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**ALTERNATIVE TOURISM AND SUSTAINABLE
DEVELOPMENT IN THE SMALL ISLAND CARIBBEAN
CASE STUDY OF DOMINICA, WEST INDIES**

Bachelor Thesis

Supervisor: MCF Olivier Dehoorne

Olomouc, 2012

I declare in lieu of oath that I wrote this thesis myself. All information derived from the work of others has been acknowledged in the text and a list of references is given.

Olomouc, 20th December 2012

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This bachelor thesis is a study of economic, social, cultural and environmental impacts of alternative tourism on local development. The author focuses on the theoretical approaches to the relationship of alternative tourism and development, as well as on the specific and comparable examples from the developing world. Finally, a case study focusing on personal field research of the development of local communities in the Commonwealth of Dominica, Small Island Caribbean independent state, is formed.

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ABSTRACT

This bachelor thesis is a study of economic, social, cultural and environmental impacts of alternative tourism on local development. The author focuses on the theoretical approaches to the relationship of alternative tourism and development, as well as on the specific and comparable examples from the developing world. Finally, a case study focusing on personal field research of the development of local communities in the Commonwealth of Dominica, Small Island Caribbean independent state, is formed.

Keywords: alternative tourism, ecotourism, community based tourism, sustainable development, Dominica, Caribbean

ABSTRAKT

Tato bakalářská práce je studií ekonomických, sociálních, kulturních a environmentálních dopadů alternativního cestovního ruchu na místní rozvoj. Autorka se zaměřuje na teoretické přístupy ke vztahu alternativního cestovního ruchu a rozvoje, stejně tak jako na specifické příklady z rozvojového světa. Předkládá případovou studii postavenou na terénním výzkumu rozvoje místních komunit na Dominickém Společenství, malém ostrovním státě v Karibiku.

Klíčová slova: alternativní cestovní ruch, ekoturismus, komunitní cestovní ruch, udržitelný rozvoj, Dominica, Karibik

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1. INTRODUCTION

1.1. Context of the study, relevance and justification of the field of study

The international tourism is one of the most important and certainly the fastest developing sector of world's economy. With the growth of 4.5% in the first half of 2011 and total receipts over US\$ 919 billion in 2010 (UNWTO, 2011a), it takes the fourth rank after the fuel, chemical and automobile industry at the global market. By creating the employment opportunities, improving the infrastructure and generating the financial flux, contributing to diversification of local and national economies, the tourism represents one of the principal motors of socioeconomic progress of modern society. Such an activity offers a huge potential to become a "locomotive" of international development, and especially, if it is well and carefully planned in long-time perspective, of *sustainable development*.

Years after World War II were characterized by birth and rapid growth of mass tourism which was soon followed by an *alternative tourism* (AT). AT emerged as an alternative to *conventional mass tourism* (CMT) which has been often criticized as inappropriate form of tourism, especially for smaller and easily vulnerable destinations (Weaver, 1993).

"Green" 1970s brought the concept of sustainable development and other pro-environmental approaches; amount of important studies such as *The Limits to Growth* were published and first "green" political parties has emerged in Western Europe. Moreover, several conferences about sustainability were organized in subsequent years. This period has changed people's way of thinking about the environment, and above all about their personal approach to life and future development. Since the mid-1980s, when the concept of *ecotourism* was introduced, it has attracted a considerable amount of interest among both academics and non-academics and in practice it has slowly spread all over the world.

Last decade of the 20th century and especially the beginning of the millennium are characterized by the unprecedented growth of tourism industry. In 2011, there were almost 980 million of tourists (UNWTO, 2011b); which means that statistically almost every seventh inhabitant of the Earth actively participated in the sector. Although the CMT is still prevailing, new approaches with educative and sustainable features, often focusing on the nature and environmental protection, are developing as never before and become more and more popular among tourists.

Being the fastest growing sector in the tourism industry (with the annual rate of 5% worldwide in 2005, representing 6% of the world GDP and 11.4% of all consumers spending (Honey, 2008: 7)), ecotourism represents an attractive investment opportunity which is becoming big business (Cater, 1994: 73) and as such it can't be overlooked in terms of development opportunities. Since ecotourism seeks the balance between the preservation of natural resources and socio-economic development of local communities, while at the same time promoting the principles of *participative democracy*, it can form the basis of plan to fight poverty and to introduce local development. This has already been understood by some developing countries and regions and taken into consideration in their economic strategies. In many Third World regions the ecotourism has already become the significant segment of economy contributing to country's development and its population well-being.

Figure 1: Caribbean Basin



Source: <http://www.toppic.net.nz/wp-content/uploads/2012/05/Where-Is-The-Caribbean-3.gif>

“The less developed world has an undeniable comparative advantage in terms of the variety and extent of unspoiled natural environments. These range from tropical rainforests to savanna grasslands and secluded beaches fringed by coral reefs.” (Cater, 1994: 69). The development of ecotourism, therefore, provides an opportunity to capitalise these resources in a sustainable way to enable socio-economic development of local communities. This practice can be confirmed by several well-working examples from all over the world such as Costa Rica, Kenya, or Nepal where ecotourism, or more precisely different alternatives of tourism such as cultural, community or social tourism, have positive impacts on socio-economic development on both local and national level.

Figure 2: Lesser Antilles



Source: <http://www.toppic.net.nz/wp-content/uploads/2012/05/Where-Is-The-Caribbean-3.gif>

1.2. Definition of the studied area/territory

The Caribbean is the area in the Caribbean Sea situated between North and South America, belonging to the American continent. Broader definition of the Caribbean includes all territories bordering with the Caribbean Sea, while the most common one takes into account only islands – so-called the insular Caribbean. Situated largely on the Caribbean Plate, in tectonically active area on the contact of the Caribbean, the North American, the South American, the Cocos and the Nazca lithospheric plates, the region is distinguished by increased tectonic (volcanic and earthquake) activity. Thanks to its location in the tropics, the region is characterized by a high average temperature, which does not significantly fluctuate during the year, and high amount of rainfall.

The insular Caribbean comprises of more than 7,000 islands of mostly volcanic (and coral) origin. These islands form island arcs going in the northeastern direction and separating the Caribbean Sea from the Atlantic Ocean. They form several groupings: the Lucayan Archipelago (comprising of the Bahamas and Turks and Caicos which doesn't border the Caribbean Sea), the Greater Antilles in the north, the Lesser Antilles (including the Leeward Antilles) in the south and east; these together are sometimes called West Indies.

Regarding the Caribbean from the political point of view we can say that it is a geopolitical construct uniting regions, dependent territories and independent countries which do not have so much in common. They differ in history, culture, language, traditions, but also socially, ethnically and economically. The firmest, most significant connecting element is their location in the Caribbean Sea and centuries under colonial domination.

The Small Island Caribbean refers to the Lesser Antilles, an arc of islands stretching over an expanse of about 13,000 km². These islands have relatively small area and most of them were formed by volcanic activity which is reflected in their topography and natural richness. The region comprises of eight independent nations and fourteen dependent territories and is home for over 3.5 millions people.

Table 1: Sovereign Caribbean States

SOVEREIGN STATES	Capital	Area (km²)	Population	Population density (per km²)
Antigua and Barbuda	St. John's	440	81,799	186
Barbados	Bridgetown	430	287,733	669
Dominica	Roseau	751	73,126	97
Grenada	St. George's	344	109,011	317
Saint Kitts and Nevis	Basseterre	216	50,726	235
Saint Lucia	Castries	616	162,178	263
Saint Vincent and the Grenadines	Kingstown	389	103,537	266
Trinidad and Tobago	Port of Spain	5,128	1,226,383	239

Source: CIA, 2012

Table 2: Non-sovereign Caribbean Territories

NON-SOVEREIGN TERRITORIES	Capital	Area (km²)	Population	Population density (per km²)
Aruba (Netherlands)	Oranjestad	180	107,635	598
Anguilla (UK)	The Valley	91	15,423	169
Bonaire (Netherlands)	Kralendijk	285	14,500	51
British Virgin Islands (UK)	Road Town	151	31,148	206
Curaçao (Netherlands)	Willemstad	444	142,180	320
Guadeloupe (France)	Basse-Terre	1,434	451,000	314
Martinique (France)	Fort-de-France	1,800	400,000	222
Montserrat (UK)	Plymouth	102	5,164	51
Saba (Netherlands)	The Bottom	13	1,500	115
Saint Barthélemy (France)	Gustavia	21	7,332	349
Saint Martin (France)	Marigot	54	30,959	573
Sint Eustatius (Netherlands)	Oranjestad	31	3,183	103
Sint Marteen (Netherlands)	Philipsburg	34	37,429	1101
United States Virgin Islands (US)	Charlotte Amalie	1,910	109,574	57

Source: CIA, 2012.

1.3. Objectives of the study and Research Questions

The concept of the thesis is based on description of alternative tourism paradigm and understanding of its connection to sustainable development, particularly in the environment of small insular territories with specific natural conditions. The aim is to examine whether the development of ecotourism is an appropriate long-term strategy to reach socio-economic development of such a territory in the Caribbean region and what are the impacts of ecotourism policy on the local level. Few exceptional countries which have been trying to incorporate the ecotourism and alternative tourism principles into their national development strategies are studied. Special attention will be paid to one small independent island state, the Commonwealth of Dominica, which is the most significant ecotourism destination in the Lesser Antilles, and probably in the whole Caribbean.

1.4. Limits of the study

The subject of study is so extensive, that it is almost impossible to compass it all at page range given for bachelor thesis. Considering that the author conducted field research on the island of Dominica, a relatively large space is devoted to the results of this research. Other small Caribbean countries are mentioned just briefly with a focus on the most interesting features of their alternative tourism activities.

Although Dominica is an interesting example of application of tourism development to reach the economic growth and well-being of local people, it stands off mainstream research on ecotourism and sustainable development. There were several studies made during 1980s and at the beginning of 1990s but since that time only few works have been published. It is hard to say why Dominica disappeared from the forefront; we can only guess whether it was because of its relative smallness and not very big importance at the world tourist market, or whether it is just temporarily overshadowed by other more actual topics. There are not many recent studies, nor analyses monitoring the progress itself or comparing the Dominica with other analogical territories. The same problem concerns literature dealing with tourism and sustainable development in a context of small insular territories in general. Lack of actual sources represents one of the limits of this study but at the same time it opens the door for author's creative research.

Therefore, these several academic studies from the 1980s and first half of 1990s, usually available at the university electronic databases, and some books proposing overview on the theoretical approach to this topic, have been used as the main sources of information

about alternative tourism development in Dominica. There is no Czech literature dealing with thesis' topic, thus no Czech source is used in this work.

1.5. Methodology and structure of the thesis

The thesis is a research-compilation work. Theoretic part is largely based on the relevant and updated information through reviewing available literature and research studies. It is built on the publications and studies of academicians focusing on the alternative tourism and the Caribbean region, as well as on the international organization reports and assessments, and the official government reports. Many of the written sources have been retrieved from the Internet databases and official websites. The information for the study has been taken mostly from literature available in the French and English language. The statistic data come mainly from Government of the Commonwealth of Dominica.

The more practically-oriented case study attempts to analyze the conditions and potential of alternative tourism development in Dominica. This part draws information from author's field research conducted in Dominica from March to May 2012. Various methods were used to obtain required informations: non-standardised interviews with government officers, semi-structured interviews with local providers and tourists, observation of local environment and available (touristic) facilities, as well as during the tour in the Indian River and in Giraudel. Furthermore, locally available sources and statistical data were analysed. Some comments presented in the thesis, as well as the conclusion, are of the author alone.

In this work, both direct and indirect quotations have been used. The direct quotations are distinguished by the quotation marks and the text is written in italics. All the citations used in the thesis are in accordance with Harvard System of Referencing. The quote is never applied to a text longer than one paragraph. If no quotation appears in the paragraph, it means that the text is of the author alone. There several figures and tables in the thesis, but no appendices.

2. ALTERNATIVE TOURISM AND SUSTAINABLE DEVELOPMENT

Motto: "Tourism is not the problem - it's the solution"

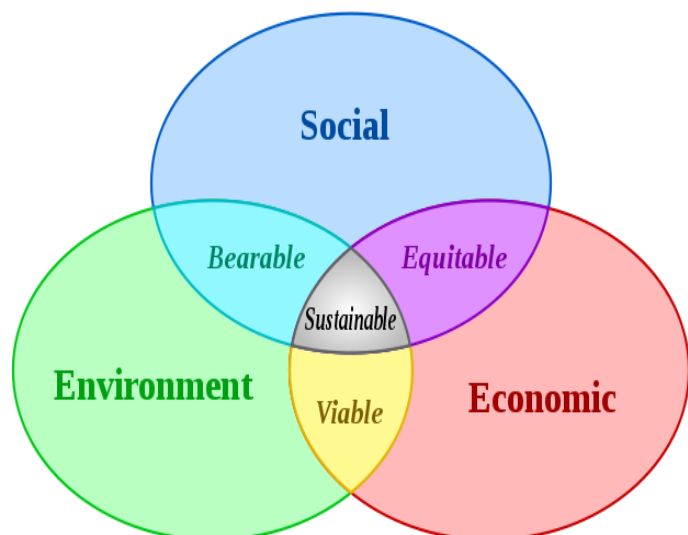
Mass tourism is a product of post-war democratisation of traveling. This phenomenon was a consequence of paid holidays, introduction of charter flights and expansion of travel agencies offering group tours to different world destinations. CMT has been characterized by overlooking the environmental consequences of overloading of destinations, progressive destruction of natural environment and other (negative) impacts on local population, its traditions and cultural heritage. (Delisle and Jolin, 2007: 40) The insensitivity of CMT led soon to an introduction of new approaches to tourism, promoting values more sensitive to environment and local communities and emphasizing social development.

2.1. Concepts of Sustainable development and Community development

In 1987, the United Nations published the Report of the Brundtland Commission, better known as *Our Common Future*.¹ The report deals with **sustainable development** (SD) and political actions needed for achieving it. The Report included a definition of a term 'sustainable development', which is now one of the most widely recognised definitions: "*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs*".

It contains two key concepts: 1) the concept of *needs*, in particular the essential needs of the world's poor, to which overriding priority should be given; and 2) the idea of *limitations* imposed by the state of technology and social organization on the environment's ability to meet present and future needs.

Figure 3: Concept of sustainability



¹ Report of the World Commission on Environment and Development: Our Common Future is available at: <<http://www.un-documents.net/our-common-future.pdf>>.

Figure 4: Sustainable tourism development positioning



Sustainable tourism development is derived from sustainable development definition; it's an application of SD principles in the tourism sector. It aims to achieve equitable socio-economic development and well-being of host communities, while managing natural resources in wise and long-term viable way with regard on future development and future generation. It should ensure that all development concepts (figure 4) will be reflected in the process.

Community development (CD) is a broad term defined in many ways. CD “*key purpose is to build communities based on justice, equality and mutual respect*”. (CDX, 2011) It seeks to empower people by providing them with the skills and knowledge they need to control changes in their own communities (help-them-to-help-themselves approach). Community development involves changing the relationship between ordinary people and people in positions of power, and so encourages social inclusion and equality.

It is necessary to bear in mind, that various authors and organisations recognize a number of different approaches to CD, e.g. community economic development; community capacity building; social capital formation; ecologically sustainable development; community empowerment; political participatory development; faith-based community development (e.g. religious organisations and governments); community participation; community-driven development (e.g. The World Bank), etc.

2.2. What is an Alternative Tourism?

Alternative tourism (AT) represents a “new” form of tourism which tries to get closer to local socio-political and economical reality. It strives for initiation of new relation between tourists and host communities, or in the figurative sense for a new relation between Nord and South. (Delisle and Jolin, 2007: 40–41) Alternative tourism is an umbrella term covering wide category of mass tourism alternatives which have appeared since 1950s. Various branches like ecotourism, agrotourism, cultural tourism, community tourism etc. put stress on some particular values which are more important for concept itself.

The basic idea of AT is to bring tourists close to the local community; to integrate them to local life instead of closing them in tourist enclave cut off from the outside world. Such a touristic resort is usually owned and managed by multinational company, so it does not significantly contribute to the AT objectives – **socio-economic development** of local community and its well-being. (Dehoorne and Murat, 2010) In the best case, tourists should be accommodated by local provider instead of paying for a foreign hotel (and so sending money abroad), eat in local restaurants or there where locally produced products are used, hire a local tourist guide and buy some traditional souvenir from local stallholder. This would directly support local economy.

There are some other dimensions inseparably included in the concept of alternative tourism: social, cultural and environmental. One of the important terms is **participation**. Local community should be directly involved in all stages of process: in decision making, tourism planning and developing and also in managing final tourism product. A form of participative governance should be implemented into the system. Needs and wishes of local people must be regarded, prioritized and taken into consideration in the tourism development planning. (Dehoorne and Murat, 2010)

There is also a strong **educative accent** present. (Breton, 2001; Dehoorne and Transler, 2007) This educative element should be based on *interaction* between visitors and host community. AT should enlarge local people's choices and capacities, and at the same time allow tourists to get knowledge of different cultures and countries. It should promote intercultural exchange and educate both tourists and host community.

Environmental protection and conservation is another basic principle of AT. The impacts of tourism must be considered during the process. Negative impacts of AT are generally of the same character (facility constructions, pollution caused by increased flow of visitors and more intensive use of natural resources, etc.) as in the case of mass tourism. However, there is a significant difference in their extent. Touristic activities must be adapted and based on the environment and do not lead to its overloading and exhausting. Therefore, increased attention must be paid on the environment protection. Buckley concludes that "*if ecotourism does not contribute to conservation, then it is just an economic activity like any other.*" (Buckley, 2009) It must be ensure, that the whole process of AT development is beneficial for local community and environment and the negative impacts are reduced to minimum.

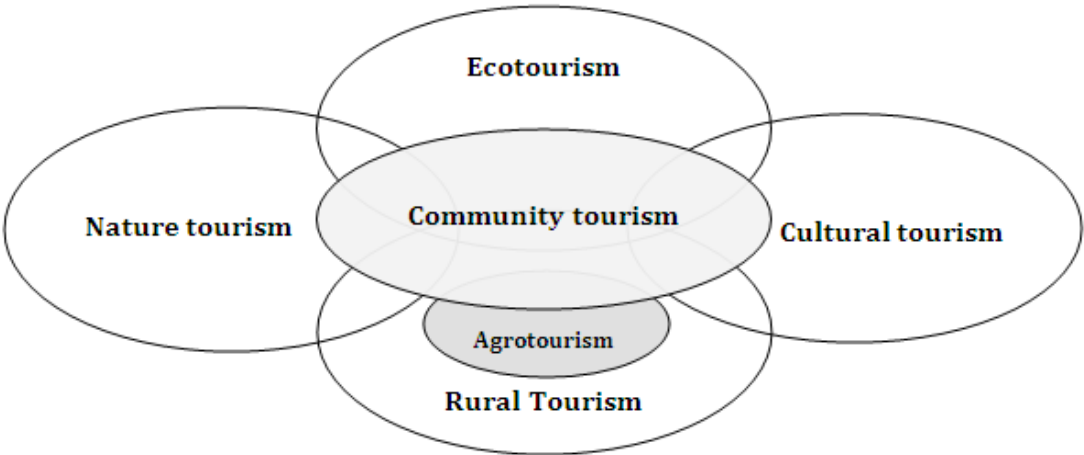
Since there are many sub-categories of AT, we will further discuss just those somehow present and developing in the Caribbean territory, particularly in our case study – Dominica.

2.2.1. Community based tourism

Community based tourism (CBT) represents the most intense form of integrated tourism. This concept supports the idea of subsidiarity. It aims to enlarge the space for involvement of local community in the process of decision making and so implement a form of participative democracy. The locals should be engaged in development planning, its implementation and organisation and also in redistribution of revenues. (Delisle and Jolin, 2007: 52) Local residents should decide about a form of tourism development, about targeted sectors of visitors and the activities offered to them.

The main objective is to fight the poverty and improve the life standard of population by creating job opportunities and so generating revenues to local economy. The revenues should serve to improvement of local infrastructure and facilities. At the same time it strives to reduce negative impacts on society, its culture and environment. (Delisle and Jolin, 2007: 51) Another important aim is a diversification of local economy production which leads to greater competitiveness and reduction of vulnerability by environmental disasters (hurricanes, earthquakes, etc.) and by world market fluctuation.

Figure 5: Positioning of the community based tourism



Source: Olivier Dehoorne

One of the principal goals of CBT is a greater involvement of women whose role is often underestimated and limited to housekeeping. (DHTA, 2011) Strengthening of the sense of belonging to community and of being pride of one’s own (and community’s) way of life, traditions, culture, and history is another very important aspect. (Delisle and Jolin, 2007: 51)

Newly generated revenues also allow a better and more sensitive preservation of community's both material and immaterial heritage.

2.2.2. Rural tourism and agrotourism

Rural tourism and agrotourism (sometimes also called agritourism, or farm tourism) represent forms of CBT specialized on familiarizing visitors to village everyday life and activities. They are based on sustainable development principles and also closely connected to ecotourism concept. Since agriculture is becoming highly mechanized and specialized process and most of today production comes from huge farms which are not accessible for visitor, even a basic agricultural production is something unknown for increasing segment of population (and especially for urban population). As a result, educative and especially participative tours at animal farms, fruit orchards, vegetable fields, flower greenhouses or wine tours have become an interesting business (touristic) article. More and more people appreciate an occasion to experience agricultural life at first hand by spending a day (or few days) on a farm. Feeding rabbits and chickens, watching or taking care about sheeps, cows, donkeys or working alongside real farmers on potato fields could be a unique experience for people who have never lived in the countryside. And so any village (after small adaptation and construction of basic facilities) can become a tourist attraction. Such an activity can accompany generate further income from ongoing agricol production and also diversify local touristic supply and people's competitiveness. (Brohman, 1996) However, success of agrotourism depends on several factors: nature of the farm enterprise (farms rising both animals and crops in varied topography are more attractive than monocultures), infrastructure and access to markets (Jafari, 2003: 14-15)

Agrotourism is often viewed as a mean of stimulating the declining rural economies (Jafari, 2003: 14) as it allows the creation of an alternative source of income generated from tour fees, accommodation and other services (transport, restaurants, etc.) It can also lead to the increased demand for farmer's production as many visitors are motivated to buy fruit and vegetable they helped to plant and to pick (pick-your-own concept), or just because they know production conditions. Such a diversification of farmer's product can reduce the impacts of economic pressure and become a source of comparative advantage for rural farms. In addition, young people tending to leave villages because of lack of job opportunities can find their position in newly established business and so the rural exodus can be reduced a little bit.

There are many other positive impacts of rural tourism on hosting community, not only the increased income, but also social benefits. The added income can contribute to the revival of fading folk art and to the restoring traditional handicrafts. Agrotourism can also be a tool for the conservation of traditional landscape and rural way of life. (Jafari, 2003: 222)

2.2.3. Cultural tourism

Primary motivation of cultural tourism is to meet and discover region's or country's culture. It's driven by human curiosity, by desire to travel and to learn about how other people live. (Jafari, 2003: 125) With the boom of sightseeing tours offered by travel agencies it has become one of the fastest growing touristic sectors. Cultural tourism can be put into practice both in urban and rural areas. Its urban form is situated particularly in historic cities and their cultural facilities like historical sites, museums, galleries, theatres, etc., while rural activities are concentrated around performances of traditional dances, music, rituals or handicraft production, especially in regions with indigenous communities. Lifestyle of local population, their traditions, art, music and literature, architecture, religion, and history of those people and other elements that have shaped their way of life, correspond to primary sources of tourists' interest. However, it is argued that certain activities can be considered as a "cultural prostitution" placing the locals into subordinate position. (Brohman, 1996)

One of the important concepts supporting cultural tourism is UNESCO's List of World Heritage Sites uniting places of special cultural or physical significance. These places, protected under a specific regime, attain particular attention of both travel agencies and independent travellers. We can identify five of these sites in the region of the Lesser Antilles, among them Morne Trois Pitons National Park (Dominica). (UNESCO, 2012) There is a huge tourism potential around these UNESCO sites which, if well managed, might bring other positive impacts on region's development.

2.2.4. Ecotourism

While other forms of AT are built around a specific environment or activities, the concept of ecotourism is based on certain values. It is rather about the way than about the goals. The main principle is to practise the tourism in a responsible and sustainable manner. Breton specifies that ecotourism implies certain ethic of behaviour and attitude to natural resources and environment. (Breton, 2001)

Since the ecotourism combines many different perspectives and characteristics, there is no uniform definition. Although generally, all proposed definitions have the same base,

they stress different features. The first definition of ecotourism embraced only environmental and natural dimension of touristic experience (Delisle and Jolin, 2007: 69) but over the years it has also absorbed the objectives of sustainable development and has been enriched about social and cultural features. Reference to contribution to improvement of living standards and well-being of local population was integrated as one of the basic principles into ecotourism definition as presented by Quebec Declaration on Ecotourism of 2002². According to the document, „*ecotourism embraces the principles of sustainable tourism, concerning the economic, social and environmental impacts on tourism. It also embraces the following specific principles which distinguished it from the wider concept of sustainable development:*

- *Contributes actively to the conservation of natural and cultural heritage,*
- *Includes local and indigenous communities in its planning, development and operation, and contributing to their well-being,*
- *Interprets the natural and cultural heritage of the destination to visitors,*
- *Lends itself better to independent travellers, as well as to organized tours for small size groups.*“ (WES, 2002: 65)

Marie Lequin defines that „*ecotourism is an ambiguous concept which depending/according to adopted point of view can be defined as an activity, a philosophy, or a strategy of development.*“ (cited by Delisle and Jolin, 2007: 69)

Delisle and Jolin (2007: 70) also warn of the *greenwashing* and employment of terms such as *eco*, *ecotour*, *ecotourism*, *green tourism*; these expressions are often overused or even used in situations they have nothing to do with just because of their popularity.

2.2.5. Sport Tourism

Sport tourism refers to travels organized with a specific goal: to participate in, or to watch a sports activity. This framework covers a wide range of activities, from personal diving holidays in Bonaire, through organized trekking tours in Nepal, to visiting international sport events like European Football Championships, World Cup's series of tennis tournaments or Olympic Games. With increasing demand in this sector, it is one of the fastest growing segments of international tourism.

This sector does not aspire to introduce any community development projects nor increase participation of the locals in decision making; it aims to develop sport facilities and

² Declaration adopted at World Ecotourism Summit in Quebec City, Canada (19-22 May 2002).

the infrastructure which will attain influx of tourists and therefore attract income to the local (or national) economy. Nevertheless, “*sports tourism has shown to provide significant economic impact, not only from the hosting of major sports events but also from the development of sports resorts and sports attractions.*” (Jafari, 2003: 553) Although the sustainable development is not a primary motivation of sport tourism development, there are many positive indirect consequences. Construction of facilities, as well as accompanying services (accommodation, transport, etc.), generates employment opportunities. Arriving tourists are source of money for the national economy which can be use for infrastructure improvement, local development etc. (Patterson, Gulden et al., 2004) Revenues generated by accompanying services provided by small local entrepreneurs, like a sale of refreshments or souvenirs, can easily improve their living standards.

Sport tourism is currently undergoing rapid development in the studied area and it has important impacts on local development. One of the interesting examples can be a construction of a cricket stadium corresponding to international standards in Roseau, Dominica, which is planned to become a centre of both regional and international cricket league, and so one of the most important tourist attractions in the region, and so an important island development driver.

3. TOURISM DEVELOPMENT IN THE SMALL ISLAND CARIBBEAN

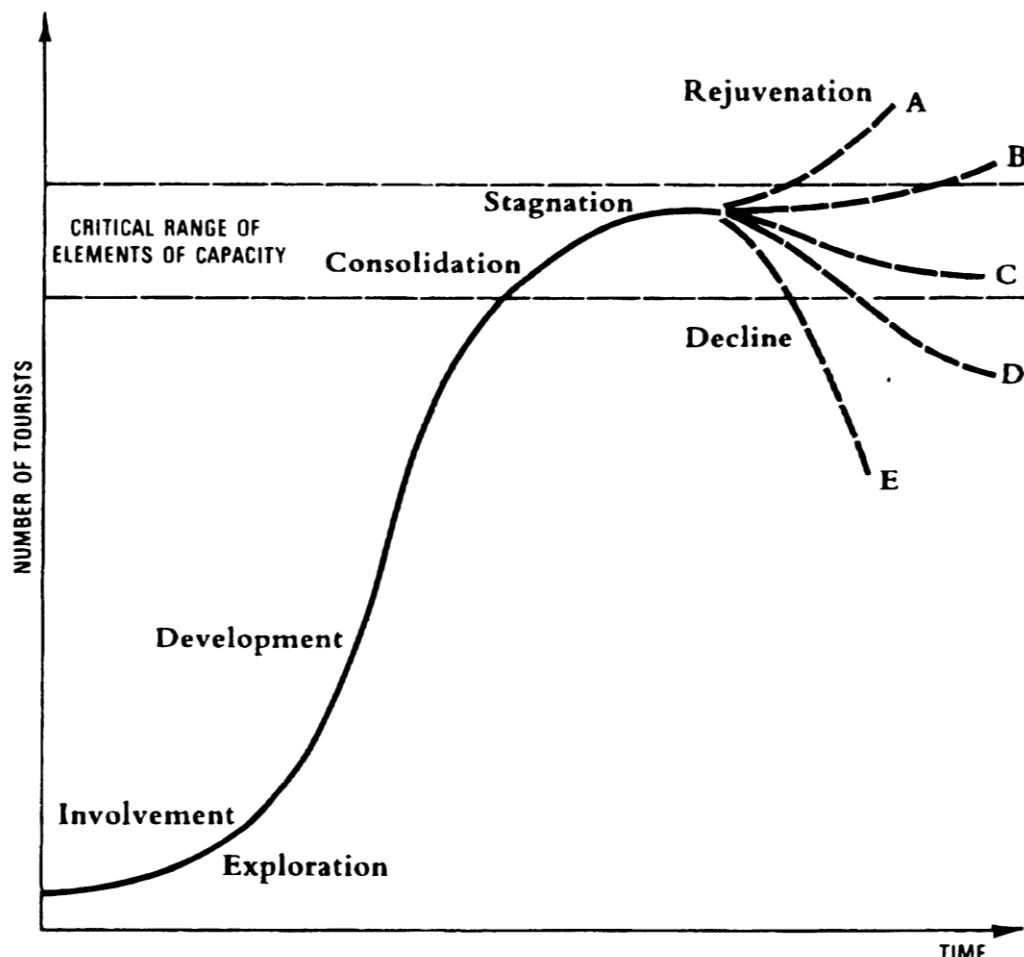
Since the post-war tourism boom, the insular Caribbean has emerged as one of the world's most tourism-intensive destination regions by merits of its "exotic" image created by tropical climate and extensive coastline with white sand beaches, pro-tourism government policies, proximity to North American market, and historical links with Europe. Therefore, it is not a big surprise, that as a result the Caribbean basin is the region with the world's highest dependence on tourism industry.

Caribbean is generally distinguished by two types of tourism – beach resorts and cruise ship activities – both representing conventional mass tourism based on what is generally known as a "3S", in some destinations supplemented by other two "S" – sex and shopping. (Weaver, 1994; Dehoorne, Saffache and Augier, 2007; Dehoorne and Murat) Due to the natural conditions perfectly suiting for CMT and to the limited biological diversity of most Caribbean islands, "*ecotourism has never attained a significant profile within the region.*" (Weaver, 1994: 162) And even the current development in the region suggest that "*it is highly unlikely that ecotourism will ever come to dominate that large majority of destination in which natural resources, marketing image and infrastructure are already geared toward 3S tourism.*" (Weaver, 1994: 167) Nevertheless, some alternative forms of tourism like social tourism (visiting family), business tourism (conventions, business contacts, research and education, etc.), environmental tourism (ecotourism), historical and cultural tourism can be found there. These sectors are incorporated in different proportions depending on a destination (e.g. in Trinidad and Tobago the business sector is prevailing, while Puerto Rico's tourism is dominated by cruise ship activities) and personal preferences into a tourist trip. (Weaver, 1993: 459) Although, "*circumstantial ecotourism has long existed in the small island Caribbean as a minor activity confined to the more isolated or less developed destinations,*" (Weaver, 1993: 460) it hasn't shown any important growth, and so the ecotourism retains its traditionally low profile in the Caribbean.

3.1. Destination life-cycle

Destination life-cycle model (as developed by Butler) represents one of the most commonly used frameworks describing the evolution of tourism and its modifying influences on (Caribbean) island landscape. This five-stage model uses a logistic curve to illustrate the growing and declining trends of tourism. The tourism development proceeds slowly at the beginning and then it grows rapidly to reach a stable stage before it starts to decline. This cyclical evolution is expected to be influenced by several factors: changes in the preferences of visitors, the deterioration and possible replacement of tourist accommodation stock and infrastructure and the transformation (likely in a negative sense) of the area's original natural and cultural landscapes. (Potter, Barker at al., 2004: 421)

Figure 6: Butler's Curve



Source: Potter, Barker at al., 2004. *The Contemporary Caribbean*. p. 422.

Table 3: Description of Butler's destination life cycle model

<i>Stage</i>	<i>Description</i>
exploration	Small number of tourists; natural and historical/cultural attractions; insignificant to the social life of the locals.
involvement	Number of tourists increases; tourism becomes an emerging local industry → participation of locals, construction of small hotels and guest houses (domestic-owned); first pressures on local governments for improving infrastructure; high level of contacts between residents and visitors (tourists are welcomed); touristic seasons influences rhythm of local life.
development	Rapid growth of tourism industry; well-defined tourism market image (advertisement and tourist agency marketing); international influence increases → local involvement in (and control of) tourism development declines; imported attractions to reinforce the destination's image.
consolidation	Rates of increase of arrivals decline (but absolute visiting volume may still increase); a major part of the local economy is tied to tourism; the degree of international penetration reaches the peak; local needs and wants are subordinated in resort areas; older accommodation facilities start to be ageing.
stagnation	Peak of the touristic area's evolution; facilities are at capacity; visiting numbers reach maximum; over-building, over-capacity and over-extension → numerous environmental, social and economic problems; original attraction have been superseded by imported attractions → resort's image is more created than genuine; no new tourist development (or in geographically separated areas).
decline	
rejuvenation	If the destination's attractions can be fashioned, or repackaged; orientation to a new type of tourists (casinos, shopping, etc.)

Source: According to Potter, Barker at al., 2004. The Contemporary Caribbean. p. 421-423.

Table 4: Arrivals to the Small Island Caribbean by main market

Destination	Total		United States		Canada		Europe	
	2007	2011	2007	2011	2007	2011	2007	2011
Anguilla	77,652	65,783	45,974	42,829	2,393	2,823	10,795	7,523
Antigua and Barbuda	261,786	241,331	78,697	84,832	10,489	22,403	115,448	92,097
Aruba	772,073	871,316	520,385	531,444	25,673	40,558	67,353	81,526
Bahamas	1,527,726	1,341,871	1,263,678	1,054,676	100,340	124,018	87,170	78,053
Barbados	572,937	567,724	133,519	142,414	52,981	71,953	250,773	225,009
Bermuda	305,548	236,038	229,498	172,890	27,844	29,217	35,938	26,940
Bonaire	74,309		32,085		1,716		31,427	
Cayman Islands	291,503	309,091	231,865	242,929	17,355	24,629	20,267	21,132
Cuba	2,152,221	2,716,317	-	-	660,384	1,002,318	924,025	852,065
Curacao	299,782	390,297	46,212	62,376	6,898	8,773	121,427	168,337
Dominica	76,515	75,546	21,477	17,820	2,610	2,986	10,743	11,538
Dominican Republic	3,979,582	4,306,431	1,080,066	1,286,161	587,370	665,640	1,387,476	1,174,871
Grenada	129,118	116,398	27,136	35,895	6,017	9,718	41,792	38,707
Jamaica	1,700,785	1,754,039	1,132,532	1,110,313	190,650	329,380	288,894	229,433
Martinique								
Montserrat	7,745	5,395	2,109	1,526	388	320	2,365	1,535
Puerto Rico	1,356,470	1,441,114	1,201,757	1,302,650	16,746	22,669	35,691	28,118
Saba	11,673		4,466		744	25,511	5,287	
St. Kitts and Nevis	123,161		68,586		7,076		14,623	
St. Lucia	287,435	212,486	113,433	86,848	18,640	25,511	88,828	60,236
St. Eustatius	11,568		2,738		229		5,893	
St. Marteen	469,407	424,340	253,831	219,204	32,350	33,256	96,365	101,712
St. Vincent and the Grenadines	89,637	73,866	26,642	21,164	6,745	6,719	23,454	20,549
Trinidad and Tobago	449,452		180,557		51,411		82,511	
US Virgin Islands	693,372	610,743	612,197	636,134	6,017	6,033	14,881	18,835

Source: World Tourism Organization UNWTO

Table 5: Small Island Caribbean tourism stages and styles

Stage I (emerging)		Stage II (intermediate)		Stage III (mature)	
<i>Low density</i>	<i>Retirement</i>		<i>Substyles</i>	<i>High density</i>	
<i>Long-staying</i>	<i>Nature tourism</i>	<i>Rapid growth</i>	<i>Fishing</i>	<i>Mass market</i>	<i>Shopping</i>
<i>West Indian</i>	<i>Small hotels</i>	<i>Europeans</i>	<i>Sailing</i>	<i>Short-staying</i>	<i>Gambling</i>
<i>Winter residence</i>	<i>Local control</i>	<i>High seasonality</i>	<i>Diving</i>	<i>N. Americans</i>	<i>Conventions</i>
				<i>Slow growth</i>	<i>Large hotels</i>
					Bermuda
					Bahamas
					US Virgin Islands
					Barbados
					Aruba
					Curacao
					St Marteen
			Antigua		
			Martinique		
			Guadeloupe		
			Cayman Islands		
			British Virgin Islands		
			Turks and Caicos		
			Bonaire		
			St Lucia		
			Anguilla		
			St Kitts and Nevis		
			Granada		
	St Vincent				
	St Eustatius				
	Saba				
	Montserrat				
	Dominica				

Source: De Albuquerque and Mc Elroy (1991, 1992) cited by Potter, Barker at al., 2004. *The Contemporary Caribbean*. p. 424.

3.2. Position of ecotourism in the Caribbean

Although the Caribbean is mostly characterised by conventional mass tourism and alternative tourism has never occupied a significant place in the traditional tourism industry of the Caribbean basin, some examples of ecotourism development can be found there as well. Among these several destinations emphasising unspoiled environment as a touristic “product”, Weaver (1994) mentions Costa Rica, St Vincent and the Grenadines, Montserrat, Grenada, the Turks and Caicos which are similar in appeal to Dominica’s “Nature Island of the Caribbean”. Usually, these ecotourism projects have rather experimental character and are closely connected to the nature protection activities.

Ecotourism in the Lesser Antilles takes different forms: entertaining outdoor activities (slacklining, survival in nature, etc.), scientific research (exploration and identification of species), ethnotourism (learning traditional communities' lifestyle in a forest), one-day trips (offered as animation program during vacation stay) or another specific programme depending on the customer's demands. (Dehoorne) However, ecotourism is mostly just an inspiration for a diversification and improvement of 3S product. The **modification of resort tourism** in accordance with ecotouristic principles keeps CMT the core of the regional tourism, while the 3S product is improved by implementing more sustainable principles. However, basic touristic motivations and activities remain unchanged. (Weaver, 1993: 461)

Another possibility is a **diversionary ecotourism**. In this case, most tourists are still primarily attracted by traditional 3S resort activities, but they may appreciate occasional programme change by including some "soft" ecotouristic activities like diving in the coral reefs, whale and dolphin watching, natural park tours etc. (Weaver, 1993) The result of such a strategy is a more diversified tourism product which could improve competitive advantage of a resort over those who retain simple 3S product.

Ecotourism can also become an important activity in semi-peripheral areas removed from the beach resorts and in areas with natural conditions non-suited to CMT. Significant ecotourism income can be generated within these areas, but the island still derives most of its tourism revenue from coastal resorts. Such an ecotourism-related strategy is called **regional ecotourism**.

Weaver (1993: 461) identifies five small island environments suitable for ecotourism development (these environments can be found all over the world, not only in the Caribbean):

1. **Mountainous interiors:** *"Excellent ecotourism potential exists in volcanic island interiors, where remnants of primary and secondary vegetation are complemented by low population densities, relatively cool temperatures, and dramatic terrain and scenery."* Dominica is a perfect example of such an environment and its incorporation into a tourism development planning.
2. **Peripheral islands:** In the archipelagos with dominant islands, the peripheral islands often suit for ecotourism thanks to their sparse population, low level of economic development and poor accessibility and infrastructure. Tobago (Trinidad and Tobago), Nevis (St. Kitts and Nevis) or St John island (in the US Virgin Islands, where most of the surface is occupied by a national park) are proposed as suitable examples.

3. **Less developed coastlines:** Cliffs, mangroves and other wetlands, or areas without beaches are considered as unsuitable for resort development, but offer space for ecotourism development.
4. **Settled areas removed from coastal resort regions:** In the Caribbean, this environment is represented by zones of agriculture or village settlements which are located between the coastal resorts and interior mountains. These settled areas can provide natural, cultural and historical activities, presented in a form of cultural, community, rural tourism, agro-tourism, etc.
5. **Coral reefs:** Coastal waters and coral reefs have the high marine ecotourism potential. Marine-based ecotourism is arguably the most developed form of the sector in the Caribbean. Diving activities are highly developed e.g. in Barbados or in Dominica. However, this environment is extremely vulnerable and very sensitive to pollution and so easy to damage by over-using.

3.3. Caribbean experience with ecotourism projects

This chapter presents an overview of genuine Caribbean ecotourism destinations which have put trust into the AT and deliberate ecotourism. This strategy offers many possibilities for islands which do not have a topography well suited for beach resorts or do not desire to follow CMT path. Weaver (1993: 464) mentions that comprehensive ecotourism is best represented in the Lesser Antilles by Dominica, Montserrat, Saba, St Eustatius, St Vincent and Bonaire which are all in the earlier stages of tourism development.

3.3.1. Costa Rica, a Caribbean ecotourism pioneer

Quite popular among academics and often cited example (Weaver, 1994; Delisle and Jolin, 2007) of application of ecotourism strategy aiming to reach socio-economic development is Costa Rica. With an area of 50,100 km² and a population of about 4,636,000 inhabitants, Costa Rica is a relatively small country (but still incomparably bigger than small island states in the Lesser Antilles) situated in the continental Caribbean³. It started to develop alternative tourism in early 1970s⁴ and since that time has reached the status of the most advanced ecotourism destination of the Caribbean. The origins of this strategy are associated with an ecologic tourism targeting a protection of the environment and a

³ Although Costa Rica does not belong to the small island Caribbean (Lesser Antilles) which is the area of this study, it is geographically part of the Caribbean and as a pioneer of ecotourism in the region it serves as an example for other countries/islands developing ecotourism. That is why it is important to understand its experience.

⁴ Nevertheless, the ecotourism remained „non-existent“ as an organised sector until late 1970s. (Weaver, 1994)

development of research activities. Planned tourism started to be employed in the protected areas, based on natural and socio-cultural assets. Protected areas cover with about 1.3 million hectares quite large proportion of Costa Rica's surface. (Raboteur, 2001: 166) They are supported by governmental promotional efforts and media advertisement. However, with an increasing number of international tourists (from 50,000 in 1986 to 250,000 in 1991), "*the parks are becoming the victims of their own success through over-visitation.*" (Wood cited by Weaver, 1994: 173)⁵

Weaver (1994: 170) concludes that Costa Rica's success is based on three factors:

1. Reputation as a stable, relatively prosperous and country safe for visitors,
2. Unusually high biodiversity despite its small size (result of pivotal location between North and South America and its extreme range of elevation),
3. All-embracing system of public and private protected areas representing most of country's biodiversity.

3.3.2. Bonaire, an ecotouristic destination in the Leeward Antilles

Bonaire is a small island of about 288 km² belonging to the Netherlands and situated near the coast of Venezuela. Its population is approximately 11,000 inhabitants. Principal economic activities – tourism and salt production – are directly dependent on island's poor natural and energetic resources. Development of nature-based tourism represents a way to deal with disadvantageous topography and achieve economic growth.

The island's most important protected area (about 27 km²) is Bonaire Marine Park which was established in 1979. Its mission is to "*protect and manage the island's natural, cultural and historical resources, while allowing ecologically sustainable use, for the benefit of future generations.*" (STINAPA Bonaire 2012) Apart from the research and educative activities, some non-destructive touristic activities (e.g. diving) are allowed there, and so promoted as the main ecotourism attractions. With about 38,000 of visitors per year, the park is a centre of underwater tourism.

⁵ Interesting case study analysis of the of Natural Park development's socio-economic impacts on the adjacent community in Tortuguero, Costa Rica, was made by Suzan Place in 1988. See: Place, Susan. (1988). "The Impact of National Park Development on Tortuguero, Costa Rica", In: *Journal of Cultural Geography*, Volume 9, Issue 1, p. 37-52.

4. DOMINICA “NATURE ISLAND OF THE CARIBBEAN”

Motto: “A river for every day of the year”

Dominica is a small island Caribbean independent state situated between two French overseas departments – Martinique in the south and Guadeloupe in the north – in the Lesser Antilles. With the area of 751 km² Dominica belongs among the average islands in the archipelago⁶. The Commonwealth of Dominica gained its independence on the United Kingdom on 3 November 1978 and since that year it has been a stable parliamentary democracy. The capital and a seat of all the institutions is Roseau.

4.1. Geography

Dominica appears to be with the age of 26 million years the youngest volcanic island in the Caribbean. The erosion has not dulled the sharpness of the terrain yet and so its topography is the most mountainous in the Caribbean. The highest point Morne Diablotins reaches the altitude of 1,447 metres above sea level. Lush tropical forest covers, which remain largely undisturbed by human activity overwhelming majority of surface.

Dominica boasts 365 vigorous rivers; this has been used for tourism marketing slogan “*A river for every day of the year*”. Among them the only one – Indian River – is navigable with a small boat. There are also few lakes (Freshwater, Boeri Lake, etc.), and twelve major waterfalls (Trafalgar, Middleham, Victoria, Syndicate, etc.). Due to volcanic activity, there are several hot springs, sulphur springs and worldwide famous Boiling Lake which is the second largest hot lake in the world⁷ therefore it is a popular tourist attraction. (DHTA, 2010)

Marine ecosystem represents one of the most important natural resources of Dominica. Well-preserved coral reefs with abundant sea life are popular with scuba divers and snorkelling lovers. Dominica is also one of the world’s most active countries in the protection of marine mammals and cetaceans and thanks to strict regulations and protection programmes and to beneficial conditions (rugged undersea landscape and deep water), the surrounding sea is home to different kinds of dolphins and whales⁸.

⁶ For comparison in the Lesser Antilles: Guadeloupe 1,628 km², Martinique 1,128 km², *Dominica* 751 km², Saint Lucia 455 km², Barbados 430 km². Nevertheless, there are also archipelagic states like Turks and Caicos Islands (948 km²) or Virgin Islands (1,910 km²) consisting of several smaller islands, but with the total area bigger than Dominica.

⁷ The largest is Frying Pan Lake, located in Waimangu Valley near Rotorua, New Zealand.

⁸ Spotter, spinner, bottlenosed and atlantic spotted dolphins and sperm, pilot and humpback whales.

Dominica has not been endowed with white sand beaches like most of the other Caribbean islands. Its real richness lies in impressive relief, abundant rains and omnipresent and very diverse vegetation. These natural conditions have for long time been perceived as an obstacle to country's socio-economic progress. (Murat, 2007) Nevertheless, with the development of ecotourism this perception has shifted and now this environment is regarded as the essential resource of the island. The unspoiled natural beauty has been reflected in Dominica's nickname "*Nature Isle of the Caribbean*".

The island is situated in tropic climatic zone, and so is dominated by the hot humid weather with annual temperature averages at 27°C. Frequent rainfall nourishes the extensive tropical rainforest, feeds Dominica's rivers and lakes. On the coast, the average rainfall registers 1780mm, but in the inner regions that figure is tripled. (DHTA, 2012) Since Dominica is situated at 15°26'N latitude, two different annual seasons can be distinguished there – dry season lasting from January to April changes with rainy season lasting July to October (with short transitional seasons in between).

Dominica is vulnerable to wide range of natural hazards. The most common and historically most significant are tropical storms and hurricanes affecting quite regularly the eastern Caribbean region. As the island is of volcanic origin (and the volcano is still active), there is a permanent risk of eruption and related earthquakes. "*Reflecting a rugged physical topography, most of the population and infrastructure are located on the coast, making Dominica particularly vulnerable to strong winds and high seas.*" (Benson, Clay et al., 2001) Also the landslides are quite common in Dominica and usually come along with extended rains and have fatal impacts on poorly developed infrastructure. Other disasters which can potentially hit the island are droughts, floods, bush fires and tsunamis. This wide range of hazards constitutes wide implication in all spheres of human activity. Especially island's weak economy based on agricultural production seems to be easily vulnerable.

4.2. Demography

Dominica's population is estimated to about 73,100. (CIA, 2012) The majority of Dominicans (about 87%) are of African descent, people of mixed race represents 8.9%, while white population less than 1%. (2001 census cited by CIA, 2012) Dominica is the only Eastern Caribbean territory with an indigenous Carib⁹ population, which is estimated to be

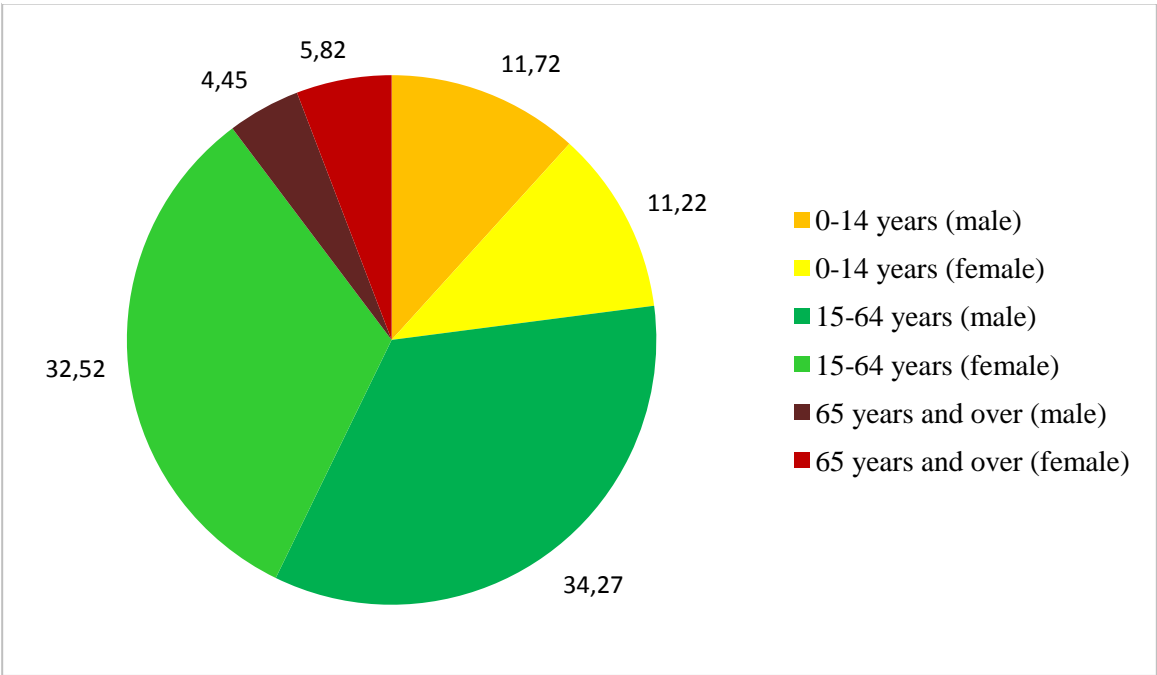
⁹ Also called the Karibs or the Kalinagos.

about 2,000 people (approximately 2.9%). The Caribs are mainly concentrated in north-eastern coast of the island, in so called the Kalinago territory.

English is the only official language of Dominica although a large share of population speaks Kwéyol (Dominican creole) which has evolved from French, English, Carib and West African indigenous languages. In few villages in the northern territory a distinctive English dialect called Kokoy is spoken.

It was not until 1997, when *the Education Act* brought up a compulsory school attendance for children aged 5 to 16. However, both males and females have historically maintained relatively high level of school enrolment¹⁰. Among other principles, some of the main objectives of the educational systems are “to develop the individual’s intellectual skills, a capacity for independent thought and critical analysis and the productive capacity for socio-economic development. There is also an underlying principle or objective that seeks to

Figure 8: Dominica’s population age structure



Source: CIA, 2012

develop appropriate values and behaviour that are consistent with the country’s cultural identity and heritage.” (UNESCO, 2010) This shows the government’s efforts to guide the population forward the sustainable way of life, preserving country’s resources and being proud of its identity.

¹⁰ According to data from 2003, about 94% of population over 15 years has ever attended school. (CIA, 2012)

As mentioned above, majority of the population lives in countryside, only Roseau (about 14,500 inhabitants) and Portsmouth (about 3,000) could be considered as towns. Nonetheless, the urban population is about of 67% of total population (2010; CIA) and it increases slowly of about 0.3% per year (2010-2015 est. according to CIA, 2012). Access to drinking water and sanitation facilities is summarized in the following table.

Table 6: Access to drinking water and sanitation facilities

	Drinking water source (2000)	Sanitation facility access (2000)
urban	96% of population	80% of population
rural	92% of population	84% of population
total	95% of population	81% of population

Source: CIA, 2012.

The values of life expectancy are interesting in terms of development studies as they are unusually high for a developing country. Life expectancy for men is 73.23 years, for women even much higher: 79.29 years (for total population 76.18 years). (CIA, 2012) This could be explained by several factors: high quality of living environment (mostly countryside surrounded by nature and with low pollution rates), access to basic needs (drinking water, sanitation facility), traditional eating habits based on locally produced fruit, vegetable and fish and accessible health care. Also both total fertility rate of 2.06, and population growth rate of 0.216% correspond rather to values common in developed world. Nevertheless, infant mortality rate stays rather high, 12.38 deaths/1,000 live births. (CIA, 2012)

Dominica is distinguished by quite high level of (temporary) emigration. The net migration rate is -5.42 migrant(s)/1,000 inhabitants (2012 est.; CIA). The main motivation to leave the country is a search for better employment opportunities. Since Dominican society is traditionally characterized by a solidarity system (wage-sharing) based on intensive family relations (Patterson, Gulden et al., 2004; Patterson and Rodriguez, 2003), the remittances are very important for family economic situation.¹¹ However, it seems that emigrants from Dominica are increasingly looking to return. This trend is very important for country's development, because they come back with training, expertise and resources which are beneficial in many ways.

The island also witnesses a steady inflow of people from outside, specifically of the Chinese who represent by far the largest group. Encouraged by their government's deliberate policies, the Chinese are quickly becoming the new and largest 'merchant' class in Dominica.

¹¹ For more information about the role of the diaspora see *Tracing the Diaspora's Involvement in the Development of a Nation: The Case of Dominica* by Dr. Thomson Fontaine.

4.3. Economic characteristics

The economy of Dominica has been driven by agriculture for decades. Former production of sugar cane was replaced by bananas in 1950s. However, since the 1970s, when ecotourism sector started to develop, a partial economic diversification can be observed. The dominant position of agriculture sector has been gradually weakened, while share of tourism revenues has been constantly growing. Weaver named this trend of tourism replacing traditional cash-crop based economies a plantation tourism model. (Gössling, 2003)

In 2003, the Government began a comprehensive restructuring of the economy to meet International Monetary Fund (IMF) requirements and to deal with country's economic and financial crisis of 2001-2002. The process included tax increases, elimination of price controls and privatization of a state banana company. (Qfinance, 2012) The restructuring worked, and the island nation enjoyed real growth in subsequent years. It helped to lower Dominica's debt burden although it still remains at about 78% of GDP. (CIA, 2012)

After the preferential tariff with the European Union was revoked in 2006 a drop of banana production, which used to be a main source of agriculture revenue, could be observed. It showed the high vulnerability to international political and economic developments and natural hazards¹², and so a need of further economic diversification. As a result, some specializations in agricultural production have been made, e.g. focusing on fair trade banana market instead of competing with cheap plantation production from Martinique and Central America states. In order to diversify the island's production base, the government makes an attempt to expand an offshore financial sector. In 2009, economic growth slowed as a result of the global recession (drop of arriving tourists), and since 2010 it has only slightly picked up.

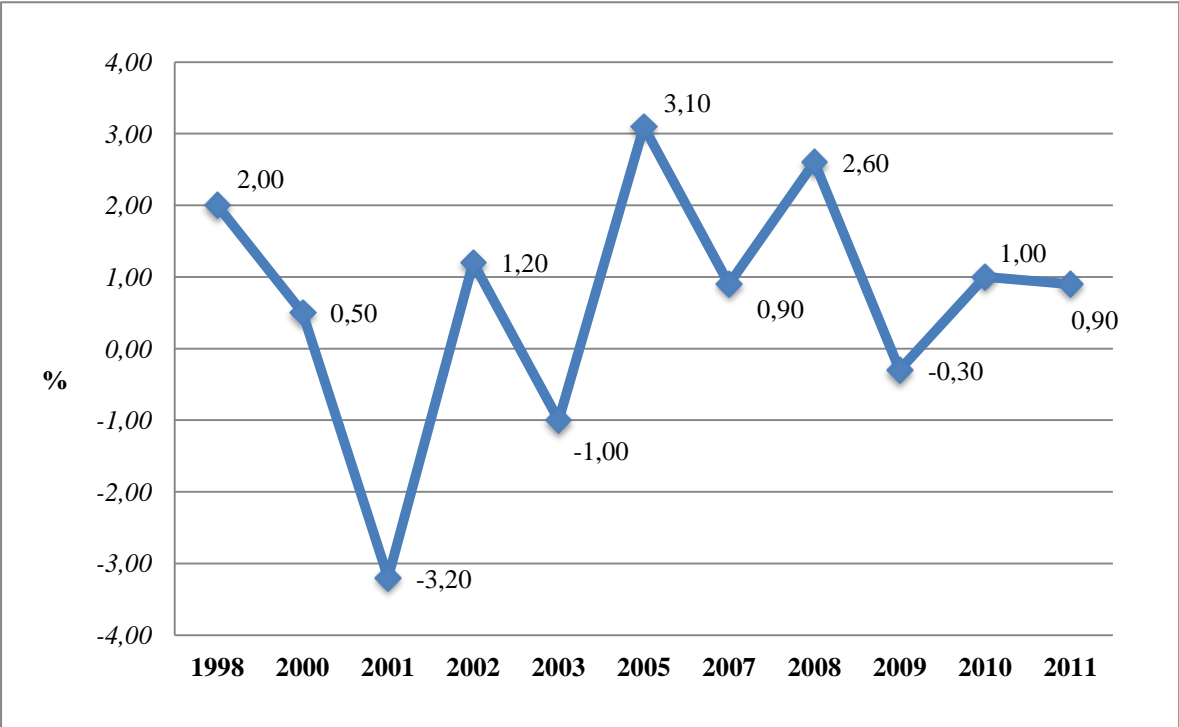
Dominica represents a small market with limited supply and demand, largely depending on import due to a lack of natural resources, underdeveloped industrial sector and not very diversified production. Nevertheless, investments to fixed assets, such as factories, infrastructure, machinery, equipment, etc. which provide the basis for future production, are quite high (according to estimates from 2011 it forms 26.4% of GDP; CIA, 2012). Further investments are made by the Chinese government which follows its economic and political interests in the Caribbean. An example of Chinese activity is a newly reconstructed road

¹² The hurricane Dean struck the island in August of the same year (2007) causing (among others) immense damages in agriculture and demonstrated how vulnerable this sector is also to climatic conditions.

connecting Roseau and Portsmouth and Windsor Park multi-purpose (but more or less cricket) stadium finished in 2007 which meets international standards.

The country’s labour force counts only about 25,000 workers (2000 est. cited by CIA, 2012) and an unemployment rate is very high, about 23% (2000 est. cited by CIA, 2012) which poses further limitations for economic development. It is necessary to mention that almost one third of Dominicans (29%; CIA, 2012) lives below relative poverty line.

Figure 9: GDP real growth rate 1998-2011



Source: CIA, 2012

Table 7 shows a composition of Dominica’s economy by sectors and labour force employment. As already mentioned, conditions for development of industry are very limited and so the main industrial products are: coconut oil, copra, soap, cement blocks and shoes, which together with agricultural production are the main export commodities. (CzechTrade, 2012; CIA, 2012) All kinds of manufactured goods, machinery and equipment, chemicals and food are needed to be imported, mostly from Japan (44.8%), the United States (13.4%), Trinidad and Tobago (10.7%), and China (7.5%). (CIA, 2010) A tertiary sector is highly driven by tourism.

Table 7: Economic sectors – share on GDP and employment

	GDP - composition by sector (2011 est.)	Labour force employment (2002 est.)
agriculture	21.4%	40%
industry	22.4%	32%
services	56.3%	28%

Source: CIA, 2012.

As indicated in the table 7, a sector of agriculture is the main employer on the island. Although, the agriculture is the main source of income for about 40% of Dominican workers, it contributes by only about 21% to GDP. It is therefore obvious that this is kind of extensive production which offers space for further development and intensification.

Dominica's agriculture is extremely vulnerable to climatic conditions (hurricanes regularly hit the islands and devastate partly or completely the production and facilities, e.g. Hurricane Luis in 1995, Dean in 2007) and to fluctuations on the world market. However, the agriculture has been the main sector in country's economy for centuries. The bananas have been providing the mainstay of the country's agriculture production since 1950s. Thanks to the preferential trade agreements with the EU, based on *the Lome Agreement* and following *Cotonou Agreement*, the agricultural (and banana) production has traditionally retained important position in island's export commodities. Nevertheless, pressure from the United States and the WTO to liberalization of world market graduated at the beginning of new millennium¹³, and since the 1st of January 2006 preferential quotas controlling imports from developing countries into the EU have been limited.

Focusing on Fairtrade production is seen as a key to overcome a fading future of banana sector and to regain its prosperity. Since 2000, when the first fair trade contracts were signed, the United Kingdom has been representing a primary export market for Dominica's banana faire trade production. Thanks to the continuously growing demand, about 90% of Dominican banana growers specialize on fair trade production.

However, in the context of competitive banana industry, farmers are increasingly being forced to diversify their production. Some alternatives represent limes grapefruits, oranges, mangos, coconuts, cocoa, other tropical fruits, and also tropical flowers (both in flowerpots and to cut).

¹³ This commercial dispute between the United States and the European Union is known as the Banana War after the core problem which was the preferential import tariff on bananas for 77 developing countries.

5. ALTERNATIVE TOURISM IN THE CONTEXT OF DOMINICA'S DEVELOPMENT

Tourism together with agriculture is one of the most important sectors of Dominica's economy and therefore development is closely connected to the island socio-economic development and population's well-being. Like in every other country, it has many direct and indirect (both positive and negative) impacts on society, nature, economy, etc. The advantage is that tourism can bring benefits quite easily and quickly to both people working directly in tourism sector and to those working in other sectors such as agricultural production, restaurants, transportation or building industry. If appropriately managed with regard to long-term period, the negative impacts of tourism, which are always present, can be significantly reduced and maintained on the sustainable level.

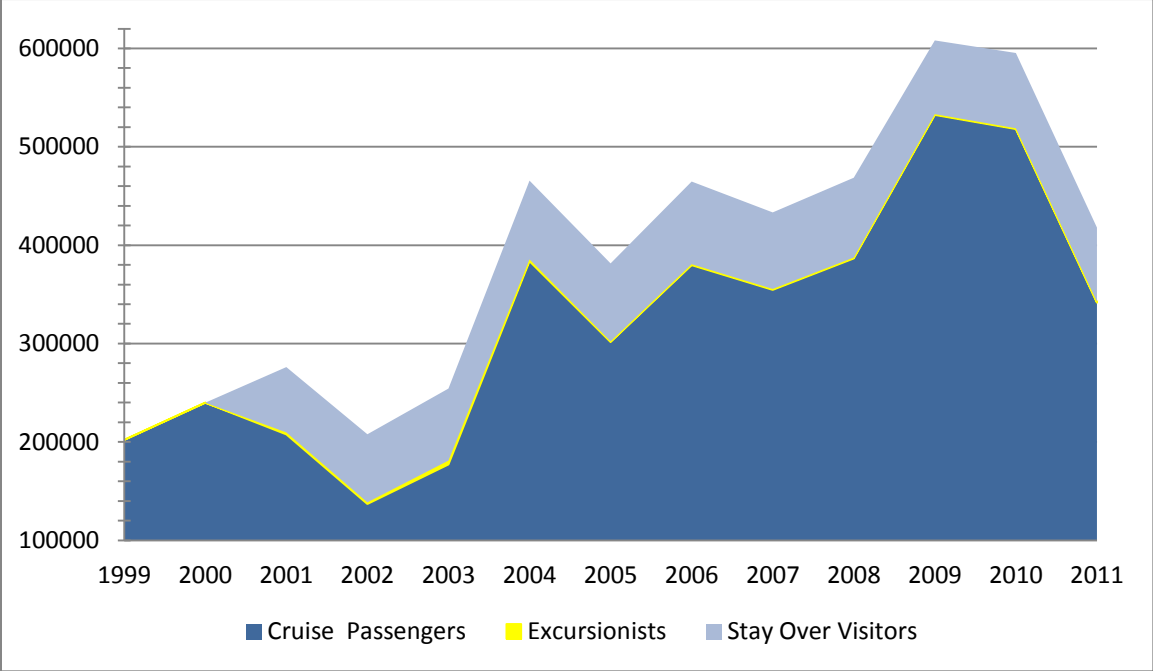
5.1. Tourism sector and national economy

The tourism sector is among the main boosters of economic growth. Many Dominicans are quite dependent on the economic benefits derived from various tourism-related activities including selling handicrafts, tour guiding, transport operations, accommodation providing etc. Nevertheless, also other segments of population have profit from the tourist flow.

Touristic revenues are generally very volatile during the year and hard to predict in a longer period. This represents a substantial disadvantage for the people heavily dependent on incomes from tourism. Revenues depend on several factors. Firstly, touristic season (which depends on a local climate) determines the distribution of revenues during the year. And even throughout the season a significant variation in money flow can be seen (depending on particular factors such as national holidays, cultural events, etc.). Nevertheless, this factor remains relatively unchanging (although the climate changes could bring certain modifications). Second, changes in the supply of travel agencies based on shift in consumer's – tourist's – behaviour and preferences (depending on actual trends, financial situation, etc.) Third, they are influenced by world economic situation, because as Tsounta mentions, *“economic cycles and the performance of the tourism sector are also highly correlated, more so for the economies which are more reliant on tourism...”* (Tsounta, 2008: 3) Fourth, political setting: introducing or lifting visa requirements and other administrative limitations can very effectively reduce or increase demand and number of arriving tourists. Fifth, natural hazards and disasters can seriously influence touristic season. And last but not least, the 11th

September 2001 showed that the perception of security plays not negligible role in tourist demand. Not just the destination’s security conditions are considered, but also global security. The statistics monitoring a number of tourists arriving to Dominica¹⁴ shows a radical slump in the number of arrivals immediately after the 2001 New York bomb attacks (see figure 9) and then again during annual anniversary of the event.

Figure 10: Arrivals (1999-2011)



Source: Discover Dominica Authority

5.2. Institutional settings of tourism development

The *Shankland Cox Report* calling for mass tourism based on highly unrealistic assumptions was wisely rejected by the Government of Dominica in 1971. Therefore a space for more pragmatic and realistic tourism policy was opened which later proved to be relatively good choice. (Wilkinson, 2003: 85) It was recognized that the country lacks the assets for development and sustainability of CMT, and hence the tourism policy driven toward attracting a small (but growing) number of tourists looking for a different experience based on their interest in nature. This approach was encouraged by the United Nations Development Programme-sponsored *Kastarlak’s report* (1975) which summarized the limitations of tourism development in Dominica and recommended to focus on gradual, selective, lower-scale developments based on the island’s environment and its orientation to specialised market segments. (Weaver, 1994: 164)

¹⁴ Based on statistics obtained directly in DDA office on 16 April 2012.

Wilkinson mentions that there were several attempts of tourism planning during 1970s, but none of them were implemented, largely due to lack of finances and of tourist demand. (Wilkinson, 2003: 85) Nevertheless, the Government clearly expressed a positive attitude to the tourism sector's contribution to the national economy. This was summed up in the *Tourism Policy Paper* (1987) focusing on marketing improvements, tourism linkages with agriculture and other related sectors, protection of natural resources and reassessment of interest in cruise ship sector. A subsequent marketing plan further emphasised a combination of natural, cultural and historic assets, rather than 3S oriented facilities. (Wilkinson, 2003: 86)

In 1991, the Government accepted implementation of the *Tourism Planning and Research Associates*, a tourism sector plan designating a basic framework for tourism policy. An emphasises should be put on “a nature island” image, conservation, small-scale developments, strengthening of economic linkages to other sectors, integration with the rural community, and tourism carried out within the absorptive capacity of the island. (Wilkinson, 2003: 86)

Weaver (1993: 463) concludes that the transition to deliberated alternative tourism, which has been going on since late 1970s, and reconsideration of island's physical geographic characteristics hitherto perceived as obstacles led to distinguishing Dominica from the more CMT destinations and defining its position on ecotourism market. And so far it seems that Dominica's association with comprehensive ecotourism, self-defining as “Nature Island of the Caribbean” and self-positioning on a niche market was a right decision. (Dehoorne and Murat; Weaver, 1994)

Most of the tourism development activities have come from the initiatives of local population (and also historically, it has been more often the local population who started with small-scale tourism businesses to help local economy and to improve its standard of living). However, the tourism sector is nationally coordinated and planned by the Ministry of Tourism and more precisely by one of the departmental authorities: Discover Dominica Authority (DDA). This official authority was established by the parliamentary *Discover Dominica Authority Act* on the 1st January 2007 (together with Invest Dominica Authority) as a successor of National Development Cooperation. It comprises of several committees, among them Tourism Licensing Committee and Dominica Festivals Committee, etc. Its primary role is to provide support for tourism marketing, for developing environmental standards and rights, and for enhancing the product offerings and competitiveness of Dominica as a major

alternative tourism destination both in the Caribbean and in the world. (DDA, 2010) Since 2007 DDA has launched several programmes focused on many different fields related to tourism, from the tourism education both at schools and for public¹⁵, continuing with guide training programmes, organizing campaigns promoting local providers of touristic activities and creating Dominica's mark "Nature Island of the Caribbean". All these programmes are aimed to develop the sustainable and responsible tourism from which the local population can benefit to improve its well-being and which would not endanger and damage island's natural resources or have any negative impacts on the locals.

Several sector programme priorities, such as diving and hiking sectors, the Waitikubuli National Trail¹⁶, a home stay programme in the Kalinago community and the forming and protecting the Carib territory, sport tourism, educational tourism, were selected and has been developed in a more strategic way. (DDA, 2011a) Nevertheless, there are also other important sectors such as traditional Creole culture, health and wellness, weddings and film industry which are taken into consideration in tourism development planning. (DDA 2011b; DDA 2011c)

As mentioned in The Quarterly Newsletter of the DDA from January 2010, "*The Government of Dominica has embraced a policy in support of Community Based Tourism as part of a deliberate strategy to stimulated interest in and support for the sector's development at the community level.*" With the aim to increase a level of community participation, the public sector has over years developed numerous programmes in support of the community based tourism (CBT) model in Dominica. Different CBT activities coordinated within a framework of the *Tourism Sector Development Programme* (TSDP) have been financed by the European Union funds and the Government of Dominica. (DDA, 2010) Particular results of these programmes are for instance tourism facilities in Wotten Waven, Bellevue Chopin, and in the Indiana River near Portsmouth which is an important part of this study. The Programme has also provided support for management training of local organizations involved in the management of community projects over last few years, and some marketing support such as web sites and brochures. (DDA, 2010)

¹⁵ On 23rd May 2011, the campaign „I am Dominica. Are you?“ has started and is going to last for several months. Its aim is to „sensitise and educate the public ont he importace of local tourism and the pivotal role it plays in the lives of all Citizen“ and to promote positive self-realisation that makes the locals proud to be Dominicans through variol educational and promotional activities. (QNDDA, 5)

¹⁶ Waitikubuli National Trail is primarily in competences of the Ministry of Forestry, however as it is an important part of tourism sector, the close cooperation has been established with Ministry of Tourism.

6. FIELD RESEARCH: PORTSMOUTH AND GIRAUDEL AS EXAMPLES OF ALTERNATIVE TOURISM DEVELOPMENT

Slogan: “This is the way things were at the beginning.”

This study is largely based on personal field research conducted in two areas in the Commonwealth of Dominica – Region of Portsmouth in the northern part of the island and Giraudel village situated in the Roseau valley. They were chosen with regard on several criteria among which the participation of local community (understand as a presence of a community-based tourism), the diversity of tourism activities, the geographical location, and the remarkable scale of tourism activity were the most important.

As a core of the research in both areas, a tour ongoing for several years was chosen and analysed. The aim was to include all links of the chain, all people participating in course of the chosen excursion – agency workers, drivers, guides, and other contributors. It was mapped when and how the tour was created, how the cooperation among involved people is going on, what are organisers’ opinions, where they see the limits, and how important for them is a this way generated profit.

6.1. “Alternative Cruise ship tourism” in the region of Portsmouth

With a population of about 3,000 inhabitants, Portsmouth is the second largest town in Dominica. It takes just about an hour of drive on the newly reconstructed road from Roseau. With one of island’s two cruise ship terminals, a sea port in Prince Rupert Bay and regular ferry connections, the area is easily accessible even for passengers from neighbouring French islands. Portsmouth has historically enjoyed an important position; it used to serve as a centre of marine trade between British Empire and Dominica. During the era of colonialism, Portsmouth was chosen as the capital of Dominica, but because of an out break of malaria in 1760 the capital was moved to Roseau where it remains.

Thanks to a good accessibility and tourism attractiveness (area endowed with natural, historical and cultural sights), the region of Portsmouth welcomes thousands of stay over tourists and excursionists, and even hundreds of thousands of cruise ship passengers every year. Most of the visitors arrive with cruise ships¹⁷ and stay just one day which they usually spend on a prepaid organized tour. Another important touristic sector is yacht tourism; when yachtsmen arrive, they spend in Dominica 3-9 days on average. Last category of visitors stays

¹⁷ During touristic season there are two to three cruise calls a week.

over-night using some local accommodation services (hotel, ecolodges or private homes) and comes with an intention to do some ecotouristic activities. Excursionists usually spend for about 9-14 days on the island.

Not far from the heights of Morne Diablotin, with 1,447 metres the Dominica's tallest mountain; and rich in culture and heritage, a region of Portsmouth boast with many Dominica's must-see attractions. A beneficial location on the Caribbean seashore, in the proximity of the Cabrits National Park hiding a historical Fort Shirley, and 14th segment of Waitikubuli National Trail, Portsmouth region has something for everyone. The most interesting places, like the Indian River, Syndicate Trail (home of the Siserou Parrot), Morne Diablotin and the Cabrits National Park or Prince Rupert Bay, are included in various eco-adventure or ecotouristic packages offered by *Portsmouth Indian River Guides Association*.

As mentioned above, the education tourism is a part of DDA programme priorities, and so a presence of the Ross University School of Medicine in the neighbouring village of Picard has important impacts on local development as well. In fact, the university's presence is a major economic resource for the local people. About 1,300 students mainly from the United States and Canada come every year to spend one or more semesters at the Ross'. They neither change, nor adapt their way of life and keep their American standard of living, therefore they spend large amount of money every day (when compared to the average cost of living of Dominicans). Not all the money, but a significant proportion of them – particularly the money spent in restaurants, supermarkets, markets and pubs – flows directly to local economy.

Nevertheless, there are many regional plans and projects for tourism and employment starting up. Besides the cruise ship ecotourism and education tourism, also a renovation of some more traditional activities like fish processing are going on. Project of Portsmouth fish processing plant is co-financed and constructed with a participation of the Japanese Government.

In a following section, we will have a closer look at the structure of the tour offered by cruise ship providers for their passengers. This tour is organized by already mentioned Portsmouth Indian River Guides Association associating about three tens of membes who benefit from coordinated promotion of touristic activities, various educative workshops and stable tourist flow based on agreements between the Association and Cruise companies.

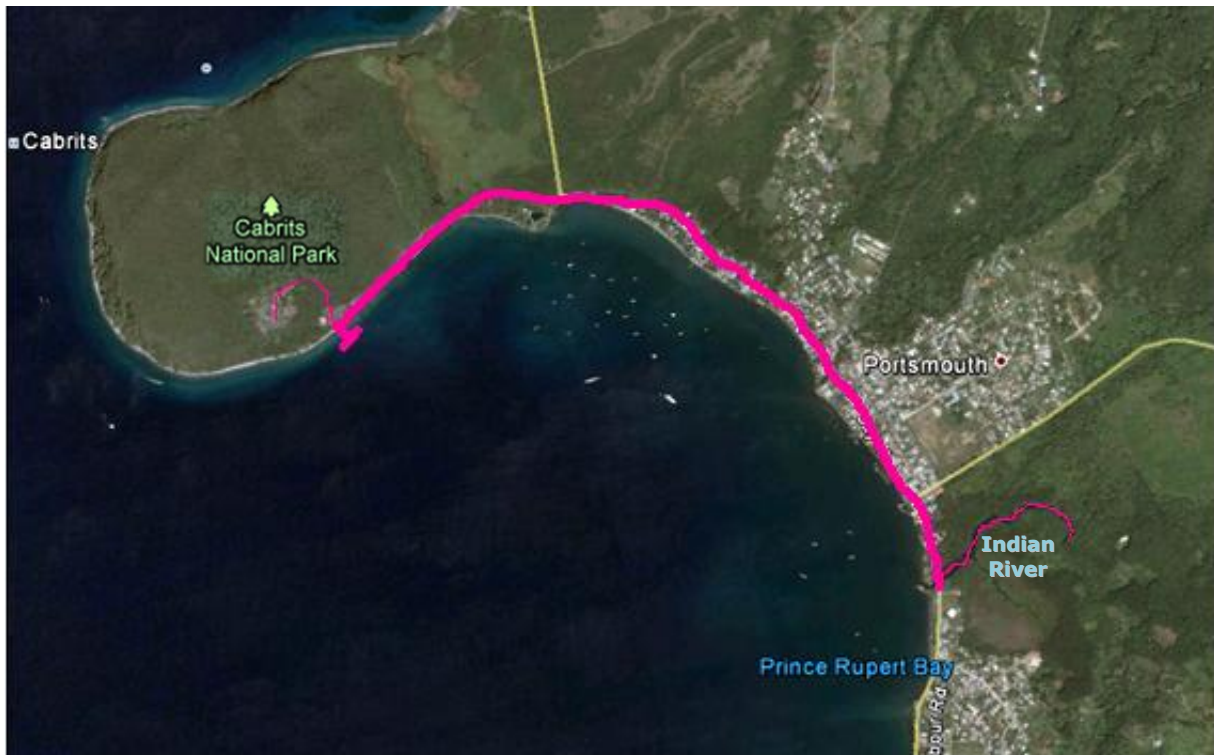
6.1.1. Cruise ship tour

Table 8: Cruise ship tour schedule

Tour schedule	
9:30 – 10:30	The Cabrits National park
10:30 – 11:00	Proceed to the village of Portsmouth , visit of the Farmer’s Market
11:00 – 11:45	Indian River tour
11:45 – 12:45	the Indian River Bush Bar (rum punch, lunch, botanical garden, tropical forest)
12:45 – 13:30	Indian River tour (return) *some extra activities depending on cruise company (birdwatching, nature spots, etc.) can be added

Source: *Cobra Tours*

Figure 11: Portsmouth Cruise ship tour



Source: *Google maps. 2012. Proceed by the author.*

Cabrits National Park

(Based on an interview with Clara Alexis, head of the Cabrits NP Welcome centre)

Cabrits National Park (Cabrits NP) is located on a peninsula to the north of Portsmouth. The protected area comprising of a tropical forest, wetlands and coral reefs occupies 531 hectares and was established in 1986. There are four short and easy hiking trails

to discover flora and fauna of dry coastal forest and a restored old British fortification Fort Shirley which used to be a part of protective signalling system stretching along the west coast of Dominica. (Ministry of Agriculture and the Environment, 2012) It was probably one of the most impressive military installations in the West Indies during the 18th century, and nowadays belongs among most visited places in Dominica.

The Cruise ship terminal, opened in 1996, is located just next to the Welcome centre of the Cabrits NP. This location is very advantageous for both “cruise package” tourists and the Cabrits NP which draws attention of even those cruise arrivals who do not buy an organised tour. The welcome centre hides a small restaurant run by locals with freshly made juices, cakes, simple meals and some crafts, and a museum of Dominica and the Cabrits NP with interesting exposition of island’s nature and plantation history.

Standard cruise ship tour starts right in the Cabrits NP. The tourists have time to visit the museum and to buy some refreshment before they continue with an easy 10-minute walk up to the Causeway to Fort Shirley. There they can admire spectacular view on the Prince Ruppert Bay, Portsmouth and Picard and visit a Fort Shirley’s historical exposition tracing three centuries of the fortification. During an one-hour stay in the Cabrits NP, the visitors have enough time to discover a little bit of park’s fauna and flora hidden in a dry forest, or play an educative quiz placed on boards situated along the walking trail.

Although, there are not many permanent employees in the Cabrits NP, a Welcome centre manager, a museum service, two people taking care about the trails and the park in general; a reconstruction of the fortress requires almost two tens of workers, most of whom are locals. Another two or three working positions are in the Prince Rupert’s Tavern (part of the Welcome centre) which is private.

Farmer’s Market

Portsmouth farmer's market runs every Tuesday, Friday, and Saturday. Everything from home-made bread, flowers, fresh fishes, a large selection of locally grown fruit and vegetable is sold at really cheap prices by local producers in small stalls all over the city centre. Tourists can enjoy friendly stallholders dressed in colourful Creole clothes, and atmosphere of traditional Dominican market where they can bargain price down. Average price per pound for any particular type of produce is around EC \$3 (depending on seasonal abundance). During the season, mangos, oranges and grapefruits might be purchased at four for EC \$1. Sometimes, the prices can be little bit higher when cruise ship arrives.

Indian River

(Based on a personal working experience in the Cobra Tours and interviews led with the head of the company Andrew “Cobra” O’Brien and other employees and participating tourists)

The Indian River is the only navigable river in Dominica. Therefore, it is not a surprise that this unique attraction became the basis for ecotouristic development in Portsmouth region. In late 1960s, the local community (more precisely, at that time the individuals) started to offer a river tour on small rowing boats going through mangroves to the heart of the tropical forest. Among them Andrew “Cobra” O’Brien, founder of Cobra Tours which has been developed into one of the largest tour providers in Dominica. He says that in the late 1960s and during 1970s, the tours were more likely occasional. *“When some of few “nature lovers” came, I took them to the forest, so I got some extra income. With growing number of tourists demanding a nature adventure, I established Cobra tours and involved some of my friends and other locals to manage to satisfy the demand. Over the years, we became certified tour guides and extended our offer: Indian River Tour with Indian River Bush Bar, different land tours (rain forest, waterfalls, sulphur springs, bird watching, mountain biking, etc.), whale and dolphin watching, scuba diving, Saturday morning market, yacht services and others.”* Tourism has intensively started to develop with an introduction of Dominica to cruise ships destinations, during 1980s. Over the last 20 years, it has undergone an evolution and growth in cruise calls and arrivals. Nowadays, Indian River Tour Adventure is the most popular tour in the Northern part of Dominica.

This boat tour takes tourists deep into the Indian River jungle, where they can see some of the most interesting tree formations, a variety of birds, a lot of plant life and river animals. Whole tour is accompanied by guide’s educative and funny commentary. Reaching the farthest point of the tour, in the middle of forest there is the Indian River Bush Bar, a wooden building constructed by local people, where tourist get a homemade rum punch and can taste local fruits (bananas, passion fruit, papayas, grapefruits, oranges, limes, etc.). Some cruise ship tours include a traditional Creole lunch which is also prepared on site from locally produced ingredients and served in the area of Bush Bar.

This half-day tour (some providers offer also a longer version with some extra activities) including historical, natural and cultural aspects is usually sold to passengers for about US\$ 55–60 (= EC \$138–150) per person, and a total number of places is limited by the

capacity of Indian River tour¹⁸. Cruise company pays (per person) the entrance fee to the Cabrits NP of EC \$13, about EC \$5 is paid for taxi bus, Indian River Tour costs EC \$55 (extra lunch is about EC \$18), all together making EC \$73, it's clear that the major profit from this tour has the cruise company.

Figure 12: Indian River Tour



Photo: Kateřina Procházková

Nevertheless, these EC \$73 per person, which enriches the local economy and goes directly to local people engaged in the tour, are by local standards a big amount of money and play a very important role in their personal income and family budget. Analyzing Indian River Tour, EC \$25 stays at the Cobra Tours for salaries, administration, etc., EC \$5 is the price of included rum punch, and EC \$25 per person goes directly to guides (who can take up to twelve people at once, and usually do one or two tours a day when cruise ship arrives). Finally, guides can earn up to EC \$600 a day in the best case. However, it is necessary to take into account, that guides can count with such an income only during touristic season (October – mid-May), while the rest of the year they are more or less unemployed, or are offered to do some part-time job for Cobra Tours or Portsmouth Indian River Guides Association (maintaining trails, picnic areas, etc.).

¹⁸ It can reach about 160 participants a day.

6.2. Community Agrotourism in the village of Giraudel

Small rural communities often stay out of national modernization efforts and tourism development. Giraudel and Eggleston were no exceptions, but with expansion of alternative tourism in Dominica, these communities found a niche on local touristic market and took chance to change their position and to improve community's well-being. CBT in Dominica has emerged as a tool for raising community participation and for ensuring that tourism fulfills people's expectations. (DHTA, 2011) Together, the local people identified the resources which could be attractive for visitors and created tours focused on tropical agriculture and Dominican cultural heritage. Programme organised by Eggleston and Giraudel community is offered to organized groups and cruise ship passengers by the Whitchurch Tours (an agency providing one-day tours for cruise ships) located in the centre of Roseau.

Bordering the Morne Trois Pitons National Park, Dominica's natural World Heritage Site, the agricultural communities of Giraudel and Eggleston have been challenged to create development opportunities for themselves through making a unique "tourism mixture" of local expertise in gardening, conservation and culture into community agrotourism. The twin villages of Giraudel and Eggleston, located on the western slopes of Morne Anglais, are well known for the cultivation of flowers. Ideal growing conditions with favourable orientation to sunshine, frequent rains and fertile soil led to development of agricultural production. For generations, this area has been the main supplier of fruit and vegetable for local market. Nevertheless, with growing demand for cut and pot flowers, the local farmers partially changed composition of their production and started to specialize on flowers.

Giraudel benefits from its favourable location, just about 20 minutes by car from Roseau, in proximity of the Waitikubuli National Trail and Morne Anglais. It is a perfect starting point for various hikes with nice view on the southern part of the island. Since a local guide is strongly recommended for some of the trails, several local people propose guiding services for individuals and organised tours. One of the trails goes to the neighbouring village of Bellevue Chopin, which is an organic farmer's community.

Also providers of accommodation benefit from good accessibility and beautiful countryside, and so several accommodating facilities (apartments and cottages) are offered for tourists. It should be mentioned that in addition to traditional guesthouses and cottages, also home stays are quite popular in this community. Nonetheless, agriculture represents a

major employer for an important part of local population, the rest usually commute to Roseau where work in services.

Need for closer mutual cooperation, innovation of cultivating methods, advance of technical skills and also for promotion of local activities led to creation of the *Giraudel/Eggleston Flower Growers Inc.* group. It is a small, community-based, non-profit organisation uniting local farmers involved in the growing and selling of flowering plants. Goals are being achieved in cooperation with the government, other communities and NGOs. The group also participates in various community development programmes in Eggleston and Giraudel and works on promoting of volunteering in the region. Another important contribution of the Giraudel/Eggleston Flower Growers Inc. group is the Flower Show; since 1973 one of the most important national festivals “*celebrating the floriculture industry and highlighting the art of large-scale cut flower arrangement*”. (CTD, 2012)

The Botanical Center, constructed with financial support from the European Union, is one of the most important places in Giraudel. With an expanding collection of local plants and space for organizing different cultural events it is one of key touristic sites in the Roseau valley. Operation of the center is maintained by voluntary effort of the community which reflects general awareness about its importance in local development.

6.2.1. Giraudel/Eggleston Community Gardens and Culinary Tour

At the beginning of 2006, the owners of Exotica Cottages, one of accommodation providers in Giraudel, were asked (by Whitchurch Tours reflecting particular demand from Princess Cruises) to develop a new touristic product suitable for cruise ship sector. After few weeks of planning, in which several farmers and other people from community were involved, local community leaders presented “Community Gardens and Culinary Tour”. The tour was adopted with expectations to a list of tours offered to cruise ship companies for the first time for a season 2006/2007. Since that time, it became one of the most favourite and best qualified tours in the region.

The traditional model of mass tourism characterised by replacing local activities with agency planned tours which propose only minimal benefits for local community, was overshadowed by four-hour long package engaging directly local people. The programme of the tour, typical by its diversity and its uniqueness in the Eastern Caribbean region, was completely designed by the people of the host community to take into consideration the local conditions and possibilities, to integrate community’s human and natural resources and to use

people's expertise. The package specializing on flower, fruit and vegetable gardening and cooking gives participants the opportunity to taste local Creole cuisine, fresh fruit juices and tropical fruits. Participants also gain experience with landscaping, nature conservation, and with some traditional activities like flower-arranging, craft-making and music. The main idea was to bring participants into the community, to meet local people, to see the way of life in the mountainous countryside, and to learn how tropical agriculture works. Visitors are guided through the traditional methods of cultivation of fruit, vegetable and flowers by the homeowners. Participants can "feel and touch" the experience and be involved in a two-way learning process between visitor and gardeners. That is also why the pace of the tour is kept slow and an attention to individual inquiries is paid.

The capacity of the Giraudel/Eggleston Community Gardens and Culinary Tour is 16 people, based on a limited capacity of Exotica cottages where lunch is served. A maximum of two tours a day is organised. The Whitchurch Tours sells the tour to cruise ship companies for US \$60 per person, but this is not the final price for which the cruise ship passengers get it.

The costs of the tour are following (per person): bus drivers get EC \$20, there is no entrance fee in the Botanical Gardens and Eggleston, the entrance fee to Mrs. Robinson, Alfred's Garden and Green Mountain Flowers is EC \$10 per garden, Alfred's Garden takes extra EC \$5 for a utilisation of sanitary facilities, EC \$5 goes to a woman preparing juices at Alfred's Garden, Exotica gets EC \$50 because of costs of ingredients for cooking demonstration and lunch. A local music group earns a total amount of EC \$300 for a tour, no matter whether there are 8 or 16 participants in the tour. To sum it up, total direct costs per person (with the participation of 16 people) are \$128.75 EC (which is about US \$43).

US \$17 stays at the Whitchurch's and covers the salary of coordinators and administration staff at the Whitchurch's. About 15% of total price (US \$6) is the Whitchurch Tours' profit. Except for a coordinator, all people engaged in the tour are living in Eggleston or Giraudel.

Table 9: Schedule of Giraudel/Eggleston Community Gardens and Culinary Tour

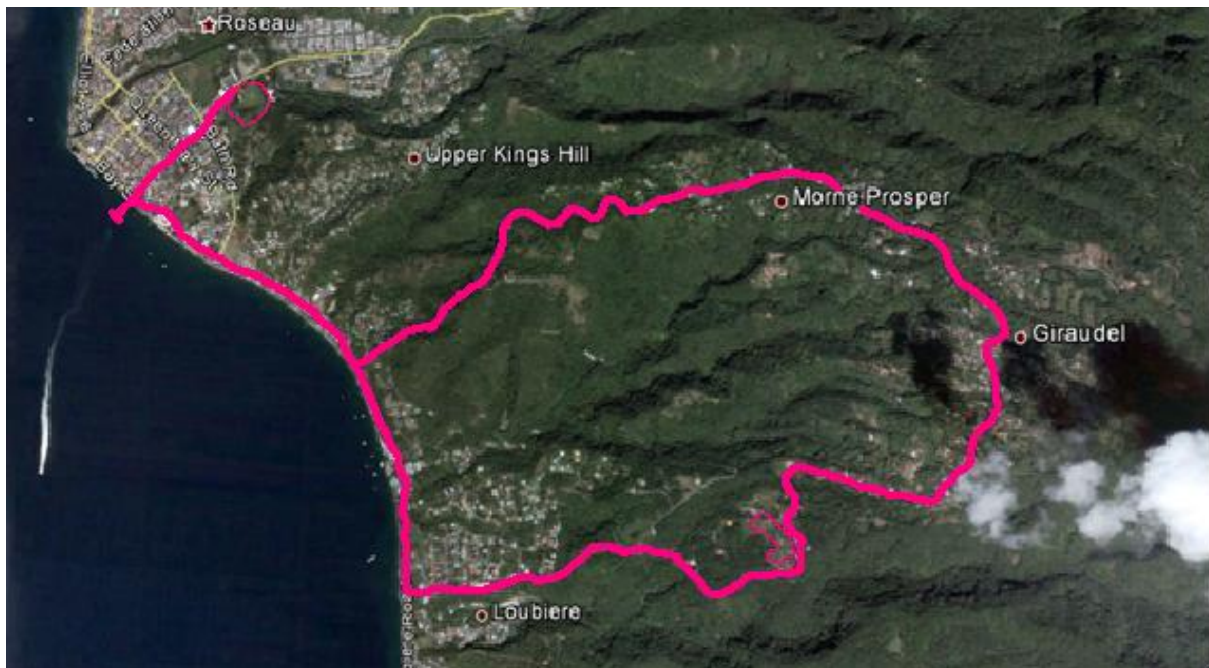
Tour schedule	
9:30	Welcoming and departure of buses
9:30 – 10:00	Botanical Gardens
10:00 – 10:30	Village of Eggleston + Scenic stops along the way
10:30 – 11:00	First garden tour at Mrs. Robinson
11:00 – 11:30	Alfred’s Garden (Drinks and local entertainment)
11:30 – 11:45	Exotica Guesthouse
11:45 – 12:45	Exotica Guesthouse – Cooking demonstration and lunch at Exotica
12:45 – 13:00	Green Mountain Flowers
13:00 – 13:30	Return to Roseau

Source: Whitchurch Tours

Botanical Gardens and Eggleston

The tour starts at cruise ship terminal in Roseau where participants are welcomed by an official tour coordinator from Whitchurch at 9:30. They leave with one or two mini buses rent from local providers. The first guided walk is in the Botanical Gardens in Roseau. After a half an hour the tour proceeds through Eggleston, where several short stops to take landscape pictures of Roseau valley are made, to Giraudel.

Figure 13: Roseau valley



Source: Google maps. 2012. Proceed by the author.

Mrs. Robinson's Fruit and Vegetable Garden

First visited garden belongs to Mrs. Robinson who specializes on production of tropical fruit (pineapples, mangoes, papayas, coconuts) and vegetable (potatoes, tomatoes) for local market. She guides the tourists and explains them how the farm works; what are the difficulties connected with this type of agriculture. It is the only stopover focusing on food production and therefore very important for a diversity and attractiveness of the whole tour.

The revenue from the tour does not constitute a majority part of Mrs. Robinson total income. It is only about 4% during the cruise ship season which means that whole year average is even less. The main source of her income is generated from the vegetable and fruit production, which is delivered and sold on Roseau market, and from accommodation providing. All the year round, she rents a two-room cottage¹⁹ situated in her garden, usually to American, British or Canadian tourists.

Unfortunately, poor communication, disagreements and dissimilar visions about the structure of the tour, led to the end of cooperation between Mrs. Robinson and the Whitchurch Tours. From 2011, her garden is no longer included in the tour.

Alfred's Flower Garden

Another stopover of the tour is at the Alfred's Garden. This garden has been existing for more than a century, passing from generation to generation. Over the years, the production has shifted from vegetable and fruit growing to cultivation of flowers for arrangements. Currently, the garden is managed by Mrs. Elisabeth Alfred and her two sisters; however also other members of the family help them from time to time. Altogether there are four to six people working (depending on a season).

Flower garden tour is conducted by the gardeners themselves through the garden and two tropical flower greenhouses, but tourists can also see some mango, papaya and banana trees. Sometimes, if there is a time of flower-cutting, a flower arranging, for which the people from Giraudel are renowned, is included as well. This part of the tour includes small refreshment break, during which fresh juices from locally produced fruit (limes, grapefruits, mangos, pineapples, etc.) are served by another woman from Giraudel. At this point, tourists are entertained by community's music group – Jing Ping Band – one of the last remaining

¹⁹ Rates for Chez Fie Doudou are: \$85 USD per night for 1 bedroom used (add \$20 USD when needing 2 bedrooms) or \$510 USD per week (\$630 USD for 2 bedrooms). (<http://www.chezfiedoudoucottage.com/description.html>) Obviously, one tourist staying just one night in the cottage brings several times more money than one visiting garden tour.

traditional music groups on the island. There are also some local crafts, souvenirs and cut flowers for sale.

Exotica's Creole cooking show

Then the tour takes visitors to the Exotica cottages established in May 1996 and managed by Fae and Athie Martin. Area includes six cottages which are made of wood and stone and capture many features of traditional Caribbean architecture such as high pitched multi-sided roof, scalloped face, vented ceilings and wide veranda. Each cottage is named after an exotic tropical fruit and is supplemented by its name tree, planted nearby. Housing area benefits from its location with amazing view on the coast and is enriched by large flower and vegetable garden with several fruit trees creating very friendly place to stay.

Participants are welcomed with a complimentary rum punch or fruit juice. Afterwards, tourists are guided through natural and organic gardens that are situated nearby. Presentation of Creole cuisine preparation follows. Cooking is made by a professional chef using freshly picked vegetables and fruits (from the Exotica's garden) and tourists have the opportunity to get their hands on preparing traditional Creole sauce. After the workshop, a lunch (including meals prepared during the cooking show) is served. Participants can taste wide range of local meals and fish from local fishermen. Although, Exotica earns more than other gardeners engaged in the tour, Mrs. Fae Martin says that even for them it is not a very important (in an existential sense) source of income. Nevertheless, in such a small market like that of Dominica every income is important and appreciated. Further benefit is that they can easily "sell" their organic production which otherwise would go to the vegetable market in Roseau. It is not surprising that majority of their revenues is generated by the accommodation.

Figure 14: Exotica garden



Photo: Kateřina Procházková

Green Mountain Flowers Garden

Last place to visit before returning to Roseau is Green Mountain Flower Garden which is located just next to Exotica cottages. This small flower farm with just two workers (an owner and one employee) is specialized on pot flower production. The owner, Daryl Phillip, conducts the tour through his flower production facilities. Different pot flowers (such as orchids, gerberas, poinsettias, callas and also non-flowering plants and some particular tropical flowers) are grown in each of three large greenhouses. Even for Phillip's business, revenues from tour are not so important when considered as a percentage of a year income, but as he says: on the other hand, it doesn't cost him anything but a half an hour of his time. This is the argument which is relevant for all three gardens incorporated in the tour.

Figure 15: Green Mountain Flower Greenhouse



Photo: Kateřina Procházková

The tour finishes in Roseau, where tourists spend the rest of their free time walking in the town centre and shopping at craft market organised specially for cruise ship passengers.

6.2.2. Alternative tourism features of the tour

We can summarize that the community benefits directly by realizing additional income from their everyday activities. The tour is based on watching and limited use of local resources, raw materials and long-time expertise, no large tourism facilities needed to be constructed, therefore no big encroachments to local environment are made. Creating new jobs and generating new source of income from partially adapted everyday activities is one of the positive impacts on the community; this is particularly important in the area characterized by a significant unemployment rate.

The management and planning of this tour are shared by all participants, village authorities and Whitchurch coordinator. Moreover, women are included in the process (actually, most of the people engaged are women which partly erases gender inequality on labour market). Every decision is made by common agreement and financial benefits are proportionally shared. Local ownership of the project stresses a sense of pride and belonging, purpose and confidence in the community.

It should be appreciated that visitors gain wider knowledge of how Dominica has dealt with the environmental degradation and other hazards that are connected with an expansion of tourism industry. Walks through the gardens and nature of Giraudel open a dialogue on the issues of biodiversity, sustainable agriculture, fair trade, climate change, etc. The ongoing projects focused on soil and water conservation in Eggleston and Giraudel are also part of the knowledge product that is transmitted to participants.

Visitors learn about strengths and weaknesses of alternative, or rather community tourism and the results of this strategy can be directly seen and discussed with a target group. Also the topic of local community participation and empowerment, its implementation and positive features are widely discussed among participants.

There are lessons for other communities (both in Dominica and other states) who wish to follow a path of AT and connect it with particular knowledge sectors (like agriculture and other traditional activities) in their own terms to ensure benefits and local development. Engaging local natural and human resources and traditions to generate sustainable development of the area, while encouraging reliance on local expertise and promoting protection of physical resources, seems to be an appropriate way to reach the development of marginalised areas.

Finally, it should be mentioned, that the tour has constantly been rated by visitors as providing a very high satisfaction; and it has been re-visited by tens of participants returning after few years to Dominica and to Giraudel. They say that the secret of the tour's success is an opportunity to join the community and to become a part of it for a while, to feel welcome and to learn about the Giraudel people's life and work. This unique community-oriented initiative gained the *Community Tourism Award* during Tourism Awareness Month 2011 in Dominica and the *Ashoka price* a year before.

7. TOURISM AND LOCAL DEVELOPMENT: IMPACT ASSESSMENT

7.1. Positive impacts of alternative tourism on community development

There is no doubt, that tourism generates, among others, lots of positive impacts. Majority of changes are most obvious during the first phase of tourism development, when tourism “enters” into country’s life. In Dominica, this change was desired. It represented a way to diversify national economy, at that time too dependent on agricultural production.

7.1.1. Employment

Introduction of new economic sector into national economy required construction of specific infrastructure. In this case of alternative tourism, it was: (re)construction of roads, accommodation facilities, cruise ships terminal, information centres, trails; points of interest need to be equipped with sanitary facilities; trails need to be well marked and adapted to inflow of tourists, etc. All these construction works created new (although temporary) jobs which were filled with local people, and so contributed to reduction of unemployment.

Unemployment was further reduced by newly created permanent posts: diverse work positions in governmental agencies (such as Discover Dominica Authority, Invest Dominica Authority) and other organisations (e.g. Dominica Hotel & Tourism Association) focusing on tourism development, staff of tourist information offices and welcome centres, tourist guides for hiking trails and other sights, taxi and bus drivers, staff of accommodation facilities etc. Also coordinators responsible for the community tourism activities were indispensable, especially a coordinator for the Carib territory belonging to national tourism development priorities.

Another important (seasonal) work demanding a huge number of people is a service of Waitikubuli National Trail. This particular work belongs under the competence of Ministry of Agriculture and Forestry, and so is managed by and people are recruited by the division of Waitikubuli National Trail Project.

7.1.2. Well-being of local people

A considerable income of money to national economy and directly to households seems to be the main effect at this stage of tourism development. No matter if money comes directly from tourism sector or from other services, taxes or selling goods, their importance for island’s development is the same.

Tourism development has brought new employment opportunities. Not only official working positions, but also jobs created by people themselves in response to the situation became a source of extra income. Stalls with traditional handcraft, tropical fruit, home-made cakes, fresh juices or Creole cuisine are indispensable part of cruise ship tourism in Roseau and Portsmouth. Local people of all age use their knowledge of the landscape and respond to demand of tourists for a guide. All these non-official or extra incomes enlarge one's or whole family's choices.

7.1.3. Community development and capacity building

One of the Dominica's development objectives has been to build an integrated and multi-faceted approach to community development. In the long-term strategy, several priorities were identified: Carib territory, health and wellness, weddings and honeymoons, yachting, Waitikubuli National Trail and rural tourism development.

Between the years 2006 and 2008, an evident progress in community development was achieved thanks to Tourism Sector Development Programme (TSDP)²⁰, an initiative of the Government of Dominica with support of the European Union. This milestone in the CBT was designed to improve the competitiveness of the tourism sector and to build the necessary linkages between tourism and agricultural and rural sectors. The overall objective of the project was to support economic diversification and to increase the competitiveness of Dominica's tourism sector. The TSDP was made up of three main components: 1. proactive destination marketing, 2. provision of technical support for the emerging tourism institutions, 3. provision of support for the expansion of the rural tourism sector. (Government of the Commonwealth of Dominica, 2012)

Provision of training and capacity building activities was chosen as a mean of achieving desired objectives. Training for almost eighty people across six community-based projects²¹ was conducted in a number of areas such as agro-tourism, customer services, general business development skills, project writing, marketing, website development, brochure, tour and package development, etc. Another twenty people were trained as official

²⁰ The TSDP built on the success of the \$18.9 million Eco-Tourism Development programme (ETDP), which came to end in 2007 and which was also funded by the European Union.

²¹ **Portsmouth Community Tourism Association;** Bellevue Chopin Organic Farmers Group and **the Giraudel/Eggleston Flowers Growers Group;** Layout Improvement Committee; Mero Enhancement Committee; Wotten Waven Development Committee.

tourist guides at the Dominica State College. The TSDP also involved the construction of tourism reception centres with support of the products and services being provided by the various community groups. Worth mentioning that an amount of EC \$645,000 (the whole TSDP was valued at 2.7 million Euros) has been spent on the facility at the **Indian River in Portsmouth**.

Many steps forward have been made in a capacity building over the years. Technical capacity of key public institutions (especially in the Ministry of Tourism and its division Discover Dominica Authority) was strengthened. Local organisations and people working in tourism sector gained experience and training in tourism management and marketing, tour package building and other services.

Thanks to rural tourism development an emphasis was placed on diversifying rural economy. Assistance services helped stakeholder's group to start new enterprises and to improve the already running companies to develop new interesting product/services. Such improvements helped to diversify rural incomes, to reduce dependence on agriculture sector and especially to improve the quality of life in rural areas.

7.1.4. Environmental Protection

Focus on ecotourism and other nature-based branches of tourism sector led to enhancement of nature protection in Dominica. In 1979, the first national park – Morne Trois Pitons NP – was established and other two followed in subsequent years – in 1986 Cabrits NP and in 2000 Morne Diablotin NP. Nevertheless, the conservation programmes do not cover just national parks, but also four natural reserves – Central Forest Reserve, Northern Forest Reserve, Soufrière Scotts Head Marine Reserve and Syndicate Parrot Preserve. Finally, about one fifth of Dominica's territory represents somehow protected area.

One of the most important conservation projects is a construction of the Waitikubuli National Trail. This hiking tour stretching from south to north of the island (constructed with financial support from the EU) is equipped with some educative boards facilitating tourists to discover Dominica's environment. Some of its 14 segments cross of the protected areas and enables to meet protected species. Behaviour on the trail is governed by strict rules specified by the Ministry of Agriculture and Forestry.

Dominica is home to many endemic species, especially for birds, reptiles, insects and beetles, and plants. General policy of biodiversity protection is governed by *Biodiversity*

Strategy and Action plan which was intended to implement the obligations under the Convention on Biological Diversity, signed by the Commonwealth of Dominica in 1994. Many conservation programs focusing on particular endangered and endemic animal (e.g. Sisserou and Jacko parrot) and plant species are in operation, and help to preserve natural richness for future.

7.1.5. Finding a Niche Market Position

Orientation of tourism development in Dominica on key niche markets was very strategic choice. Based on island's resources and developments in global tourism demand, the government identified several sectors to invest in: 1. trail development for hiking, 2. events and traditional festivals, 3. community and agro tourism, 4. beach enhancement, 5. heritage restoration, 6. art and craft souvenir centres, 7. wellness and health programs. These priorities, different from traditional mass tourism, should constitute a base for island's tourism offer and draw people orientated rather on alternative spending of holidays. Numerous nominations of Dominica as one of the best ecotourism destinations during last ten years and growing number of arrivals reflect the success of this niche market positioning (and well done island's promotion).

7.2. Controversial and negative impacts of tourism development

7.2.1. More transport, more pollution

Gössling (2003) mentions that cruise ships have been depicted as polluters of the marine and coastal environment and Dominica's case is not an exception. The surrounding coral reefs and coastal waters are endangered by pollution caused by more intensive marine transport. The water pollution and significant hustle in ports and surroundings are by many of local fishermen seen to be the reason of disappearance of fish on the sea-shore. Challenge is to find a level of tourism enabling Dominica's development and while preserving environmental resources. This balance is vital for island's life.

It also applies to air and land transport, which, thanks to small population, poor infrastructure and absence of trans-continental flights, are not so important. In these cases, we talk about exhaust gas production and subsequent pollution of atmosphere which does not have so apparent impact on local environment. Nevertheless, it cannot be ignored.

7.2.2. Negative impacts on the environment

The rise of tourism always causes change of local environment, including social, economical and natural environmental aspects. However, this change is highly recognizable and widely discussed especially in the cases of developing and pre-industrial countries. Increasing number of tourist coming to see virgin wonders of nature paradoxically results into deforestation and disappearing of animal's habitats with purpose of accommodating and entertaining the people not only by the expected untouched environment.

Last but not least, we have to consider the distractions caused by tourists themselves. Consciously or not, every one leaves a trace on a shape of the island. Although the necessary rules and restrictions were issued for national parks and reservations, it is not really possible to protect every place on the island. It is arguable how all these limitations are effective. The international trade with exotic animals and flowers gives motivation to smugglers and resellers.

Nevertheless, there are many other people distracting the environment consciously, but not with an aim of their own enrichment (in a sense of money). The significance of people who simply want to take a piece of wild into their homes or hotel rooms is not that big as the one of organised gangs and illegal groups, but the number of them is often much higher. An issue of pollution with litter and damage on original conditions in nature are well-known but still worth mentioning problems accompanying tourism in every country. The balance in such environment is usually not very firm and it can be broken up by almost anything, even the things and acts that the visitors find insignificant and malicious.

7.2.3. "Zoo effect"

Very questionable is a status of Carib communities who are "displayed" as one of the island's main attraction. The way they used to live for hundreds of years, primitive agriculture, traditional shipbuilding, handmade production of clothes, and all other features of the traditional life of the Calinagos have become attractions for incoming visitors. Under these circumstances, to retain the uniqueness of the indigenous community, it seems that its underdevelopment should be (at least partly) conserved. Preserving traditions for future generations and for educative purposes is only one aspect, but imprisoning the people in a "zoo", pretending that nothing has changed for ages and that they do not use the electricity even if the neighbouring village does, is another one. Progress and inventions which can make life easier cannot be denied to the Caribs. This could be resolved by some sort of a living open-air

museum where the Calinagos could show their traditional practices and sell their products to visitors.

On the other hand, the habits of locals are also influenced by the mindsets of tourists. They realize very well that it is the money coming from abroad, not their own products anymore, which provide them quite comfortable life, so they are able and willing to hide or even give up some of their traditions and habits that might make the others feel unpleasant. Some of their traditions can be changed, adapted or enriched according to tourist's expectations, so finally they do not reflect the traditional culture anymore.

7.3. Limits of further development

Development of such a small country with very specific natural conditions meets obstacles of different kind. Expansion of industrial sector is confronted with absence of resources, infrastructure, technically educated people, while aspects like accessibility, accommodation facilities, presence of various attractions and entertainment opportunities, language skills of staff and guides, are more considerable in tourism development concept.

One of the biggest limitations for further tourism development in Dominica is poor transport accessibility. Even though most of visitors are from Europe and North America, and so the tourism is highly relying on trans-Atlantic flights, neither of two airports is able to accept international jet arrivals. To enhance tourism development in Dominica (as well as in St Vincent and the Grenadines) the authorities have started or respectively are considering the construction of an international airport. (Tsounta, 2008)

Another important point is the ability of local people to receive the visitors, understand them, make them feel comfortable and arouse their interest and desire to come back in their hearts. Whereas the government realize the long-term importance of tourism for the country's prosperity and its citizens' well-being, it has started to provide education for people of all ages; starting with thematic presentations and workshops at primary schools and ending with training courses for adults. Trainings are focused on various aspects of both alternative tourism and tourism in general, as well as on communication skills, dealing with people and guiding. They instruct the staff of information centres and adventure agencies as well as educate the employees of governmental organisations.

Summarizing the limitations, we cannot forget to mention the shortage of financial capital which is an important obstacle for any development; including AT (although it can

seems to be slightly less significant). During first stage of ecotourism development when small number of visitors hiking in the wildlife prevail, there is no need for extra investments, but with its expansion, destination's growing popularity and increasing number of arrivals a financial capital to build at least essential infrastructure (accommodation, roads, dining and sanitary facilities, information centres etc.) is necessary. Dominica has already got through the first stage and has entered the world tourism market, got some popularity and found its place on tourism market, so it is right now when investments to infrastructure, accessibility, nature protection etc. are needed. For some of development programmes and projects, a financial support from the EU (or other organisations) is possible to get, however they cannot completely rely on it. Government has decided to partially solve this shortage of money by attracting foreign investment. It has for example launched the campaign "Invest Dominica" and established an institute of economic citizenship providing tax benefits to its holder. Future will show whether this strategy is sufficient in long-term perspective, or not.

8. CONCLUSION: LESSONS FROM DOMINICA'S EXPERIENCE

Fortunately, neither of the problems mentioned above led Dominica into some unbearable situation with no way back. An extent of tourism increases briefly and thanks to responsible tourism management a recent state of the landscape stays satisfying and easy to control. Also negative impacts on local people are limited to minimal level. On the contrary, we can notice many positive features connected with rising level of tourism. Besides increasing standard of living of local population, also infrastructure has undergone noticeable improvement, nature conservation has attracted more attention and money than ever before.

In the preceding chapter we have summarized the impacts of alternative tourism development on the island of Dominica, so in the following lines we will sum up whether development of ecotourism seems to be an appropriate long-term strategy to reach socio-economic development of small insular territory in the Caribbean region.

Examining the case of Dominica, it seems that an alternative tourism can go hand in hand with sustainable development. If reasonably managed, ecotourism can be successfully incorporated in the development strategy, especially in the areas with natural conditions unsuitable for mass tourism, or other limitations, like lack of technical infrastructure or absence of natural resources suitable for industrial processing, etc.

In Dominica, the growth of ecotourism is closely connected to an increase of protection of the environment which is very important for its long-term sustainability. Furthermore, Dominicans realize the importance of nature for their lives, are proud of it and want to protect it of their own will (regardless of government conservation initiatives). This could be an inspiration for underdeveloped countries or territories rich in natural beauties, but with limited resources, striving for both nature conservation and socioeconomic development.

At reasonable extent and with priorities clearly set out, (alternative) tourism can stimulate desired economical growth and bring permanent and relatively invariable flow of money. In addition, disadvantaged part of population or regions can be involved into economic cycle which is one of the greatest strengths of the concept. During the ecotourism strategy planning, it is important to take local communities into account, and include them into decision-making process. Dominica is a model example of application of participating democracy in tourism sector. Each community is consulted about intended projects in its surroundings; its representatives take part at the project planning committee where they can

express their opinion on subjects like participation of local people, potential benefits and disadvantages for community. They can directly and actively shape the project and the environment they live in. Other countries could learn a lesson from this government coordination practice, while agriculture communities can find an inspiration in practically independent community tourism organisation in Giraudel, or from bottom-up tourism introducing in Portsmouth.

Finally, we reach the conclusion that also somehow disadvantaged communities can be successfully incorporated (or integrate themselves) into touristic sector and can overcome their initial drawbacks, or even turn them into advantages with properly chosen specialization. Thanks to reasonable and responsible approach to tourism development, Dominica has reached socio-economic growth and prosperity, and by a partial substituting of agriculture production by ecotourism, it has diversified and strengthened its economy. Implementation of participative democracy approach and reinforcement of conservation activities also represent very positive features of chosen strategy. Although some weak points, like unemployment which has already been slightly reduced, but still represents a big challenge to deal with, persist, positive impacts prevail and prove that Dominica made a step towards right way and can serve as a model for other countries.

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