, which means that the level of comfort and visitor experience value might not be ideal. The local organizers or

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project owners, on the other hand, have to be willing to adapt to the rules and regulations that come with hosting organized groups.

IUCN NL found that many tour operators are either unwilling or unable to put in the extra time and effort necessary to work with parties that are new to hosting tour groups. Sometimes their current itineraries were successful and they found there was no need for change. And sometimes projects were simply too far away from the other highlights that were visited during the trip.

An earlier partnership between Sawadee and a conservation project ended after just two seasons. As it turned out, the conservation NGO could not comply with the set schedule of Sawadee. The only guide they had was in charge of many of the conservation activities as well, and the tourism activities were not his first priority. The project site could be only visited on days convenient to the NGO. Because this meant that Sawadee could not take all its groups to the site, they ended the partnership.

In this paragraph, we only described links between Dutch outbound tour operators and projects in destination countries. Another, possibly more effective link is for conservation projects to seek cooperation with inbound tour operators in their own country. Inbound tour operators can easily assess the project and the organization, especially when they are already active in the same area as the conservation project.

4.3 What are the requirements of tour operators?

Tour operators sell a complete travel package and it is important for them to be able to deliver everything that is in their brochures. Even if a part of the trip is organized by a local partner, the customers will hold the tour operator responsible for perceived discrepancies. Nowadays, tourists file complaints or even take the tour operator to court when a trip does not live up to their expectations. Therefore, it is very important that local partners are reliable. They have to be customer-oriented, deliver the agreed services, and ensure that the visitors are treated well. This means that projects have to be familiar with the requirements of the tour operators they work with. When assessing a new tour or excursion, tour operators have the following requirements:

> Requirements of tour operators:
> • Matching projects to a type of visitor
> • Attractive site
> • Location and accessibility of the site
> • Facilities and accommodation
> • Professional guides
> • Communication
> • Local agents
> • Price level

Figure 9. Requirements of tour operators

First of all, the project should be applicable to the type of tour in question. It goes without saying that participants in a cultural heritage tour will probably be less interested in visiting a project where a specific species of bird is protected.

The site must be attractive for visitors, there must be something interesting to see or do, and it must be offered in a professional way. Ideally, the project should be located near their existing itinerary, but if a site is very interesting, tour operators might be willing to change their routes. The infrastructure around a project site is also very important. The project site should be accessible throughout the year and it should not take too much time to reach it.

Especially when a site is located in a remote area, the quality of

accommodations, the catering and the sanitary facilities are very important. Not all tourists like the idea of going back to basics for a part of their holiday. The visitor centres should be well maintained and information and interpretation should be available in several languages. The quality of the guides is also important: it is crucial to have an enthusiastic, inspiring guide and preferably one who speaks a language that the group understands.

The project sites should have telephone, fax and email. Tour operators want to be able to communicate with the site directly. In countries where this could be a problem, a reliable local agent is essential to take care of the arrangements.
And finally, just offering good intentions is not enough, the price should also be right. A price comparison can be used to make sure that the project can compete with other attractions in the region. Sometimes, a project can demand a higher price because it complies with the requirements of the tour operator.

4.4 Domestic tourism

Tour operators evaluate and change their programs regularly and their feedback will help to improve the product. But don't forget the individual visitor; they are often most willing to tell you what improvements they think necessary.

Many of the projects supported by IUCN NL tend to focus on the international market. But the domestic market might be just as interesting or even more so. Although the revenues from international tourism are usually higher, attracting domestic tourists has many advantages. You need fewer facilities, as visitors can come for a daytrip. Domestic visitors do not expect such high standards of comfort and quality. There is no language problem as both the guide and the visitors speak the same language. The international market can be very turbulent: political unrest or natural disasters can change a popular destination into an unpopular one in no time. The domestic market will not fluctuate as much. Moreover, hosting local and regional visitors will also raise the awareness of a group of people who may directly influence the conservation of the site.

This is illustrated by a project of the conservation NGO Doga Dernegi in a National Park on the Turkish west coast. Within the park lie the extensive salt lagoons of the Büyük Menderes Delta and the Mediterranean pine forests, maquis and mountainous grasslands of the Samsun Mountain.

The site is listed by IUCN as a Key Biodiversity Area and Important Bird Area. Although the area is officially protected, mass tourism and, more importantly, the building of summer houses form a considerable threat. Most visitors only visit the coastline in the national park and the value of the rest of the park is hardly recognised. Apart from improving the trails and visitor information, Doga Dernegi decided to organize excursions for children in the region. All the participating children received a daypack and they had a wonderful day in the park. The idea behind these excursions was that these children will transfer their enthusiasm to their parents, and that they in their turn will start to view the park as a good spot for family outings. This growth in domestic tourism will counter pressure from investors who want to buy land for building purposes.

Canoe excursion at Pueto Hondo

Saskia Griep

Manager tour operating,
Sawadee Reizen, the Netherlands

"Our company 'Sawadee Reizen' has organised tours for groups in developing countries for the past 25 years. Even though small groups may leave fewer 'footprints', they do leave footprints: we are aware that wherever we go we have an impact on the environment. We make efforts to minimise this impact and, where possible, engage in projects and activities that contribute to the sustainability of a destination. We really try to let local communities and small-scale enterprises profit from our trips. One of the advantages of tourism is the fact that it can create a great spin-off effect.

In the early years, we visited small projects such as orphanages and we supported these projects financially. Nowadays, the focus has shifted from charity projects to nature conservation and development projects in which the revenues directly benefit the community. A successful example is a coffee plantation in Tanzania, where farmers faced a decline in export revenues and were looking for an alternative. They are now trained to guide tourists through the coffee plantation. In addition to this excursion the coffee plantation has become a small-scale 'resort', where visitors can stay overnight and enjoy local meals and village life. The entire community benefits from this project and that is exactly what we aim for.

It is our aim to include at least one excursion to a development or conservation project in each tour. At this moment, about 20 per cent of our tours include one project, but some tours visit as many as four projects. We have about 90 different tours, so we visit quite a lot of projects already. Sometimes, it is hard to find a good project for a tour and it should not be underestimated how much time and work it takes to incorporate project excursions in our itineraries. In some cases, we assist in the development of the excursion, in the training of guides, and also in integrating the feedback from our customers. To be able to do this we work together with a number of NGOs in the Netherlands. NGOs and tour operators have different fields of expertise so they can complement each other: the NGOs have a network of projects and know which projects contribute to development and conservation, we know what tourists want and how to market the products."

Findings

Most of the projects in this publication have not been operational long enough to provide incontrovertible evidence that tourism does in fact contribute to conservation. Most of the projects have raised awareness amongst stakeholders, which is a condition for successful conservation. Some projects have resulted in laws and regulations against damaging activities and an improved control of illegal activities.

Summing up the experiences of the 27 projects that were supported by IUCN NL, a few aspects seem essential for ensuring that tourism developments work as planned. Although there is no guaranteed road to success, this chapter is an overview of the aspects that we think are important for people and organizations who want to use tourism as a means for conservation.

Recommendations are made with the local project developers in mind, but they can also be of interest for private sector tourism companies who would like to get involved.

1 Involving the stakeholders

It is important that all stakeholders have the possibility to participate in the project. The most important stakeholders are the inhabitants of the area that is to be protected. They use the natural resources and they are the ones that have to carry the tourism developments further. The projects discussed here used different forms of participation to involve the stakeholders. One way is to establish committees or working groups to plan and oversee the developments. The members of these groups or committees commit themselves to their part of the project. When the participants feel that the project is their own in one way or another, they will contribute more time and effort to make it work.

To create lasting commitment, it is very important that the stakeholders have realistic expectations: it will take time for any benefits to materialize. In most cases, tourism will generate additional income, but – especially at first – the profits will be modest. The timing of the project activities is also very important. One has to wait until the people can genuinely get actively involved before asking them to lend their participation. Participants who cannot use their new skills immediately might lose interest altogether.

Distributing benefits is also very important. Creating benefits for people who are not directly involved in the project will generate support for the project throughout the whole community. Some projects achieved this by setting up a community fund. Everybody who earns an income from the tourism developments pays a percentage into this fund. The money is used to maintain the site and to organize activities that benefit the people who are not directly employed by tourism developments. Besides financial benefits, several projects showed that the non-financial benefits were just as important. An improved infrastructure, increased skills and a spirit of cooperation add to the welfare of a community.

Providing information and training to the local inhabitants should be taken very seriously, and it usually takes up more time than expected. In many of these areas tourism is a new phenomenon: people do not know what to expect and, equally important, what tourists will expect of them.

Community participation in all its forms is very important for the sustainability of tourism activities in the future. It is useful to set up organizations or working groups to enable the community members to coordinate the activities after the initial time frame of a project has concluded. This minimizes the risk that the developments will decline after the initiators have withdrawn.

2   Tapping into the market

Unfortunately, marketing is not always the strong point of tourism projects aimed at conservation; it still happens that developments start without any kind of marketing plan. It is therefore important to stress that the first step in any project should be to assess the tourism potential. A project will never contribute to conservation or poverty alleviation if it does not attract enough tourists. An assessment will show whether it is realistic to develop tourism to reach your project goals and it will help to give structure to the project activities. Ideally, an assessment includes a description of the product that will be offered, a visitor profile, the accessibility of the site for visitors, and how visitors will be attracted. A study trip for tour operators or pilot tours for visitors during the developmental phase can provide valuable feedback. This can be used for further development of the product and it will help prevent disappointment later on.

Attracting international tourists might seem the most lucrative goal, because this group has money to spend. But often it is more practical – and in the long run sometimes even more profitable – to aim for the domestic market. International tourists may stay away because of external factors such as natural disasters or political instability. The domestic market offers a much more stable source of visitors and there are no cultural and language barriers.

Providing a positive experience is the most important marketing tool, because satisfied visitors will spread the word. To make sure that visitors leave the site with a positive feeling, you need qualified and enthusiastic guides and staff, but also attractive interpretation materials. A good guide can turn a site that is not all that sensational at first sight into a highlight, and therefore the training of guides is crucial for any tourism project.

To attract visitors a site needs exposure. This could come in the form of publicity, a website, an entry in a guidebook, leaving brochures at tourist attractions in the vicinity of the project, or getting in touch with tour operators. Working with tour operators can be advantageous, because it guarantees a steady flow of visitors, but – as we have seen in chapter 4 – it does come with obligations.

3   Impact management and conservation

In most cases, tourism will be no more than an activity to generate additional income for the local people involved. It would therefore be

wise to realize that damaging economic activities like logging will not automatically stop when tourism developments start. To make sure that people do switch activities, the right stakeholders have to be involved. Also, the benefits of tourism have to outweigh the benefits of the damaging activities.

Management of tourism impact can be dealt with in various ways. Many projects focused on raising the awareness of visitors, but awareness alone does not mitigate the impact of tourism, it is just a first step. Additional management measures, e.g. zoning, are often necessary. Zoning helps to control the impact or at least concentrates the impact in certain areas, which makes it easier to deal with.

Using a framework or a set of guidelines prevents oversights in the development. There are many frameworks and guidelines for visitor management, as well as frameworks for the development of sustainable tourism. A widely recognized set of guidelines is CBD's 'Guidelines for Biodiversity & Tourism'.

Of the 27 projects only two had a monitoring system in place. Most of the projects did not have sufficient capacity or money to deal with all the aspects of impact management. However, data on the relationship between tourism and conservation are very much needed. Not only to manage impacts and improve the tourism–conservation product, but also to show whether tourism development has an actual positive effect on biodiversity.

Does tourism work?

In most of the cases discussed in this publication, tourism developments had postive impacts on community development and on the interaction between different stakeholders in an area. In some cases tourism had measurable positive effects on conservation efforts.
IUCN NL will continue to support projects where tourism is used for conservation goals: by doing so we hope to learn more about how the tool of tourism development for conservation can become more effective.

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• *www.biodiv.org (UN Convention on Biological Diversity)*
• *www.conservation.org (Conservation Internattional)*
• *www.iucn.org (IUCN, World Conservation Union)*
• *www.snvworld.org (SNV, Connecting Peoples Capacities)*
• *www.unep.org (United Nations Environment Programme)*

Annex 1.

IUCN, IUCN NL and tourism

IUCN National Committee of the Netherlands
The IUCN National Committee of the Netherlands (IUCN NL) was founded in 1983 and is the platform of the Dutch members of IUCN. IUCN NL, in close cooperation with IUCN and its members, aims to promote the conservation and responsible management of eco-systems and natural resources in an international context. To this effect, the strategy- and work plans of IUCN NL are developed in cooperation with the Dutch NGO members and the Dutch Government in alignment with the IUCN Global Program.
Main activities of IUCN NL are:
• Promoting IUCN's mission; offering a platform for its members in the Netherlands, developing its network and actively participating in the (inter)national policy dialogue.
• Identifying problems related to sustainability, consumption, trade and biodiversity, elaborating this vision through studies, projects and advocacy.
• Co-financing activities for small NGO conservation projects focusing on ecosystems and sustainable development.

- Supporting and promoting new financing mechanisms for sustainable development.

IUCN NL and Tourism

The tourism sector is growing rapidly all over the world. In many cases tourism development poses a threat to biodiversity, but under certain conditions tourism can be a means for conservation of biodiversity. Since 2002 IUCN NL has been actively involved on the topic with a Biodiversity & Tourism program (funded by the Dutch government). The aim is to stimulate a more sustainable form of tourism that can make a contribution to nature conservation.

IUCN NL operates a Biodiversity & Tourism Micro Fund, with which it can support small scale tourism initiatives that should contribute to conservation. Experiences that are gathered through these projects are shared with stakeholders in the tourism industry. When relevant projects can be linked to Dutch tour operators, who are interested in working with conservation partners (described in this publication, chapter 4).

IUCN NL works with several stakeholders to fuel the discussion on sustainable tourism in the Dutch outbound tourism industry, through the secretariat of the Initiative for Sustainable Outbound Tourism (20 members from educational institutions, NGO's, government bodies and the private sector).

For tourism schools IUCN NL has developed teaching materials, and for travellers there is an on-line database with information on flora, fauna and protected areas in different holiday destinations.
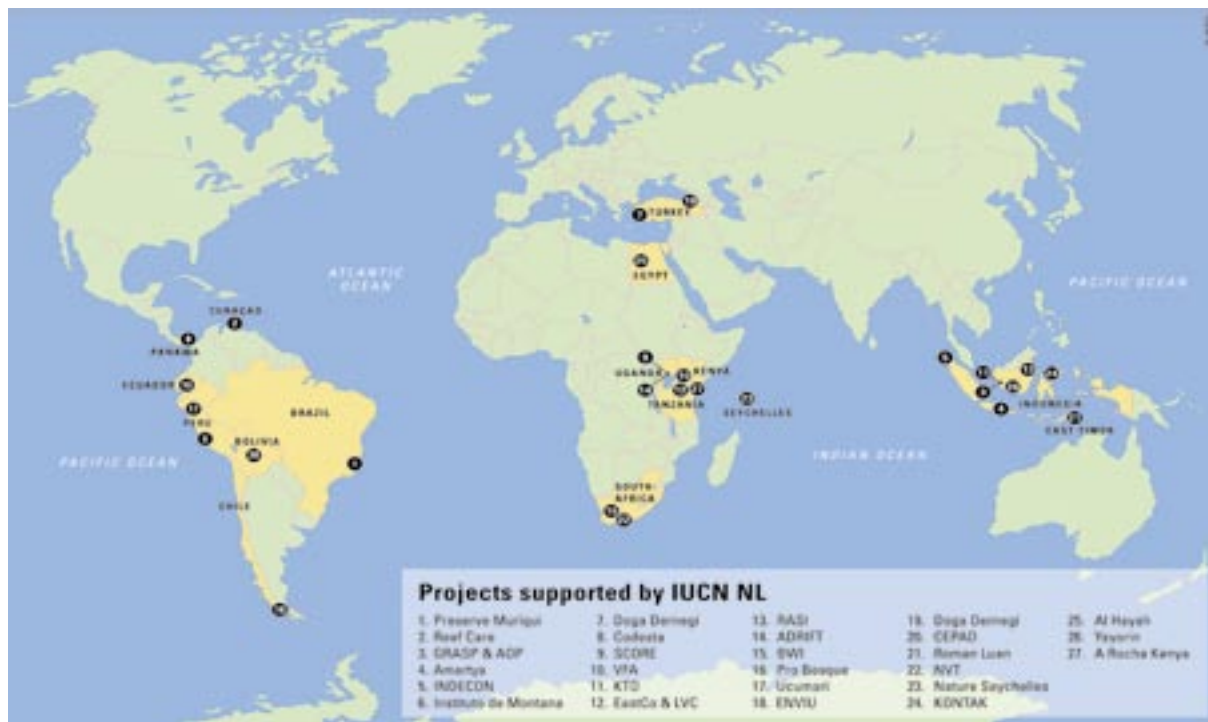
- *More information: www.iucn.nl*

IUCN, the World Conservation Union

The mission of IUCN, The World Conservation Union, is to promote nature conservation in a just world. The World Conservation Union, founded in 1948, is the largest global nature conservation network. It is unique in bringing together states, government agencies and a diverse range of non-governmental organizations. IUCN is supported by six international commissions made up of some 10.000 technical and scientific experts. They form the largest volunteer network in the world, responsible for, amongst others publications like the IUCN Red List of Threatened Species. IUCN contributes to the setting of global environmental standards and guides the actions of governments and civil society in sustaining the biological diversity and natural resource base on which human livelihoods depend.

Within IUCN, tourism is a special area of interest in the World Commission on Protected Areas (WCPA). The tourism task force of the WCPA is dealing with the subject through a 'Tourism and Protected Areas Programme'. The task force published a large number of publications that are relevant to conservation stakeholders, such as the publication 'Sustainable Tourism in Protected Areas, Guidelines for Planning and Management', IUCN, 2002. There are a number of other IUCN offices active on the subject of tourism, e.g. IUCN Vietnam, IUCN Regional Office South America and IUCN for the Commonwealth of Independent States.

- *More information: www.iucn.org/themes/wcpa/theme/tourism/tourism.html*

Projects supported by IUCN NL

1. Preserve Muriqui	7. Doga Dernegi	13. RASI	19. Doga Dernegi	25. Al Hayah
2. Reef Care	8. Codesta	14. ADRIFT	20. CEPAD	26. Yayorin
3. GRASP & AOP	9. SCORE	15. BWI	21. Roman Luan	27. A Rocha Kenya
4. Amartya	10. VPA	16. Pro Bosque	22. AVT	
5. INDECON	11. KTD	17. Ucumari	23. Nature Seychelles	
6. Instituto de Montana	12. EastCo & LVC	18. ENVIU	24. KONTAK	

Annex 2

Projects supported by the IUCN NL Biodiversity & Tourism Micro Fund

Projects that received funding in 2004

1   Foundation Preserve Muriqui, Brasil

Ecotourism in Preserve Muriqui

Preserve Muriqui is a private reserve, where the largest group of individuals of the remaining known population of the critically endangered monkey Muriqui lives. The forest is situated on former farmland, the Fazenda Montes Claros. Since 1982 the reserve hosts the Caratinga Biological Station where researchers are studying Muriquis and others species of the Atlantic Forest or Mata Atlantica. The property is legally protected by its official status as a private reserve, but income is needed for management. Goal of the project is to upgrade the facilities of the preserve to receive more tourists and to generate income for sustainable management of the reserve.

2   Reef Care Curacao, Curacao

Lee's Reef Project

Near Santa Martha Bay, a bay on the South-West side of Curacao, you will find the Sunset Waters Beach Resort. The reefs nearby the resort are still relatively untouched by human impacts, but they currently experience pressure from unsustainable fishery practices. In co-operation with the resort Reef Care Curacao has developed several educational programs. The objective of the project is the protection of the reefs in the Santa Martha Bay, and in the long term to establish a coral reef reserve at Santa Martha Bay, supported by the resort, the local community and the fishermen of Santa Martha Bay.

• *www.reefcare.nl*

3   Great Apes Survival Project (GRASP) and Australian Orangutan Project (AOP), Indonesia

Community involvement in orangutan tours

Tanjung Putting National Park is the largest and most diverse protected area with coastal tropical heath and peat swamp forests, which used to cover much of southern Borneo. The Park has a history of weak protection and problems with logging, and the tourism potential of the park is grossly under-utilised. In 2004 Australian Orangutan Project started to conduct eco-tours to Tanjung Puting National Park in Borneo. The tours were guided by Australian volunteers. The goal of this project is to provide guide training for local community members, so that they will be able to operate eco-tourism projects in Tanjung Puting National Park.

• *www.orangutan.org.au , www.grasp.org.au*

4   Amartya Society, Indonesia

Park, Biodiversity and People & Life Rural-Based Tourism

Merapi Mountain National Park (Java) is an important water catchment area, but the Merapi ecosystem is threatened by massive land conversion for agriculture and real estate housing development and in some parts by mass tourism developments. The goal of the project is to identify and establish rural-based ecotourism initiatives, to create an incentive for local communities to adopt conservation management. The tourism initiatives should improve the conditions of local people (knowledge and capabilities) to take part in future Merapi management.

5   INDECON (Indonesian Ecotourism Network), Indonesia

Developing Standards for Tourism Products, Services and Marketing at Tangkahan-Gunung Leuser National Park

Tangkahan, which is situated at lower part of Gunung Leuser National

Park in Northern Sumatra, is one of the last remaining lowland rainforests. Illegal logging led to severe conflicts in this area until three years ago, when former loggers decided to turn to community based tourism. They reached an agreement with the park management on community management of a certain area of the park and developed an ecotourism infrastructure to generate alternative income. To sustain income from tourism this project focussed on the creation of a marketing strategy and on improving the standard of Tangkahan products and services. Improvements were needed to generate sufficient income to increase local support and to be able to lobby effectively for better protection and utilization of the park.
• *www.indecon.or.id*

6 Instituto de Montana, Peru
Community Based Sustainable Tourism Development at Huascaran Biosphere Reserve
This project is carried out by two communities: Vicos, which is located in the Quebrade Honda Valley of the Huascaran National Park and the community Humacchuco, located in the bufferzone of the park. The communities started with a homestay program in 1999, which was quite succesful. The goal of the new project is to reinforce the sustainability of the tourism products in the communities, by strengthening the linkages of these household-based initiatives to their landscapes and communities. Activities were also focussed on co-operation with park management and the link between the newly establihsed activities and conservation efforts.
• *www.mountain.org*

7 Doğa Derneği, Turkey
Developing eco-tourism at the Dilek Peninsula – Büyük Menderes Delta National Park
This project is being implemented at the Büyük Menderes Delta National park at the Dilek Peninsula. The main pressure on the project area is the mass tourism market, particularly construction of second homes. Currently most of the visitors come to the national park for its coastal attraction; due to a lack of technical capacity and marketing activities, the national park does not adequately fulfill its eco-tourism potential. This project aims to strengthen the existing eco-tourism infrastructure at the National Park, including local human capacity, so that tourism contributes to conservation efforts.
• *www.dogadernegi.org*

8 CODESTA (Conservation and Development Strategies), Panama
Capacity Building, Zoning and Monitoring in the Comarca de Kuna Yala
Comarca de Kuna Yala is and area of land owned by the indigenous Kuana Yala people, located on the north East coast of Panama. Tourism to this region is growing rapidly, which puts high pressure on the area and the reefs. Another problem is that the Kuna are hardly involved in tourism developments. The goal of the project is to increase participation of the Kuna in the tourism activities in their area, to prepare the Kuna communities to manage the expected further increase in visitors, and to link the value of this new 'sustainable use' opportunity with the conservation of their most biodiverse marine reefs, on which they depend to survive. The CBD Biodiversity and Tourism guidelines are used as a tool for planning and managing the area.
• *www.codesta.org*

9 SCORE (Sustaining Community Resources and Experiences) and Shoebill Safaris, Uganda
Shoebill Conservation at Mabamba-Busi Islands
The Shoebill is endemic on the Mabamba–Busi Islands and has turned the site into a tourist destination which attracts both local and international tourists, researchers and other bird watchers. This project aims to develop the Mabamba–Busi Islands into an attractive tourist destination which can reduce poverty and generate support for conservation of the shoebill and its habitat. This is done by equipping the local community with relevant management/governance, marketing, conservation and hospitality skills, supporting the local community to improve the tourism facilities and by raising the profile of the site through local and international marketing.
• *www.shoebillsafaris.com*

10 Volunteers for Africa – VFA, Kenya
The Lembus Natural Forest Integrated Project- Lembus Forest Ecotourism Project
Lembus forest is one of the few remaining indigenous forests in Kenya and it is the water catchment area for Lake Baringo. This lake is the lifeline of hundreds of thousands of people and is a major tourist spot in Kenya. It's also a source of water for livestock and a major fishing ground for the indigenous Njemps tribe. The Lembus Natural Forest Integrated Project contributes to forestry and wetland conservation in this region, as well as to poverty alleviation through ecotourism, bee keeping, environmental education, reforestation and energy saving methods. The income that is generated through tourism activities enhances a feeling of ownership of the forest with local communities. Through tourism the community (a.o. school children) is educated about the biodiversity value of the forest.
• *www.volunteerforafrica.org*

11 Kalimantan Tourism Development (KTD) P.T., Indonesia

A pilot orangutan ecotour in the Sebangau region of Central Kamlimantan

The extensive tropical peat-swamp forest in southern Central Kalimantan is rich in biodiversity and is especially known for supporting the largest world population of the endangered orangutan. The area is of high conservation importance and stakeholders are working to get an official National Park status. However, this change in land status will probable not be sufficient in itself to protect the area from continued forest degradation. Illegal logging and encroachment are severe problems and the roots of these are invariably economic. Mechanisms that provide income to the local communities, linked to protection of the natural resource, are urgently required. KTD therefore focuses, together with a.o. WWF Indonesia, on developing and marketing ecotours which contribute to employment, development and conservation support.

• *www.kalimantanmeetingcentre.com*

12 Lolkisale Village Council (LVC) & East African Safari and Touring Company (EASTCO), Tanzania

Project title Lolkisale Conservation Area Biodiversity Project

Outside of the Tarangire National Park there are no protective mechanisms for habitat and few for wildlife resources. Growing human and livestock populations together with unregulated agricultural expansion are encroaching into critical wildlife migration and dispersal areas contributing to the increasing isolation of Tarangire National Park. Unchecked, these trends threaten to significantly perturb the Tarangire ecosystem directly endangering the long term survival of migratory species (zebra, wildebeest, elephant, buffalo, eland and oryx) together with the predatory 'follower' species. The LCA objectives are to actively increase community involvement in the management of natural resources and to establish an economically viable enterprise generating revenues for the support of village level development activities.

• *www.eastafricansafari.info*

Projects that received funding in 2005

13 Yayasan Konservasi RASI (Conservation Foundation for Rare Aquatic Species of Indonesia), Indonesia

Project title: Pesut Mahamkam Ecotourism project 2005

The project area is the habitat of the freshwater Irrawaddy dolphin population in the Mahakam River, in the area of Muara Pahu. This population was identified as critically endangered on the IUCN Red List in 2000 as research showed that the population only consisted of 70 individuals. The habitat of the dolphins has been degraded due to unsustainable fishing techniques, chemical pollution from gold and coal-mining industries and noise pollution due to speedboats and coal container barges. The goal of the project is therefore to create concern and an interest with local residents and local government to conserve the freshwater dolphin population and its main habitat aided by eco-tourism.

• *www.geocities.com/yayasan_konservasi_rasi*

14 Organisation: Adrift Ltd, Uganda

Wildwaters Reserve

Adrift Ltd. introduced white water rafting on the Victorian Nile, which has quickly become the country's most popular tourist activity. The islands in the river are being deforested at an alarming rate and are becoming severely eroded. The creation of the Wildwaters Reserve (through purchase/lease of land and compensation of local farmers), the promotion of tourism to the area through the rafting products, the development of a chimpanzee sanctuary and the construction of Islands Nile Lodge will provide long-term and sustainable income for the local communities. Through an education programme and direct benefits flowing back to the local communities support will be created for sustainable use of the area.

• *www.surfthesource.com*

15 Biodiversity Wine Initiative, South Africa

Green Mountain Wine Route

The Groenlandberg Conservancy covers an area of ca. 34,000ha between the towns of Grabouw and Bot River. The conservancy was established in 1998 and currently has 37 members who all own land in the area. Core threats to the broader Groenlandberg area include agricultural expansion, urban development, alien plant infestation and frequent fires. New vineyard development is currently the greatest concern. The goal of this project is to develop a tourism wine route that is strongly linked to the biodiversity values of the project area. This will lead to support for conservation values as well as to protection and conservation of indigenous plants and animals and cultural sites within the conservancy area.

• *www.bwi.co.za*

16 Pro Bosque, Ecuador

Community Eco-tourism Development in the Gulf of Guayaquil

Pro Bosque's activities are centered around the Cerro Blanco Protected Forest on the outskirts of the city of Guayaquil. The Foundation focuses on

the conservation of the remnants of mangroves found near the community as well as on the community eco-tourism development project. The current threats to the area are mainly exploitation of the mangroves, but the fringe of the mangrove forests is also threatened by occasional illegal landfills to extend housing developments. This project, in co-operation with the Puerto Hondo Ecoclub, strengthens the community eco-tourism project in Puerto Hondo through the purchase of needed equipment and training, to improve services for tourists.
• *www.bosquecerroblanco.com*

17 Ucumari, Peru
Strengthening nature-oriented, community-based tourism in and around the future Reserva Comunal Chilchos
In the northern part of the largest continuous and undisturbed cloud forest area in Peru, the Reserva Comunal Chilchos (appr. 126.000 ha. including bufferzones) is planned. Cattle ranching is the principal threat to biodiversity conservation in the planned Reserve, requiring extensive deforestation, drainage of paramo and annual burning of pasture, often resulting in uncontrolled fires. Besides habitat destruction, indiscriminate hunting poses a serious threat to conservation of mammals and birds. Community-based trekking tourism will be the most important sustainable alternative for cattle ranching in the highlands, as it will become a more prominent source of local income for cattle ranchers owning hotels, restaurants and mules, and /or working as guides and mule drivers.
• *www.ucumari.org*

18 Enviu, Chili
Senderos de los Alacalufes
In Puerto Natales a group of local fishermen have joined forces in a co-operative. Due to over fishing by (inter)national fishing companies and a red tide plague, fishermen in Patagonia are experiencing more and more trouble to make a living. The co-operative has developed a tourism programme including boat trips and walking tours (varying from half a day until three days) in the area. The objectives of the project are to generate sustainable alternative income for local fishermen through tourism activities with a minimum environmental impact. This project will serve as an example, as the co-operative received permits for the tours from the National Forestry Department. When the tours prove a success the Forestry Department will do research on a shift from giving out logging concessions towards giving out tourism concessions.
• *www.enviu.org*

19 Doğa Derneği, Turkey
Eco-tourism training at Ayder – Kackar Mountains National Park
Ayder is already known by many tourists because of its natural beauty. Some eco-tourism activities have been developed but due to the lack of appropriate infrastructure, local capacity and marketing ability these activities have not contributed sustantially to the sustainable use of these areas. In some cases, there have even been detrimental effects on the natural resources and biodiversity. The overall goal of this project is to demonstrate that eco-tourism can play a major role in sustainable use and conservation of Turkey's biodiversity. Within this project local people are trained as nature guides to increase the quality of tourism service and provide them with an opportunity to generate income while also conserving nature.
• *www.dogadernegi.org*

20 CEPAD – Centro para la Participación y el Desarrollo Humano Sostenible, Bolivia
Conservation of native orchids and the launch of community-based tourism in the Chiquitano community of El Encanto
The Chiquitano forest ecoregion contains a highly threatened type of (semi-) dry tropical forest. The forest has an extremely rich, but overexploited orchid flora. The region is under threat by deforestation due to agricultural expansion (industrial and small farming) and logging and by unsustainable collection of orchids for sales in Santa Cruz. The area is part of an existing regional tourism circuit centred around former Jesuit missions, which have been declared a World Heritage Site in 1991. The project aims to diversify the region's tourism product with tourism activities focussed on orchids, which can contribute to the in-situ conservation of orchids in El Encanto.
• *www.cepad.org*

21 Roman Luan, East Timor
Atauro Island
Community concerns about government plans for developing mass tourism on Atauro prompted Roman Luan to become involved in ethical eco-tourism. Roman Luan developed a community managed eco-tourism facility, the resort of Tua Koin, which serves as a model for community development and gives Atauro people experience of tourism issues and management. The focus of this project was on improvement of marketing.
• *www.atauroisland.com*

22 Nature's Valley Trust (NVT), South Africa

Community Eco-Guides Project

NVT is a community initiative with the goal to engage all stakeholders and contribute to proactively maintaining the environmental integrity of Nature's Valley and the surrounding area. Nature's Valley lies within the Cape Floral Kingdom on one of the most sought after stretches of South Africa's coastline. The core focus area of this project, in terms conservation value, is the Salt River. The Nature's Valley community plays a role in ensuring that proposed development is appropriate and sustainable and that environmental impact is minimized. Goal of the project is to involve local impoverished community members in an eco-guiding programme and to establish the Salt River as an outdoor classroom. A number of community members is now operating their own touroperator, called Tsitsikamma Ecoguides.
• *www.natures-valley.com/index.htm*

23 Nature Seychelles, Seychelles

Providing tourism access and infrastructure for an urban wetland sanctuary in Seychelles

Despite its excellent environmental record, the Seychelles is considered to be the most urbanized country in Sub Saharan Africa. Most of the population is located on a narrow costal zone on the main island of Mahe, thus putting extreme pressure on fragile habitat. The project focusses on one sanctuary, and the goal of the project is to stop the upcoming urban development and save the sanctuary by making it a tourist attraction.
• *www.natureseychelles.org*

Projects that received funding in 2006

24 KONTAK (Kelompok Pemandu Wisata Alam Tangkoko: Tangkoko Ecotourism Guides Club), Indonesia

Ecotourism development in and around the Tangkoko - Duasudara Nature Reserve

The Tangkoko-Duasudara reserve is located in the most northern part of the province North Sulawesi. The NGO KONTAK is active in this region with the goal to consolidate and improve ecotourism activities, so that ecotourism will be a source of income for communities around the reserve and an alternative for illegal hunting and logging in the reserve. The project in and around the Tangkoko-Duasudara reserve focuses on nature protection, tourism development and social development of the surrounding communities.

25 Organisation: Al Hayah, Egypt

Project title: Local co-management of the white desert

The White Desert is a collection of endless sand dunes which are interrupted by thousands of surreal white rock formations. Tourism in the White Desert has up to now been left unorganised, absent of any regulation pertaining to use, access, or maintenance. With the increasing rate of international tourists now arriving, the natural biodiversity of the area is being damaged at an alarming rate. A community development association has been created in order to provide the local community with an established voice and a formal role in the co-management of the White Desert Protectorate Area as well as to assure that the local communities benefit from tourism to the region.

26 Organisation Yayorin (Yayasan Orangutan Indonesia) and The Orangutan Foundation, Indonesia

Conservation Education & Awareness Raising Tanjung Puting National Park, Indonesian Borneo

Tanjung Puting National Park is threatened by illegal logging, agricultural encroachment and fire. This project intends to mitigate those negative impacts by raising awareness of the importance of the park. This is realised by providing an innovative educational facility for use by local and national schools and foreign visitors and by producing an updated guidebook to the park. The guidebook will be made available in English and in Bahassa.
• *www.orangutan.org.uk*

27 A Rocha Kenya, Kenya

Arabuko-Sokoke Schools and Eco-tourism Scheme (ASSETS)

ASSETS is an community conservation project which focuses on the Arabuko-Sokoke Forest and Mida Creek, internationally recognised for their biodiversity value. Both areas are severely under threat by unsustainable use and commercial activities. The project benefits nature conservation through addressing the root causes of threats to the forest and creek ecosystems, namely poverty and a lack of awareness of their value. The main focus of the programme is to realise changes in the attitudes of those living close to both these habitats by enabling them to benefit from income generating activities and motivate them to participate in their conservation. One of the ways in which this is realised is a system of bursaries for schoolchildren which are funded through tourism.
• *http://en.arocha.org/kenya*