

Evaluation Report



for the

COMMUNITY BASED MARINE ECOTOURISM WORKSHOP

Titikaveka
Rarotonga
Cook Islands
1 – 12 May 2000

Organised by the
South Pacific Regional Environment Programme
(SPREP)

1. EXECUTIVE SUMMARY

- ⇒ The 2000 SPREP Community-based Marine Ecotourism workshop was very successful.
- ⇒
- ⇒ The workshop focussed on the skills and knowledge needed in communities to assess and develop their own marine ecotourism projects with emphasis on how this can support community development and conservation aims.

Participants supported the teaching programme and teaching style, although some thought that the workshop was too long

The package of pre workshop materials was very useful as preparation for both trainers and participants.

- ⇒ The most commonly identified 'Best Thing' about the workshop was the sharing of experiences and ideas amongst participants. Group discussions, lectures and handouts were identified by participants as strengths of the programme
- ⇒ The teaching team included two *terra firma* trainers and two new specialists: a marine specialist and a Pacific Islands' trainer who facilitated discussions on community issues. The team received high levels of commendation from participants, and some positive comments were made to improve presentations
- ⇒ All learning outcomes were very well achieved, more so than at the 1998 workshop. All participants understand the link between community based ecotourism and conservation
- ⇒ There were high levels of satisfaction with the accommodation and venue, and the community setting
- ⇒ There were no strongly felt 'bad things' about the workshop identified through the workshop evaluation. The adverse weather and control of speaking lengths were most commonly identified

- ⇒ The needs of all stakeholders appear to have been met during design and delivery of this workshop. In particular the local community benefited through training of local participants, and identification of new tourism opportunities and development of tourism and business plans for these
- ⇒ The high level of learner participation, the cooperation of host communities and the local tourism industry, and management by Lucille Apis-Overhoff (SPREP) were also significant factors contributing to the workshop's success
- ⇒ Follow up activity should focus on completion and implementation of Action Plans, and provision of appropriate ecotourism support, as required.

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2. INTRODUCTION

2.1 Background

In 1998, the South Pacific Regional Environment Programme (SPREP), organised a training workshop in Community-based Ecotourism for Conservation Areas. The workshop was held at Lonnoc Resort (Espiritu Santo, Vanuatu). The 1998 workshop was attended mainly by representatives from the Conservation Area projects supported by the South Pacific Biodiversity Conservation Programme (SPBCP), plus six Melanesian focal points for marine and coral reef conservation.

Based on the success of the 1998 workshop, a Community-Based Marine Ecotourism Workshop was held in May 2000, at Titikaveka (Rarotonga, Cook Islands) for Polynesian participants.

This workshop was again organised by SPREP, and focussed on training for:

- marine conservation areas developed through the 1997 Pacific Year of the Coral Reef.
- member countries interested in non-destructive ways of earning revenue from their marine resources

17 participants from Polynesian countries attended. A list of participants is found in **Appendix 2**.

Design and delivery of the 2000 workshop was again contracted to *terra firma associates* (TFA). As a result of recommendations from the 1998 workshop two new trainers supported the teaching team, a marine specialist and a Pacific Islands trainer.

2.2 This Report

This report includes three main parts:

- Sections 3,4:** Workshop Proceedings & Recommendations
Sections 5-10: Evaluations of: Workshop, Learning Outcomes, Administration & Management, Stakeholders
Appendices: Participant Evaluations, workshop discussions, Tour Plans, and other workshop information

2.3 Evaluation Report

One of the Terms of Reference (TOR) for this contract was to:

"Produce a final report to SPREP on the process and outcome of the skills development programme and workshop in the Cook Islands, including results of the evaluation and recommendations. The report should also include as typed attachments, participants pre-workshop exercises collated by consultants, action plans developed by participants, all supplementary material developed for each component of each training module, as well as material produced from the workshop exercises by participants as a complete record of field and training sessions."

This report evaluates the workshop against:

- the contract objectives and learning outcomes
- management and administration interests, and
- the interests of stakeholders.

The report also includes suggestions as to how to make future such workshops more effective.

The report is made from the perspective of the trainers, with reference to participant evaluations of the workshop. A copy of the summary results of the participants' evaluation of the workshop (following the format of the evaluation form) is included as **Appendix 1**.

2.4 Objectives and Learning Outcomes

The workshop contract identified two phases for the assignment:

Phase One: to provide and precirculate materials that provide an introduction to the basic principles of planning and developing community-based ecotourism in developing countries.

Phase Two: delivery of a training workshop on community-based ecotourism with the stated objective to

provide participants with the skills and confidence to assist local communities in their project areas:

- to identify suitable tourism opportunities, and
- to plan and manage the development of such opportunities for the benefit of both the local community and the natural environment

The Phase Two objectives were to be measured through participant achievement of the following learning outcomes. The **learning outcomes** are the skills and knowledge that participants should gain at the workshop.

- a. plan and deliver a basic tourism awareness programme to local communities in and around their project area
- b. work with a community and/or individual households to identify the tourism product(s) that they are willing to offer, and the skills and resources that they will require to successfully develop such tourism products
- c. understand the structure and workings of their local tourism industry, and undertake preliminary tourism market research
- d. prepare simple marketing material specifically focussed on an individual tourism product or products and targeted at a particular market or markets
- e. understand the principles underlying the successful management of a community-based marine ecotourism project in an environmentally sensitive location, and develop and apply appropriate management strategies in their own project area
- f. prepare an interpretation plan for a specific area
- g. design simple interpretation materials (e.g. an interpretive commentary for a guided tour, information leaflets)
- h. prepare an operational plan and costing for a tour
- i. undertake a basic training needs analysis, and have both the training and extension skills and the confidence to organise and facilitate further training with some assistance."

Phase Two also required participants to prepare an **Action Plan** for the further development of ecotourism activities in their project area over the coming six to twelve months.

3. WORKSHOP PROCEEDINGS

MAY 2000

Monday 01

- AM Official Opening
 - *Cook Islands Deputy Prime Minister*
 Participant Introductions
 - *participant presentations*
- PM Briefing for Tour Product Development Exercise
 - *trainer presentation*
 Cook Islands Market Presentation
 - *trainer presentation*

Tuesday 02

- AM Tourism Statistics and Analysis for the Cook Islands
 - *Cook Islands Tourism Corporation*
 Tour Product Development I:
 Site Survey: visit communities to identify tourism opportunities including: tourist attractions, community issues, market potential, safety and other issues
 - *field exercises hosted on site by Akapua'o & Nikau communities*
- PM Tour Product Appraisal: appraise tourism potential and identify possible tourism products for Akapua'o and Nikau communities
 - *small group exercise*

Wednesday 03

- AM Tour Product Development II: prepare itinerary for tour products identified
 - *small group exercise*
- PM Guiding and Interpretation Skills:
 - *trainer presentation*
 Tour Product Development III: prepare operational & interpretation plans for tour products developed

- *small group exercise*

Thursday 04

- AM Tour Product Development III: continued
- *small group exercise*
- PM Tour Costing: identify costs, prepare costing sheet for new tour products including cost, net and retail rates
- *small group exercise*
- Tourism Law: understand legal responsibilities and requirements for tour guides and companies
- Tourism Packages: understand the variety of tourism operators and businesses involved in a tour package
- Tourism Industry Structure: understand the roles of tour operators, tourism businesses and government required to operate and market a tourism product
- *trainer presentations*

Friday 05

- AM Present completed Akapuao and Nikau Tour Products:
- *small group presentations*
- Project Management Principles: understand principles of sustainable development, ecotourism & the project development cycle
- *trainer presentation*
- PM Environmental Impacts (EI) & Resource Management: understand EI causes and 'best practice' to minimize these
- *trainer presentation*

Saturday 06

- AM Environmental Impact Monitoring: monitor environmental impacts at Rarotongan Beach Resort and management strategies to minimize these
- *field exercise hosted on site by Rarotongan Beach Resort*

Sunday 07 Free day**Monday 08**

- AM/PM Discussion of Community Participation and Community Issues in community based tourism projects
- *participant presentations facilitated by Pacific Islands trainer*

Tuesday 09

- AM Tourism industry standards in the Cook Islands
 - *Cook Islands Tourism Corporation*
 Business Management: features of successful
 Businesses, including SWOT analysis
 - *trainer presentation*
 Marketing and Market Research
 - *trainer presentation*
- PM Develop Business Plans for Akapuao & Nikau Tours
 - *small group exercise*
 Environmental Impact Assessments: Akapuao & Nikau
 - *small group exercise*

Wednesday 10

- AM/PM Takitumu Conservation Area (TCA) Ecotourism
 Review: review operating tourism & conservation
 project and provide development suggestions
 - *field exercise,*
discussion and debrief
 - *hosted on site by TCA*

Thursday 11

- AM Training Needs Assessment and Training Skills:
 understand how to assess training needs in a
 community and organise necessary training
 - *trainer presentation*
 Conservation and Tourism: discussion on how
 tourism can support conservation?
 - *group discussion*
- PM Action Planning: prepare 6 –12 month Action Plans to
 apply skills and lessons from this workshop back home
 - *individual/small groups*

Friday 12

- AM Action Plan presentations
 - *individual/small group presentations*
 Donor Assistance: how donors can assist your project
 - *NZ High Commission*
 Workshop Evaluation
 - *participants*
 Official closing ceremony

4. RECOMMENDATIONS

These recommendations are based on participant evaluations and comments and trainer's views presented in the following sections:

1. The use and format of the pre workshop package should be followed in any similar workshops, with emphasis on adapting the Pre-departure chapter for each workshop
2. The new teaching team, or a similar mix of trainers, should be retained for future such workshops
3. Similar workshops should equally emphasize practical field exercises with real outcomes, and participatory approaches to learning
4. Future workshops should seek to diversify the audio-visual media used for learning
5. The duration of future workshops should be considered on a case-by-case basis, with reference to participant needs
6. The TFA Community Ecotourism manual should be retained for use in future such workshops, with appropriate adaptations
7. Consideration should be given to using community-based venues (such as Titikaveka) for future workshops with a community focus. Selection of venues for workshops should also pay special attention to the proximity of relevant and suitable sites for field activities
8. Closer attention should be given to the transport and accommodation needs of participants from host countries
9. Closer attention should be given to selection procedures for similar workshops, so that the local industry participates further in the workshop
10. Follow-up to the 2000 workshop should emphasise completion and implementation of Action Plans, availability of ecotourism development support, and ongoing networking
11. This report should be distributed to participants as part of the workshop outcomes, as soon as practical.

5. PHASE ONE EVALUATION : Pre Workshop

5.1 Phase One

Phase One was achieved by the publication and distribution of a package of pre workshop materials, based on materials developed by TFA and used for SPREP workshops in 1997 and 1998.

The 2000 pre-workshop package was prepared and distributed by SPREP before the workshop. The materials included an introductory section on ecotourism and a set of surveys, some of which were returned to the trainers before the workshop.

The surveys were designed to:

- provide information to the trainers so that they could customize the teaching programme to meet individual learner needs, and identify participants who could make presentations on various topics
- provide participants with market research experience, and a practical and relevant case study, to which they could apply skills and knowledge transferred during the workshop
- provide information to participants about each other and their projects.

Collated summaries of the Part 1, 2 and 3 surveys are found in **Appendix 3**.

5.2 Evaluation

The evaluation of the workshop by participants showed that:

- ☆ 100% of participants said that the content and information of the pre workshop package was useful.

A couple of participant evaluation forms specifically commented on the value of the pre workshop package . However, a comment was also made that there should have been more information in the pre-workshop package about the accommodation and living arrangements.

5.3 Comments

The pre workshop package is a very important and useful tool for both trainers and participants to prepare for the workshop. The current format seems appropriate and relevant, although the Pre-Departure section needs to be adapted for each workshop.

Some surveys were submitted late, or not at all. Participants need to be encouraged to complete these surveys before the workshop, to maximize their value.

6. PHASE TWO EVALUATION : Workshop Teaching

6.1 Phase Two

The objectives for Phase Two were achieved through the combination of the teaching team, teaching programme and ecotourism manual.

The **teaching team** was different to that used in 1998.

- While Rob Macalister and Grant Trewenack (TFA) again took the lead,
- two new members joined the teaching team, following recommendations from the 1998 workshop:
 - ◆ Robin Aiello provided specialist marine training in Week One, and
 - ◆ Anna Tiraa a Pacific Islands' trainer provided specialist community training in Week Two
- A number of participants and local guest speakers also made presentations.

The **teaching programme** in 2000 maintained a strong emphasis on action learning, especially:

- facilitating high levels of learner participation
- **practical field exercises** with real outcomes. This included:
 - developing tours for two communities (Akapuao and Nikao)
 - reviewing the products and marketing strategy of the Takitumu Conservation Area (TCA) ecotourism project, and
 - undertaking environmental monitoring at the Rarotongan Beach Resort (RBR).

The **TFA Community Ecotourism manual** was used in the workshop. This manual has continued to evolve since its use in the 1998 workshop, with, for example, a stronger business management chapter. The manual was also adapted for this workshop with an expanded section on marine ecotourism.

6.2 Evaluation

6.2.1 Teaching Team

The evaluation report showed that:

- ☆ 71% of participants rated the presenters as “*Very Good*”
- ☆ the remaining 29% rated them as “*Good*”
- ☆ no participant rated the presenters as “*Not Good*”.

A significant number of comments made by participants in the evaluation, commended the trainers on their approach and work. A number of comments were made that it was good to have a diversity of presenters. However, comments were also made to improve presenters’ skills, particularly the need to keep presentations ‘short and simple’, lively, and focussed.

6.2.2 Teaching Programme

The evaluation report showed that:

- ☆ 94% of participants rated the **style of presentation** as “*Suitable*”. However, one participant felt the workshop was “*Too Informal*”
- ☆ 88% of participants felt that there was enough opportunity to contribute knowledge, express opinions and ask questions
- ☆ the item most commonly identified in the evaluation as being the “*best thing*” about the workshop, was the level of participation and interaction, and sharing of ideas through the workshop (identified eleven times). Nevertheless two participants felt that there was not enough opportunity to exchange and discuss ideas with other participants.

The evaluation report also asked participants to individually rate the **specific learning tools** used in the workshop:

- ☆ the tools that achieved the highest percentage of a “*Very Good*” rating were the lectures, group

discussions and handouts. Over 70% of participants rated these as “*Very Good*”

- ☆ library and reference material, field trips and overhead/audio visual material were also rated as “*Very Good*” by a majority (53+%) of participants
- ☆ the only tool that did not receive a “*Very Good*” rating from a majority of participants was practical exercises/ games (47%)
- ☆ only one of the tools listed in the evaluation form was rated as “*Poor*” – (overhead/ audiovisual material, by a single participant). However, 12-18% of participants rated the practical exercises/ games, overhead/ audiovisual material and field trips as being only “*Fair*”.

In an attempt to rank the success of each tool, individual participant responses have been collated and a percentage based formula used, where a 100% rating means all participants rated the tool as “*Very Good*”, and a 0% rating means all participants rated the tool as “*Poor*”. These percentage rankings are compared against responses from the 1998 workshop evaluation.

	<i>Year:</i>	<u>2000</u>	<u>1998</u>
Group Discussions		90%	80%
Handouts		90%	81%
Lectures		90%	82%
Library/ reference material		83%	73%
Field Trips		80%	89%
Practical exercises/ games		78%	89%
Overhead/audio visual		75%	85%

As regards the **duration** of the teaching programme (10 days), 76% of participants felt it was suitable. 18% of participants felt that it was too long, whilst one participant felt that it was too short. One participant specifically identified that the first week of the workshop was too long.

4.2.3 Manual

The content and presentation of the TFA Community Ecotourism manual was rated as “*Very Good*” by 77% of participants, and “*Good*” from the remaining 23% of participants. Several specific comments were made by participants, commending the manual.

6.3 Comments

The **teaching team** was given high levels of commendation by participants, although participants also identified areas where delivery of learning material can improve (particularly the need to keep presentations 'short and simple', lively, and focussed).

The **teaching programme** was very successful, and this is reflected in the evaluation results, and particularly in the achievement of learning outcomes (Section 7 following).

The teaching style used in the workshop was a highlight for most participants. A participatory approach to learning, and sharing of experiences, was emphasised by trainers. Informality and flexibility was also employed in this workshop to facilitate participation.

However, a minority of participants felt that the programme was too long. Although the adverse weather and travel times to/ from Rarotonga may have contributed to this feeling, it is an issue that could usefully be considered for future workshops.

The strongest learning tools were the group discussions, lectures and handouts, which all received higher participant ratings than in 1998. The weakest learning tools were the overhead/ audio-visual material and the practical exercises/ games:

- a factor which may have impacted on the relatively low ratings of field trips and practical exercises/ games in 2000, was the weather, as field trips/ games were sometimes shortened or transferred inside due to rain. Nevertheless, three participants specifically identified the practical and field exercises as being the "*best thing*" about the workshop. The field activities should be retained in future workshops as they are the basis for experiential learning
- the use of a greater diversity of audio-visual material may be a useful initiative for future workshops
- although group discussions were rated as the top teaching tool, a number of participants considered that these discussions needed to be controlled more. Other participants said that there was not enough opportunity to contribute their knowledge and express opinions. Often one

or two participants tend to dominate discussions, without giving others a chance to participate fully. Group discussions require close management by trainers, and participants.

The TFA Community Ecotourism **Manual** was again very well received, and was highly commended by participants.

The **Action Plans** prepared during the workshops were presented by participants on the final day. The Action Plans are an important bridge between what is learnt in the workshop and what is applied in the participants' home countries. Copies of the Action Plans are included as **Appendix 4**.

Some Specific Comments

"The trainers were very well-versed in the topics which led to a very well presented workshop"

"All throughout the workshop, [trainers] speak very clearly, present a lot of examples, easy to approach and talk to/ share ideas"

"I thought the workshop was very informative especially the exchanging of experiences... Having informal interactive sessions was great"

"Style of presentation of each presenter was different. At times I thought trainers seemed to jump from one topic to another"

"More strict structure on limiting loonggg speeches. Move lectures along faster"

"At times, trainers did not feel the loss of interest from the audience ... sometimes they would be repetitive. Apart from that , they were excellent"

"The manual is user friendly and comprehensive that will be easy to use for training others instead of collecting dust upon arriving home".

7. PHASE TWO EVALUATION: Learning Outcomes

7.1 Learning Outcomes

The **learning outcomes** are the skills and knowledge that participants were expected to achieve by the end of the workshop. The learning outcomes were set by the trainers and SPREP.

Two learning outcomes in particular (tour product development, and ecotourism management) covered several days teaching each. Other learning outcomes were covered within a single teaching session.

7.2 Evaluation

The evaluation report asked participants to identify whether they could undertake the identified learning outcomes to one of the following standards:

- **not confident** enough to carry out this task
- could carry out this task but **not entirely sure**
- **confident** enough to carry out task well.

Participant responses to this question indicates the following:

- ☆ for each learning outcome, a clear majority of participants felt confident to carry out the tasks well
- ☆ 82% or more of participants feel confident to carry out well the following learning outcomes: tour product development, interpretation planning, preparation of interpretation materials, and operational planning and tour costing
- ☆ very few participants identified learning outcomes that they were not confident to carry out. One participant did not feel confident undertaking market research, another one did not feel confident preparing in-country training, and another tourism awareness.

In an attempt to rank success in achieving each learning outcome, individual participant responses have been collated and a percentage based formula used, where a 100% rating means all participants feel confident to undertake the identified task, and a

0% rating means all participants do not feel confident to carry out the identified task.

Learning Outcome	2000 % Rating	1998 % Rating
Operational plan, costing	94%	87%
Interpretation plan	94%	91%
Interpretation material	94%	84%
Tour Product Development	91%	86%
Management	85%	80%
Tourism Awareness	82%	82%
Marketing Material	82%	71%
Training	79%	76%
Industry, Market Research	77%	73%

The workshop evaluation form also asked participants if they understood how community-based marine ecotourism can contribute to conservation:

- ☆ 100% of participants said that they understood how community-based marine ecotourism can contribute to conservation.

7.3 Comments

These are very good results. Compared to the 1998 workshop, a greater percentage of participants felt that they could undertake the tasks identified in the learning outcomes well. This may reflect a higher educational levels of participants in 2000, or a stronger and more experienced teaching team and teaching programme. These results are especially good given that this was the first time the workshop has been adapted exclusively for marine tourism.

The learning outcomes covered in the first week of the workshop have again been particularly successful. The more advanced learning outcomes covered in the second week have also been well achieved. Notably, all learning outcomes were better achieved in 2000 than in 1998, and all received a rating above 75%.

Some Specific Comments

"[The workshop] was excellent, enjoyable, well-equipped to give knowledge or enhance further development"

"Very enriching, enlightening. I learnt a lot from the 3 trainers and from the participants"

"I believe the best thing about the workshop was the delivery of the message of ecotourism and the message of tourism awareness"

"I was really interested by this workshop and I believe [!] have good tools to sensitize local communities to an ecotourism project"

"[The workshop] is very good, but need more practical attachment"

"[The 'Best Thing' is that] .. the program is flexible".

8. ADMINISTRATION AND MANAGEMENT ISSUES

8.1 Administration and Management

Administration and management of the workshop was handled by SPREP.

The selection of Titikaveka for the workshop by the trainers and SPREP, was based on it providing a community setting for a community-based workshop, and its proximity to suitable sites for field exercises.

8.2 Evaluation

8.2.1 Venue and Accommodation

The evaluation results show that:

- ☆ 59% of participants rated the venue as being “*Very Good*”, and another 35% rated it as “*Good*”
- ☆ 56% of participants rated the accommodation as being “*Very Good*”, and another 31% rated it as “*Good*”
- ☆ only one participant rated the venue as being “*Not Good*” and two rated the accommodation as “*Not Good*”.

8.2.2 Travel Arrangements

Apart from difficulties with some nominees pulling out of the workshop at late notice, or being unaware that they had been nominated, travel arrangements to and from the workshop generally worked well. However, local Rarotongan participants mentioned a concern that a transport allowance was not provided for them.

8.2.3 After-Hours Activities

A number of after-hours activities were organised. Some, such as a slide show, were not well attended. Others, such as the traditional dancing competition and barbecue, were well attended.

One participant commented that the after-hours networking between participants was useful. Another participant commented that there needed to be more organised group activities (such as shopping, island night etc).

8.3 Comments

The selection of community-based housing, a community-based venue and some community catering, was well received by participants, with both the venue and accommodation receiving good ratings. These things were also mentioned by participants as among the '*best things*' about the workshop.

However:

- Cook Islands participants identified a concern regarding the absence of a transport allowance for them. The Aitutaki participant also identified a concern regarding housing in Rarotonga
- one participant felt more information was needed about the accommodation prior to arrival
- another participant felt that the accommodation arrangements were disorganized to start with.

A number of participants criticized the absence of local Cook Islands tourism industry representatives at the workshop. The policy for selection of workshop participants may need further consideration by SPREP and partner governments/ agencies.

Reflecting the fact that administration and management of the workshop was generally very good, the thing most commonly identified as being the '*worst thing*' about the workshop, was the weather.

Some Specific Comments

“The best workshop I have attended so far. Keep up the good work Lu”

“The workshop is well organised, good trainers and also very good participants”

“Accommodation was a bit disorganized at the beginning”

“Fact sheet should be provided to participants on the area/ community they will stay at: do’s and don’ts list (should be given on arrival)”

“Would like to have seen more organised group activities for shopping, island night, dinner etc”

“[The “Best Thing” about the workshop was...]...the venue- village based with accommodation, and the participation of the chiefs, the mothers and the children during meals”

“[The “Worst Thing” about the workshop was...]...there’s not much participants from local tourism operators”

9. STAKEHOLDER INTERESTS

9.1 Stakeholders

The following principal stakeholders have been identified for the workshop: SPREP, workshop participants, host communities, Cook Islands tourism industry, and trainers.

Close attention was given to the interests of each stakeholder group during planning and implementation of the workshop.

In almost all cases, it is more appropriate for each stakeholder to evaluate how well their actual needs and interests were met. However, some general comments can be made.

9.2 SPREP

SPREP's interests may be best represented by the TOR and learning outcomes.

These interests have been successfully met. Most participants feel confident to carry out most learning outcomes well, and this is a good basis for ecotourism development work in the future.

The contribution of tourism to conservation, and environmental management techniques, were highlighted throughout the workshop. The objective of developing understanding of ecotourism as a conservation tool was achieved by all participants.

9.3 Workshop Participants

Workshop participants, through the evaluation form and informal comment, showed high levels of satisfaction with the workshop.

Their interests as regards learning needs were particularly well covered, as were their personal and comfort needs.

9.4 Host Communities

As in 1998 a feature of this workshop was the involvement of local communities. **Titikaveka and Nikao** communities hosted the workshop and workshop exercises.

Community involvement was designed to:

- promote understanding and involvement between workshop participants and the local community
- provide 'real' and practical field exercises for participants
- provide benefits to the community

Benefits to the communities of **Akapuao and Nikau** included:

- identification and design of new tourism opportunities
- training of community representatives
- development of Business Plans for tourism options identified including:
 - ◇ tour plans
 - ◇ marketing, operational, staffing and financial plans
 - ◇ risk management: including environmental management and community and safety issues
 - ◇ Action Plans, and
 - ◇ issues requiring further community discussion and consultation
 (see **Appendix 5** for details)

Benefits to **Takitumu Conservation Area** included new ideas related to their product and marketing strategy

All exercises with the communities were carried out in a spirit of understanding, enjoyment and cooperation. The trainers took particular care before the workshop commenced to consult with the communities and develop a partnership approach to conduct of the training exercises.

Two of the trainers stayed behind after the workshop. Further work was undertaken to transfer these workshop outcomes to the appropriate stakeholders (the local communities and local government/ non-government agencies).

9.5 Cook Islands Tourism Industry

Preparation for the workshop included liaison with the Cook Islands Tourism Corporation and local tourism industry representatives. The tourism industry were involved in delivery of the workshop and the following benefits were delivered to the industry:

- increased industry awareness of environmental and community issues was developed through workshop publicity and development of new ecotour products on Rarotonga
- an environmental monitoring report and staff training for the Rarotongan Beach Resort
- new ideas related to Takitumu's product and marketing strategy.

9.6 Trainers

The trainers' principal interest was delivery of a high quality workshop, that delivered learning outcomes in a practical, relevant and enjoyable manner. We felt this was achieved very successfully. The trainers also consider that this was achieved despite it being the first dedicated marine ecotourism workshop, and the first delivery by a new teaching team.

The trainers particularly wish to identify and acknowledge the following contributions, which were significant factors in the workshop's success:

- the high level of participation, the commitment, and the good company and friendships of the participants
- the local communities who gave the workshop participants an opportunity to work with them. We hope that real outcomes have been achieved, in a responsible and sensitive manner, for these communities
- the hard work and commitment of SPREP staff, Lucille Apis-Overhoff and Helen Ng-Lam, and the support staff of SPREP
- the significant contributions made by guest speakers including Trina Pureau and Sonya of the Cook Islands Tourism Corporation, and Graeme Morton of the NZ High Commission
- the Catholic community of Titikaveka who provided the venue and meals to facilitate the smooth operation of the workshop
- Tania Temata and staff from Environment Services, who organised the ground arrangements for the workshop, and provided outstanding support throughout the workshop.

10. NEXT STEPS

10.1 Post-1998 Workshop

While the workshop evaluation shows excellent results, the real measure of its success will be how well ecotourism development is promoted and implemented, with a marine conservation outcome, by participants who attended the workshop.

Many of the representatives who have attended earlier SPREP ecotourism workshops have made real progress in ecotourism development. Takitumu Conservation Area is a good example.

10.2 Workshop Follow-up

The Action Plans prepared by the participants are a bridge between what is learnt in the workshop and what is applied in the participants' home countries. The Action Plans should set an agenda for ecotourism development for each participant, over the next six to twelve months. Some workshop participants may require additional support to complete and implement the Action Plans. From the trainer's experience, the availability of ecotourism support is often essential to the development of new community based ecotourism projects.

No single area was emphasised for follow up training in the participants' evaluation of the workshop. Rather a range of areas was identified, reflecting a diversity of needs across the region.

One common need that was identified, however, was for continued networking amongst participants and other tourism/ conservation professionals, after the workshop.

Post workshop activities could thus usefully focus on:

- completion and implementation of Action Plans
- an emphasis on in-country support, to meet individual needs
- availability of resources to allow support to be provided to facilitate development of new community ecotourism projects, as required
- establishment of a network to enable an exchange of ideas and experiences to continue between workshop participants.

APPENDICES

- 1: Summary of Participant Evaluation Results p32
- 2: List of Participants p.38
- 3: Pre Workshop Surveys: Summary Results p.41
- 4: Participant Action Plans p.46
5. Tour Product Development: Akapuao Ra'ui and Nikao Ra'ui p.51
- 6: Product and Marketing Review of Takitumu Conservation Area Ecotourism Project p.80
- 7: Records of Workshop Discussions p.83
- 8: Report on Environmental Monitoring of Rarotongan Beach Resort p.89

APPENDIX ONE

Summary of Participant Evaluation

1. How would you rate the venue for this workshop?

Very Good	10
Good	6
Not Good	1

Comments: “..except bees” (1).

2. How would you rate the accommodation for this workshop?

Very Good	9
Good	5
Not Good	2
No Reply	1

Comments: *Good* (1)

Prefer traditional huts in CA (1)

No house provided for local participant (1)

3. Was the duration of the workshop/ teaching programme

Too Long	3
Just Right	13
Too Short	1

4. Was the style of presentation

Too formal	0
Suitable	16
Too informal	1

Comments: “good mix” (1)

5. Were the workshop presenters and trainers overall

Very Good	12
Good	5
Not Good	0

Comments: *General commendations* (8)

Repetitive/ disjointed at times (2)

KISS (2)
Style of presenters different (1)
“Dead air” (1)
Spoke clearly (1)
Don’t underestimate English ability (1)
Gave lots of examples (1)
Robin- excellent presentation (1)
Trainers easy to approach (1)
Do workshop overseas (1)
First week too formal (1)

6. Was there enough opportunities for you to contribute your knowledge, express your opinions and ask questions?

Yes	14
No	2
No Reply	1

7. Was there enough opportunity for you to exchange and discuss ideas with other participants?

Yes	15
No	2

Comments: *“especially after-hours” (1)*

8. How would you grade the use of the following training tools in this workshop?

a. *Practical exercises/ games*

Very Good	8
Good	7
Fair	2
Poor	0

b. *Group Discussions*

Very Good	12
Good	5
Fair	0
Poor	0

c. *Overhead/ audiovisual material*

Very Good	9
Good	4
Fair	3

	Poor	1
d.	<i>Library and reference materials</i>	
	Very Good	9
	Good	6
	Fair	1
	Poor	0
	No Reply	1
e.	<i>Lectures from trainers</i>	
	Very Good	12
	Good	3
	Fair	1
	Poor	0
	No Reply	1
f.	<i>Handouts (documents during workshop)</i>	
	Very Good	12
	Good	5
	Fair	0
	Poor	0
g.	<i>Field Trips</i>	
	Very Good	9
	Good	6
	Fair	2
	Poor	0

Comments: *need more field and practical exercises (1)*
“apart from the weather” (1)

9. Was the content and information of the pre-workshop package useful?

Yes	17
No	0

Comments: *very valuable (2)*

10. How would you grade the content and presentation of the ecotourism manual?

Very Good	13
Good	4
Fair	0
Poor	0

Comments: *very informative (1)*

11. After this workshop, how well do you think that you could carry out the following tasks?

- a. Plan and deliver a basic tourism awareness programme to local communities in and around your project area

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
1	4	12

- b. Work with a community or individual households to identify the tourism product(s) that they are willing to offer, and the skills and resources that they will require to successfully develop such tourism products

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
0	3	14

- c. Understand the structure and workings of your local tourism industry and undertake preliminary market research

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
1	6	10

- d. Prepare simple marketing material specifically focussed on an individual tourism product(s) and targeted at a particular market

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
0	6	11

- e. Understand the principles for successful management of a community-based marine ecotourism project in an environmentally sensitive location and develop and apply appropriate management strategies

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
0	5	12

- f. Prepare an interpretation plan for a specific area

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
0	2	15

- g. Design simple interpretation materials (eg: an interpretive commentary for a guided tour, information leaflets)

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
0	2	15

- h. Prepare an operational plan and costing for a tour

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well
0	2	15

- i. Undertake a basic training needs analysis and have both the training and extension skills and the confidence to organise and facilitate further training with some assistance

Not confident enough to carry out this task	Could carry out task but not entirely sure	Confident enough to carry out task well	No Reply
1	4	9	3

- 12. Do you understand how community-based marine ecotourism can contribute to conservation ?**

Yes	17
No	0

- 13. What was the best thing about this workshop?**

Networking/ sharing ideas	(11)
Practical	(3)
Ecotourism	(2)
Learning from trainers	(1)
Venue	(1)
Accommodation	(1)
Linked to local community	(1)
When teaching in French	(1)
Marine ecology	(1)
Tourism awareness	(1)
Communication and respect	(1)

- 14. What was the worst thing about this workshop?**

Weather	(3)
Need time limits when speaking	(3)
Coming to an end	(2)

Not enough Cook islands tourism reps	(2)
When teaching in English	(1)
Local participants having to pay for their transport	(1)
First week too long	(1)
No closing cocktail	(1)
Breaks for food	(1)

14. In what areas of marine ecotourism, do you feel you need more training/ assistance?

New innovations	(2)
Operational plan and costing	(2)
Marine/ coral conservation	(1)
Marketing/ internet	(1)
Community awareness	(1)
Eco-scuba diving	(1)
How to run an ecotour	(1)
Market research	(1)
Donor funding	(1)
Establish network after this workshop	(1)
We need more consultation with Marine Resource Ministry	(1)

15. General comments on the workshop

General commendations	(11)
Thanks SPREP	(3)
Excellent manual	(2)
Need more practical activities/ role-plays	(2)
Repetitive at times	(1)
Accommodation disorganized at times	(1)
Needed more predeparture information on accommodation etc	(1)
Vary daily teaching schedule more	(1)
Need more group activities (shopping)	(1)
Variety of presenters good	(1)
Keep per diem in US\$	(1)
Need local tourism industry participation in workshop	(1)
Good to have interactive sessions	(1)
Participants should be more punctual	(1)
Language a barrier	(1)

APPENDIX TWO

List of Participants

American Samoa

Moeipologa John Pereira Marketing Manager Office of Tourism, Department of Commerce 1147 Utulei Pagopago, American Samoa 96799	Phone: (684) 633 1093/633-1092 Fax: (684) 633 2092 Email: samoa@samoatelco.com
Ms. Alice Ruta Malepeai Public Awareness Coordinator American Samoa Coastal Management Prog. Department of Commerce American Samoa	Phone: (684) 633 5155 Fax: (684) 633 4195 Mobile: (684) 258-3324 Email: amalepeai@hotmail.com

Cook Islands

Mr. Teariki Reva George Community Representative PO Box 52 Aitutaki Cook Islands	Phone: (682) 31582 Fax: Email:
Vavia Vavia Environment Officer Cook Islands Environment Service Rarotonga	Phone: (682) 21256 Fax: (682) 22256 Email: resources@environment.org.ck
Teokotai Tuaiivi (Billy Bush) Councillor-Pokoinu, Nikao Te-Au-O-Tonga Vaka Council Depot 1, Nikao Rarotonga, Cook Islands	Phone: (682) 27797 Fax: (682) 27799 Email: auntymau@intaffworks.gov.ck
William Tamarua Koutu Nui	Phone: (682) 26500 Fax: (682) 21260 Email: nvaloa@parliament.gov.ck
Kori Raumea Senior Research Officer Ministry of Marine Resources PO Box 85 Avarua, Rarotonga	Phone: (682) 28730 Fax: (682) 29721 Email: rar@mnr.gov.ck

Cook Islands	
Mr. Ian Karika Wilmott CASO – Takitumu CA PO Box 3036 Rarotonga, Cook Islands	Phone: (682) 29906 Fax: (682) 29906 Email: kakerori@tca.co.ck
Niue	
Mr. Herman P. Tagaloailuga Niue Tour Operator PO Box 148 Alofi, Niue	Phone: (683) 3106 Fax: (683) Email: infocentre@mail.gov.au
Ms. Ida Talagi-Hekesi Information & Booking Manager Niue Tourism Office PO Box 42 Alofi, Niue	Phone: (683) 4224 Fax: (683) 4225 Email: infocentre@mail.gov.au
Samoa	
Mr. Afele Faiilagi Biodiversity Officer Department of Lands, Survey & Environment Private Bag Apia, Samoa	Phone: (685) 23800; 23358 Fax: (685) Email: envdlse@samoa.net Or afelef@yahoo.com
Dr. Steve Brown Ecotourism Operator/Consultant PO Box 4609 Matautu-uta Apia, Samoa	Phone: (685) 22144 or 71414 Fax: (685) 22144 & 25993 Email: steve@ECOcamp.ws Or ngo_siosiomaga@samoa.ws
Tuvalu	
Mrs. Tepoia Fauesina	Phone: (688) 20489 Fax: (688) 20664 Email: fca@tuvalu.tv
Tonga	
Mr. Samiuela Lotukalafi Ecotourism Operator EPACS, Ministry of Lands, Survey and Natural Resources PO Box 917 Nukualofa, Tonga	Phone: (676) 25-050 Fax: (676) 25-051 Email: lmepacs@kalianet.to

Ms. Atelaite Lupe Matoto Environment Officer EPACS, Ministry of Lands, Survey and Natural Resources PO Box 917, Nukualofa, TONGA	Phone: (676) 25050 Fax: (676) 25051 Email: lmepacs@kalianet.to
Wallis and Futuna	
Mr. Pascal Nicomette BP293 UVEA 98600 Wallis & Futuna	Phone: (681) 72 1942 Fax: (681) 72 1942 Email: pnicomette@wallis.co.nc
Hon. Bernadette Papilio B.P. 31 Wallis & Futuna 98600	Phone: (681) 722504 Fax: (681) 722054 Email: senv@wallis.co.nc
Trainers	
Grant Trewenack <i>terra firma associates</i> PO Box 357N North Cairns QLD 4870 Australia Phone & Fax: +61 740 550014 Email: t.firma@tpgi.com.au	Robin Aiello PO Box 898 Cairns, Qld 4870 Australia Tel: (617) 527-874 Fax: (617) 4044-9913 Email: robin.aiello@greatadventures.com.au
Rob Macalister <i>terra firma associates</i> PO Box 357N North Cairns QLD 4870 Australia Phone & Fax: +61 740 550014 Email: t.firma@tpgi.com.au	Anna Tiraa-Passfield PO Box 244 Apia, Samoa Tel: (685) 20772 Email: anna_tiraa@lesamoa.net
SPREP Secretariat	
Lucille Apis-Overhoff Wetlands Management Officer SPREP PO Box 240 Apia, Samoa Phone: (685) 21929 Fax: (685) 20231 Email: lucille@sprep.org.ws	Ms. Helen F. Ng Lam DA – Conservation of Natural Resources SPREP PO Box 240 Apia, Samoa Phone: (685) 21929 Fax: (685) 20231 Email: helenn@sprep.org.ws

APPENDIX THREE

Summary Results of Pre Workshop Surveys

Part One: Background Details
Part Two: Project Planning
Part Three: Tourism Case Study

PART ONE: Background Details

PROJECT NAME	PROJECT REPRESENTATIVE	ACCESS	TOURISM RESOURCES	EXISTING TOURISM PROJECTS	NEW TOURISM PROJECTS	NOTES
Aunu'u Island AMERICAN SAMOA	Alice Malepeai	5 minute boat (alia) shuttle from Tutuila	Traditional boats, deep harbor, wetlands such as Quicksand Lake, reef, surfing, legend places	None	Depends on funding	
WALLIS and FUTUNA	Bernadette Papilio Pascal Nicomette	International air connections to Papeete, Noumea, or private boat	WALLIS: lagoon, reef, birds, volcanic lakes, archaeological sites, religious celebrations, traditional culture FUTUNA: similar plus mountains, waterfalls,	None	Within the next two years.	
Palolo Deep Marine Reserve SAMOA	Afele Faiilagi	In Apia, T2 taxi from city centre	Reef, marine life.	Family supply fale for tourists and snorkeling gear hire.	n/a	
Avian Community-based Ecotourism (ACE) project Aleipata Islands SAMOA	Steve Brown	1 hour from Apia by vehicle transport to wharf: kayaks or dinghies to offshore islands	Reef, marine and bird life. Historical sites (such as lithograph), culture, volcanic craters, vegetation types	Community project with accommodation and tours to craters (Lalomanu) Namua Island Resort offers tours and other activities Ecotour Samoa uses both projects	New Marine Protected Area project to start Two birdwatching tours planned for 2000	
Namukulu: Hermans Reef Walk NIUE	Ida Talagi-Hekesi Herman Tagalaoiluga	Road access	Reef, marine life, food, wildlife, Niuean people.	Area open to visitors Shells collected for necklaces	n/a	

Ha'apai Conservation Area TONGA	Samiuela Lotukalafi Lupe Matoto	Air connection from Tongatapu	Reef, marine resources, whale watching, vegetation, plus a range of cultural, social and historical resources	Ha'apai Watersports offers range of tours from snorkeling, diving to sea kayaking and adventure tours	
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PART TWO: Tourism Project Planning

Project Name	Project Rep	Tourism Experience	Community Planning & Consultat'n	T'rsm Awareness	Goals & Benefits	Impacts
Aunu'u Island AMERICAN SAMOA	Alice Malepeai	boat / ferry operators only	Community Wetlands Mngmnt Program	Village Council meetings	- financial benefits - pride & protection of wetlands	- trash - potential coral reef damage - cultural standards /lack of modesty
WALLIS and FUTUNA	Bernadette Papilio Pascal Nicomette	little active tourism	NO	NO	- for tourists to discover our area - employment, economic development, improved English	- cultural impacts on land owners. We intend to work closely with communities to minimise impacts
Palolo Deep Marine Reserve SAMOA	Afele Faiilagi	some experience	YES	YES - several	- protect and manage all marine life and monitoring through surveys	- 90, 91 cyclone damage to habitats - sewerage effluent from Apia - sedimentation, degradation of reef rubble, crown of thorns - and tourism destruction
Avian Community- based Ecotourism (ACE) project Aleipata Islands SAMOA	Steve Brown	Fale operators >10yrs hotel & tour guides	YES with Samoa Visitors Bureau	YES with SVB	- appreciation for quality tourism - apply sustainable tourism principles - improved income, resource management and understanding of community benefits form tourism	- marine environmental destruction - disruption to village life

Namukulu: Hermans Reef Walk NIUE	Ida Talagi-Hekesi Herman Tagalaoiluga	more than 20 yrs experience in industry	Village council approval	YES thru radio/TV & T'sm Officers	- financial reward, employment - local conservation - sharing cultures - education	- impacts on natural and cultural environment - increased waste disposal - Tapu areas violated - family disputes
Ha'apai Conservation Area TONGA	Samiuela Lotukalafi Lupe Matoto	many guesthouse operators, but few tour operations	Tour Product Development Workshop	YES in 98 TVB & HCA	- to offer a variety of tour products - generate income from tourism and promote significance of conservation	- few tourists because little marketing for Ha'apai, so hard to get tourism started - large numbers could cause impacts, but currently unlikely

PART THREE: Marine Tourism Project Case Study

PROJECT NAME	PROJECT REPRESENTATIVE	Community Participation Strategies	Business Plan Y/N	Benefits & Distribution	Problems with Project	Cause of Problems
Aunu'u Island AMERICAN SAMOA	Alice Malepeai	Vaoto Lodge is locally owned & operated; Park land is leased from communities; land owners help maintain cleanliness of beaches.	No	Protects & preserves the environment; allows enjoyment by tourists & locals; allows traditional fishing only; land owners receive money annually for their land that is leased to National Park Service.	Low visitation rates	Remote location; not promoted to full potential because of lack of funding.
WALLIS and FUTUNA	Bernadette Papilio Pascal Nicomette	Communities will be sensitized; landowners will be informed, trained & included in the project; welcoming families will be identified, sensitized & trained in the villages.	No	Local communities will learn conservation of their natural marine heritage; employment & economic activities in local communities; new opportunities for youth.	Lack of sensitization & motivation of decision makers; geological isolation; expensive airfares.	

Palolo Deep Marine Reserve SAMOA	Afele Faiilagi	Community is involved mainly in maintenance and daily operation of the project.	Yes	Monetary benefits, caretaker is benefiting from it.	Sedimentation; sewage outfall; Crown-of-Thorns starfish; natural disasters (e.g. cyclones)	Disposal of effluent from the Apia Sewage system located near Apia town. Sedimentation from run-off carrying topsoil & landfill into the reserve.
Avian Community-based Ecotourism (ACE) project Aleipata Islands SAMOA	Steve Brown	Local communities are the resource owners & source of the tourism workers. Local involvement in decision-making, local training courses, and improved business skills. Community participation in design & implementation.	No	Improved profitability of local tourism operators, improved resource management practices which benefit local communities & improve wildlife conservation. Increased quality of tourism products.	Low numbers of birdwatchers. Few specialist birding tours available. Insufficient tourism infrastructure in the best birdwatching locations. Insufficient quality guides.	No emphasis on unique endemic avifauna. Poor communication between national/regional environmental agencies and tourism agencies (eg SPTO).
Namukulu: Hermans Reef Walk NIUE	Ida Talagi-Hekesi Herman Tagalaoiluga	Village council consultation. Employment of local workers. Use of local produce. Communities who benefit from being involved are more likely to conserve natural attractions due to direct gains of doing so.	Yes	Employment opportunities for locals, conservation awareness for visitors & locals, revenue income for operator & community, increased sales of local goods from village, revival and protection of culture, history & traditional knowledge.	Weather, Low visitor numbers to Niue (due to poor access by airlines). Natural disasters.	Government. Weather.
Tongatapu Area TONGA Folaha Mangrove Forest	Samiuela Lotukalafi Lupe Matoto	Supervise use of the facility by tourists & educational groups. Monitor traditional exploitation of the forest resource. Involvement with the resource management strategy.	No	Local communities by generating income (revenue), conserving their resources for subsistence use and to understand & appreciate value and importance for conservation.	Reporting to EPACS of misuse of the resources. Lack of the sense of value in the resource.	

Ha'apai Conservation Area TONGA Giant Clam Nursery	Samiuela Lotukalafi	This is a self-operated project, however there is consideration of looking into expanding services to the community.	No			
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APPENDIX FOUR

Participants Action Plans

RAROTONGA, COOK ISLANDS: NIKAO RA'UI

GOAL To set up a Community Ecotourism Project

Objective 1: Set up Nikao Beach Tour

- Action 1 Plan the tour include: Itinerary, Operational Plan, Interpretation Plan, Costing (only \$12.50)
- Action 2 Trial the tour and practice with 'free tourists'. Get their evaluation & fine tune the tour.
- Action 3 Market the tour (see business plan)
- 3 (a) Hotels
- research to nearby hotels, promote (take hotel tour desk/receptionist on free tour)
 - can they sell the tour?
 - When should the tour start?
 - Do they need commission?
 - Will they put it on their board?
 - Can I do a short presentation?
- 3 (b) Brochure (1 color)
- Sign on the road where you start
 - Hotels – talk, sign/daily activities board, commission, brochures, free trips for staff.
- Action 4 Begin operations once community support is final & everything else in place (before Xmas 2000).

Objective 2: To work together with other Community Tourism Projects (Café & Snorkel)

- Action 1 Source funding (trochus shell sale)
Costing for Café & Snorkel Hire.
- Action 2 Community consultation
Contributions by community
Benefits to Community
- Action 3 Set a timetable for construction

Objective 3: To support ra'ui (Marine Conservation Area)

- Action 1 Continue environmental monitoring (Govt. MMR)
- Action 2 Set up snorkeling 'BEST' practices for users.
- Action 3 Conservation fee
- Action 4 Community support & Ra'ui Awareness
Ra'ui awareness for tourist (traditional practice as a management marine tool).

Objective 4: To have community support & involvement.

- Action 1 Meetings with Community
- Action 2 Set-up committee (project)
- Action 3 Choose workers – decide on benefits & how they will be distributed.

AMERICAN SAMOA

GOAL: Promote Aunu'u island as an eco-tourist destination, with an emphasis on the promotion of the marine and wetland environments.

Objective 1

Develop a tour product that will protect and preserve the marine and wetland environments of Aunu'u.

Objective 2

Produce a sustainable, environmentally friendly tour product that will generate income for the Aunu'u community.

Objective 3

Increase awareness among tourists and locals about the numerous benefits of Aunu'u's resources. I.e. Coral reefs, mangroves, legends, culture, toloa, etc...

Objective 4

Develop effective promotion strategies.

- Begin market research
- Village council consultation
- Receive blessing from VC
- Audit resources/site survey
- VC meeting – report audit results
- Identify tour itinerary
- EIA, business plan, interpretive plan

- Training
- Free trial runs to test quality
- Launching of product: involve media, tourism industry
- Start tours
- Re-evaluate tour product, continuous monitoring

TONGA

GOAL: Raise community environmental awareness in Ha'apai to conserve our terrestrial and marine resources for our own development and the development of future generations.

Objectives:

- Liaise closely with govt. ministries, ngos and communities to raise community awareness
- Promote use of eco-tourism opportunities to established tour operators.
- Establish community support.

Action Plan:

- report back to PIC members
- familiarise with the project area, getting relevant info. From TVB, Env. Section and tour operators.
- Run a mini-workshop for Env. Section, TVB, Health, police, labour & commerce & governor in Ha'apai, on establishing accredited logo.
- Workshop with tour operators & businesses involved – importance of ecotourism, support other tourism activities and each other.
- Community monthly meetings (fono), env. Awareness (use of drama groups & other support materials); importance of cleanliness, etc.
- Work closely with community established groups, eg... youth, women, schools; develop income generating activities.

WALLIS & FUTUNA

GOAL: To preserve natural & marine environment in Wallis & Futuna.

Objective 1: To raise environment awareness

- Action 1 International Environment Day – 5th June.
- Info campaign (exhibit, video, slides, price-winning competition, media coverage)
- Action 2 Access studies on lagoon & environment

- Action 3 Design & deliver environment awareness training for primary school teachers
Design & insert environment into school curricular
- Action 4 Raise Env. Awareness through Chiefs in traditional meetings, youth & women's groups.
- Action 5 Promote recycling of polluting products.

NIUE ISLAND

GOAL: To continue to promote “Sustainable Tourism”

Objectives: Education – village council meetings, implementation stage – June; continuation of media promotion (TV, radio, newsletter); continuation of youth programs (school talks, school programs, sponsorship).

Existing Projects – Topaka Project; Huvalu Conservation tour; Vaka tours

New Projects

SAMOA

GOAL: To have all tourism stakeholders working together with communities to promote sustainable development practices, using the following environmental management tools:

- (1) Ecotourism
 - (2) EIA & Environmental audits
 - (3) Accreditation scheme
 - (4) Natural resource management practices
 - (5) Tourism awareness programme (Samoan-style)
 - (6) Conservation areas
 - (7) Global conventions (UNESCO 1972)
- Not forgetting tourism is a Science.

Objective 1

To link environmental management with sound tourism development.

- Regionally (SPREP, SPTO, SPF)
- Nationally (DEC, SVA, SVB, NGOs)
- Locally (communities & tourism operators)

- Action 1 Tourism accreditation scheme for Samoa (importance not recognised)

- Action 2 Tourism awareness programme for villagers with CAs.
(Sa'anapu/Sataoa Mangroves)
- Action 3 Marine-based ecotourism network for Polynesian PICs
(www.ECOcamp.ws)
- Action 4 Training website for all ecotourism stakeholders
- Action 5 Seek world heritage listing for Samoa and American Samoa
(cultural/natural grounds)

Objective 2

To link Ecotourism with Avifauna (BIRDS) conservation

- Action 1 Samoa to become a BirdLife International partner.
IBAs + CAs
DEC, NGO, Tour Operator
- Action 2 Develop 7-day birding tours of Samoa, Cook Islands, Niue, Tonga,
etc.. Am. Samoa.
Target TCA, CAs, Recovery Programmes
- Action 3 Develop joint Samoan and American Samoan Ecotourism programme
that promotes Marine, Avifauna and Cultural conservation
presentation.

Develop new novel Ecotourism products (think laterally)

Special interest tours, eg. birds

Youth tourism (\$4m/annually in Samoa)

Student tourism, eg. Australia & Niue (Europe 5-6mths)

Rent a guide

Volunteerism

APPENDIX FIVE

Tour Product Development:

- **Akapuao Ra'ui**
- **Nikao Ra'ui**

AKAPUAO FISH RESERVE ECOTOUR

"The Best Marine Wildlife in Rarotonga"

DRAFT BUSINESS PLAN

Prepared by:

Puati Mataiapo, Moeipologa John Pereira, Hon. Bernadette Papilio, William Tamarua, Vavia Vavia, Ida Talagi-Hekesi, and Afele Faiilagi, as a practical outcome of the SPREP Community-based Marine Ecotourism Workshop, Titikaveka, May 2000. Written by Rob Macalister.

1. Summary

The following Business Plan is for a community-based project to develop and manage a marine ecotour; the *Akapuao Fish Reserve Ecotour*. Detailed plans for the tour product are included in the Appendices to this Business Plan.

This Business Plan has been prepared as a learning exercise by a group of participants from the SPREP Community-based Marine Ecotourism Workshop (Titikaveka, May 2000). There was some Akapuao community participation in the exercise. However:

- * the Akapuao community must assess the tour option identified in this Plan against their objectives and aspirations, and against other tourism development options for the Akapuao Ra'ui (refer accompanying *Issues Paper*)
- * if the option identified in this Plan has appeal, the Akapuao community needs to complete and adjust this Business Plan as required.

2. Business Description

2.1 A **goal** identified for the project is:

"To involve and support the Akapuao community, resource owners and resource users in cooperative and sustainable resource management that recognises and strengthens the rights and customs of the local community as a basis for promoting tourism, environmentally sustainable and equitable development.

2.2 A specific **objective** is to:

"Develop an ecotour based on the Akapuao Ra'ui that:

- * provides income for the Akapuao community
- * preserves the Akapuao community's resources
- * involves and supports the Akapuao community."

3. Market Research and Marketing Strategy

3.1 **Market research** was undertaken through:

- * analysis of visitor statistics
- * consultation with tourism industry representatives including the Cook Islands Tourism Corporation
- * comparing other tour products available on Rarotonga
- * observing tourist behavior at the Akapuao Ra'ui.

3.2 Market research showed the following **attitudes** of tourists:

- * some of the principal 'likes' of tourists in the Cook Islands included friendly people, snorkeling and swimming, lagoons and beaches (*MTT 1999*). This was confirmed by observation of the number of tourists already using the Akapuao Ra'ui for snorkeling (up to 50 people per day), and the high popularity of Captain Tama's Lagoon Cruise (which includes a snorkel in the Akapuao Ra'ui).
- * some of the principal 'dislikes' of tourists in the Cook Islands included depleted marine resources, lack of activities available, lack of swimming facilities, lack of clean beaches, and lack of equipment available for snorkeling (*MTT 1999*).

3.3 Market research also showed the following tourist **behavior**:

- * 51% of tourists come to the Cook Islands for a 'beach-based' vacation (*CITC 91*).
- * up to 60% of tourists buy a tour, especially New Zealanders and Australians (*CITC 91,00*). Many people prefer to undertake their own activity
- * keen ecotourists tend to head to the outer islands for an ecotourism experience
- * Takitumu Conservation Area visitor surveys show that there is current (but limited) demand for conservation -based products on Rarotonga (*TCA 1999*).

3.4 In summary, there is strong market demand for the tourism resources available within the Akapuao Ra'ui (excellent snorkeling, lagoon ,beach). The **target market** for the proposed tour is:

- * ecotourists (currently a small visitor group in Rarotonga, but which has good growth potential)
- * beach-based vacationers, especially those which are inexperienced snorkelers.

3.5 Other **comparative products** with which the Akapuao Fish Reserve Ecotour would compete include:

- * Captain Tama's half day Lagoon Cruise, which includes a range of activities including snorkeling within the Akapuao Ra'ui
- * Captain Tama also runs a shortened version of the cruise (2 hours) which is a dedicated snorkeling tour, again using the Ra'ui. Snorkel gear is provided. The tour costs \$25. A boat transfers clients from Muri Lagoon to the Ra'ui and snorkeling is done off the boat near the edge of the reef. Fish feeding is sometimes included
- * many tourists snorkel the Akapuao Ra'ui, and other marine areas, as an independent activity. Observation at Akapuao suggests many of these independent snorkelers miss the best snorkeling opportunities/ sites through lack of snorkeling experience or familiarity with the area. The cost to tourists of this independent activity ranges from \$0 (if they have their own gear) to \$10 per day for hire of snorkeling gear. Some resorts (eg: Rarotongan Beach Resort) also provide guided or assisted snorkeling for their guests, sometimes within a Ra'ui.

3.6 A **marketing strategy** has been identified to sell the tour to the target market:

- * the tour would be accredited through the Cook Islands Tourism Corporation, to demonstrate quality and gain free promotion through the Web
- * a brochure would be prepared (a draft brochure has been prepared and included in the Appendices to this Plan)
- * an attractive name and tag-line for the tour would be used
- * emphasis would be put on sales through local hotels. A retail price has thus been set for the tour. The hotels to be focussed on are the large, quality hotels (Pacific Resort,

Edgewater, Rarotongan Beach Resort) and hotels in the local area (Little Polynesian, Moana Sands etc)

- * free familiarisation tours would be regularly offered to tour sales staff at these establishments
- * hotels would also be approached to allow an Akapuao representative to make a presentation about the tour at hotel orientation sessions
- * a sign on the road would also be installed to promote the product
- * the tour would be promoted through Lonely Planet, and other promotional opportunities
- * perhaps the best marketing approach for the tour is through word-of mouth, which requires a commitment to product quality. Tourists would be surveyed after the tour to get regular feedback on product quality
- * in the initial stages of operation it is not proposed to try to include the tour in packages.

3.7 The marketing strategy would also emphasise the **product strengths**:

- * it is a community-based product, owned by the local community and benefiting the local community
- * the Akapuao Ra'ui is a long-term conservation area, and covers all take, not just trochus
- * the Akapuao Ra'ui has the best fish life in Rarotonga. This can be supported by photos, statistics and quotes (such as from Department of Marine Resources, tourists)
- * as a guided tour, tourists are sure to experience the best features of the Ra'ui
- * the tour and the Ra'ui highlights aspects of Rarotonga's heritage
- * it is an educational experience, with size of tour groups restricted
- * it is an ecotourism product, with environmental impacts carefully controlled.

4. Operational Plan

4.1 A **tour headquarters** would be established. The vacant site between the packing shed/ cemetery and Akapuao store has been identified for this. Toilet facilities are available in the packing shed.

Someone would need to be identified to take bookings, using an existing phone or purchase of a new phone/ fax/ answer machine.

4.2 It is proposed the tour operate daily (except Sunday) at times that coordinate with the bus schedule. Tours would have a maximum of 10 tourists per tour. **Transport** to and from the tour would be the clients responsibility, although a taxi pick-up could be arranged at extra cost, or included into the tour if required.

4.2 The tour plan in the Appendices includes an operational plan for the tour, covering visitor **comfort and safety, and interpretation**. Features of this plan include:

- * good briefings by guides
- * trained guides
- * *vaka* available on site
- * pontoon moored within Ra'ui for a rest stop
- * *arekikau* huts at the tour Headquarters
- * visitors would be provided with quality snorkeling gear as part of the tour cost
- * interpretation would emphasise the theme of the tour (Ra'ui's as a traditional method of conserving marine resources and heritage) and some written information would be provided.

5. Management and Staffing Plan

5.1 An appropriate **management and ownership structure** for this tour has yet to be identified. This should be done by the Akapua'o community after further discussion of this proposal.

5.2 It is proposed that a group of Akapua'o youth would be trained to work as guides for the tour, with a chief also working to provide interpretation. Again, **staffing** would need to be discussed within the Akapua'o community. However a commitment must be made to quality guides and quality interpretation.

6. Financial Plan

6.1 Systems to manage income and distribute financial benefits would need to be identified by the Akapua'o community. However, it is proposed to establish a Community Fund out of which guides and chiefs would be paid, and out of which the local Akapua'o community would receive 'royalty' or 'resource rental' payments.

6.2 The following **set-up costs** have been identified for capital items:

Snorkel gear	15 sets @ \$150	\$2250
Dive Slates	5 @ \$20	\$ 100
Vaka	1 @ \$500	\$ 500
Pontoon	1 @ \$500	\$ 500
Interpretive Sign	1 @ \$500	\$ 500
Promotional Sign	1 @ \$500	\$ 500
Arekikau Huts	4 @ \$500	\$2000
Concrete Steps		\$ 200
Fire Extinguishers	2 @ \$ 50	\$ 100
TOTAL:-	NZ	\$6650

6.3 A **tour costing** has been prepared for the tour. The tour costing sheet is included in the Appendices to the Plan. The costing includes fees for snorkeling gear (\$2 per person) and facilities (\$2 per person). A retail cost of NZ/CI\$20 per person has been set. This includes scope to pay up to 15% commission to tour desks/ hotels. This is cheaper than Captain Tama's equivalent two-hour tour. No tier prices are proposed.

6.4 The following **brief income/ expenditure projections** have been made, assuming the worst case of paying 15% commission on all tours sold:

* *Average 3 tourists per tour @ 6 tours per week:*

INCOME:	3 x \$17 (net) x 6 tours per week x 50	\$15,300
EXPENDITURE:		
per tour:	community fund \$25 + \$15 pp costs (\$5 x 3)	
	= \$40 x 6 tours per week x 50	\$12,000
	(\$24,000 includes depreciation for gear @ \$3600 and facilities @ \$3600)	
	GROSS PROFIT:-	\$ 3,300

* *Average 5 tourists per tour @ 12 tours per week:*

INCOME:	5 x \$17 (net) x 12 tours per week x 50	\$51,000
EXPENDITURE:		
per tour:	community fund \$25 + \$25 pp costs (\$5 x 5)	
	= \$50 x 12 tours per week x 50	\$30,000
	(\$30,000 includes depreciation for gear @ \$6000 and facilities @ \$6000)	
	GROSS PROFIT:-	\$21,000

7. Risk Management

The main risks and strategies to address them are:

7.1 Environmental Risks

- * degradation of the marine resources of the Akapua'o Ra'ui, through tourism activity, is a current concern of the Akapua'o community
- * an Environmental Impact Assessment for the tour has been undertaken. A copy of the EIA worksheet is included in the Appendices to this Plan
- * the EIA indicates that the principal concerns are impacts to coral through snorkeling and a range of impacts associated with the tour headquarters (damage to coastal vegetation, soil erosion, rubbish, increased noise for local residents and the fire risk associated with arekikau huts). Strategies to address the impacts from this tour are identified below
- * however, environmental concerns arise not just from the activities of clients on the Akapua'o Fish Reserve Ecotour, but also from the activities of other commercial tour operators using the Ra'ui (Captain Tama, Pacific Divers) and independent visitors using the Ra'ui. This issue requires further consultation and discussion, particularly if some operators or independent snorkelers are to be stopped from using the Akapua'o Ra'ui, or their access restricted. Restricting visitor and industry use of the Akapua'o Ra'ui raises a complicated set of issues relating to legal ownership and jurisdiction, and tourism industry precedent (refer *Issues Paper*).

7.2 Environmental Management

To address the environmental risks identified for the Akapua'o Fish Reserve Ecotour, the following management actions are proposed:

- * good briefing by guides: interpretive sign to reinforce main messages
- * snorkeling rest stops in sand patches
- * pontoon moored in sand
- * purchase of quality snorkeling gear
- * regular and proper maintenance of snorkeling gear
- * only one entry/ exit point for all use of the Ra'ui. This may be in a sand area outside of the Ra'ui itself. Alternatively (or later) a jetty could be constructed for entry/ exit
- * recommend tourists wear shirts rather than sunscreen
- * rubbish bins at HQ

- * designated car park sites at HQ
- * single entry/ exit point from HQ to beach: concrete or other steps to be constructed to stop erosion
- * planting of hedge/ screen around HQ site, especially near adjacent houses
- * replanting around HQ site, using traditional-use, native plant species
- * purchase of two fire extinguishers
- * interpretation to seek to develop tourists' environmental awareness
- * fish feeding should follow best practice guidelines (limited amount of food, use of marine products, not bread, feeding occurs when tourists and guide out of the water etc).

7.3 Loss of Community Support

- * there is a risk that the tour could cause community conflict. It is recommended that the tour plans be widely discussed within Titikaveka before any decision is made to proceed with the ideas presented in this Plan. If a decision is made to proceed, the local community should address issues not covered within this draft Plan, such as management structure and benefit distribution
- * any attempts to restrict access into the Akapua'o Ra'ui would require extensive consultation.

7.4 Safety Risks

- * snorkeling has safety and thus legal risks for marine tour operators
- * a brief safety plan is included in the tour plans. Trained guides are essential. A release of risk form could be used. A statement of limited liability should be included in the brochure and also within the proposed interpretive sign
- * there should also be first aid training and a first aid kit on site.

7.5 Business Risks

- * although the income/ expenditure projections are healthy, there is a risk that the business could not be profitable
- * accordingly this Business Plan has been prepared with extensive market research and a focussed marketing strategy
- * SBEC support and assistance should be sought for the enterprise
- * the tour should not operate until it has been trialed and it is a quality product. Maintenance of quality is essential, through training and monitoring (surveys etc).

8. Action Plan

This Business Plan has been prepared as a learning exercise by a group of participants from the SPREP Community-based Marine Ecotourism Workshop (Titikaveka, May 2000). There was some Akapuao community participation in the exercise. However:

- * the Akapuao community must assess the tour option identified in this Plan against their objectives and aspirations, and against other tourism development options for the Akapuao Ra'ui (refer accompanying *Issues Paper*)
- * if the option identified in this Plan has appeal, the Akapuao community needs to complete and adjust this Business Plan as required.

A timetable for implementation of this project should thus be dependent on the Akapuao community deciding if the ideas in this Plan have merit, and after completion of the planning through community consultation.

APPENDICES:

1. Tour Plans (Itinerary, Operational and Interpretation Plan)
2. Draft Brochure
3. Tour Costing Worksheet
4. Environmental Impact Assessment Worksheet

TOUR PLANS: AKAPUAO FISH RESERVE ECOTOUR

ITINERARY : Operates daily (except Sunday) 9-11, 2-4

- 900 Arrive Akapua'o Tour H.Q.
Welcome and Interpretation
Briefing (KISS)
- 901 Start snorkel tour
- 902 Back to beach, tourists towel-down, and coconut drink
- 903 2nd Interpretation & fishing demonstration
- 904 Debrief and conclusion
- 905 Tourists depart

OPERATIONAL PLAN

Safe

- Briefing to cover: use of snorkel gear, description of route for swimming, use of hand signals, rules of reef (dos and don'ts), cultural rules.
- safety rules: including tourist health.
- ecotour guides: to accompany tourists. Maximum 10 tourists to 1 tour-guide. Guide carries flotation device (eg. vaka)
- pontoon rest stop.

Comfort

- canoe
- water
- arekikau huts at tour HQ

Well Informed

- road/beach map at tour HQ
- dive slates carried by guide
- briefing
- ra'ui brochure

THEME

RA'UI: The method our ancestors used to preserve our marine resources and heritage which we want to pass on to our children.

INTERPRETATION PLAN

On arrival:

- welcome by chief (history of Ra'ui / Akapua'o)
- on tour: guide highlights 5 sites (octopus rock-holes, clams, rock cod (seasonal), sea urchins, millepora, brain corals)
- pontoon rest a chance for further interpretation
- back at beach: 3 types of trees, traditional fishing methods, reasons to return to marine reserve.

DRAFT BROCHURE

A brochure to market and promote the Ecotour could take the following format.

1. Name and Tag-line:

Akapuao Fish Reserve Ecotour
"The Best Marine Wildlife in Rarotonga"

2. Product Description:

- * state theme of tour (see Tour Plans)
- * state the strengths of the tour (Section 3.7 of Business Plan)
- * describe the tour, including highlights and duration
- * include a quote to reinforce strengths (eg: "best fishlife")
- * photos could also be included to reinforce product strengths
- * state what tourists need to bring (eg: towel)

3. Access and Bookings:

- * describe how to get to tour HQ: bus etc
- * include map of area and location of HQ
- * state booking requirements and give contact phone/ fax etc for bookings and information

4. Price:

- * state retail price
- * state what price includes (guides, use of tour HQ, coconut drink, snorkeling gear etc)
- * state when price valid to

(price sheet could be a separate insert into brochure)

5. Terms and Conditions:

- * include a statement of limited liability (refer page 126 of Workshop Manual for example)

- Over time a logo could also be developed for the project and included in the brochure.

AKAPUAO FISH RESERVE ECOTOUR**ISSUES PAPER**

to Accompany Draft Business Plan

*Prepared by:
Rob Macalister, May 2000.*

1. Introduction to the Plan

The attached Draft Business Plan is for a community-based project to develop and manage a marine ecotour; the *Akapua'o Fish Reserve Ecotour*.

This Business Plan has been prepared as a learning exercise by a group of participants from the SPREP Community-based Marine Ecotourism Workshop (Titikaveka, May 2000). There was some Akapua'o community participation in the exercise.

2. Need for Further Consideration

Given that the Draft Business Plan was prepared as a learning exercise, it is considered that:

- * the Akapua'o community must assess the tour option identified in this Plan against their own objectives and aspirations, and against other tourism development options for the Akapua'o Ra'ui (refer section 3 below)
- * if the option identified in this Plan has appeal, the Akapua'o community needs to complete and adjust this Business Plan as required.

3. Other Options

If the Akapuao community wish to see some economic or other benefit from the Akapuao Ra'ui, there may be other options, apart from the tour identified in the attached Draft Business Plan. For example:

- * rather than a guided tour, it may be possible to develop facilities at the tour HQ site, for visitors to undertake their own activities (for example: a snorkel shop, *arekikau* huts, a sign). Visitors could pay an access fee to use these facilities. This option requires less in terms of staffing but would not control environmental impacts as well as a guided tour
- * commercial tourism users of the Akapuao Ra'ui could possibly pay a 'resource rental' to the traditional owners of the Ra'ui for use of the Ra'ui and its resources. This could be linked to a 'permit' covering environmental and other conditions. However, it is not known whether this option is feasible with respect to ownership and other legal issues (refer Section 5 following).

4. Comments on Draft Business Plan

If the Akapuao community decide to operate their own ecotour, they may wish to adjust or adapt the design of the ecotour proposed in the Draft Business Plan. For example:

- * the tour may over-estimate visitor's physical ability. Swimming from shore to the pontoon and back, especially if weather and tides are strong, can be demanding for people unused to swimming. A *vaka* transfer to the pontoon may be a better option. However, a suitable *vaka* would need to be designed and built (for example, must be stable, should be able to carry up to 5 tourists per transfer, may need a platform between outrigger and canoe)
- * there is also an unanswered question regarding whether there are enough potential guides and staff within the community to operate this tour reliably and with a high standard of interpretation. Guiding a snorkeling tour is quite difficult, for which special skills and training is required.

5. Ownership and Jurisdiction Issues

During preparation of the Draft Business Plan, workshop participants proposed and developed an idea that visitors could only access the Akapuao Ra'ui through the Akapuao Fish Reserve Ecotour. That is, other commercial tour operators, and independent snorkelers, would have their access to the Ra'ui restricted. Participants explained that their idea was due to environmental concerns related to the carrying capacity of the Akapuao Ra'ui for visitor/ tourism use. However, this concept raises a complicated set of issues. For example:

- * do traditional leaders have the right to restrict visitor and commercial use of a marine area under a traditional Ra'ui?
- * would this right be upheld in court?
- * how would restricted access be enforced and policed?
- * what precedent would this set for the tourism industry and tourism operations as a whole in the Cook Islands?

It is due to these issues that it is recommended that any proposal to restrict commercial or visitor access of the Akapuao Ra'ui be widely discussed within the community, involving all stakeholders, including commercial tourism operators and Government tourism organisations.

Rob Macalister
14 May 2000

NIKAO BEACH WALK

This may look like any other beach to you, but it is our home, culture and heritage. Learn its 'secrets' from a local guide

DRAFT BUSINESS PLAN

prepared by: Tiokotai Tuaivi, Kori Raumea, Alice Ruta Malepeai, Hermann Tagaloailuga, Tauereki Reva George, Tepoia Fauesina, Pascall Nicomettee, Samiuela Lotukalafi, Atelaite Lupe Matoto, Steve Brown, as a practical outcome of the SPREP Community-based ecotourism Workshop, Titikaveka, May 2000. Written by Grant Trewenack

1. Summary

This Business Plan is for the development of a community-based *Nikao Beach Walk* intended to show visitors the rich heritage of Nikao Beach and Ra'ui. The planned tour is short (1 hour) and inexpensive (only \$12) and targeted to appeal to tourists from nearby hotels and passing tourist traffic. The tour is planned to operate in cooperation with the proposed community snorkel hire business and cafe.

This tour and Business Plan were developed as an outcome of a learning exercise in May 2000 for the SPREP community based marine ecotourism workshop. Consequently :

- * there was not time for a complete community consultation or thorough tourism appraisal, and
- * the Nikao community must assess this tour and Business Plan against their objectives and aspirations and against other tourism development options they are considering.
- * if the options identified here have appeal the community must adjust the Business Plan as required.

2. Business Description

A **goal** identified for the project is to:

- * "establish a community based ecotourism project, that involves the community and supports conservation in the Nikao Ra'ui area."

Objectives for the project are to:

- * establish a 1 hour beach walk alongside the Nikao Ra'ui
- * support conservation practices in the Nikao Ra'ui
- * involve the community throughout the project in: decision making, ownership and operation of the project, and in shared benefits
- * work cooperatively with the proposed Snorkel Hire business and Cafe (details of this last objective will not be covered in this Business Plan)

3. Market Research and Marketing Strategy

3.1 Market Research was undertaken through:

- * analysis of visitor statistics
- * consultation with tourism industry representatives including the Cook Islands Tourism Corporation
- * comparing other tour products in Rarotonga
- * observation of tourist activities at hotels nearby Nikao Ra'ui

3.2 Current Tourism: Market research showed the following tourist attitudes & behavior

- * 51% of tourists come to the Cook Islands for a 'beach based' vacation (*CITC 91*)
- * up to 60% of tourists buy a tour, especially New Zealanders and Australians. Many people prefer to organise their own activities (*CITC 91*)
- * easy tours and soft adventure tours are most popular for visitors to Rarotonga. Keen ecotourists tend to head to the outer islands for an ecotourism experience
- * Takitumu Conservation Area visitor survey shows there is current (but limited) demand for conservation-based products (*TCA 1999*)
- * up to 39% of tourists travel in family groups (*MTT 1999*) especially Europeans
- * principal likes include friendly people, snorkeling and swimming, lagoons and beaches. (*MTT 99*)
- * dislikes include depleted marine resources, lack of activities available, lack of swimming facilities and clean beaches and lack of equipment available for snorkeling (*MTT 99*)

3.3 Target Market and Demand

A range of cultural, natural and historical resources was identified in the Nikao beach area. However similar attractions are offered by a number of other tour operators.

The Nikao beach area and Ra'ui are most frequently visited by tourists staying at nearby hotels and guesthouses, and this group is likely to continue to be the **target market** for any tour developed in the area.

On the basis of market research and appraisal of resources a 1 hour *Nikao Beach Walk* was developed. Tourists staying in nearby accommodations often walk along this beach but have no understanding of its cultural, environmental and historical significance and a short, guided tour offering high quality interpretation may appeal to them. The tour may also attract passing tourists especially if a cafe on the beach is developed as proposed.

3.4 Competition

A number of culture, nature and conservation tours are already available on Rarotonga including:

- * Pa's Nature Walk - a 3 hour nature walk which offers local legends, medicinal plants, native flora and fauna
- * Cultural Village - a 4 hour tour taken by up to 40% of visitors who buy a tour
- * Captain Tama offers lagoon cruises and snorkeling tours at Muri Lagoon and into the Akapuao Ra'ui. This area is widely and promoted as offering the best beaches and snorkeling on the island
- * Takitumu Conservation Area offers half day guided tours and attracts up to 1000 tourists per year

In order to differentiate the *Nikao Beach Walk* from these products it was considered that a shorter walk, 1 hour, offered possibly early morning or late afternoon, may be most appealing to our **target market**, visitors from nearby hotels. (However this requires further market research and discussion with local hotels).

3.5 Marketing Strategy

The following strategy has been identified to sell the tour to the target market:

- * Nearby Hotels and Accommodations (Edgewater etc) would be the focus for marketing with the aim of having them promote and sell the tour, through:
 - offering them a commission rate of 15% or as agreed with hotel management
 - free familiarisation tours provided for hotel staff and management
 - requesting that the hotel list the *Nikao Beach Walk* on their 'activities board'. This also benefits the hotel as it provides more activities for guests in the local area
 - offering to provide free orientation talks to hotel guests
 - providing brochures for display
 - preparation and display of a signboard on the beach outside the hotel where the walk starts

Other promotional methods include:

- * accreditation through Cook Islands Tourism Corporation to demonstrate quality and gain free promotion through the Web
- * a sign displayed on the road and at the proposed Cafe showing where the tour starts
- * preparation of a brochure (see Draft Brochure in appendices)
- * joint promotions through other similar community based ecotour operators i.e. Takitumu Conservation Area Tour, Akapuao Ra'ui Tour
- * promotion through the Lonely Planet and other opportunities

3.6 Product Strengths

Marketing will showcase the strengths and uniqueness of this tour product:

- * a local guide will provide visitors with insights and knowledge not available in any other way
- * the tour is short and can be fitted in at the start or end of the day. It is very affordable with attractive rates for families and groups
- * the tour and Ra'ui highlight unique aspects of Rarotongan heritage. It is an educational experience.

- * it is a community-based product, owned by the local community and benefiting the local community
- * the Nikao Ra'ui is a marine conservation area, and this tour supports the conservation effort
- * this is an ecotourism product with environmental impacts carefully controlled

4. Operational Plan

- 4.1 **Tour Operations:** it is planned to run the tour 3 days per week initially. This may change depending on demand or hotel requests. A maximum of 10 tourists per tour is recommended.
- 4.2 **Bookings** can be made at hotels, through travel agents or directly by telephone or at the cafe (once built).
- 4.3 **Transport** by taxi can be arranged at additional cost of \$6 per person for those requiring it.
- 4.4 **Itinerary, Operational and Interpretation Plans** are listed in the Appendices. These cover visitor safety, comfort and interpretation. Features of this plan include:
- * important safety and preparation information is described in the brochure
 - * good briefing provided by guide
 - * guide trained in First Aid
 - * drinks and a woven coconut hat would be presented to visitors
 - * interpretation would emphasise local knowledge, cultural information and history and the theme of the tour (this beach is our home, culture and heritage)

5. Management and Staffing Plan

A **tourism committee** was proposed to oversee the tourism project. The community must decide whether this is appropriate and if so, select committee members and decide upon the role of this committee. Possible roles could be to identify a **manager and staff** as well as managing **finances** and deciding on other **operational issues**. Again the community must decide on these issues. However a commitment to hard working and high quality guides and interpretation is necessary for the tour to succeed.

6. Financial Plan

6.1 Money Management & Benefits

Systems to manage income and distribute financial benefits need to be identified by the Nikao community. However it is proposed to:

- * pay guides \$4 per tourist (see 6.2)
- * pay \$2 per tourist to women's group for coconut hats and to demonstrate weaving in the cafe
- * establish a Community Fund for profit from the tour. No plans were made for distribution of this fund although it was suggested that some of this fund be allocated to support environmental management and monitoring of the Nikao Ra'ui

6.2 Set-up Costs

The following set-up costs have been identified:

Glass bottom bucket (not available locally)

or use a drop of coconut oil		\$ 0
Brochure preparation	1000 @ 20c	\$200
Promotional Signs	2 @ \$500	\$1000
	TOTAL	NZ \$ 1200

6.3 Tour Costs

Tour costs are to be kept to a minimum so that the tour will be one of the cheapest on island, but still provide a drink and a small gift for each person.

Individual Costs:	Woven coconut hat	\$2 per person
	Coconut & pawpaw	\$1 per person
	Tour Guide	\$4 per person
Group Costs:	No group costs for this tour	
TOUR COST	TOTAL	\$7 per person
	+ Mark up for community fund	\$3 per person
NET COST		\$10 per person
	+ 15 % commission ($\div 0.85$)	
RETAIL RATE		<u>\$12 per person</u>

Family Rate:	2 adults, 1 or 2 children	\$30
Children	0 - 8	Free

6.4 Budget

The following is a brief **income & expenditure** projection for one year for a 'best' and 'worst' case situation. The Gross Profit paid into the community fund must pay for ongoing costs: brochure production, telephone and any other costs.

* *Worst Case: average 2 tourists per tour, 1 tour per week*
= 100 tourists per year

Income:	2 x \$10 x 50	\$1000
Expenses:	2 x \$7 x 50 (guide, hats, drinks)	<u>\$700</u>
Gross Profit (to Community Fund)		\$300

* *Best case: average 5 tourists per tour, 3 tours per week*
= 750 tourists per year

Income:	5 x \$10 x 3 tours per week x 50	\$7500
Expenses:	5 x \$7 x 3 x 50 (guide, hats, drinks)	<u>\$5250</u>
Gross Profit (to Community Fund)		\$2250

Note: If the tour succeeds it may attract many more than 750 tourists listed above

7. Risk Management

The main risks and strategies to address these are:

7.1 Environmental Risks

- * an Environmental Impact Assessment has been prepared for the tour. The EIA worksheet is included in the Appendices.
- * the EIA indicates that the principal concerns relate to impacts along the beach and walking trail (damage to coastal vegetation, soil compaction, litter, development of an unsightly trail)
- * however if the proposed cafe and snorkel hire business proceed a range of other environmental impacts may result (degradation of marine resources, increased litter, smell and sewage from toilets)
- * strategies to address these impacts are described below

7.2 Environmental Management

The strategies to address environmental impacts are:

- * develop well marked trails to: the beach, toilets, picnic area and road
- * set up car park sites and close other access points
- * set aside 'out of bounds' areas for revegetation. Plant with native trees.
- * clearly mark walking trail with rocks and coconut husks
- * brief tourists to stay on trails. Provide single entry point into lagoon - an easy, safe rock ledge if possible
- * empty rubbish tins daily
- * regular beach cleaning campaigns by youth / women's groups / schools groups
- * use traditional design and construction for cafe
- * cafe to use recyclable containers and fresh non- packaged foods wherever possible
- * if snorkel hire business proceeds provide detailed guidelines and briefings on 'best environmental practice' for snorkelers.
- * interpretation to seek to develop tourist's environmental awareness
- * clean toilets regularly and pump out septic systems
- * consider painting toilets with colorful murals.

7.3 Loss of Community Support

- * development of a community ecotourism project has already been identified as a priority by the community. Snorkel hire, a cafe and a tour have been identified as potential tour products, although this specific tour has not yet been approved
- * ongoing community consultation is essential to ensure any tour products developed (including the tour proposed in this Plan) meet with community approval, and to decide on matters of a tourism committee, tour costs, management, staffing, distribution of benefits and any other matters

7.4 Safety Risks

- * a brief safety plan is included in the tour plans
- * the beach walk is a fairly low risk activity, although care must be taken to ensure people wading into the lagoon shallows do not injure themselves on sea urchins or sharp reef.
- * guides should be trained in first aid and a first aid kit should be available

- * the proposed snorkel hire business will need a safety plan, briefing for snorkelers and should consider a statement of limited liability

7.5 Business Risks

- * the success of this business depends on finding a suitable market. Although initial market research has been conducted, further discussion with nearby hotel owners is essential to ensure they will market and support the tour
- * the tour should not operate until it has been trialed and refined. A commitment to quality guides and interpretation (through training) and ongoing monitoring and development of the trail are required.
- * initial set-up costs are low and large expenditures should be avoided until the tour becomes profitable
- * the proposed snorkel business must be carefully researched to determine if there is a viable market at Nikao Beach (other areas such as Muri Beach have the best reputation for fish and snorkeling)

8 Action Plan

Possible Goals and Objectives for this Plan are listed in Section 2.

However it should be noted that this Business Plan was prepared as a learning exercise by a group of participants for the SPREP Community-based Marine Ecotourism Workshop (Titikaveka May 2000). There was some community representation throughout the exercise. However

- * there was not time for a full and complete community consultation or tourism appraisal, and
- * the Nikao community must assess this tour and Business Plan against their objectives and aspirations and against other tourism development options they are considering
- * if the options identified here appeal to them the community must adjust the Business Plan as required.

APPENDICES

1. Tour Plans (Itinerary, Operational and Interpretation Plans)
2. Draft Brochure
3. Environmental Impact Assessment Worksheet

TOUR PLANS: NIKAO BEACH WALK

THEME: This may look like any other beach to you, but it is our home, culture, and heritage. **Learn the secrets of Nikao Beach from a local guide.**

ITINERARY

9.45am Greeting of Guests

- flower (sei) tiare
- kikau hat
- wait in the café until tour starts

10am Start tour

- personal intro/background
- briefing: safety, how many stops, this is a village project, theme of walk.

Walk through ironwood trees

- talk about medicinal plants and other plants
- toa leaves = stonefish sting
- toa bark = broken limbs

1st STOP – BLACK ROCK

Legend: TUORO TOKA

- Mt. from Raemaru to Aitutaki
- cowboy story
- maiden story
- black rock place where spirits leave

Walk to 2nd STOP – on the beach – RA'UI

- traditional aspects of ra'ui
- traditional fishing methods/women's fishing (props: bone hook, fish trap; clams, sea urchin)
- Why RA'UI was started/RULES of RA'UI (trochus harvest every 2 years)
- Coral bleaching: a worldwide problem.
- What you will see in the water: use a looking glass
- Conservation message: look but don't touch

3rd STOP – WALK TO THE PLATFORM

- Courthouse used for the trial of the 1st premier of Cook Islands
- Social club
- Building destroyed by the cyclone

CONCLUSION

- repeat theme
- we hope you have a better understanding of the local culture and environment
- invitation to have a coconut in the café (someone climbs coconut tree and demonstrates husking)
- spend the rest of the day here (snorkeling, handicrafts, indiv. reef walks, relax and enjoy).

OPERATIONAL PLAN

1. SAFETY

- Noted in brochure
 - wear proper footwear for the beach
 - walk will include some rocky areas
 - wear comfortable clothing for the weather
 - bring hat, sunscreen and mosquito repellent.
- Drinks will be available at the café
- Safety briefing on land
 - stay together
 - offer your hand when stepping off Black Rock.
- Snorkeling / swimming
 - be aware for strong currents
 - watch your step when walking in the lagoon for sea urchins.
 - do not touch plants and animals: (a) if you're not sure of its properties. (b) this is a Conservation Area.

1. COMFORTABLE

- Proper shoes, hat, sunscreen and mosquito repellent.
- Comfortable clothing
- Talk in the shade/tour guide face into the sun so tourists would face away from the sun.
- Refreshments at the end of the tour (coconut & pawpaw)

1. WELL INFORMED

- (a) Brochure – attractive, informative, map (café plus mini museum/information centre)
- (b) Briefings – what to see, explanation of attractions, stories and legend, personal experiences – introduction.
- (c) Tour – props. Photos, beach walk explanation, marine ecology, traditional conservation, interact with other villagers

1. HAPPY

- (a) Provide transport
- (b) Greeting by local/villages with flowers, lace, hat
- (c) Ice breaker
- (d) Village welcome (you're now part of our family/village)
- (e) Funny stories from guide
- (f) Farewell dance, gift
- (g) Sign visitors book and exchange addresses
- (h) Offer a free return tour if you bring a friend
- (i) Complimentary drinks and food tasting
- (j) Learn to make local handicrafts
- (k) Optional extras: coconut tree climbing, snorkeling, beach combing, photography
- (l) T-shirts, tour booklets, necklace, hats for sale.

DRAFT BROCHURE

NIKAO BEACH WALK - 1 hour

- * **ONLY \$12**
- Children 0 - 8 free
- 9 - 17 half price
- Group rates for 10+ available

Tour times: 7am, 10 am, 4 pm,
Monday, Wednesday, Friday

- * Come and learn the secrets of Nikao Beach from our expert local guide
- * A relaxing 1 hour guided walk along the beach beside our lagoon Ra'ui (marine conservation area) and a great introduction to the local people and stories of the area.

** This may look like any other beach to you, but it is alive with meaning.
It is our home, culture and heritage.*

Discover and *feel* the experience:

- legends of Black Rock
- traditional medicine and other local plants
- about our Ra'ui - a traditional marine conservation area
- traditional and modern fishing methods
- historical sites
- and meet our great guide

What to Bring: a hat sun screen, walking shoes, water

Contact & Bookings:

- your hotel or travel agent
- or phone us :
- or drop by and visit us at our Cafe

- Also include:**
- **a map of the area and how to get there**
 - **transport can be arranged for \$6 return**
 - **terms and conditions**
 - **photographs or drawings**

NIKAO BEACH TOUR

ISSUES PAPER

to accompany Draft Business Plan

prepared by:

Grant Trewenack, May 2000

1. Introduction to the Plan

The attached Draft Business Plan is for development of the *Nikao Beach Walk*, a tour identified by participants on the SPREP Community-based Marine Ecotourism Workshop (Titikaveka, May 2000), as a potential community-based marine ecotourism product.

The Nikao community have identified tourism as a possible development option. One community representative attended the workshop.

2. Need for Further Consideration

Since the Draft Business Plan was prepared as a learning exercise it should be noted that:

- * there was not the opportunity for a complete community consultation or a thorough tourism appraisal

It is therefore considered that:

- * the Nikao community must carefully assess this tour and Draft Business Plan against their objectives and aspirations and against other tourism development options they are considering
- * if the options identified here appeal to them the community must adjust the Business Plan as required.

3. Other Options

If the Nikao community wish to pursue ecotourism development they may decide that other options, apart from the tour identified, are more suited to the community's aims. For example:

- * snorkel hire and a cafe were proposed during initial meetings with Nikao community representatives. These may provide good business opportunities depending upon community aims and abilities. However it is recommended that the proposed snorkel business be carefully researched to determine if there is a viable market at Nikao Beach. We found few snorkellers or swimmers there during our initial research, but many at Muri Beach which is widely promoted as offering the best snorkeling and beaches on the island. Both of these business options also require a larger amount of initial investment than the proposed tour.
- * it should also be noted that the selection and development of the *Nikao Beach Walk* was partly because of its tourism potential but also primarily since it was most useful as a learning exercise.

4. Comments on Draft Business Plan

If the Nikao community decide to operate this ecotour they may wish to adjust or adapt the design of the ecotour proposed in the Draft Business Plan. For example:

- * the route for the tour may need to be changed. The tour was originally proposed as a circuit starting and finishing at the old social club. However if hotels nearby agree to sell the tour they may want it to start on the beach right outside their hotel. Hotels may also want the times changed so that tourists can take a walk early morning or late afternoon. As with any tourism product, the tour must be refined and adjusted until it suits the market place.
- * tour price has been established at an affordable \$12, but again may need to be adjusted at some stage

Other factors required to make this project succeed include:

- * reliable and committed guides must be identified and trained. The tour relies on high quality guides and interpretation.
- * hard work and commitment over the long term are a key element for success in any business, and
- * an emphasis on marketing, particularly to nearby hotels is considered critical for the success of this tour

APPENDIX SIX

Product and Marketing Review of Takitumu Ecotourism Project

TAKITUMU CONSERVATION AREA

PRODUCT & MARKETING REVIEW

Prepared by:

*the participants of the SPREP Community-based Marine Ecotourism Workshop
Titikaveka May 2000. Written by Rob Macalister & Grant Trewenack*

Our group congratulated the staff and management of Takitumu Conservation Area on their excellent tour and conservation project. The following ideas are provided in a spirit of open and constructive feedback, in support of shared conservation objectives.

1. Product Strengths

- 1.1 the lookout an excellent resource
- 1.2 the kakerori recovery programme also an excellent resource: good for interpretation
- 1.3 the area also very scenically attractive
- 1.4 good meeting house
- 1.5 good lunch: hygienic, nutritious, tasty!
- 1.6 good to have a long tour option for fit visitors
- 1.7 visitor survey a good tool, and well written
- 1.8 new 'shortcut' that avoids river crossings (and wet shoes) an improvement
- 1.9 local guide was very good (visitors expect local guide)
- 1.10 western guide provides in-depth scientific and kakerori information for special interest groups

2. Product Issues/ Weaknesses

- 2.1 upgrade the shelter at the lookout: replace the roof and provide seating
- 2.2 need to encourage visitors to keep to trails through briefing etc
- 2.3 concern over the landslides on vehicle track. Also concern over new valley track which follows a watercourse: environmental

- concerns (water quality, erosion) plus safety concerns (slippery rocks etc)
- 2.4 replace some of the coconut steps
 - 2.5 guide should carry a field guide/ book, plus binoculars
 - 2.6 put posters inside meeting hall: decorate it (eg: Natural Heritage project bird posters)
 - 2.7 have a bird and tree list to give or show to visitors
 - 2.8 there was mixed feelings among the group about putting name tags around trees
 - 2.9 get rid of the dog pound, and old fridge near entrance: both scenic eyesores (maybe pound could become a rest shelter)
 - 2.10 consider removing or controlling exotic plant species (such as eucalypt, tulip tree) within TCA
 - 2.11 concern over safety of letting fit walkers go to 2nd lookout without a guide
 - 2.12 many mosquitoes in the forest and concern over dengue fever
 - 2.13 some stops during the tour considered too long. Need to balance the interests of avid birders with those of other visitors
 - 2.14 consider how to separate different visitor groups (birders and naturalists, fit and unfit). Options include:
 - (following Pa's example) alternate easy and hard walks as separate tours
 - consider having a separate early morning birding tour for dedicated birders. But is there a demand for this, except for groups? Possibly survey tourists to ask if they would have preferred a dedicated birding product. Or possibly install a bird hide in the valley where birders can stay while others walk
 - a range of products may make a guide's job more interesting and varied

3. Marketing Issues

- 3.1 TCA could try to get their tour included in packages to the Cook Islands (for example; present credentials and initiate discussions with Island Hoppers and other inbound tour operators, negotiate a special package with Rarotongan Beach Resort)
- 3.2 investigate the TCA concept of a birding package. Issues include:
 - if TCA becomes a tour operator running a 6-day outer island/ TCA package, they may 'lose sight' of the TCA
 - however, this variety may keep TCA guides longer

- should TCA become the operator for the tour and carry the financial risk? Alternatively, sell the idea to an inbound operator who knows the birding market and who can carry the financial costs of marketing etc. TCA could just provide the guiding service, with some margin for TCA
 - some form of industry partnership was seen as necessary for this idea to work well for TCA
 - also needed was further market research on the birding market and perhaps some product testing
- 3.3 investigate the idea of diversifying the products available within TCA (hard walk, easy walk, birding tour). Again more market research was identified as a need. Some products may need a minimum number of bookings before operating
- 3.4 some concern over the high commission rates being sought by local sales agents
- 3.5 there may be scope to increase the tour price but again this should be included in the visitor survey to gauge their opinions
- 3.6 visitor survey could also include a question regarding age group
- 3.7 internet marketing: it was felt this should be maintained as a low cost form of publicity. Maybe investigate better links (eg: to bird groups and 'conservation travel') for the site
- 3.8 question over the value of short term advertisements in (for example) Canada Air booklet
- 3.9 emphasise instead sales through hotels and CITC in Avarua
- 3.10 tour name: is this appealing enough? how does it distinguish the product from Pa's Nature Walk? Maybe the name should reflect the strengths of the tour better (eg: 'conservation')
- 3.11 text of advertisement:
- the photo is only of a bird. The tour is much more than the kakerori. Maybe include a photo also of Mataiti on the lookout with scenic view in the background
 - overall, the tone of the advertisement was seen as being too serious for the Rarotonga market
 - perhaps need to emphasise more the other strengths of the tour within the text: such as, the importance of tourist's participation to save the kakerori; friendly, exotic people (guides!); natural heritage etc
 - could also emphasise the photographic opportunities within the tour
- 3.12 signs near the entrance and in Avarua were seen as good marketing tools
- 3.13 hotel presentations were also seen as good marketing tools.

APPENDIX SEVEN

Records of Workshop Discussions

- How can tourism support and achieve conservation in your area?
- Community Development Issues

How can tourism support and achieve conservation in your area?

Tourism can provide financial support for conservation

- income to communities and governments through tax etc
- good example, the Kakerori Recovery Programme at Takitumu (funded by tourism in part)
- Makira/ Solomons: some tour income went to conservation
- Reinvest revenues into community
- American Samoa: National Parks only exist as a large amount was paid to landowning communities for that use. Visitors to park spend money at community stores, homestays etc also

Ecotourism is/ implies/ promotes conservation

- Tourism builds upon the environmental awareness of locals and tourists
- Tourism an education process
- Tourism in TCA encourages families to work together
- Tourism often follows conservation
- Tourism increases the value of resources for locals (eg: mangroves)
- Tourism provides for alternate use of resources (eg; tourism instead of logging)
- In Savai'i, an example of a conservation area created for tourism-
- Namua Island, also , now a Marine Park
- Ra'ui at RBR created for tourism

Tours must be conducted sustainably

- must be environmentally friendly “Sustainable Tourism”
- Market demands the ‘Eco’ factor in tourism products
- Tourists are looking for ‘green environments”
- ecotourism encourages ‘green’ tours
- “ecotourism” abused in marketing: used to promote bad products/ gimmicks

Tourism needs good planning and management

- Tourism can have negative impacts
- Impacts need to be minimised
- In American Samoa, tour operators need licenses
- Community need to manage tourism too, to control negative social and cultural impacts
- The community and chiefs need tourism awareness
- Tourism benefits should target those people displaced by conservation (eg: fishermen in a marine Park)
- Need tourism and environment agencies to work together
- Need to ‘educate’/ ‘green’ the tourism industry
- In the Caribbean, conservation used to limit the impacts of tourists.

Community Development Issues

COMMUNITY CONSULTATION

What is Community?

- the general public and organization
- collection of people sharing & working together
- a group of people interacting and sharing
- close proximity... sharing similar circumstances
- culture
- team
- common goal in life
- every group in a village
- group of people... sharing same rules
- people, culture, heritage & environment working together
- being in a group
- group... living together... sharing same resources
- all the people living in the one district... shared origin or interest... public or society

Why consult?

- must be clear why we are consulting
- ecotourism resources belong to a shared group

TCA example:

- approached chiefs first, to get their support, then held wider meeting
- listen to needs and concerns
- had series of broader meetings
- landowners suspicious of government officials: landowners scared of losing access to resources
- 1996 TCA established with community support
- community reps on CACC (Conservation Committee)
- consulted other stakeholders later, eg.. outward bound, environmental groups, youth and women groups
- conserve biological diversity for 'community' benefit (TCA's objective) – also includes 'world' community
- ongoing meetings include awareness raising and ecotourism development
- some meetings had a poor turnout
- CACC reps required to consult their families
- All major decisions made by community through CACC
- Purpose of tourism inc. to give landowners income and fund conservation
- Some 'community' confusion: community can be distracted by dollars (can cause conflict)
- Learnt about need to monitor needs of community
- Community conservation not new concept but western government changed attitudes
- Community support requires community participation and ownership of project.
- John: money opens ears of the community
- Anna: learnt that community consultation process should be strengthened.
- Ian: most money issues left out of initial meetings
- Anna: need regular consultation and to consult more widely than CACC (Committee representatives): need more direct consultation.
- Ian: helps to see other projects and learn from them.
- Anna: no formal tool for monitoring community attitudes
- Problem of people not turning up to meetings
- Lu: need awareness for consultation. Using study tours to develop awareness of conservation: also need to provide options for community.
- Steve & Herman: 30-40% tourism projects fail due to land issues. Better that land stays with community, eg.. through legal lease
- William: good that TCA established without going through "LAW" (eg.. courts, government) TCA signifies tribes working together, in a traditional way, not through Western laws/courts. Western law creates 'winners & losers' not consensus

- Billy: What happens when chiefs change?
- William: Families/communities must work together. Traditional ways worked in past.
- Note: Some land courts in Polynesia (eg.. Wallis/Futuna) are run traditionally, not according to western law.
- Lu: projects often fail because community do not work as teams, or outsiders 'drive' the project then try to involve community.
- Steve: often it is community members who don't work with their community.

ROLE OF WOMEN

- Bernadette: women are part of the community. Many projects fail as women not consulted (eg.. PNG fisheries project – trained men when traditionally reef use mainly done by women)
- Projects need to be based on how the community works & gender roles.
- Bernadette: land disputes in Wallis/Futuna: start with meeting between two family elders – then referred to paramount chief – who talks with other elders – French court can not rule over land.
- Consulting with women: access to women still via traditional chiefs

CONSULTATION WITH TRADITIONAL LEADERS

William: land belongs to tribe, not a chief. Titles also belongs to tribe.

- If there is an 'issue' – chief has a worker/spokesperson. Chief will organise meeting of families. Other non-tribal stakeholders may be invited.
- Messages relayed traditionally. Media sometimes used. Churches very important way also of communicating with family groups.
- Importance of traditional hierarchy for community consultation.
- Even marine tours involve land thus must involve chiefs and their tribes
- Herman: tourism is of 'communal interest'
- Steve: more emphasis on giving private sector (including community) a role in community development.

TCA: COMMUNITY PARTICIPATION

- 1 family lives in Avarua area: causes some conflict within community and has to be resolved by community.
- 6 people on CACC – they do not always consult their own families.
- Lease: will the project continue? Demand for lease must come from landowners, not 'imposed' by managers. This will only happen when landowners fully support the project and support its benefits.
- Most of CACC been on the committee a long time, good to have a team with experience and who work well together.

TOURISM AWARENESS

John - American Samoa

- Awareness is for broader community covering all stakeholders.
- Government system combines traditional & US systems
- Go through secretary of Samoan Affairs to deal direct with communities.
- Some chiefs traveled to Hawaii to develop awareness of National Parks
- Community awareness of 'government issues'. Built into system of government.
- Fishing/farming within National Park must be done traditionally (Parks conserves these things/methods). Some land rental paid to landowners by government.
- Tourism awareness done via secretary of Samoa Affairs, who deals with *pulenu'u* (village mayors). But some problems – village council of chiefs don't always meet. Church the main institution at village level
- Tourism awareness also developed at school. Emphasise that main attraction is the people.

Ida & Herman - Niue

- Government identified tourism as important for Niue. Some negative feedback.
- Education officer appointed 2 ½ years ago, visits schools and 14 villages. Talks about benefits from tourism
- 1 marine reserve on Niue to protect and preserve resources
- Niue wants balanced tourism. Not overworked resources/people
- Radio program weekly to talk about local & international tourism
- We have village councils elected. No chiefs, president, secretary. Money is allocated to the council.
- We market at tourism office. Also TV programs.
- Hold workshops at village level
- Work closely with Environment Dept, Customs, Quarantine.
- Internet is free – tourism office puts together web pages for tourism operations.
- Quarterly Newsletter
- Huvalu CA includes 2 villages & a ‘no visit’ sanctuary. Traditional sanctuary protected by local lore. Over 100 years old.
- Tourism awareness camps for schools (5 & 6 Forms). Education officer goes out, kids join tours during vacation.
- Annual showdays in villages. Local products selected and sold to tourists in Visitors Bureau.
- Different funding for 4 officers from visitors office. Education - UNDP; Ida – Govt; Director – NZODA; for brochures.
- Takes time for tourist operators to trust you.
- Suggestion pads in villages – feedback for Visitors office
- Visitors office attend most government and community meetings
- Ida takes all tourists bookings for operators. Always out in the community, working with them.
- Interested in Accreditation Scheme.
- Govt is encouraging private sector, as overseas funding decreases.
- GSA does marketing in USA, NZ, Australia. Small budget only available. Lots of good ideas from them.
- 1 flight weekly from Auckland. Hopefully Air Rarotonga will provide more flights. Access is major problem.
- Web site has received good response. We have decided to keep site small.

SHARING THE BENEFITS

Anna:

- Takitumu CA has 3 landowning clans with many people.
- \$35 per person charged for 4 hour tour.
- Profits: 1998 \$12,000-00; 1999 \$21,000-00
- Distribution of profits: 35% to landowners; 25% Kakerori Recovery Programme (29-108); 20% Conservation Area Fund; 15% Admin (office etc); 10% Stock (paper etc)
1 time each year, profits are distributed.
- Other benefits: employment for landowners; contributes to community events (donations); supports local business (i.e. catering for lunch); transfers; involves locals in developing the CA; a lot of research with elders, experts to make sure guides are well trained, have correct knowledge; knowledge passed onto school groups as well.

COMMUNITY PARTICIPATION

- Anna: Hard to get community support for work in the CA. People will however work for the church.
- Billy: People less likely to provide free labour in modern day Cook Islands.
- John: Also in American Samoa much harder to get involvement of people in cleaning up.
- Lupe: Noble’s wives & women’s groups involved in clean ups. Easier with smaller villages.
- Bernadette: Via the chief, labour will be free, but individuals always expect pay. Also women’s groups and youth groups can organise free work.
- Anna: We tried to call working groups, for CA. But only CACC members turned up.

- In today's world we can't expect people to work for free.
- Steve: Volunteer agencies i.e.. Global Volunteers will provide work in your villages; on your projects. Long term volunteers don't require so much supervision.
- John: Awareness programs in schools etc.. to build local pride in your resources.
- Anna: Education is vital. As long as Conservation is supported we have succeeded.
- Lu: A lot of work done for free on ___ project. Another project paid co-ordinators, which caused complaints. This needs to be sorted out clearly at the start. Set realistic, honest, expectations.
- Lupe: Women work for free but keep the equipment on Tonga fencing project.
- Lu: Certain people i.e.. CASO's have to be paid.
- William: Akapua.. one district runs the project at a time. They rotate and each gets a chance to run the project.
- Lu: The whole clan takes it in turn to work. Overheads are spread around the clan.
- Anna: What incentive is there for workers to develop on ecotourism project?
- William: In today's climate – a family or tribal project will work best – the family as a whole benefits then you can get them to work.
- Steve: Our best successes with individual families. We want best support. We go out of our way to work with community groups.
Big money has been paid for conservation in some areas, now other communities say, where is money for conservation. Others have got benefits/money but the area is no longer a Conservation Area.
Small tourist projects don't make enough money to share amongst the whole community. Some family projects are now very successful, employing many in the community.
- John: All groups need to work co-operatively. (Govt, Private Sector, NGO's communities) to make these projects succeed.
- Steve: Overseas students can work on your projects and pay you.
Marketing is essential to get projects going successfully
Tour operators need quick responses from communities on decisions. They have a lot at stake.
- Puati: We started in 92, but community didn't work together. So we got all the churches working together. This is the reason Titikaveka is a cohesive community.
A church service for all denominations is run once a year. Religious co-operation is a key to community co-operation.

MINIMISING IMPACTS

Do's & Don'ts (code of practices) - developed for Takitumu CA

- Not more than 10 tourists per guide
- Education and awareness for landowners, on conservation values of the area
- Now looking at other ways to become self-sufficient once funding from SPBCP stops.

APPENDIX EIGHT

**Report of Marine Survey of Rarotongan Beach
Resort**

REPORT on ENVIRONMENTAL & VISITOR USE MONITORING at RAROTONGAN BEACH RESORT

*Prepared by the Participants of the SPREP Marine Community
Ecotourism Workshop
6 May 2000*

* * *

Our thanks to the Management of the Rarotongan Beach Resort for allowing the participants of the workshop to conduct environmental monitoring at the Resort. Our thanks also to General Manager Andy Larsen for his input and Activities Manager Tiki for assisting with the survey. We hope that the following report is useful.

Exercise 1: Identifying Potential Impacts from Visitor Use (please see attached Data Sheet)

At 1430 (weather: showery)

The intent of this exercise was to observe visitor behavior and any resulting impacts to the immediate environment. We identified seven activities occurring at the RBR beach area. A summary of these activities is listed below together with some observed impacts. Workshop participants also brainstormed potential impacts from such activities.

ACTIVITY	Number of People	Observed Impacts	Other Potential Impacts
Kayaking	10	* sand disturbance/compaction (esp. during launching) * coral damage (paddles hitting coral)	
Sunbathers	13	* littering (esp. cigarette butts) * sand disturbance/compaction	* disturbance of vegetation * shell collecting
Ball Sport	2	* sand disturbance/compaction	
Dogs	2 dogs	* digging holes * wildlife disturbance	* pollution (excrement) * erosion (from digging)
Swimming	2	* coral damage (standing on coral) * siltation (smothers coral)	* shell collecting
Snorkeling	3	* coral damage (standing on coral) * siltation (smothers coral)	* sedimentation * animal harassment (turtle riding)
Boogie Board	1		* coral damage * harm to swimmers

**Exercise 2: Identifying Actual Impacts
(please see attached Data Sheet)**

The intent of this exercise was to learn to "see" and identify impacts on both the natural and social/cultural environment, and try to assign causes to them. Participants walked the RBR beach and snorkeled a small part of the lagoon identifying impacts. The results are shown in the following table. The survey was extended to social and cultural impacts. The cause of impacts are not always known, although with reference to Exercise 1, some of the impacts can at least be said to be partly caused by tourist activities.

Impact	Degree of Impact	Cause and Comments
Litter	A Little (refer Exercise 3 also)	Most litter was located at the airport end of the beach, reflecting that the resort keep their area of beach clean, and tourists have good environmental awareness. Most of the litter found was felt to be from community sources. Much of it was thought to have drifted in with the tides.
Erosion	Moderate	Erosion was observed around the base of coconuts near the terrace. The cause of this is probably natural however tourist activities are very likely contributing to this
Sand Disturbance/Compaction	Moderate-Severe	The sand in front of the resort was highly disturbed/compacted due to visitor use. This could be disturbing the natural ecosystem (eg damaging crab holes, turtle nesting sites).
Trampling of vegetation	A Little	Some human trampling of coastal vegetation was observed (a rental car was parked on the nature strip at the airport end of the beach).
Coral Breakage	Moderate	As visitors swam and snorkeled the lagoon, we observed many of them standing on coral - resulting in broken coral. One visitor was observed stepping on a starfish.
Siltation of coral	Moderate	As visitors stand and kick in the sand areas, they stir up a lot of sand, which was seen settling on live coral. This can, in a severe case, suffocate the live coral and kill it.
Visual Amenities	Moderate	The CPUs and terrace have a visual impact, although the visual impact of the resort as a whole was considered to have been well managed (building design, gardens)
Displacement of Locals	Severe	No locals were seen using the beach, either for recreation or economic activity. This is attributed to the presence of the resort and visitors
Religious Values	A Little	Parts of the beach are very visible from the road to the north. Tourist attire on the beach was felt to be very visible to the local community at this spot.

Exercise 3: Litter Count

For this exercise the participants walked the beach collecting visible litter on the beach. The litter was then categorized and counted.

The survey team collected 48 pieces of litter in the area between the terrace and the rocks at the airport end of the beach (we did not go into the coastal vegetation at the northern end). Glass bottles and drink cans made up the largest percentage of litter. Most of the litter was located at the airport end of the beach, reflecting that the resort keep their area of beach clean, and visitors have good environmental awareness. Most of the litter found was felt to be from community sources and had drifted ashore. A summary of the litter count is found in the attached survey form.

Summary and Recommendations: Exercise 1-3

- * There are environmental and social/ cultural impacts resulting from the presence of the resort at the beach, and visitor activities.
- * Most of the environmental impacts are not severe. There may be opportunities for further management actions to contribute to the future integrity of the marine ecosystem:
 - Sand disturbance/compaction is hard to avoid on a 'tourist beach' such as this, without undermining the RBR product. The disturbance/compaction has relatively low ecosystem impacts.
 - management of litter may require the development of a community awareness program in addition to the continuation of tourist awareness (during orientation).
 - One method which has greatly reduced cigarette butt litter on the beaches of Green Island (Australia) is the distribution of film canisters (plastic ones with the 'snap-on' lids) to smokers. Smokers put their butts into the canisters, and at the end of their time on the beach, they put them in a collection basket (located on the terrace/bar). Staff empty the canisters, and redistribute.
 - some protection of coastal vegetation could be achieved through appropriate signage ('no parking on nature strip', 'please do not walk on plants') and tourist education.
- * Participants felt there was some severe impacts on the local community. However these impacts on the local community may be offset by benefits to the same community from the resort. This

can only be measured through surveying local community stakeholder representatives, which was beyond the scope of the workshop exercise.

- * Coral damage is, and will remain an ongoing issue for RBR because of the popularity of water sports. Visitors need to be continually reminded of the damage they can do standing on what may look like 'rock' or dead coral. Maybe, in addition to the orientation presentation by Tiki, there could be a notice included in the 'room information' packet in the resort rooms and appropriate signage.

Exercise 4: Line Transect Substrate Monitoring of Lagoon

This exercise was to introduce participants to one technique of environmental (reef) monitoring that can be done simply and relatively accurately. We set out a 25 m transect line, about 100m off the beach in an area with diverse substrate and marine life. Due to the conditions on the day (strong outgoing current and poor visibility) the participants had a hard time completing the exercise. No useful data was collected. However, Robin Aiello, the Marine Biologist who trained this session, will be working with Tiki for a half day during the next week to look at the lagoon and workshop more ideas on environmental management and best environmental practices that could assist in the sustainable use of the RBR beach area.