

Maikel Koopman

---

## Velondriake Ecotourism Plan

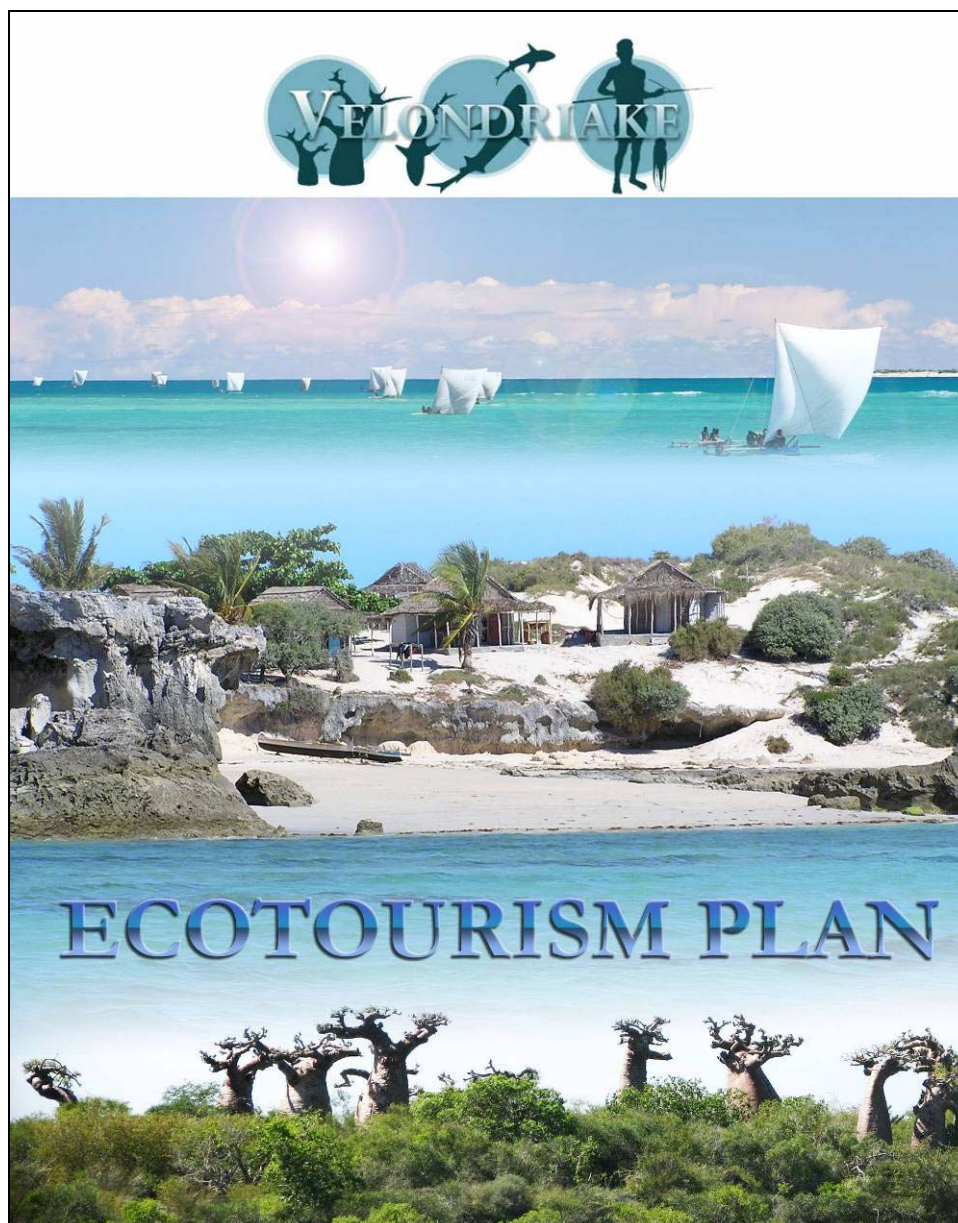


Unit 2d, Aberdeen Centre, 22/24  
Highbury Grove, London N5 2EA  
[research@blueventures.org](mailto:research@blueventures.org)

Tel: +44 (0)20 8341 9819  
Fax: +44 (0)800 066 4032

---

## Velondriake Ecotourism Plan



© Blue Ventures 2008

Copyright in this publication and in all text, data and images contained herein, except as otherwise indicated, rests with Blue Ventures.

**Recommended citation:**

Koopman, M. (2008) Velondriake Ecotourism Plan.

## Preface

This report has been written for the graduation project of my study tourism and recreational management at the Saxion Hogescholen in Deventer, the Netherlands. The report contains a detailed tourism development strategy for the tourism industry of the Velondriake region in Southwest Madagascar. It builds on prior tourism assessments (Linnear 2004; Townsend, 2005; Epps, 2006) which have been performed to outline the importance, advantages and disadvantages of tourism development in the area. I would especially like to recommend reading 'A tourism assessment of Andavadoaka' by C. Townsend (2005) for deepening of the current tourism situation.

This report is directed to all stakeholders involved in the fields of tourism in Velondriake, but also to all interested in its developments. This includes accommodation managers, conservation organisations, educational institutions and especially the inhabitants of Velondriake.

Readers who are mainly concerned about the tourism development strategy will be directed to chapter seven and eight. For those interested in the situation and plans for Madagascar's tourism industry chapter three is recommended.

For their counselling and excellent support I would like to recognize Richard Nimmo of Blue Ventures Conservation and Arjo van Es of the Hospitality Business School, Saxion Hogescholen.

*Maikel Koopman*

## Summary

This report describes an analysis of current tourism activities in Velondriake, its marketing environment and provides a strategy for future development. Velondriake consists of 25 small villages along the Malagasy west coast situated approximately 40 km south of district capital Morombe. Due to growing populations in the area the pressure on the marine resources of Velondriake, on which the local 'Vezo' people depend, has led to the suffering of the coastal ecosystems. Fishing the way the local population has done for centuries cannot provide sufficient income for all Velondriake's inhabitants in the future. Therefore alternative livelihoods are searched in sea farming and ecotourism.

Madagascar is one of the most poor countries in the World. The lack of international investments in the country together with the difficult accessibility and underdeveloped educational facilities provide a major constraint to the growth of the tourism industry in the country. The tourism masterplan for Madagascar (2004) has given the Velondriake region a long term priority.

Although there are tourists coming to the area, there is no significant benefit for the local people leading from the presence of these tourists. Only few people have found work in one of the few (small) hotels and there are no jobs in recreational activities. There are not enough facilities and activities to pursue tourists staying for a longer period. An improvement of activity services can strengthen the attraction of the area and make the whole more appealing for tourists. Besides the marketing efforts of the individual hotels, there hasn't any destination planning, development or marketing been done. Therefore the destination is relatively unknown in the target market destinations.

Because of the poverty that is found all over Madagascar the transportation systems are very underdeveloped. In the area of Velondriake there are no paved roads, nor is there public transport present. Except for tour groups organized from Antananarivo, there is no organized transportation which tourist have easy access to. The lack of transportation makes the area hard to access.

There have been studies conducted in the potential opportunities and threats tourism brings to Velondriake in recent years. This report however is aimed to put tourism analyses one step further and provide a plan for the future development for Velondriake as a successful destination. In order to do so a strategy based on

ecological, social and economical sustainability has been drawn up and outlined in goals and objectives.

The goals which provide a general direction for the development are:

- To increase the benefits from tourism activities for the local community;
- To encourage tourists to stay longer on the destination;
- To increase the number of tourists visiting the area;
- To encourage tourists to participate in activities and use local services;
- To create sustainable jobs for local people in the hospitality industry;
- To encourage the development of tourism facilities and services;
- To improve infrastructure supporting tourism activities;
- To improve the capability of managing the overall destination development;
- To improve local knowledge in order to operate successful and sustainable in an economical, socio-cultural and environmental way;
- To improve the health and natural beauty both on land and in marine areas;

In order to make these goals achievable a series of objectives are drawn up which each try to contribute to several goals at once. This number of goals is chosen to ensure the overall quality is preserved. The objectives are worked out into action plans which gives direction how the objectives can be achieved.

- Establish a tourism association to manage tourism development;
- Set up a monetary system to gain overall revenue from tourism
- Construct a community eco-lodge
- Improve transportation infrastructure to increase the accessibility
- Offer visitors at least five significant different activities to undertake on site
- Increase the number of tourist nights to 15.000 per year
- Ensure a tourism impact measurement system

## Table of Contents

<b>Preface .....</b>	<b>iii</b>
<b>Summary .....</b>	<b>iv</b>
<b>1. Introduction .....</b>	<b>1</b>
<b>2. Background .....</b>	<b>2</b>
2.1 Justification and Purpose of the Report.....	2
2.2 Objective .....	3
2.3 Methodology and limitations .....	3
<b>3. Ecotourism Defined .....</b>	<b>4</b>
<b>4. Tourism in Madagascar .....</b>	<b>5</b>
4.1 Country Profile.....	5
4.2 Tourism Industry .....	6
4.2.1 Distribution of tourists within Madagascar.....	7
4.2.2 Constraints on the growth of tourism.....	7
4.3 Tourism Masterplan .....	8
4.3.1 Introduction.....	8
4.3.2 Development phases .....	9
4.3.3 Prognosis of tourism growth.....	10
4.3.4 Target markets .....	10
4.3.5 Tourist profile .....	10
4.3.6 Tourism product development .....	11
4.3.7 Benefits for Velondriake.....	15
<b>5. Velondriake .....</b>	<b>16</b>
5.1 The Setting .....	16
5.2 Population and Culture .....	17
5.2.1 Religion.....	17
5.3 Local Governance .....	18
5.4 Infrastructure .....	18
5.4.1 Physical infrastructure .....	18
5.4.2 Communication.....	19
5.4.3 Power supply .....	19
5.4.4 Education services .....	19
5.4.5 Health services.....	19
5.4.6 Sanitation .....	19
5.4.7 Water supply.....	19
<b>6. Marketing Analysis.....</b>	<b>20</b>
6.1 Resources .....	20
6.1.1 Facilities.....	20
6.1.2 Attractions & activities .....	22
6.1.3 Impact .....	23
6.2 International Tourism Trends.....	24
6.2.1 Demographics.....	24
6.2.2 Health.....	24
6.2.3 Education levels .....	25
6.2.4 Information technologies .....	25
6.2.5 Environmental sustainability .....	25
6.2.6 Safety and security.....	25
6.2.7 Travel experience.....	25
6.2.8 Lifestyles.....	25
6.2.9 Consumer trends and niches .....	26
6.3 Business Environment.....	26
6.3.1 Visitor profile.....	26
6.3.2 Distributors .....	28
6.3.3 Competitors.....	28
6.4 Stakeholders .....	29
6.4.1 The tourism industry.....	29

6.4.2 Visitors.....	29
6.4.3 Local communities.....	29
6.4.4 Conservation groups.....	29
6.4.5 Educational and research institutions.....	29
6.4.6 Other special interest groups.....	30
6.5 Conclusions.....	30
6.5.1 SWOT analysis.....	31
6.5.2 Confrontation matrix.....	32
<b>7. Strategy.....</b>	<b>34</b>
7.1 Vision.....	34
7.2 Approach: Ecological Sustainable Development and the Triple-Bottom-Line.....	34
7.2.1 Ecological sustainability.....	34
7.2.2 Social sustainability.....	37
7.2.3 Economic sustainability.....	37
7.3 Goals & Objectives.....	37
7.3.1 Goals.....	38
7.3.2 Objectives.....	38
7.4 Key Tourist Segments.....	38
7.4.1 Blue Ventures volunteers.....	38
7.4.2 Divers.....	38
7.4.3 Experienced senior explorers.....	38
7.4.4 Wanderluster.....	39
7.4.5 Ecotourists.....	39
7.5 Positioning.....	39
<b>8. Action Plan.....</b>	<b>41</b>
8.1 Key Objective One: Establish a tourism association to manage tourism development.....	41
8.2 Key Objective Two: Set up a monetary system to gain overall revenue from tourism.....	41
8.3 Key Objective Three: Construct a community eco-lodge.....	42
8.4 Key Objective Four: Create transportation infrastructure to increase the accessibility.....	43
8.5 Key Objective Five: Offer visitors at least five significant different activities to undertake on site.....	44
8.6 Key Objective Six: Increase the number of tourist nights to 15.000 per year.....	46
8.7 Key Objective Seven: Ensure a tourism impact monitoring program.....	47
<b>9. Recommendations for Further Study.....</b>	<b>51</b>
<b>Acknowledgements.....</b>	<b>52</b>
<b>References.....</b>	<b>53</b>
Bibliography.....	53
Websites.....	54
<b>Abbreviations.....</b>	<b>55</b>

## Appendices

Appendix I. An Interview with Soava Rakotoaiosoa, by Matthew Linnecar, July 2003.....	57
Appendix II. Stakeholder Roles and Responsibilities.....	61
Appendix III. Potential Environmental Impacts from Tourist Development Activities.....	63
Appendix IV. Map of Eco-Lodge Site.....	64
Appendix V. A Sample of Potential Ecotourism Monitoring Indicators.....	65

## List of Figures

Fig. 1 – Map of Velondriake with villages and management zones .....	1
Fig. 2 – Map of Madagascar’s national parks and reserves .....	5
Fig. 3 – Evolution of Malagasy visitor arrivals .....	9
Fig. 4 – Phases of tourism development.....	10
Fig. 5 – National tourism circuits of the tourism masterplan .....	12
Fig. 6 – Indicated ecotourism zones .....	12
Fig. 7 – Location of Velondriake.....	16
Fig. 8 – The two principal reef systems in Velondriake .....	16
Fig. 9 – A meeting of the Velondriake association in a school in Ampasilava .....	18
Fig. 10 – Interior of a Coco Beach bungalow .....	20
Fig. 11 – Site of Coco beach, south of Andavadoaka.....	20
Fig. 12 – Laguna Blu Resort Bungalows.....	20
Fig. 13 – Showers at Laguna Blu Resort .....	20
Fig. 14 – Manga Lodge reception.....	21
Fig. 15 – Interior of a Manga Lodge bungalow .....	21
Fig. 16 – Exterior of Manga Lodge bungalows .....	21
Fig. 17 – Chez Antoine bungalow and shower .....	21
Fig. 18, 19, 20 – Epi-bars and street of Andavadoaka.....	21
Fig. 21 – Migrating humpback whale.....	22
Fig. 22 – Coral reef ecosystems.....	22
Fig. 23 – Sunset over the ‘Andavadoaka Rock’ .....	23
Fig. 24 – Spiny forests north of Andavadoaka .....	23
Fig. 25 – A tortoise spotted nearby Laguna Blu Resort.....	23
Fig. 26 – Number of yearly visitors and percentage of nationalities .....	26
Fig. 27 – No of visitors to Coco Beach hotel .....	27
Fig. 28 – Number of visitors by age in Coco Beach hotel.....	27
Fig. 29 – Size of group visiting Coco Beach Hotel .....	27
Fig. 30 - Visitors' travel route .....	28
Fig. 31 – Means of transportation to get to Coco Beach hotel .....	28
Fig. 31a – Confrontation Matrix.....	33
Fig. 32 – Mutual contributions of tropical Coastal habitats .....	35
Fig. 33 – Hypothetical evolution of a tourist area .....	35
Fig. 34 – Examples of beach erosion caused by the construction of a groin (A) or a boat passage (B).....	35
Fig. 35 – The Hydrologic cycle .....	36
Fig. 36 – The Velondriake logo as part of the positioning strategy.....	40

## 1. Introduction

Velondriake is a region consisting of 25 small villages located in southwest Madagascar. It is situated approximately 150 km north of the regional capital of Toliara and 45 km south of Morombe. The area is characterized by long white beaches, lagoons and coral reefs along the coast, unique spiny forests, bird life and a distinct Vezo culture. Velondriake's location is very remote and accessibility is limited by poor roads and infrastructure. Madagascar's southwest coast supports some of the largest coral reef systems in the western Indian Ocean. These reefs do not only provide critical habitat to thousands of marine species, but are also essential to the cultural identity of the indigenous Vezo people who rely on healthy marine resources for food, transportation and income. However, coastal populations are growing rapidly and international fishery companies have begun exploiting the region's waters through a sophisticated collection network to supply an expanding export market. As a result local fishermen have reported declines in the size and number of their catches in the last years (Linnecar, 2004).

The people of Velondriake consider the viability of ecotourism as an additional livelihood option for their fishing community, in the context of the development of the dwindling marine resources. Earning extra income from tourism, which depends on a healthy marine environment, is necessary to ensure the future well-being of the population and the protection of their environment. Local people need to benefit significantly from tourism if they are to support its development and support conservation of the resources tourism depends on.

There are currently relatively few tourists visiting Velondriake, compared with other beach destinations in Madagascar such as Ifaty or Nosy Be. The visitor numbers are likely to grow steadily though. Tourism in Velondriake has little local impact; employment or service provision by local people to tourists is minimal and tourists generally do not spend directly in the villages. For tourism to benefit conservation and development, greater local benefits need to be realised (Towsend, 2005).

This report aims to set goals and objectives for tourism development, understand present market conditions and trends, recognize issues and possible constraints, create opportunities, identify alternatives and recommend action.

Successful destinations are those which offer the visitor something unique: they create a sense of place, an identity which is different from their competitors. Far too often communities with little previous experience of tourism growth simply look to their neighbours or other successful destinations when beginning a new development agenda. Unfortunately, the subsequent replication of too similar attractions in region after region tends to limit rather than encourage tourism success. The problem with this approach is that no two regions are ever exactly the same, either in terms of what they have to offer, or the visitors they can attract<sup>1</sup>.

The challenge facing Velondriake communities is deciding where to begin and how to determine what they have which may be attractive to visitors. Chapters 4 and 5 aim to help identify what is special about Velondriake, but also seeks to determine what of the local product needs improvement. Chapter 5 continues to review of Velondriake's tourism demand. It discussed which influences the decisions of the visitors made before arrival, how they travel and long they are staying.

Chapter 6 makes it possible to plan for improvements in existing products, explore opportunities for expansion into new markets and establish long-term priorities for the local industry. It represents a guide for to all future development activity, with defined goals and objectives to address identified issues and an outline of critical success factors for sustainable development. Chapter 6 outlines a plan of action to achieve these goals.

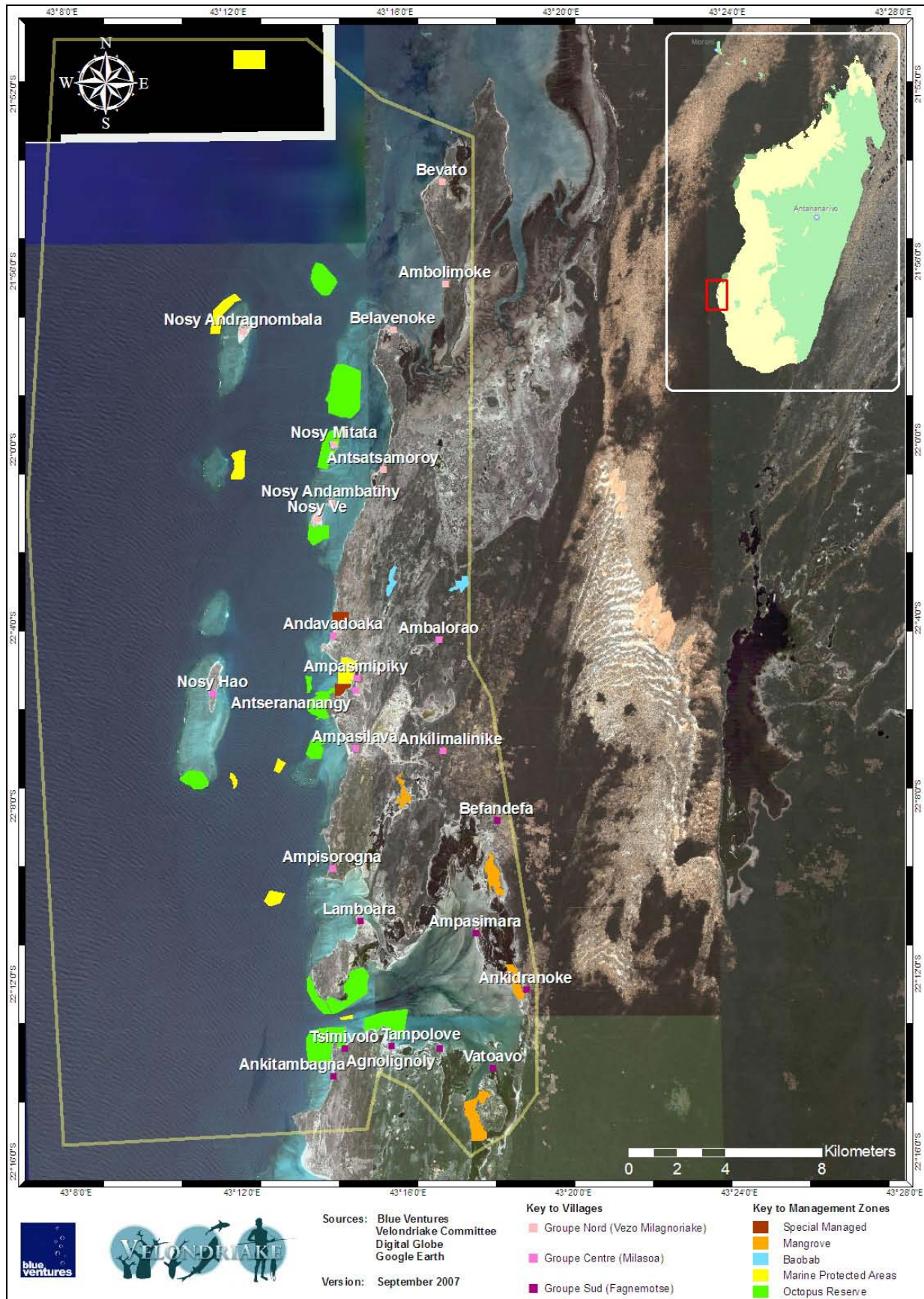
This report has been written for Blue Ventures NGO, but is addressed to all stakeholders in Velondriake and those interested in its tourism development and intended as an independent advice. The research on site is being carried out in April and May 2008 which is further explained in chapter 2.

---

<sup>1</sup> Godfrey, Clarke (2006), *the tourism development handbook*



Fig. 1 – Map of Velondriake with villages and management zones



Source: Blue Ventures Conservation, 2007

## 2. Background

### 2.1 Justification and Purpose of the Report

The indigenous Vezo coastal communities of the remote Velondriake region of Madagascar are a seafaring people whose identity and way of life is heavily dependent on the sea. Some of the largest and most bio-diverse coral habitats in the Indian Ocean are found in the area. The Vezo's knowledge of terrestrial food sources, and their traditional trade with the Masikoro (agro foresters), have resulted in the community traditionally having reliable food security. As the economy has moved to a cash-based system, economic determinants outside of local control are reducing the spending power of the fishers. There is a danger that this could lead to reduced food security in the future. The cyclone seasons of 2004/2005 and 2005/2006 resulted in a breakdown of many traditional trade routes (this is not an unusual occurrence during the rainy season due to the poor condition of road networks). During these periods, prices of rice rose significantly, making rice prohibitively expensive for many fishers who were accustomed to buying rice with money earned from catching fish. Fishing was also greatly restricted during these periods because of rough turbid conditions brought about by the storms. This resulted in families tightening household budgets to the extent that some children stopped attending school due to the cost of school fees. Diversifying the household sources of income would spread the financial risk among different household members. However, there are currently few alternative livelihood options<sup>2</sup>.

To date, tourism has had little impact on Velondriake. There are three foreign owned hotels, Coco Beach Hotel, Laguna Blu Resort and Mange Lodge which are all situated between Andavadoaka and Ampasilava, and one locally run hotel within the village of Andavadoaka. Each hotel receives very few foreign visitors, which you can read in chapter 5.3. Even though tourism has had little effect so far, the few tourists that have visited have obviously left a message: money, money, money (pers. comm. 2003)<sup>3</sup>. The villagers of Andavadoaka are already showing signs of desiring short-term financial gain, although the respondents who indicated this were generally the younger generation of the village. Many were all too keen to give up their traditional Vezo way of life and earn money working in the hotel, or taking tourists on

pirogue (small canoe) trips. As of yet there have not been enough tourists to warrant any fishermen leaving fishing permanently for the tourist industry, but many have expressed a desire, and also that when they come we can learn languages (pers. comm. 2003). Of all the respondents who indicated a desire to see tourism in the village, language apprehension was the second highest benefit recorded, after money<sup>4</sup>.

There has not been any involvement of the indigenous peoples in the tourism activities so far and this is something that an adviser to the Ministry of Tourism wanted to see:

*'In terms of ecotourism what we would like to see is not just an external initiative, but we want to see some touch with the indigenous people, otherwise it would be like heaven has just been plopped there and the locals cannot be involved' (pers. comm. 2003).*

Matthew Linnecar's interview with Soava Rakotoaiosa, adviser to the Ministry of Tourism, of July 2003 about the national plans for the destination can be read in appendix 1. His study ends with the following conclusions:

*"Tourism is an important and growing economic sector in the Western Indian Ocean region and has provided economic gains to areas that otherwise would not see it. The President of Andavadoaka indicated that tourism would be good because: "It will bring development; schools, water, and electricity. Also our hospital is too poor. (pers. comm. 2003)*

*"Coastal tourism certainly can, and does, contribute to local economies. Examples of benefits to local communities directly related to tourism activities are numerous, including new job opportunities for which the hotels often provide training; an increased international understanding and awareness; the development of infrastructure, notably roads, water and electricity; and improved coastal and marine conservation through revenues collected from tourists. Focus for Andavadoaka should be on adopting a specific sustainable tourism framework, suitable to the dynamics of the Vezo culture, the current local*

<sup>2</sup> Langley, L.(2006), *Vezo Knowledge Traditional Ecological Knowledge in Andavadoaka*, p. 32.

<sup>3</sup> Alexander Elphinstone, Blue Ventures Conservation

<sup>4</sup> Linnecar, M. (2004), *A threat to traditional society? A case study of the threat of tourism to the traditional fishery of Andavadoaka, South West Madagascar*, p.71-75.

*economic environment, and the ecologically sensitive regions around the village.*

*“Overall, it is clear that ecotourism in Andavadoaka must not only be attractive to international visitors while preserving or conserving the resources, it must also allow for local inhabitants and future generations to enjoy its special qualities. If ecotourism is successful, it should establish a productive, durable revenue base that allows the local citizens to enjoy a sustainable standard of living while providing services to international visitors. Without fair and ethical trade practice however, it is not possible to achieve sustainable tourism. A fair return of investment for local host destinations is necessary to enable them to reinvest in the social and environmental regeneration of their community.”*

Following to the study of Linnecar Blue Ventures has assigned an independent sustainable tourism consultant to study Andavadoaka’s tourism situation and potential. Townsend’s report (2005)<sup>5</sup> indicates careful planning for tourism development and promotion of the destination is needed.

In consultation with Blue Ventures (G. Cripps, 2008) is decided to spread the impacts of tourism on the Velondriake region rather than the village of Andavadoaka. Two important arguments for this are: It is likely tourism will increase the level of well-being those affecting them. In case Andavadoaka is perceived wealthier than other Velondriake villages, people of surrounding villages might migrate to Andavadoaka in search of more profitable livelihoods. Second argument is the fact the carrying capacity of the Velondriake region will be larger than of a small village. Environmental impact can be decreased and the zoning concept of the Ministry of Tourism will be conceded.

The purpose of this report is to provide a specific framework for the development of ecotourism in Velondriake. Therefore this study will aim to look at:

- What is the current situation of tourism activities in Velondriake?
- Which factors influence the tourism industry?
- What are the intentions of the government of Madagascar for this destination?
- What are the constraints to tourism development?

- Which actions need to be taken to ensure further development and a sound product?
- How should the destination be marketed and promoted?
- How is ecological, social and economical sustainability guaranteed and monitored?

## 2.2 Objective

To provide a specific framework for sustainable tourism development in Velondriake

## 2.3 Methodology and limitations

Having decided on the study area, a programme of research was conducted, which included visiting Madagascar from 29<sup>th</sup> of March to 23<sup>rd</sup> of May 2008. The research comprises of primary and secondary data. I used (non-structured) interviews and personal observations to collect the primary data. Because of language barriers (French, Malagasy) and other circumstances I was not able to carry out interviews with all tourism stakeholders. I have spoken with local residents, hotel staff and managers, Blue Ventures staff and attended a Velondriake Association meeting. Although the language of communication Malagasy was, Blue Ventures staff were able to translate important aspects during this meeting.

During the six weeks on site I have provided English lessons to local residents of Andavadoaka twice a week. Lessons were structured around learning English in general, but especially to educate locals interested to become tourist guides. These lessons have provided me a good picture of local opinions towards tourism and its constraints. For secondary data I have had a lot of support from Blue Ventures on previous research reports. Also I obtained the Malagasy tourism masterplan which provided information on the external variables of the tourism industry. The rest of all secondary data provide case studies, tourism research data, international guidelines on tourism development and ecotourism in special.

<sup>5</sup> Townsend, C. (2005), *A Tourism Assessment Of Andavadoaka*, p26-27.

### 3. Ecotourism Defined

*This report is concerned with the development of ecotourism in the Velondriake region in Madagascar. In order to better understand the concept of ecotourism a short summary on its meaning is outlined in this chapter. The information is derived from the website of The Nature Conservancy <sup>6</sup>.*

As the new millennium unfolds, we are becoming increasingly aware of the finite, interconnected and precious nature of our planet. Likewise, tourism is becoming an increasingly popular expression of this awareness. With advances in transportation and information technology, ever more remote areas of the earth are coming within reach of the traveller. In fact, tourism is now the world's largest industry, with nature tourism the fastest growing segment.

In response to this increasing appreciation of nature experiences, a new travel ethic has arisen which is now called ecotourism. This term has become increasingly popular in both conservation and travel circles, but what exactly does it mean?

The Nature Conservancy (2008) has joined the World Conservation Union (IUCN) in adopting the following definition of ecotourism:

"Environmentally responsible travel to natural areas, in order to enjoy and appreciate nature (and accompanying cultural features, both past and present) that promote conservation, have a low visitor impact and provide for beneficially active socio-economic involvement of local peoples."

Most tourism in natural areas today is not ecotourism and is not therefore, sustainable. Ecotourism can be distinguished from nature tourism by its emphasis on conservation, education, traveller responsibility and active community participation. Specifically, ecotourism possesses the following characteristics:

- Conscientious, low-impact visitor behaviour
- Sensitivity towards, and appreciation of, local cultures and biodiversity
- Support for local conservation efforts
- Sustainable benefits to local communities

---

<sup>6</sup>

<http://www.nature.org/aboutus/travel/ecotourism/about/art667.html>

## 4. Tourism in Madagascar

*In order to understand Velondriake’s potential as a successful destination a broader scope has to be analyzed. It is important to know how tourism is developing in the rest of the country, because there is a great amount of interdependency on - for example transportation systems and competitor destinations within Madagascar. The information presented in paragraphs 3.1 and 3.2 are derived from the Republic of Madagascar: Tourism Sector Study (Christie and Crompton, 2003). Paragraph 3.3 is based on the Tourism Masterplan for Madagascar (GATO AG, 2004).*

### 4.1 Country Profile

Madagascar is the world’s fourth largest island (587,000 sq. km), crossed by the Tropic of Capricorn in the Indian Ocean, with southeast Africa the nearest landmass. The country is divided into five different regions that reflect its ecosystem diversity:

- Central Territories with the volcanic Andringitra massif
- Virgin Islands coast in the northwest, with the beautiful Bay of Antsiranana and Nosy Be, the principal resort tourism destination. The bay is often described as second in beauty only to Rio de Janeiro
- Coast of Capricorn to the south and west, with its underwater depths and its huge coral reef at Toliara
- Coast of Contrasts in the southeast, which is a combination of tropical forest and semi-arid bush

Rosewood Coast in the east, which is 70% primary forest and features vanilla plants and inland creeks that were pirates’ dens.

Madagascar is one of the world’s few megabiodiversity countries in which 80% of its plant species are endemic; of the 19,000 plant species, 1000 are orchids and there are seven species of baobab trees, while the African continent only has one. For most animals the proportion of endemics is even higher. Among the endemic fauna are 32 species of lemurs, which occur naturally only in Madagascar, nearly 120 amphibians, and 250 reptiles. In the mountains, giant chameleons and frogs are found; the lagoons are home to tortoises; and humpback whales use the Ile Sainte-Marie as their day nursery.

**Fig. 2 – Map of Madagascar’s national parks and reserves.**



**Source: Christie and Crompton, 2003**

The 16 national parks, as well as other protected areas, cover 17, 103 square kilometers or 3% of Madagascar’s land surface and are distributed throughout the island. Four marine parks are clustered around Mananara nord, a Bio sphere Reserve, on the northeast coast. The map illustrates the distribution of these reserves throughout the island. Private reserves also dot the island and are visited by tourists.

With 5,000 km of coastline and a continental shelf that is equal to 20% of its land area, plus some 270 small islets, Madagascar has world-class resort assets. These are enhanced by its marine and coastal

biological diversity, which are greater than in any other Western Indian Ocean country, and, in particular, by its spectacular marine mega-fauna.

The variety of the country's assets is reflected in its World Heritage Site: Tsingy Bemaraha Strict Nature Reserve in the west. The site consists of a spectacular *karst* geological formation, comprising a Rocky countryside of caves, potholes and underground rivers formed by limestone. Madagascar's extraordinary natural assets, land-based and marine, make it one of the world's most studied islands by scientists and a target destination for a diverse range of tourists.

In addition to its natural assets, Madagascar's mining sector produces gemstones that are marketed locally but also exported. Tourists purchase these, both as stones and mounted on gold and silver, which accounts for the frequency of visits to Antsirabe, the centre for trade in semiprecious stones. Handicrafts include embroidered goods, which are of a very high standard, and a range of carved wood products, which are frequently bought by tourists.

## 4.2 Tourism Industry

According to data provided by the Ministry of Transportation and Tourism tourist in 2006 spent their time in Madagascar on the following different activities <sup>7</sup>:

- Ecotourism 55%
- Sun & beach resort tourism 19%
- Cultural 15%
- Sporting/adventure 8%
- Other 3%

This information demonstrates that Madagascar is primarily an ecotourism destination. Because of its high endemism, Madagascar's ecotourism assets are literally unique. Its sun, sea and sand assets are outstanding but compete with the other better-known resort destinations in the Indian Ocean.

Ecotourists, one of the fastest growing segments of international tourism demand, are also the largest segment of tourists visiting Madagascar. The principal travel motive, reiterated by local tour operators, is to see lemurs in the wild. Birders travel

to view the 106 endemic birds out of the 250 on the island. Big game fishing has already recorded a world record marlin catch. Scuba divers consider the coral reefs on a par with the Red Sea and other diving areas worldwide. Tourists interested in sun, sea and sand enjoy the impressive resort assets. Cultural tourists are interested in the local people, their living traditions and villages, richly decorated tombs, sculpted totems and carvings in honor of the dead, as well as the Queen's Palace, or *Rova de Manjakamiadana*, in Antananarivo, which was almost completely destroyed by fire in 1995. Adventure travel, though small in numbers, attracts mountain climbers and trekkers, and abseiling/rappelling enthusiasts to its canyons and volcanic ranges. White water rafting on the west coast, canoe, barge trips and sailing attract others. The variety of assets, and their quality, in one country is remarkable. This ensures that tourists can indulge several interests when traveling to Madagascar, which is often not the case in islands.

The media in Europe and the U.S. create a mixed image of Madagascar. Recent media reporting has portrayed Madagascar's wonderful flora and fauna and the country as a new destination for adventure travel, but it also describes the poverty, the health risks, and the cyclone of 2000. Not surprisingly, therefore, according to the MADIO Tourism survey (2000) most tourists had been influenced in their decision to travel by word of mouth recommendations from friends and family members. While this reflects the positive image of those who know the country, it confines the potential tourism market, given the absence of marketing and promotion efforts by Madagascar, to those with friends and family who have already visited Madagascar.

According to the MADIO Tourism survey (2000), 67% of foreigners arriving in Madagascar were first time visitors in 2000. Of the nearly one third who were returning to Madagascar, 30% said they visit Madagascar annually, while the rest said with no particular frequency. (Annual visits to a destination to which access is so expensive are unusual. A portion of those returning annually could be visiting friends and relatives or could be returning nationals resident abroad with foreign passports.) Of those returning, about half were repeating a previous good experience and the rest were returning to visit new sites. This repeat tourism confirms tour operators' assessments of their clients' high levels of

<sup>7</sup> Ministry of Transportation and Tourism  
[http://www.edbm.gov.mg/en/en\\_stat\\_tour.php](http://www.edbm.gov.mg/en/en_stat_tour.php)

satisfaction with the country's natural and cultural resources.

#### 4.2.1 Distribution of tourists within Madagascar

There are three quantitative sources of information about the distribution of tourists within Madagascar, as well as tour operator sources. The *Association Nationale pour la Gestion des Aires Protégées* (ANGAP) publishes data on visitors to the national parks throughout the island. The MADIO 2000 visitor survey provided data on the regions and the destinations within those regions visited most frequently. The statistics for the national parks indicate that 85,532 visitors entered 22 sites in 2000, based on ticket stubs. Of these, 54,440 were foreigners, 218 researchers and film producers, and 32,306 were local people. The numbers of visitors have grown steadily in all categories from a total of 5898 in 1992.

Five parks attracted over 88% of the visitors. In descending order these were:

- Andasibe-Mantadia (also known as Perinet), the nearest park to Antananarivo
- Isalo in the south central region
- Ranomafana in the southwest
- Montagne d'Ambre in the northwest
- Ankarana in the northwest.

The 2000 visitor survey, which is broader in its coverage than that of ANGAP, showed the distribution of tourists by region. Given the fact the Ministry of Transportation and Tourism uses the same data for the year 2006 it can be suggested that the data is still accurate. This survey indicates that the South is the principal destination (38 % of total visitors), followed by the North (21%), the East (19 %), the West (14 %) and the Hauts-plateaux (7%). The visitor survey also lists the sites most frequently visited, with the first five being:

- Nosy Be in the northeast (22.5 % of the total);
- Tulear in the southwest (21%);
- Ile Ste Marie in the northeast (16%);
- Parc d'Isalo in the south central region (13%);
- Antsirabe 169 km south of Antananarivo (10%).

#### 4.2.2 Constraints on the growth of tourism

The tourism sector may well be operating considerably below its potential considering the quality, variety and uniqueness of the tourism assets. The main constraints to growth of the sector are highlighted below and they are on both the demand and supply sides. On the face of it, demand potential appears to be unlimited because of the quality, variety and uniqueness of the tourism assets, both through increasing the numbers of tourists visiting Madagascar and by increasing per capita tourist expenditures through higher value added services. However, meager official and private sector promotion and lack of attention to the policies and infrastructure in place has left this demand largely untapped. Simultaneously, the current inability of the sector to accommodate and transport increased numbers, certainly of discerning tourists, constrains its growth.

The cost and vagaries of airline access and restrictions on internal travel because of poor road infrastructure and unreliable, unavailable and high cost commuter airlines, is a major limiting factor on the size of the sector. As a specific example, new accommodation was built to accommodate the large number of tourists expected in 2001 for the eclipse of the sun, but there was only a marginal increase in air access and none in internal transport. Not surprisingly, investors' expectations were dashed. Consequently, there is little incentive to supply additional accommodation of the appropriate size and quality to meet market demand. For these and other reasons discussed below, Madagascar is without a flagship ecotourism or resort hotel that could expand worldwide promotion and help attract other investors.

Furthermore, Madagascar's asset base is -- with specific exceptions in certain resort and other areas -- more appropriate for small groups, which acts as a disincentive to invest in larger accommodation units, which in turn acts as a disincentive to larger group travel where tour operators counteract low margins with higher volumes. Therefore, tour operators try to target higher-income tourists and buffer them against the scarcity of suitable reception facilities. Despite this spider's web of constraints, many tourists leaving Madagascar report their satisfaction with their visit because of the quality of the natural assets. These tourists value Madagascar as a more rugged and unpredictable holiday experience. The larger segment of the more conventional tourist and the small, but

often-profitable luxury market, are the ones most difficult to attract to Madagascar.

Despite the market complexities, several respected international hotel operators have explored the possibility of investing in Madagascar and continue to do so, although the obstacles summarized below, represent significant barriers.

#### *External Access*

- Airfares are among the highest in the world because of lack of competition among the few air carriers that serve Madagascar. As a consequence, the airfare weighs heavily in the total tourist package (at least 50%)
- International access is inconvenient for all tourists except residents of France (and South Africa) because of the few gateway cities in tourist supplier markets. It would be interesting to review existing bilateral agreements in Africa and to open several airports in Madagascar to international flights and thus diversify the supply of air services.

#### *Internal Travel*

- From January to March, the wet season brings heavy rain, flooded rivers and damaged roads that can make some overland travel impossible. Rough seas can delay or make dangerous inter- island travel.
- Only 7,000 km out of the 35,000 km road network are weatherproof. Road infrastructures inadequate on even the most traveled internal routes and is absent for many less visited sites with high tourist potential.
- Internal air flights are costly and unreliable, with frequent cancellations or rescheduling.

#### *Accommodation*

- There are too few good hotels, lodges, and camps in the main tourist destinations.
- Group travel is a characteristic of international tourism today and most hotels outside Antananarivo cannot accommodate even the small groups of 16 people and less that travel to Madagascar.
- The only “name” hotels in Madagascar are the Hilton hotel in Antananarivo and the

Venta Club in Nosy Be. The presence of an internationally recognized flagship resort hotel or ecotourism lodge in Madagascar would bring name recognition, would raise standards through technology transfer, and would promote the island.

#### *Promotion*

- Lack of effective promotion of Madagascar by either the public or private sectors restricts its access to supplier markets and is exacerbated by the absence of brand name hotels.

#### *Telecommunications*

- All firms, not just IT firms, are hurt by the high cost of communications, but it is a particular burden for small ones, such as the handicraft firms trying to advertise their products and find new markets. Few small companies can afford Internet sites, which would make it much easier for foreign buyers to learn about them. The item that received the most criticism in the 2000 visitor survey was “communications”.

#### *Health and Safety*

- The absence of medical facilities in a destination with malaria, in a country where there was a serious outbreak of cholera, and where adventure travel is significant, is of concern to international tour operators. Personal safety is not regarded as a serious problem in most of Madagascar, except in Antananarivo, where tourists can experience petty theft.

## **4.3 Tourism Masterplan**

### **4.3.1 Introduction**

After a thorough assessment of the existing conditions it becomes obvious that the tourism sector of Madagascar is still in its infancy. Nevertheless, the Republic of Madagascar has a good potential to develop into a competitive tourism destination in the Indian Ocean.



Fig. 3 – Evolution of Malagasy visitor arrivals

	1999	2000	2001	2002	2003	2004	2005	2006
January	8 377	10 632	11 209	7 174	11 861	12 011	16590	19 908
February	7 673	7 638	9 011	2 942	9 919	10 019	13751	16 089
Mars	10 620	10 973	11 027	2 743	12 763	12 981	18734	22 294
April	9 497	11 841	13 107	2 792	9 364	17 062	22005	24 667
Mai	10 285	12 459	13 218	1 761	13 179	21 172	22548	25 765
June	10 073	12 855	15 762	3 061	12 139	19 473	25418	23 733
July	15 504	16 942	18 034	5 123	15 053	26 970	28943	31 956
August	13 679	17 321	17 166	6 636	13 953	25 109	27215	30 628
September	11 876	15 417	16 008	6 392	11 707	22 361	27280	32 165
October	15 410	15 514	16 121	7 505	10 124	21 568	26097	32 364
November	13 838	14 319	14 307	7 173	10 036	20 489	24792	28 511
December	11 421	14 160	15 238	8 372	9 132	19 569	23678	23 650
<b>TOTAL</b>	<b>138 53</b>	<b>160 071</b>	<b>170208</b>	<b>61 674</b>	<b>139 230</b>	<b>228 784</b>	<b>277052</b>	<b>311 730</b> <b>+(14%)</b>

Source: Economic Development Board Of Madagascar<sup>7</sup>

Due to political and economical difficulties in 2001/2002 the tourism industry has seen a significant decline. The strategy for the recovery of the tourism industry has led to the foundation of the National Tourism Office (ONTM) and an increase in investments through a new law on land property (2003)<sup>8</sup>. In 2004 the Malagasy government has, with the support of GATO AG (a German apex organization for tourism) developed the tourism masterplan for Madagascar which provides short- and long-term frameworks for tourism development.

The tourism masterplan for Madagascar (2004) identifies several opportunities to turn some currently unfavourable aspects (accessibility, infrastructure and accommodation) into future strengths. The main objective for Madagascar is to develop tourism as the leading economic sector, creating employment and income in the future, putting the benefits for the Malagasy population first. Their living standard and the level of education should be increased through tourism development. Given the overall economic situation of the country, Madagascar is not able to invest high amounts in tourism. Therefore short, medium and long-term priority actions will phase the development process. Tourism development should expand from existing spots to axes such as coast lines and from there to fully developed tourism areas. Targets are low impact/ high-expenditure tourism products with a high quality. Mass and low-budget

packages tourism has to be avoided. The quality, competitiveness and sustainability of existing products and services needs to be further improved and a better price-performance-ratio offered.

### 4.3.2 Development phases

Because of the size and complexity of the geographical area of Madagascar, it is not possible to develop all potential tourist zones at the same time. In these circumstances the Malagasy government has decided to work in phases.

- In short term, which means a period of 1 or 2 years, the concern is be made to develop strong independent destinations. The preferable destinations are those with good existing infrastructure, because here it is easier to improve the accessible and the quality of the products. Revenues led from these tourism activities will be reinvested to finance the goals for middle-long and long-term goals.
- In middle-long term, which covers 3 to 5 years, will concern the development of connecting the tourism hotspots into a network of destinations. Also destinations which show a progress in infrastructure will be given attention and support for development.
- In long term, 6-10 years, it will be considered to develop large area destinations which connect the whole island with each other.

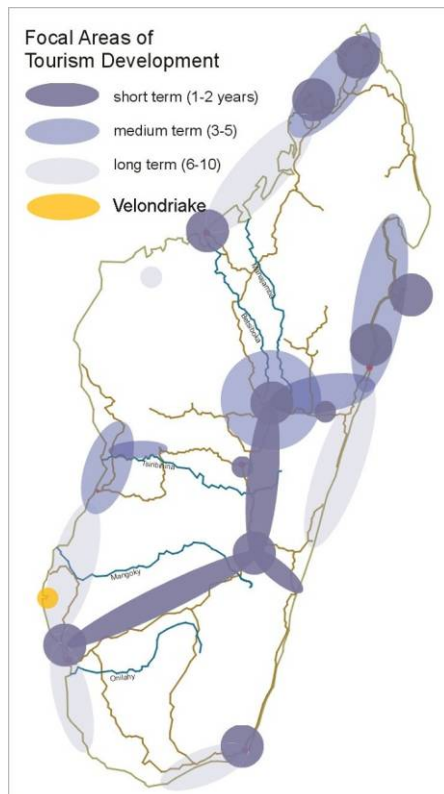
<sup>8</sup> Gato AG (2004), *Plan directeur du Tourisme*, p.333-335.

Also specific promising tourism products will be given attention.

Due to the economical situation of the country, Madagascar cannot make large investments. To minimize development expenses priority is given to the already running projects and planned projects. The identification of the key destinations have been made with the following criteria:

- The beauty of exceptional nature or richness or cultural heritage
- The present infrastructure (hotels, restaurants, tourist attractions)
- Accessibility (roads, airports, communications, public transport)
- Infrastructure projects present in regional programs
- Appeal to international visitors
- Potential to increase the number of national visitors

Fig. 4 – Phases of tourism development



Source: Republic of Madagascar, GATO AG, 2004

### 4.3.3 Prognosis of tourism growth

Madagascar aims tourism to be one of the country’s leading industries. The leading tourism masterplan proposes two scenarios (one of natural growth and one of comprehensive growth) which predict the potential development for the next 10 years. The comprehensive scenario indicates an accommodation capacity growth which counts 800 new hotel accommodations (23.984 rooms). The emphasis lies on the 3-star segment with an average stay of 14 days/ 13 nights and an occupancy rate of 65% in 2014. This will demand an increase of flights of 3.100 PAX a year and an average of 8 extra flights per day. In case the tourism masterplan is being implemented within its outlined conditions, an increase of visitor numbers can be expected leading up to 620.000 visitors (national and international) in 2014.

### 4.3.4 Target markets

Madagascar aims to attract younger, open-minded adventurers, experienced middle-age travellers and active pensioners. The masterplan indicates the importance of attracting a well balanced mixture of various target markets. Besides France, German speaking countries (Germany, Switzerland, Austria) and Italy present themselves as attractive potential markets. Australia, North-America and the Arabic countries are considered watch-markets and their relevancy is being examined. The islands of Maurice, Mayotte and Reunion are considered important for short holidays, weekends and VFR holidays. Also the masterplan indicates the importance of domestic tourism. The Malagasy middle-class should have the possibility of spending the holidays in their own country. The domestic market does not have the problem of accessibility. Moreover, the local request follows tendencies very different from the international market with visits of different places and an interest for other activities. The coast will be used more and more like a destination of weekends and holidays for the Malagasy people of the Highlands.

### 4.3.5 Tourist profile

Considering the distance of the destination and the rather high price of international and national transport, the typical international tourist coming to Madagascar is justified by one special interest. To be able to manage the trends of demand, Madagascar wants to avoid becoming a standard beach destination. On the contrary, because of richness of

its natural capital, Madagascar chooses to attract tourists with high output. Although one can believe, for economic reasons, that it would be preferable short-term to attract the most tourists possible, uncontrolled waves of arrivals would cause irrevocable damage to the natural and social environment. The country therefore rather concentrates on the exploitation of its potential as an exclusive destination offering a single experiment to the tourists and attracting those which seek something different in the field of nature, culture or adventure. Beach tourism is also an important component in the portfolio of tourist products of Madagascar and aims to include the revelation of the special character of the country. The various types of preferred tourism are:

- Nature and culture
- Science
- Camping
- Walkers / Hikers
- Sports
- Cruise
- Sun and beach

#### 4.3.6 Tourism product development

The masterplan outlines a vision with the statement 'Madagascar is a land of thousand experiences in the heart of the Indian Ocean'. In order to carry out this vision for the general development of the tourist destination Madagascar, the country must develop various tourist products of high-quality to attract top-of-the-range tourism. While being based on a complete analysis of the current location in the Republic of Madagascar, compared to the existing and potential target markets in the context of the examples of the good practice through the whole world, the following objectives were identified for the development of the tourist product:

- to better develop the strong points of the existing tourist products
- to minimize the weaknesses of these products
- to introduce new tourist products

In general, the tourist products of Madagascar can be divided into four groups:

- Special interest tourism
- Sun and beach tourism
- Domestic tourism
- Business tourism

The extraordinary richness of Madagascar allows the creation of tourist products varied in each of the four groups.

##### 4.3.6.1 Special interest tourism

In contrast with traditional tourism, known as sun and beach tourism, special interest tourism gathers the tourists who visit a country in the search of a particular activity in nature, culture or sports. Nowadays Madagascar attracts much tourists with special interest. The world demand for such products is in growth and this tendency could have an positive impact on the Malagasy tourism industry, considering special interest tourism is the best way of exploiting the potential of Madagascar's nature, landscapes, biodiversity and culture. In general, it would be necessary to widen the existing portfolio of the product to attract new sections of the market. Special interest tourism comprises sub-types which are relevant for the country:

- Circuits
- Ecotourism
- Sports and adventures
- Flora and fauna
- Culture and landscapes
- Cruises

##### *Circuits*

To attract a significant amount tourists, Madagascar aims to develop a suitable infrastructure for package holidays. To help tour operators offering packages, sites must be easily accessible and connected to each other. Five circuits are indicated, each exploring a different area and thus offering a single experience to the visitor. For all circuits goes that the entrance point for the international tourists is the airport of Ivato/Antananarivo. All the circuits start and finish in Antananarivo. The majority of the circuits use different means of transport e.g. cars, 4X4, train, boat or plane. The duration of all the circuits can be adapted by shortening it time of the voyage with national flights, various circuits can easily be combined and a beach extension can be added to each voyage.

The five circuits are:

- *Circuit 1 - Route du sud (Wonders of Nature):* Antananarivo - Antsirabe - Fianarantsoa - Isalo - Toliara - Antananarivo

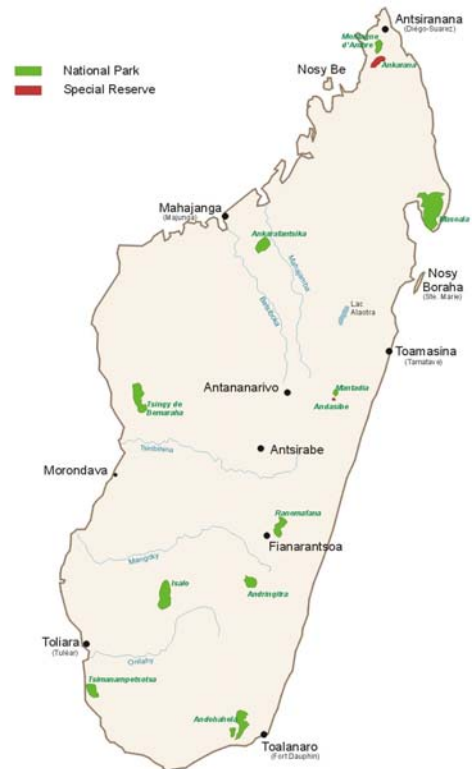
- *Circuit 2 – L’ouest (Wonders of Madagascar):* Antananarivo - Antsirabe - Morondave - Avenue of Baobabs – Tsingy du Bemaraha - Antananarivo
- *Circuit 3 – Le nord (Paradise Islands and the coast of spices):* Antananarivo - Antalaha - Sambava - Antsiranana - Nosy Be - Antananarivo
- *Circuit 4 – L’est (Discover the jungle):* Antananarivo - Fianarantsoa – Chemin de fer à Manakara - Canal des Pangalanes - Toamasina - Maroantsetra - Ste. Marie - Antananarivo
- *Circuit 5 – L’extrême sud (The thorn-bushes):* Antananarivo - Toalanaro - Itampolo -Toliara -Morombe – Antananarivo

**Fig. 5 – National tourism circuits of the tourism masterplan**



**Source: Republic of Madagascar, GATO AG, 2004**

**Fig. 6 – Indicated ecotourism zones**



**Source: Republic of Madagascar, GATO AG, 2004**

*Ecotourism*

Ecotourism is practised on a small scale in Madagascar. Indicated zones for ecotourism are St. Marie and the ANGAP national parks are:

- St. Marie
- Parc national de Montagne d’Ambre
- Parc national d’Ankarana
- Parc national d’Andasibe – Mantadia
- Parc national de Tsingy de Bemaraha (World Heritage)
- Parc national de Ranomafana
- Parc national d’Andringitra
- Parc national d’Isalo
- Parc national d’Andohahela (long term)
- Massif du Makay (long term)

To extend the ecotourism activities measures are taken concerning conservation, codes for tourists and tour operators as well as for eco-lodges. A system which provides allocation of ‘ecolabels’ to hotels is

being set up and carried out. On the long run eco-lodges and national parks are going to be integrated. Also programs for inducement of investments in small projects are stimulated by national government.

#### *Sport & Adventure*

According to the type of activity, the market of sports and adventure can be considered stable compared to the destination of their holidays (divers) or they can often change lodging (cyclists). The abundant natural capital of Madagascar - its beaches, coral reefs, mountains, forests and desert areas - allows all the sport activities and adventures. For water sports three specific destinations are appointed: Côte des îles Vierges, Côte du Capricorne and Toalanaro (Fort Dauphin). In spite of the great potential of a broad range of activities - excursions, hang glider, rafting, free climbing, diving, etc - the current possibilities are somewhat limited considering the lack of infrastructure. Therefore the ambition is to provide means of transportation for sport materials, establish training programs for guides, and provide suitable accommodation for these tourists. Also a system which provides safety checks, especially technical inspections is preferred.

#### *Culture & Landscape*

Recently, a new form of durable cultural tourism - Community tourism - became more and more popular in many countries. This type of tourism aims to include and make profit the local communities, in private individual people and indigenous villages. For example, the villagers will accommodate tourists in their village and will share the benefit between them. The principle fundamental of Community tourism rests on the fact that the inhabitants take initiative and actively decide to take part and control tourism in their communities, by their own means. Community tourism is durable from the social and environmental point of view and it allows the inhabitants to improve their standard of living.

The tourists interested by the culture belong to two principal categories: young individuals and group seniors. The individuals are often students who travel individually or in couple. This group will generally use the local means of transport and of the structures of basic lodging. Although these travellers do not spend much in term of lodging or transport, they spend a substantial amount if one consider the local economic conditions (hotely gasy, local food and memories). Thus the young travellers and hikers contribute enormously to type of tourism which will

reduce poverty and are predestined with tourism Community. They spend their money where it is most necessary and where typical tourist would not come considering the lack from hygiene and quality. Older tourists, often travellers of the third age in groups of studies organized by turns specialized operators. These organized excursions are relatively expensive and are of the traditional circuit type. The standards are high and the quality of facilities is essential. Generally, their programs are very tight and the participants have little spare time for individual activities (restaurants, purchases).

#### *Fauna & Flora*

Scientists, botanists, biologists and the ones in love with nature come to Madagascar since many years to discover its endemic fauna and flora. The interest in ecology, fauna, the flora and protection of nature, knew a rapid growth in the seventies and eighties in the western countries. Since then, this segment of the market is considered relatively stable. This type of tourism is already in vogue in Madagascar, though in small scale, with visitors who accept the lack of tourist infrastructure and the problems that can occur. The tourists can be divided into two groups: Professionals and Nature tourists. Professionals are scientists and other people mainly interested by a precise subject, e.g. night lemurs of the South of Madagascar. This group has tendency to remain relatively a long time in the same place (seven days or more) and often need little lodging or service. Nature tourists have a vast interest in nature and want to observe a great number of animals, plants and landscapes, during their stay. This group has tendency to often move and travel in the whole country. They need more lodging than the first group. The duration of stay in the same place, will be of one or two nights only.

#### *Cruises*

The cruise ships differ from the other forms of transport, since they represent a destination in themselves, offering a range of leisure and social activities on board. The program of cruises envisages stopovers in various ports and thus give to the passengers the possibility of unloading to make purchases or to visit the neighbourhoods. Optimisation of cruise tourism will be very profitable for local economies (spending of US\$ 100 per passenger/ per day). The impacts of this industry in rise could be positive and negative: cruise tourism brings financial benefit to the harbour communities; it also introduces a certain number of ecological problems, such as discharge from waste water, the

noise and air pollution. Economic advantages tourism of cruising do not validate in any way to the ecological damage and it is essential to practise a sustainable form of cruise tourism. Social and environmental factors will have to be considered during the development of a facilitating framework for the growth of this industry in Madagascar. The goal is to maximize the advantages brought by the cruise industry by respecting the sensitivity of the marine ecology. The indicated destinations for development are Antsiranana, Nosy Be, Mahajanga, Morondava, Toliara et Toalanaro. In these cities harbour facilities should be developed to serve the needs of the visitors, such as taxis, nutrients, drinks and health care facilities.

#### 4.3.6.2 Sun and beach tourism

Traditional sun and beach tourism is directed towards the balneal activities: swimming and bathing in the sun, with the general goal of relaxation in an atmosphere at the edge of the sea. Nowadays, the concept of sun and beach tourism is widened to include for example:

- Swimming and sunbathing - traditional elements of relaxation
- Balneal sports - diving, surfing, wind-surfing
- Health and wellbeing - massages, traditional medicine, wellbeing
- Island hopping – staying on multiple closely located island for one or two nights

Indicated destinations for sun and beach tourism development are Côte des Iles Vierges, Côte du Capricorne, Ste. Marie et la Côte Est and Toalanaro (Fort Dauphin) et le grand Sud.

#### 4.3.6.3 Domestic tourism

The promotion of international tourism is one of the major political objectives of the Malagasy government in order to accelerate a durable economic development. Considering the tourist potential of Madagascar is not yet completely exploited and that the contribution of international currencies could be largely increased, this new strategy is without any doubt justified. At all events, the tourist development policy must take into account the mentality of the Malagasy people and try to gain it with its cause. This policy will therefore aims:

- to avoid frustrations which could be born from impossibility for the Malagasy people

of treating to the products offered to international tourists;

- to avoid the idea of exclusion of sites and the beaches most tempting;
- to allow the Malagasy people to take part in the development of tourism and participate in holidays themselves.

It is thus essential that the Malagasy people have access to the tourist facilities. These facilities will have to be adapted to the standard of living of the Malagasy families to enable them to take part in holidays. The fact of leaving on holiday for a Malagasy family, will depend largely on its finances, its community activity, its area and its traditions. The leading plan identifies three segments in domestic tourism:

- One day tourism: focuses on the people in the capital who attend historical sites and monuments, cultural symbols. Public transport or access by road is required to be guaranteed.
- Short break tourism: This implies the access to more moved back locations such as lakes, forests, natural sites and monuments. Cheap lodging is needed here, which means the Malagasy government is going to the construct 'Family Vacation Villages'. This concept is seen as social development approach as it will be managed by and generates income for the local population. Construction costs and furnishing is covered by the government with a payback time of six to seven years applying rental fees. Each village will create seven direct and 21 indirect jobs. These villages include 30 bungalows which will cost about 40 euro per week.
- Beach tourism: Beach destinations which are accessible by road or train will be provided with Family Vacation Villages and the average stay will be of more than one week.

#### 4.3.6.4 Business tourism

Business tourism is a segment with a large beneficial potential and one of rapid growth in the tourism industry. But business tourism is largely dependent on the general economical developments and, on the contrary to other tourism segments, cannot be stimulated by marketing and promotion activities. On the long run Madagascar expects Antananarivo, Antsiranana, Mahajanga, Sambava, Toamasina and

Toliara to possess the capacity to develop business tourism. Current factors which limit business tourism in Madagascar are the international image of the country, accessibility, knowledge of foreign languages, business tourism facilities, quality of services and professional education. Most interesting partners for business tourism are considered to be found in textile (Mauritius), fisheries (Japan), vanilla (U.S., France) and gems and agriculture (Southeast Asia).

#### 4.3.7 Benefits for Velondriake

##### *Special Interest Tourism*

As you could have seen in figure four Velondriake is situated in an area with a long term priority. This indicates Velondriake does not have to expect a great amount of attention from the national government. To get a better picture of the exact amount of support and collaboration of the national government we are looking at the product development. In the special interest tourism we can find Andavadoaka in circuit five.<sup>9</sup> This circuit captures the area from Toalanaro (Fort Dauphin) in the south to Toliara and Morombe to the west. Infrastructure covers flights from Antanarivo to these three cities and 4x4's for internal transport. Priority actions are providing safe crossings over several rivers and the rehabilitation of roads between Toliara - Toliara Airport – Ifaty (RN 9) (asphalt), Andranovory – Ambovombe (RN 10) and Toliara – Morombe (RN 9). The masterplan envisaged all these roads to be rehabilitated in 2005. For a tourist to complete circuit 5 they will need 11 to 13 days. They can extend their trip with a beach extension at Ifaty and Andavadoaka / Morombe.

##### *Sun and Beach Tourism*

When we look at the sun and beach tourism product development we find Velondriake in the Côte du Capricorne area. This area extends from Morondava in the west of Madagascar, some 600km towards the South, passing the tropic of Capricorn right in the south of the capital provincial Toliara. The masterplan indicates: “The Coast of the Capricorn is bordered by a barrier of coral, the second in the world by its length (of a few 200 km) with a sea life intact and of the natural beaches. Many a mangroves, a back country of more interesting with its attractive vegetation of dry forest, the lakes and many migratory birds, represent the other assets of the area. Today, of the tourist centers exist in Morondava and Ifaty, but the many small ones developments along

the coast, show the great potential of the area. Toliara is the center of the area and its national airport makes a town of importance of it. Unfortunately considering the quality of its beaches, tourism of beach will have to be focused on more privileged places in the north and the south of the city.”<sup>10</sup>

Velondriake is mentioned in the chapter ‘La côte du Capricorne nord’. This area is concerned around the enormous coral reef between Ifaty and Morombe. Attractions are the fishermen villages, the many beaches, diving and the Mikea forest. The proposed product is sun & beach with a moderate number of tourists. Lodging is to be one to three star hotels (5-15 rooms) and the target group are individual tourists (young people and tourists of circuit 1 and 5). The duration of 1 week for young tourists and 1 or 2 night for tourists of the circuits.<sup>11</sup>

The action priorities are only for the long term (in contrary with for example ‘La côte du Capricorne sud’, which covers Ifaty and surrounding areas). On the long run the rehabilitation of the road between Morombe, Andavadoaka and Baie des Assassins, a aerial network between Toliara and Morombe and a small beach resort destination at Baie des Assassins or Andavadoaka are planned.

<sup>9</sup> Gato AG (2004), *Plan directeur du Tourisme*, p 170-172

<sup>10</sup> Gato AG (2004), *Plan directeur du Tourisme*, p 198

<sup>11</sup> Gato AG (2004), *Plan directeur du Tourisme*, p 199-200

## 5. Velondriake

### 5.1 The Setting

Velondriake is located in southwest Madagascar, and lies approximately 150 km north of the regional capital of Toliara and 45 km south of Morombe (43°13'30 E, 22°04'22 S). The region consist of 25 different sized small villages which are:

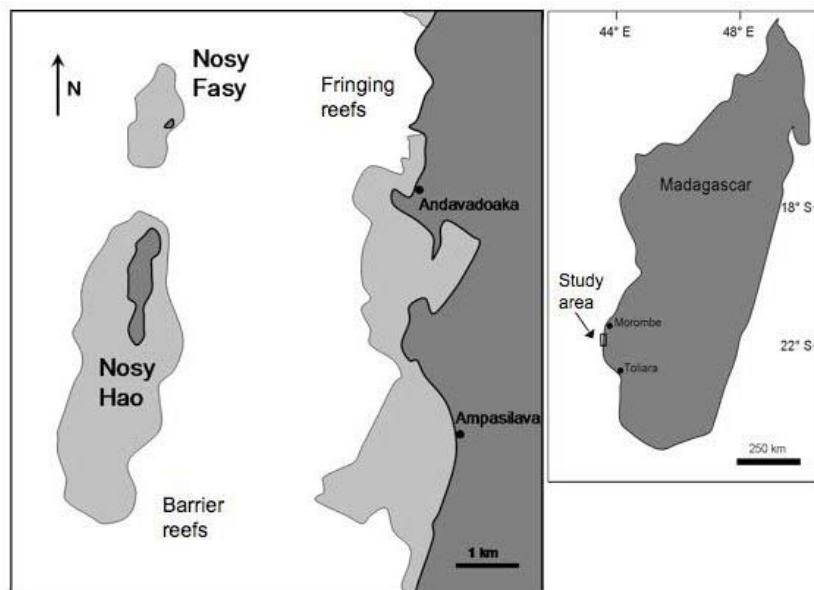
- |                |                    |
|----------------|--------------------|
| Agnolignoly    | Befandefa          |
| Ambalorao      | Belavenoke         |
| Ambolimoky     | Bevato             |
| Ampasilava     | Lamboara           |
| Ampasimara     | Nosy-Andambatihy   |
| Ampasimipiky   | Nosy-Andragnombala |
| Ampisorogna    | Nosy-Hao           |
| Andavadoaka    | Nosy-Mitata        |
| Ankilimalinike | Nosy-Ve            |
| Ankindranoke   | Tampolove          |
| Ankitambagna   | Tsimivolo          |
| Antsatsamoroy  | Vatoavo            |
| Antserananangy |                    |

Fig. 7 – Location of Velondriake



Source: <http://www.duke.edu/~dob7/Madagascar.html>

Fig. 8 – The two principal reef systems in Velondriake



Source: Langley (2006)<sup>12</sup>

<sup>12</sup> Langley (2006), *Andavadoaka Census 2004-2005*, p 9.



The climate is tropical with distinct winter and summer seasons. Mean air temperatures for the region range from 22 °C in July-August to 25 °C in January-February. Rainfall is largely restricted to short episodes during summer months with a very low regional average of only 35 cm of rain per year. Velondriake is occasionally affected by cyclones, though not as severely as the coast further north (Cooke et al. 2000). The wind is predominantly from the southwest all year and is relatively mild<sup>4</sup>.

The small fishing villages of Velondriake are situated at the northern end of the Grand Récif de Tulear reef system and are protected from the open ocean by extensive coral reefs. In addition to the fringing reefs that characterise much of the coastal marine environment of the south west, several banks rise up in the lagoons, and a series of offshore islands, uninhabited islets and submerged barrier reefs also support substantial coral growth, providing a vital resource base for local traditional and artisanal fisheries. The area is characterised by two distinct fringing and barrier reef systems separated by a 5 km wide lagoon and several patch reefs situated inside the lagoon (Fig. 8).

## 5.2 Population and Culture

Today's eighteen ethnic groups in Madagascar are the descendants of several waves of immigrants who arrived in the 5<sup>th</sup> century, predominantly from the Indonesian and Malaysian islands and African mainland. Each ethnic group inhabits a particular geographical region, for the Vezo this is the southern and western coast of Madagascar - an area extending from Morondava in the north to Itampolo in the south. The Vezo are generally described as having evident genetic similarities to ethnic groups from mainland Africa, and this population is regarded as an ethnic group by the Vezo themselves, as well as by neighbouring peoples (Koechlin 1975; Marikandia 2001). The Vezo use and depend on the sea for food and transport, as such they are rarely found further than an hour's walk from the coast.

Koechlin (1975) describes the Vezo as semi-nomadic marine people and predators of the coral reef, of the mangrove swamps and of the forest adjacent to the coast. Grandidier describes them as marine people, devoted to fishing, who spend a lot of time at sea and live along the coast (Astuti, 1971). Through discussions with villagers<sup>4</sup>, it can be ascertained that Vezo identity is not gained through the simple act of

being born, or by descent, or by being inherited from the past. It is an identity that is created in the present, in context, through the act of doing. In order to be Vezo a person must act in the present and it is only from the present that the Vezo identity can be gained. The term "Vezo" indicates proficiency at fishing and sailing, and is used to indicate admiration in someone's fishing or seafaring skills<sup>13</sup>. All these things reflect the heavy dependence of the Vezo on fishing for their livelihood.

Velondriake is home to approximately 12,000 people. 52% of the people are female. Of all people 52% is aged under 15 and 1,5% is older than 65 years. 15% of Velondriake's population is working in the agricultural sector, 70% in fishing, 2% is farmer, 1% works in manufacturing and 2% provides services. The most important agricultural products are corn, sweet potatoes and cassava. Looking at the well-being of the population the 2001 census concluded 2% of the population is considered rich, 30% average, 18% poor and 50% extremely poor. The rich people are described as those who never have a food problem of insufficiency and the extremely poor have trouble feeding themselves during the whole year, even when harvests are good<sup>14</sup>.

### 5.2.1 Religion

Traditional beliefs in Madagascar have led to a form of ancestor worship where the dead are commonly consulted, particularly in times of hardship, and must be appeased in times of illness, misfortune, and prior to the use of a variety of natural resources (Astuti, 2002). Other major religions in Madagascar include Christianity and Islam, with Christianity being the more widely practiced. Although there has no research being performed a study on the village of Andavadoaka could give a representative image on the Velondriake region. In 2005, approximately 50% of the village consider themselves Christian, the majority of whom is Roman Catholic. The presence of the Catholic Mission exerts a strong influence over the community through its religious teaching and worship as well as through the education and health services provided by Mission staff. However, during most major ceremonies and occasions in the village such as important celebrations and deaths, community elders will adhere to traditional belief

<sup>13</sup> Langley (2006), *Andavadoaka Census 2004-2005*, p 11.

<sup>14</sup> Cornell University (2001), *Recensement des Communes*

systems by consulting the ancestors (razana), rather than adopting Christian conventions<sup>13</sup>.

### 5.3 Local Governance

Velondriake covers approximately the same area as the commune of Befandefa. Befandefa belongs to the district of Morombe, which is part of the Atsimo-Andrefana Region in the Province of Toliara. The population of the Befandefa commune was estimated at 12.000 in a 2001 commune census. The census also concluded the following facts. Befandefa is situated amongst the most remote communes in Madagascar and only holds one ministry (education). There is no presence of a representation of the ministry of agriculture, service of fields, ministry of defence, ministry of forests and water, ministry of cattle-breeding, ministry for energy and mines, labour inspection, public works, ministry for the population, ministry of health<sup>14</sup>.

Convention dictates the villages in Velondriake appoint a President who is usually already a village elder (nahoda). These appointments are largely decided by the fokonoly, a council of village elders, although in some cases the whole village may be involved. The village President has many roles that include land allocation, conflict resolution and mediation, as well as representing the interests of the village at the commune and district level. The President does not make all decisions unilaterally, instead he holds meetings with a vice president and council of elders for many decisions.

Recently the first presence of a grouping in the commune has been founded. The Velondriake Association is a organization with representatives of all villages in the commune of Befandefa. The primary goal of the Velondriake network, as stated in the preliminary management plan, is to protect marine and coastal biodiversity while improving livelihood sustainability in the Velondriake region. Within this goal a number of specific objectives have been identified associated with the development of the protected area network. These include: developing the capacity of Velondriake's local and regional management committees for self-management; promoting communication, solidarity and coordinated environmental management planning between villages; and diversifying local economies through the promotion of ecotourism and the

development of mariculture as an alternative income source in Velondriake villages. (Harris, 2007)<sup>15</sup>.

**Fig. 9 – A meeting of the Velondriake association in a school in Ampasilava**



### 5.4 Infrastructure

#### 5.4.1 Physical infrastructure

There are no paved roads leading to Velondriake. Two cleared unmetalled tracks lead to Morombe to the north and the coastal road to Toliara in the south, however their condition is extremely poor. There is no formal public transport network. Consequently, locals are generally only able to travel by sea, usually in outrigger pirogue canoes powered by sail and paddle, or the infrequent traditional cargo sail ships, boutres, which trade with coastal villages. By road, the few transport options available include occasional delivery or fisheries collection vehicles running between Andavadoaka and Morombe, a 4 x 4 vehicle available for hire locally, and the supply vehicles of the Catholic Mission and Protestant Church. None of these options run at regular intervals, or can be relied upon for passenger transport.

Once in Morombe, there is a regular (usually daily) taxi-brousse service travelling on the inland Route National linking Morombe and Toliara, with typical journey times taking up to 15 hours. During the rainy season (December-March) vehicular access the village can be extremely difficult, and routes are often impassable because of surface water and poor conditions. Taxi brousse journey times between Morombe and Toliara during the rainy season commonly exceed three days. An alternative and more direct route to Toliara, avoiding Morombe and the inland Route National, is the coastal road linking Vezo villages between Velondriake and Manombo.

<sup>15</sup> Harris, A. (2007), "To live with the Sea" *Development of the Velondriake Community - Managed Protected Area Network, Southwest Madagascar.*

South of the Manombo river this road runs inland and joins the Route National, skirting the villages of Mangily and Ifaty alongside the Baie de Ranobe, before crossing the Firinena river of Toliara. Although shorter and more direct, this route is only passable to strong 4 x 4 vehicles. After heavy rains this route is impassable to all vehicles at the Manombo river, and vehicles must wait for waters to subside before attempting the crossing <sup>16</sup>.

#### 5.4.2 Communication

There is no access to telephone or e-mail in the villages. There are BLU long wave radios which allow communication within Madagascar at the hotels and the Catholic Mission. There is no postal service.

#### 5.4.3 Power supply

There is no public electricity provision. All electricity comes from privately owned generators run on either diesel or gasoline. A few wealthy homes have gas for cooking but most cooking takes place on fuel wood and occasionally with charcoal. For lighting, most families use candles, although some use fuel lamps.

#### 5.4.4 Education services

In Madagascar primary education is compulsory and usually begins at age 6 years and continues until 10-12 years. Primary schools are still new to many communities and few villages have secondary schools. In Andavadoaka, the Catholic Mission, through financial support of the priest Pere Kissling, introduced French language primary schools to the commune. The schools began during the 1960s and the public school was established in 2000. The Catholic Mission also built a secondary school in 2000. Befandefa used to have a public secondary school (CEG) but the creation of the Catholic Mission's secondary school, also in 2000, prompted most students in the commune to travel to Andavadoaka for secondary education. The Befandefa school no longer operates, consequently children from the Befandefa commune not studying privately in the Andavadoaka mission school commonly leave the commune to study further afield, usually in Morombe or Toliara <sup>17</sup>.

<sup>16</sup> Townsend, C. (2005), *A Tourism Assessment Of Andavadoaka*, p 2-3.

<sup>17</sup> Langley (2006), *Andavadoaka Census 2004-2005*, p 15-17.

#### 5.4.5 Health services

The Catholic Mission in Andavadoaka operates a dispensary run by its nuns. There is also a medical clinic run through government funding with very limited supplies. Patients must pay for medicines privately. The nearest hospital is in Morombe, however its facilities are very limited, therefore many cases are referred to the hospital in Toliara. Seecaline (Madagascar's community-based nutrition program) runs a village maternal and childcare health program in Andavadoaka and there are regular inoculation programs operated in the village. This year a new hospital just outside Andavadoaka will be opened. This hospital is managed by an Italian organization called 'Friends of Ampasilava'. Their goals are to provide free medical attention, promote the education of medical corps and make aware private and public institutions and associations in Italy <sup>17</sup>.

#### 5.4.6 Sanitation

The area has no solid waste management system. Currently domestic animals, including pigs, goats and zebu, eat most organic waste, and other waste is burnt on the outskirts of the villages. The medical clinic uses a burn pit for disposal of its used materials, however this is not lined and contains hazardous medical waste. There is no sewage system and there are only a few septic pits, none of which are maintained or emptied. Most people use the beach or scrub forest for personal waste.

#### 5.4.7 Water supply

Fresh water in Andavadoaka is provided by a shallow aquifer which becomes salty towards the end of the dry season. There are also five wells in the village, one of which has a pump built by Toliara's development agency.

## 6. Marketing Analysis

*Marketing includes - adapted to the market - the development, price setting, promotion and distribution of products, services or ideas, and other activities to promote systematically operations, to create a reputation and to build durable relations with customers, where all parties realize their objectives.*

### 6.1 Resources

Velondriake holds an unspoiled natural landscape with baobab forests, spiny forests, empty beaches, lagoon, mangroves and small islands. Rock formations rise out the coast at low tide and the homemade sailing pirogues provide an unique sight. Just off shore large amounts of coral reefs offer endless ecosystems to be discovered by divers and snorkelers.

#### 6.1.1 Facilities

Fig. 10 – Interior of a Coco Beach bungalow



Fig. 11 – Site of Coco beach, south of Andavadoaka



#### *Coco Beach Hotel*

Tourism is a relatively new concept in Velondriake. In 1986 Coco Beach started the first hotel in the Andavadoaka. The manager is also owner of the Baobab hotel in Morombe. Coco Beach has 16 wicker bungalows, no warm showers and toilets are outside the bungalows. The hotel has a restaurant with a basic

menu containing local products. On top of the restaurant is a large terrace and inside the restaurant a large collection of books can be lend. The hotel does not offer any further recreational service or activities. Coco Beach receives mainly tour groups, travelling in 4x4s, of between 4 and 18 people<sup>5</sup>. A large part of the bungalows are year-round occupied by the Blue Ventures volunteers. Recently Coco Beach has constructed 5 concrete bungalows to serve a more luxurious option for their visitors (pers comm. 2008).

Fig. 12 – Laguna Blu Resort Bungalows



Fig. 13 – Showers at Laguna Blu Resort



#### *Laguna Blu Resort*

The Laguna Blu Resort, opened in 2000, is situated between Ampasilava and Andavadoaka. It is a classy expensive resort owned by Italians. The hotel has also a private beach and diving facilities. There are 16 bungalows and 3 budget bungalows. The bungalows are build from solid rock, there is a twin bed with comfortable mattress and a desk. The bathroom is an open space behind a door with warm water showers, a toilet, washing basin and mirror. Hot water is provided by a solar power installation. Electricity is available from 7a.m. to 11 p.m. every day. Laguna Blu has a rather large restaurant with a bar. Breakfast, lunch and dinner are served in a western standard with tea, coffee

and orange juice. Tourists can book diving activities, boat trips, guided walks and whale watching trips from the hotel. Besides the hotel the managers also run a medical clinic on their ground which locals can attend for free. Laguna Blu is closer to the smaller village of Ampasilava and a number of its employees come from there rather than Andavadoaka.

**Fig. 14 – Manga Lodge reception**



**Fig. 15 – Interior of a Manga Lodge bungalow**



*Manga Lodge Hotel*

In 2005 the French couple Guicheteau opened the Manga Lodge Hotel. The hotel is situated in a bay between Coco Beach and Laguna Blu. Manga Lodge has 10 concrete bungalows and a restaurant with terrace. Each bungalow has a large room with a twin bed, a smaller bedroom with also two beds and a bathroom. There is no hot running water in the bathroom. All bungalows are situated next to each other at the beach. The restaurant provides meals 3 times a

day. Manga Lodge is slightly more expensive than Coco Beach.

**Fig. 16 – Exterior of Manga Lodge bungalows**



*Chez Antoine*

In the village of Andavadoaka, Chez Antoine offers eight wooden bungalows, which are popular with Malagasy visitors and independent tourists. Chez Antoine offers bungalows with a twin bed and a desk. Guests can shower with buckets in a barn next to the bungalows. Also toilets are separated. Guests at Chez Antoine are mainly researchers from within Madagascar, such as WCS and the University of Toliara (pers comm., Jeannine Hantairina, Blue Ventures Employee, 2008)

**Fig. 17 – Chez Antoine bungalow and shower**



**Fig. 18, 19, 20 – Epi-bars and street of Andavadoaka**



Besides these accommodation facilities the village of Andavadoaka holds a small store which sells drinks, food and domestic products. Just across the street a small cabin provides tourists coffee with bokbok (snack), although they do not communicate themselves as guesthouse. There are several epi-bars in the villages of Velondriake. They sell drinks, rice and other nutrients. Furthermore there is a building being constructed which will serve as restaurant in the future. Trading of goods happens in the streets and at people's homes. Trucks bring in fruits and, clothes small domestic products. Tourists can buy these products in the streets or visit someone at home. People also make their own snacks with fish, crab or nuts, which they sell on the streets. There is no regulation or system for trading.

### 6.1.2 Attractions & activities

Velondriake is a very attractive destination with a lot to offer visitors looking to get off the beaten track and discover terrestrial and marine biodiversity as well as the culture and way of life of this part of Madagascar. The region is characterized by its remote location and Vezo culture. For centuries the inhabitants have been living the same way and preserved their cultural identity. While the rest of the world is being affected by influences of the western world and ancient local cultures have been lost in a trend called 'globalization', it is estimated that the Velondriake inhabitants still rely for 75% on their original tradition, fishing<sup>2</sup>.

So linked to the sea are they that traditional ceremonies are regularly held thanking spiritual ancestors for the bounty the sea provides. Community members also believe that foreign visitors can "become" Vezo by learning how to properly sail their traditional boats called pirogues. Because of the extreme remoteness of Velondriake the area is far removed from any city sounds or sites. Every morning the fishermen set sail to offshore seas to catch fish for their livelihood and the rest of the waters remain empty of large boats which creates a very remote and peaceful setting. For cultural experience Blue Ventures offers their clients village stays, where tourists stay with a local family to spend the day with them and sleep at their homes. With its shallow lagoon, wooden huts, wandering goats and beautiful sunsets, Velondriake feels like a private tropical paradise.

The third largest continuous coral reef system in the world is located here, extending more than 300 km. The condition of coral reefs in the region varied between the main reef types. Near shore fringing reefs are generally

in poor condition with low hard coral cover, high non-calcified algal cover and low reef fish biomass. Seaward facing barrier reefs are in better condition with slightly higher coral cover and reef fish biomass. Patch reefs below 10 meters depth were in the best condition with high coral cover, high structural complexity and greatest reef fish biomass. There have been severe bleaching events caused by elevated sea surface temperatures along this coast of Madagascar in recent years, particularly in 1998 and 2000. Bleaching mortality was high and extended to a depth of 10 metres. These events have caused the rapid decline of hard coral cover on fringing reefs in the region. However, the presence of large, intact and living colonies of *Pavona clavus* along the nearshore reefs is encouraging<sup>18</sup>.

Fig. 21 – Migrating humpback whale



Fig. 22 – Coral reef ecosystems



The fringing reefs provide excellent sites for snorkelling but locals are also eager to take tourists out to offshore reefs for diving and snorkelling for a few euro's per day. Because only a small part of the reefs have been mapped, a 'never-done-before' experience can be offered to visitors. The waters of Velondriake

<sup>18</sup> Harding et al. (2006), *Coral Reef Monitoring and Biodiversity Assessment to support the planning of a proposed MPA at Andavadoaka*. Blue Ventures Conservation

are home to endangered marine turtles, migrating hump back whales, spinner dolphins and more than 500 species of tropical fish and corals (Blue Ventures, 2008)<sup>19</sup>. Diving trips are currently offered by Laguna Blu resort to all guests and by Blue Ventures to their clients. On the island Nosy Hao a whale watching platform has been build to watch the migrating whales in certain periods of the year.

**Fig. 23 – Sunset over the ‘Andavadoaka Rock’**



Spiny forests, described by some as the "eighth wonder of the natural world" are the main vegetative type in this eco-region. An odd combination of desert and forest, spiny forests are endemic to Madagascar's southwest coastal areas, one of the only vegetative communities able to survive the extreme arid climate of the region. Plants here can go without water for more than a year. This forest can be seen all around Velondriake, and can be visited with accompaniment of local guides. Incredible vistas with majestic Baobab trees can be seen throughout the region. A vast array of indigenous and endemic birds provides fascinating bird watching opportunities. The mangroves around Andavadoaka form places with numerous species of migrating birds from Africa, the Pink Flamingo and the Lesser Flamingo (pers. observ.). Other specimens are the Andrea, Cattle Egret, Madagascar Buttonquail and the endangered *Meliagris numida* <sup>20</sup>. Bird watching tourism is recognized to be growing rapidly worldwide. Therefore recommended is to further research this resource as a possibility to further strengthen the destination's appeal to overseas markets. Also there are endless numbers of beaches where people can simply relax and sunbathe.

<sup>19</sup> Blue Ventures Volunteer Guide

<sup>20</sup> Randrianoelinoro, H.F. (2001), *Identification de zones destinees aux investissements touristiques par l'utilisation de l'information geographique dans la region de Morombe – Toliara - Madagascar.*

**Fig. 24 – Spiny forests north of Andavadoaka**



In 2005 Blue Ventures has trained 17 tourist guides to take out tourists to the baobab forests, mangroves, pirogue fishing and nearby islands. The training program consisted of lessons in French, terrestrial and marine ecology, local history, culture and geology and information on dealing with tourists (basic health and safety, for example). Although Blue Ventures Volunteers make use of these guides for trips, guiding does not fulfil a significant amount of work for these guides, due to the low number of visitors. Besides flora, the local fauna also holds attractive assets. Recently, turtles nests have been discovered, but also endemic birds and chameleons in the region can attract special interest tourists.

**Fig. 25 – A tortoise spotted nearby Laguna Blu Resort**



### 6.1.3 Impact

Since the large majority of visitors to Andavadoaka come as part of group tours, they have pre-paid their transport, guides, accommodation and food. The hotels they stay in are not owned by people from the community and buy most of their food and drink from Morombe and Tulear. The only significant benefits for

local people, therefore, come from employment in hotels, which can provide important income in the few households it affects. However, most hotels employ few local people year round so for most, this income is only earned for a short period of the year. Otherwise, income related to tourism in the village comes from visitors buying snacks and drinks in village epiceries and some fishermen taking tourists out in their pirogues 5.

To determine the impact of tourism activities on the destination we use different theories of Doxey, Butler and Ap. Doxey's (1975) 'Irridex' model suggests that communities pass through a sequence of reactions as the impacts of an evolving tourism industry in their area become more pronounced and their perceptions change with experience. Velondriake is obviously in an euphoria stage. This is the initial phase of tourism development. Visitors and investors are very welcome. This can be led from the selling of land property and the general attitude towards visitors in the villages. Furthermore there is not much planning and controlling mechanisms are missing.

If we are putting Velondriake in Butler's (1980) destination life cycle, which suggests that all destination areas follow several predictable stages. Velondriake is currently still in the first phase, exploration. This phase is characterized by small numbers of adventurous visitors, who are attracted by the area's natural and cultural attractions. There is also little to no infrastructure for tourism. The next stage Velondriake is trying to get to is involvement. In this phase investments in tourism are made and advertising starts. Visitors numbers have to increase and government agencies start to develop infrastructure. Butler also suggests the Tourist Ratio (the ratio of the number of tourists to the number of residents) provides a good indication of tourism impact. The total population of Velondriake is estimated just over 10.000. Measures in 2005 have indicated that the 3 hotels (Chez Antoine excluded) bring in 700 to 800 tourists a year. The ratio is somewhere between 0.07 and 0.08, which is very low. This means not only the economic impact is very low, but also the socio-cultural and environmental impact. Visitors to Velondriake can be typed as generally international leisure tourists, but accurate data on this subject is not present.

Another way of looking at tourism is according to the social exchange theory of Ap (1992). In essence, this framework views the relationship between residents and guests in terms of a trade-off between costs and benefits on both sides, with the outcome for either party

depending on the final overall balance between costs and benefits. The degree of involvement in the tourism industry of individuals will have a significant bearing on the resolution of this trade-off by virtue of its influence on the extent to which benefits are perceived to outweigh costs. Given the fact Velondriake hotels are all owned by non-locals and there are no structured organized activities it can be concluded the community involvement is very low. There are only a few locals employed by BV on a daily bases. These few people are dependent on tourism for their livelihood and are affected by tourism impact.

## 6.2 International Tourism Trends

This analysis focuses on the wider environment in which the destination operates. The following summary indicates the facts and trends that are external to the destination as a product but relevant for decision-making. These factors particularly affect the target segment origin countries. The information is an application of the European Travel Commission's *Tourism Trends for Europe (2004)*.

### 6.2.1 Demographics

The proportion of older people will increase rapidly. These seniors will be healthier, have higher disposable incomes, and most will enjoy early retirement. So the number of more experienced travelling seniors will increase faster than those in tourism in general. Travellers will expect increased quality, convenience, security, easy transportation, and potentially, one-person products. More shoulder season product may be offered. Marketing to seniors should emphasize comfort instead of age.

### 6.2.2 Health

Health-consciousness will continue to increase, and destination selection may be influenced, as well as vacation activities and behavior. The *consequences* are that:

- If Velondriake (or Madagascar in general) is perceived as less healthy, tourists will avoid the destination more quickly than previously
- The demand for a sun/sea/sand product will not increase and Velondriake should not try to position itself as such
- The demand for active or activity holidays, and facilities that offer this type of holiday will grow which provides an opportunity for further development on the destination



- The demand for ‘wellness’ products will increase, including spas and alternative medicine and fitness centers, with yoga, herbal and other treatments and regimes

### 6.2.3 Education levels

The average level of education is increasing, which will influence vacation choices, with an emphasis more on special interests, such as arts, culture, history, educational, and spiritual holidays. The *consequences* will be:

- Increasing demand for special interest tours in Madagascar
- More tours and customized travel featuring arts, culture and history

### 6.2.4 Information technologies

The internet and its use for information, research, and purchase of tourism products/services will continue to increase. The *consequences* are:

- Readily available information on destinations and products, and increasingly sophisticated search engines to analyze information, which will enable more comparison shopping.
- Experienced tourists will increasingly customize their vacations through direct bookings
- The role of travel agents will decrease, as full package tours are increasingly bought directly via the net, and as lodges sell direct to the client
- Destination marketing will increase in importance as the source to stimulate website visits, for example, through better branding with public support
- A basic precondition for success will be in-depth information on the ecolodge and related products (found either on the overall destination website, or accessible through links)
- The trend to later bookings will increase
- Online reservations must be secured

### 6.2.5 Environmental sustainability

Environmental consciousness will continue to increase, resulting in more demand for sustainable destinations, where nature and local peoples will play an increasingly prominent role. The *consequences* will be:

- Destination management policies need to be improved through more coherent and consistent planning
- Regions which have been overbuilt (particularly where inappropriate to the natural landscape) will increasingly be rejected

### 6.2.6 Safety and security

Acts of terrorism, regional wars, pollution and other crises have become increasingly common, resulting in tourists avoiding destinations perceived as unsafe, and increasing the need for safety and security. The *consequences* are:

- Costs for guaranteeing safety and security will increase rapidly
- The tourism industry should prepare to more flexibly meet tourism demands in crisis situations Madagascar has been an independent country since 1958. Until 2001 the country suffered under political unrest, the departure of many French expats and economical declines. Since the end of 2002 the country has a stable political system and the tourism industry started to develop. The crime rate is relatively low and is safe to travel through the country all year.

### 6.2.7 Travel experience

More sophisticated consumers are increasingly self-assured about their needs and rights. In tourism, there is an increasingly critical attitude to quality, and about price quality ratio. The *consequences* are:

- Velondriake has to meet acceptable standards in order to avoid negative effects more, and for longer.
- More experienced tourists will be more critical about artificially staged experiences, particularly regarding emotional satisfaction and their need to personalize experiences.

### 6.2.8 Lifestyles

Lifestyles in Western society are changing gradually. This influences the tourist’s perception of their personal needs and behavior. The *consequences* are:

- Public displays of “Status” are less important, and lifestyles are more informal worldwide.
- Demand for five star accommodation will decrease, since this typifies the World War Two generation.

- Leisure behavior is becoming more personalized, leading to increased demand for smaller sized accommodation units. The super wealthy will pay for highly customized, very private, remote accommodations in preserved areas, such as entire islands with few accommodations.
- Suppliers will benefit more if they can create completely new products, concepts and services that are distinguished by their added value.
- Growth markets will see greatest benefit from demand for customized new products, since cost of product development is high and profit margins are low in mass markets.
- Increasing supplier specialization (responding to specific hobbies and interests) will become more important, and will more often be combined with vacations. Ability to serve niches will depend on size of hobby group, and how well special interest organizations organize travel.

### 6.2.9 Consumer trends and niches

Other consumer trends led by origin markets, relevant to ecotourism are:

- Increased demand for partly packaged, or customized/independently tailored holidays at expense of traditional inclusive tour packages
- Preference for ethical consumer purchase alternatives. Ethical consumer purchases have increased 18% between 1999 and 2000, compared with total market growth in the same

sectors (3%). Ethical investment and banking is also growing (20%)

- Increased demand for organic food. Agritourism, exploring roots, and farm stays are often linked with the organic growth movement

## 6.3 Business Environment

*In this section it becomes clear which factors influence the immediate business environment of the destination.*

### 6.3.1 Visitor profile

The most important visitors to the Velondriake region at the moment are the volunteers who are brought to the destination by Blue Ventures. These visitors come from all over the world and all in different ages. Usually they travel alone and sometimes with a friend or partner. The benefits sought by these visitors are getting away from routine, to broaden the mind, a sense of freedom and many other different reasons. The average spend at the destination is approximately 8 Euros a day, mainly on food, drinks and activities. The planning of their trips starts months prior to the trip and the attitude towards the destination is enthusiastic. The volunteers generally stay for 6 weeks and only one time. The point of capture is in their origin countries in diving/conservation magazines and on the internet. Volunteers arrive all together in a camion truck and stay at the Coco Beach hotel. They usually do a few activities rewarding for the community.

Fig. 26 – Number of yearly visitors and percentage of nationalities

	Coco Beach	Laguna Blu	Manga Lodge
Total number of visitors per year	197	300	200-280
Number of bungalows	15	16	10
Nationalities			
Italian	-	60%	45%
French	84%	35%	55%
Japanese	-	1%	2%
Swiss	2%	1%	2%
Canadian	-	1%	2%
Malagasy	2%	1%	-
United Kingdom	6%	-	3%
Indian	4%	-	-
United States	2%	-	-
Others	-	1%	1%

*NB: Coco Beach: 17% of the French visitors were Malagasy residents*

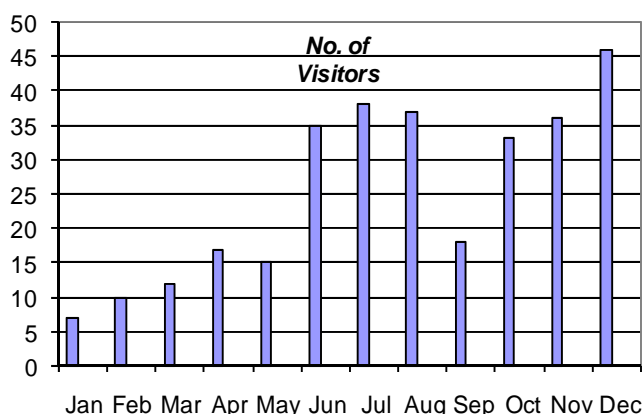
Source: Epps, 2005

Blue Ventures conducted interviews with hoteliers in the Andavadoaka region as a part of the SocMon, and introduced a survey questionnaire to visitors at the Coco Beach hotel in Andavadoaka in late 2005. The latter was aimed to create a tourism profile and investigate potential demand for ecotourism activities by the visitors <sup>21</sup>.

*Occupancy Rates*

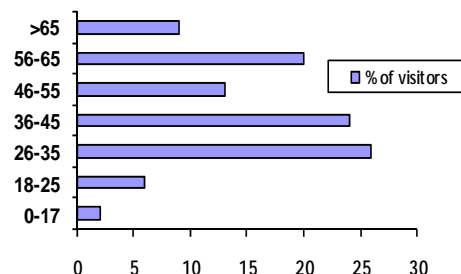
The occupancy rates vary throughout the year with two distinct peaks. The first being June, July, and August during the northern hemisphere’s summer months. This period is comparably cool to that of the rainy season (Dec- March). The second peak (Oct, Nov, and Dec) is the end of the dry period with warmer temperatures. During the rainy season the area is prone to cyclones and is largely inaccessible by road <sup>21</sup>.

**Fig. 27 – No of visitors to Coco Beach hotel**



Source: Epps, 2005

**Fig. 28 – Number of visitors by age in Coco Beach hotel**



Source: Epps, 2005

*Age*

Considering the remoteness of the area it still receives a lot of middle age and older visitors (see Figure 28). Almost 1/10 of all the visitors to Andavadoaka are over the age of 65. 41 percent of the visitors were female and 59 percent male. The majority of female tourists were between the age of 26-35 and the majority of male tourists are between 36 and 45 years old.

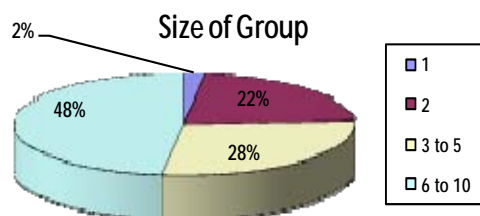
*Duration and Purpose of Visit*

Most of the visitors (52 %) only stayed one night at the hotel. 24 per cent stayed 2-3 nights, and another 24 percent stayed 4-7 nights. None of the visitors in 2005 stayed more than a week. Typically, the guests would arrive in the afternoon and leave early morning leaving little or no time to engage in tourism related activities or other means of contributing to the local economy. Additionally, almost half of the visitors travel in groups of 6 or more, which doesn’t leave much time for individuals to explore the villages on their own.

It is also worth mentioning that many of the visitors in the hotels in the region (especially Manga lodge and Coco Beach hotel) are friends and family of Blue Ventures staff. As much as 23 percent of the visitors at Coco Beach hotel listed research as the purpose of their trip. The Andavadoaka project is also bringing an increasing number of visitors for partner meetings, workshops and other events.

According to the survey respondents 52 % had visited Madagascar before, 67 % of the visitors had organized their own trip and the remaining used a tour operator.

**Fig. 29 – Size of group visiting Coco Beach Hotel**



Source: Epps, 2005

*Means of Transportation and Travel Routes*

Getting to Andavadoaka and surrounding villages can be both a time consuming and costly experience.

<sup>21</sup> Epps (2008), A Socioeconomic Baseline Assessment: Implementing the socioeconomic monitoring guidelines in southwest Madagascar

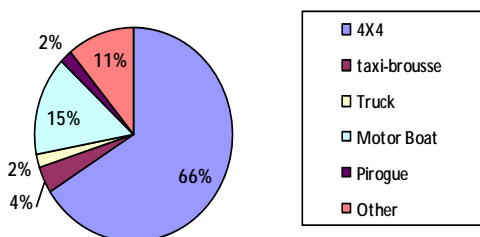
Most visitors travel by a 4x4 vehicle (see figure 5). The majority of visitors are coming from Ifaty going to Toliara.

**Fig. 30 - Visitors' travel route**

Going To	Per.	Coming From	Per.
Toliara	48%	Ifaty	35%
Manja	17%	Toliara	28%
Andavadoaka	13%	Tana	18%
Ifaty	11%	Morombe	15%
Morombe	7%	Salary	4%
Tana	4%		

Source: Epps, 2005

**Fig. 31 – Means of transportation to get to Coco Beach hotel**



NB: There is no taxi-brousse to Andavadoaka, only to Morombe: tourists using this type of transport must rely on one of the other means of transport to get to the hotel.

Source: Epps, 2005

### 6.3.2 Distributors

There are several organisations contributing to the marketing of Velondriake. Obviously is Blue Ventures the most important contributor. Their volunteering program is promoting Velondriake all over the world. Blue Ventures is also reaching ecotourists through promotion and winning different world wide recognized prizes. Furthermore there are several international tour operators who offer the destination as part of a package deal. Almost all tour operators work with local agents who make arrangements with hotel owners. Research shows of the Dutch tour operators selling Madagascar and only one itinerary attends Andavadoaka (pers. comm. 2008). Travel guides on the internet do not pay much attention to the destination which is always referred to as Andavadoaka. The Bradt Travel (2007) guide is the only source for independent tourists who writes more than one page about the destination, although

most of it concerns the work of Blue Ventures Conservation.

### 6.3.3 Competitors

The most successful beach destination on the west coast is undoubtedly Ifaty. Ifaty is the general name given to three fishing villages Ifaty, Mangily and Madio Rano which hold a series of beach hotels. Ifaty is located some 20 km north of Toliara, the southern capital. Because Ifaty lies close to Toliara it has good facilities close by such as supplies for hotels, an airport and health care services. Route National 7 connects Toliara with Antananarivo and is a popular road for tourists. The presence of good infrastructure and transportation gives Ifaty a lot of advantages comparing to Andavadoaka. On the other hand is the offered product not quite the same. Ifaty is not an ecotourism destination. Ifaty does not offer the unspoiled natural setting and cultural experience that Velondriake holds.

Destinations offering a product closer to that of Velondriake are Salary and Belo-sur-Mer. Salary lies halfway between Andavadoaka and Ifaty. The Salary Bay Hotel <sup>22</sup> is a small beach resort which has several projects running to contribute to economical, social and cultural development of her region. Just like Andavadoaka, Salary is not promoted very well through incoming agents or in travel guides.

Belo-sur-Mer is a more successful destination because of its strategic location close to Morondava. In this area a lot of major attractions can be found and therefore tour operators are bringing their clients to this part of the country. With Avenue de Baobab, National Parc de Tsingy, Tsiribihina River and Réserve Forestiere de Kirindy, nearby Belo sur Mer has a stronger attraction on tourists than Andavadoaka's nearby surroundings. Tourists can reach Morondova from Antananarivo by air and road. From Morondova tourists can book organized transportation to Belo-sur-Mer both by motorized boat and there is also a taxi-brousse. Belo also holds an eco-lodge with 6 bungalows. This hotel buys and produces locally as much as possible and minimizes its environmental impact.<sup>23</sup>

<sup>22</sup> <http://www.salarybay.com>

<sup>23</sup> <http://www.menabelo.com>

## 6.4 Stakeholders

The ecotourism industry has a variety of stakeholders. Each stakeholder (group) has a certain interest in the area where tourism is taken place and will affect or be affected by tourism in the future. It is therefore necessary to identify these stakeholders and recognize their role and responsibilities.

### 6.4.1 The tourism industry

Madagascar's tourism industry provides many complementary services to the Velondriake's tourism activities, such as transport, accommodation, marketing, information, sales and booking services. In some cases Velondriake is a part of a broader visitor's holiday package. The tourism industry has an important role to play in the development and success of ecotourism in Velondriake. There are mutual advantages for the tourism industry as a whole to embrace Velondriake and where possible to package tourism activities into Velondriake holidays. External stakeholders are incoming agents (mainly tour operators based in Antananarivo), airlines, international tour operators (e.g. in France/ Italy) and promotion organisations, both public and commercial. Internal stakeholders are hotel managers of Coco Beach, Manga Lodge, Laguna Blu Resort and Chez Antoine. Their interest is obvious that of running a healthy business serving visitors with accommodation, activities, food & drinks and in some cases transportation. Tourism is evident for their presence at the destination.

### 6.4.2 Visitors

Visitors seeking tourism experiences are the reason why there is a tourism market. Tourism may be their primary reason for visiting Velondriake or one element of a set of multifaceted motivations. Visitors participate in tourism activities, utilize facilities and infrastructure on site and bring money into the area. The interest of tourists is the existence of an attractive environment for (mainly recreational) activities which they want to undertake. If their needs are not satisfied, tourism is likely to perish.

### 6.4.3 Local communities

The local communities of the most villages in Velondriake have shown interest in growing tourism activities<sup>24</sup>. For their declining revenues from

<sup>24</sup> Cripps, G., Hantanirina, J. Personal Notification. April 2008

fisheries tourism is directed to be an alternative livelihood. Locals want to employ themselves in the tourism industry as well as expecting tourism activities in general to benefit local infrastructure and improve the community well-being. Blue Ventures has trained more than a dozen villagers from Andavadoaka as eco-tour guides, teaching them such skills as safety, cultural awareness, local history, climate and regional ecology<sup>25</sup>. Due to a lack of professional education the local communities depend on external support for their ambitions.

### 6.4.4 Conservation groups

Conservation groups often have direct interest in areas utilized by the ecotourism industry. In Velondriake Blue Ventures, IUCN, ANGAP and WCS operating and are more or less involved in ecotourism. Blue Ventures conducts research in the marine environment of Velondriake in order to conserve the coral reef and biodiversity of the area as well as trying to improve the sustainability of the coastal livelihoods. Blue Ventures' is a member of the IUCN, the International Union for Conservation of Nature. It is the world's oldest and largest global environmental network, and helps the world find pragmatic solutions to our most pressing environment and development challenges. IUCN is a democratic membership union with more than 1,000 government and NGO member organisations, and some 10,000 volunteer scientists in more than 160 countries. ANGAP manages Madagascar's protected areas system to enable local communities to benefit directly from conservation. Blue Ventures and ANGAP work closely together to develop conservation strategies that benefit both people and nature<sup>26</sup>. The Wildlife Conservation Society operates worldwide and is also active in Andavadoaka. Besides conservation of wildlife WCS Madagascar shows explicit interest in the development of ecotourism as a conservation tool<sup>27</sup>.

### 6.4.5 Educational and research institutions

The IHSM (Institut Halieuteque et des Sciences Marines), part of the University of Toliara, is Madagascar's principle marine research institute.

<sup>25</sup> <http://www.blueventures.org/community/alternative-livelihoods.html> (18-08-08)

<sup>26</sup> <http://www.blueventures.org/home/partners.html> (18-08-08)

<sup>27</sup>

<http://www.wcs.org/globalconservation/Africa/madagascar> (18-08-08)

Blue Ventures partners with the IHSM to collect data on marine resources, develop conservation strategies and implement management plans. Educational institutions such as the University of Toliara, can make positive contributions to the ecotourism development by ensuring appropriate training, education and research opportunities are available.

#### 6.4.6 Other special interest groups

Other special interest groups that could support and contribute to the development of a sustainable tourism industry include:

- Ministry of Transport and Tourism - responsible for the general policies on tourism and focuses on the promotion of investment opportunities, professional training at all levels and promotion of tourism in Madagascar. The Ministry aims to develop human and institutional capacities (training, research, setting up a network of tourism products), promote exchange of information and raise public awareness in the fields of ecotourism, and make tourism a catalyst for sustainable development with direct profits to communities, amongst others.
- L'Office National du Tourisme de Madagascar (ONTM) – the National Office for Tourism in Madagascar is responsible for improving general image of Madagascar, raising public attention for Madagascar as a tourism destination, assuring the promotion of Madagascar and increasing the number of tourists and tourism revenues.
- L'Office Régional du Tourisme de Tulear (ORTU) - the Regional Office for Tourism in Toliara is concerned with the promotion of the province of Toliara, in which Velondriake is located. Besides the website, the organization has a tourist office in Toliara, which functions as an important tourism hub.

### 6.5 Conclusions

Madagascar is one of the most poor countries in the World. The lack of international investments in the country together with the difficult accessibility and underdeveloped educational facilities provide a major constraint to the growth of the tourism industry in the country. The tourism masterplan for Madagascar (published in 2004) has given the Velondriake region

a long term priority, but still has great difficulty to fulfill its short term and medium term goals. Velondriake promises to be a good potential to become the beach destination as part of the circuit 5 product which covers much of Southwest Madagascar.

Velondriake is a very attractive destination with a lot to offer visitors looking to get off the beaten track and discover terrestrial and marine biodiversity as well as the culture and way of life of this part of Madagascar. Although there are tourists coming to the area, there is no significant benefit for the local people leading from the presence of these tourists. Only few people have found work in one of the few (small) hotels and there are no jobs in recreational activities. Taxes earned from tourism are not invested in this area and is therefore little to no use for the local people.

Of the tourists who are coming to the destination 52% stay only one night at the hotel. 24% stays 2-3 nights and another 24% stays 4-7 nights. Not one tourist stayed longer than a week in 2005 according to Blue Ventures research. In order to create sustainable jobs in tourism activities such as trips the average duration of the tourist stays have to increase.

Closely related to the afore mentioned issues, there are not enough facilities and activities to pursue tourists staying for a longer period. There is little information presented what the destination has to offer and there are too few organised activities. An improvement of activity services can strengthen the attraction of the area and make the whole more appealing for tourists.

Besides the marketing efforts of the individual hotels, there hasn't any destination planning, development or marketing been done. Therefore the destination is relatively unknown in the target market destinations.

Because of the poverty that is found all over Madagascar the transportation systems are very underdeveloped. In the area of Velondriake there are no paved roads, nor is there public transport present. Except for tour groups organized from Antananarivo, there is no organized transportation which tourist have easy access to. The lack of transportation makes the area hard to access. On the destination itself pirogues are the most common used means of transportation. Motorized transportation is only

accessible for the richer inhabitants such as hotel owners.

Because of the great remoteness the area is situated in, there is a lack of general knowledge to operate successful in the tourism/ hospitality industry amongst the local people. There is no knowledge or experience in hospitality, finance, marketing and other operational work in tourism. Besides this there is little knowledge about garbage disposal, hygiene and health.

Until now there haven't been any attempts to organize a cooperation or initiatives for destination planning. As a result there has not occurred an opportunity for community involvement in tourism. The lack of organization has also cut off the opportunities for human resource development and further education amongst the local population. Besides this shortcoming of community benefits from tourism, there aren't any efforts been made to promote the destination itself (besides Blue Ventures efforts in the Bradt travel guide). All of these factors contribute to the destination unawareness amongst potential visitors and therefore the lack of profitable tourist numbers. Other factors for tourists not visiting the area is the poor accessibility and the low number of organized (recreational) activities. The latter reason is close related to the lack of human resource development and destination planning. The poor accessibility, destination awareness and number of activities are motivations for tour operators to pay relatively little attention to the destination and therefore not promote it to their customers. This shortcoming of promotion by travel intermediaries contributes undoubting to the absence of visitors. The lack of visitors on the other hand does not stimulate the willingness to invest in the destination. Neither by new private investors, stakeholders already operating in the area nor by the Malagasy government in infrastructure. These issues seem to balance each other and prevent each other in further development.

### 6.5.1 SWOT analysis

#### Strengths

- Strong cultural identity (1)
- Unspoiled natural setting, various aquatic life and coral reefs (2)
- Steady attractive climate year-round (3)

- Velondriake inhabitants are perceived as friendly and welcoming (4)

#### Weaknesses

- Accessibility & infrastructure (communication, sanitation, electricity and health care) (1)
- Local tourism planning and management (2)
- Local educational levels and tourism experience (3)
- Amount of tourism activities and services (4)

#### Opportunities

- Increasing interest for sustainable/eco-tourism products (1)
- Internet as a promotion medium (2)
- National plan for developing a beach resort destination in the region (3)
- Increasing national visitor numbers (4)

#### Threats

- Emerging similar destinations along the Southwest coast (1)
- Natural disasters/weather/typhoons (2)
- Climate change will lead to warmer water which will start to bleach (kill) the coral (3)
- Tourism developments affecting the cultural identity (4)

#### Strengths

S1: The strong identity creates not only a special feeling for tourists to experience something different, but it also makes it possible for the destination to distinguish itself from competitors.

S2: The southwest coast of Madagascar provides a system of coral reefs along 300 km of coastline. Where the reef in front of Toliara is described as considerably damaged, this part of the reef is still rather unspoiled, just as the natural setting of the coastline due to the lack of urban centres.

S3: For many European tourists a warm climate at their holiday destination is an important factor in decision making. Also with a year-round warm climate Velondriake is able to attract visitors all year round.

S4: The friendly attitude of the locals provide at good potential for interacting with tourists and develop initiatives for themselves to benefit more from

tourism. The hospitality is very important for word of mouth recommendations of these tourists after their departure.

#### *Weaknesses*

W1: It is obvious that it is difficult to access the destination by road, but also the limited means for waste management, a scarcity of drink water and so on provide issues for the future.

W2: There have not been any attempts in destination planning. This means there is no systematically development and monitoring on tourism impacts or to guarantee a sustainable future destination.

W3: The local education level is considerable lower than people in western countries. This means there is no good knowledge of good research and monitoring, commercial businesses, and how to operate as an successful destination in the international market.

W4: There are not much activities for tourists to undertake on site. It is possible that visitors are interested in certain attractions of Velondriake but there aren't any services which provide visiting these attractions.

#### *Opportunities*

O1: The marketing analyses indicates a growing interest in the attractions that Velondriake holds.

O2: The dependency on travel intermediaries is declining and internet is relatively cheap to promote Velondriake compared to printed promotion, which has to be distributed by these travel intermediaries.

O3: The Malagasy government aims to support the development of a beach resort along the west coast. Support of the government for tourism development makes it easier to realize all aspects of a successful destination, such as promotion, financial support and presented experience and knowledge.

O4: The national visitor numbers of Madagascar are growing, which indicates more tourists are looking for an accommodation and possible for new destinations in the country.

#### *Threats*

T1: The Malagasy government has given more priority to other destination such as Ifaty. In case accessibility outstands the Velondriake region, tour operators find it easier to bring their clients here. But it also encourages further development on these destinations which increases the gap in terms of visitors numbers and tourism experience even more.

T2: Madagascar has been hit by natural disasters more than once. These events damage tourist infrastructure which is used to access Velondriake. In case a natural disaster strikes Velondriake itself it could damage facilities, attractions and infrastructure.

T3: Coral bleaching is damaging the ecosystem based on the coral. This poses a threat to this natural attraction of Velondriake and therefore the whole appeal of the destination.

T4: The cultural identity is an attraction for tourists. When interacting with tourists locals could be more concerned with ideas of materialism, commercialization and for example replace their pirogues for motor boats .

### **6.5.2 Confrontation matrix**

#### *Confrontations*

C1 - Velondriake has all the assets to develop into an interesting and successful ecotourism destination

C2 - The destination proves to be a good choice for the national government to develop sun & beach tourism here, though in a sustainable way.

C3 - A increasing number of visitors will not appear if transportation and infrastructure issues are not deled with.

C4 - Destination planning and management is necessary to promote itself effectively and indicate to the national government its ability to become a successful beach resort destination.

C5 - In order to become an interesting eco-destination a wider product portfolio must be ensured to offer visitors. The presence of natural beauty alone is not enough to satisfy tourist needs.



C6 - Increasing visitor numbers to Velondriake can point out the necessity for destination planning and will bring in more capital which can be invested in human resources.

C7 - The destination is vulnerable to international investors who offer large amounts of money to develop a damaging form of tourism.

C8 - Tourism can increase western influences and affect the cultural identity of the Vezo communities in Velondriake.

C9 - It is important to keep monitoring bleaching events because it could greatly affect one of the destination’s primary assets, the coral reefs.

C10 - An increasing gap between Velondriake and competing destinations in terms of accessibility and infrastructure will make this weakness even more important to resolve, because it can become more important in the decision-making of tourists

Fig. 31a – Confrontation Matrix

		External							
		Opportunities				Threats			
		O1	O2	O3	O4	T1	T2	T3	T4
Internal Strengths	S1								<b>C8</b>
	S2	<b>C1</b>		<b>C2</b>				<b>C9</b>	
	S3								
	S4			<b>C2</b>					
Internal Weaknesses	W1	<b>C3</b>			<b>C3</b>	<b>C10</b>			
	W2		<b>C4</b>	<b>C4</b>	<b>C6</b>				
	W3							<b>C7</b>	
	W4	<b>C5</b>							

## 7. Strategy

In recent interactions between NGO Blue Ventures and local communities it has become obvious that the communities are very willing to develop tourism activities as an alternative livelihood<sup>28</sup>. In meetings of the Velondriake Association tourism development has been on the agenda for more than once. The English teaching project which is being held two times a week in the Coco Beach Hotel next to Andavadoaka is being attended very well by locals who are interested in working in tourism. Unfortunately there is no tourism planning or management within the Velondriake region, neither do the different stakeholders interact with each other to create progress in tourism development (pers. comm. 2008).

### 7.1 Vision

In a few years time ecotourism provides a major contribution to the economical situation of the local population, which has led to a decreasing pressure on marine resources through fisheries and stimulates the development of infrastructure. Despite of the growing number of visitors and duration of their stay, tourism has a positive effect on its environmental surrounding as it is used as a conservation tool. Local people are able to work in tourism activities and communicate with tourists in order to provide a satisfying tourist experience and learn from tourist through interaction.

### 7.2 Approach: Ecological Sustainable Development and the Triple-Bottom-Line

Ecological Sustainable Development (ESD) is a concept that promotes using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained and the total quality of life, now and in the future, can be increased. ESD requires a commitment to ecological, economic and social/cultural sustainability – commonly referred to as the 'triple-bottom-line'.

Triple bottom line reporting involves measuring success of the business on ecological and social performance as well as the traditional measure of success – economic performance. The following

sections outline the key principles for developing Velondriake's ecotourism, in particular the way that they relate to 'triple-bottom-line' requirements. It is based on the theory provided by the *Sustainable tourism handbook for the Philippines*' (Hüttche et al. 2002). Ecological, social and economic sustainability are addressed separately, however in reality the three elements are strongly interlinked. For example, ecologically sustainable practices in waste minimisation can reduce operating costs, resulting in a more profitable business that will have greater capacity to contribute to conservation, provide stable employment opportunities and purchase more goods and services from local suppliers.

#### 7.2.1 Ecological sustainability

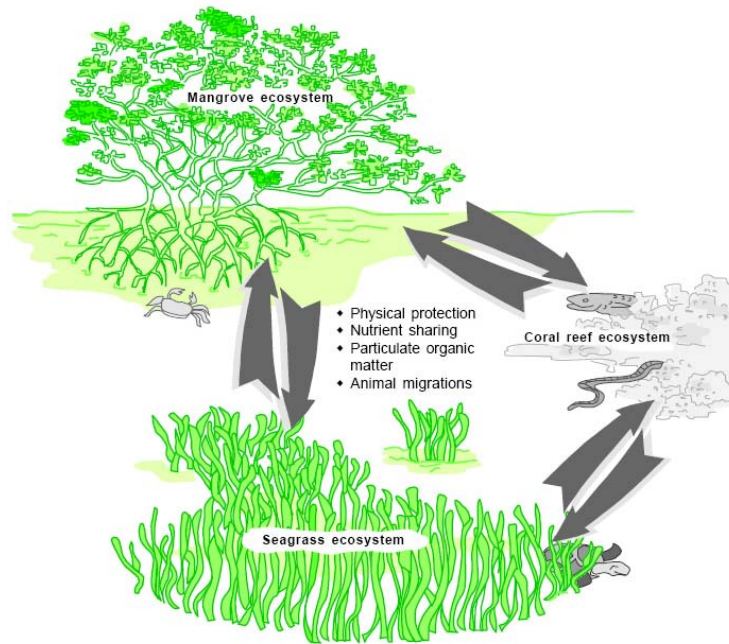
Velondriake has a diverse coastal environment with a variety of ecosystems and an extremely rich biodiversity<sup>29</sup> and productivity. Sandy beaches, coral reefs, rocky headlands, mangroves, wetlands, lagoons and sea grasses are typical. Each ecosystem plays a critical role in maintaining the health of the coast as well as in maintaining the health of each other. This interdependence makes Velondriake's coast a very sensitive geographic area. Damage to a coral reef, for example, will allow greater wave action on shore, causing beach loss. Alteration of one feature of the coastal zone usually causes damage to another feature, either directly or indirectly (fig. 32). More information about Velondriake coastal ecosystems can be found in Coral Reef Monitoring and Biodiversity Assessment to support the planning of a proposed MPA at Andavadoaka (Harding et al. 2006).

Maintenance of Velondriake's ecosystems is important in sustaining the tourism industry. When the ecosystems are damaged or lost, future tourism will decline as shown in figure 33. This happens as the local 'carrying capacity' of the environment is surpassed by numbers of tourists and other types of development activities.

<sup>28</sup> Nimmo, R., Andavadoaka Eco-Lodge Project proposal

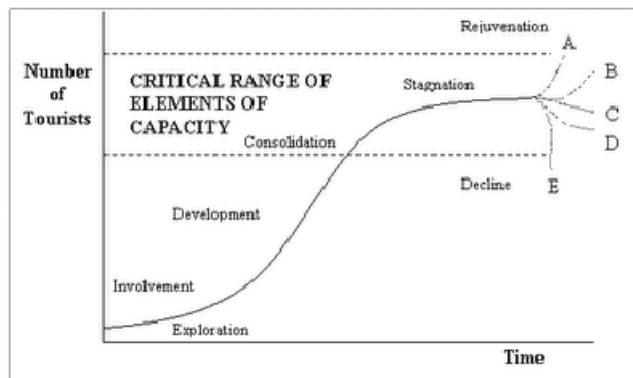
<sup>29</sup> <http://www.blueventures.org/research/independent-research/265-business-and-biodiversity--selling-marine-reserves-to-fisheries-stakeholders.html> (25-08-08)

Fig. 32 – Mutual contributions of tropical Coastal habitats



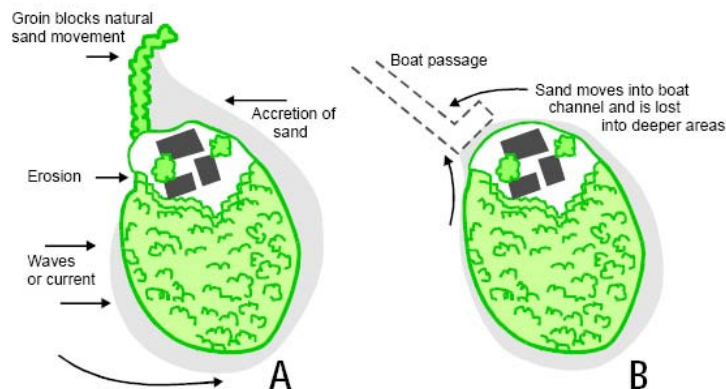
Source: Sullivan et al., 1995

Fig. 33 – Hypothetical evolution of a tourist area (Key: A Rejuvenation; B Reduced growth; C Stabilization; D Marked decline; E Immediate decline)



Source: Butler, 1980

Fig. 34 – Examples of beach erosion caused by the construction of a groin (A) or a boat passage (B)



Source: Wong 1991

Beaches are the focal point of Velondriake since many tourist activities depend on clean beaches. Beaches are dynamic, unstable systems, which are constantly subject to the forces of erosion, the removal of sand; and accretion, the deposition of sand. Beach loss from human activities, sometimes tourism related is generally caused by sand and coral mining, building structures which inhibit long shore sediment transport or construction of groins and seawalls that adversely affect adjacent coastal areas.

Coral reefs are valuable tourism assets that can attract many tourists to Velondriake. Healthy reefs are important ecologically and economically. Potential damaging tourism-related activities of coastal development on Velondriake reefs include:

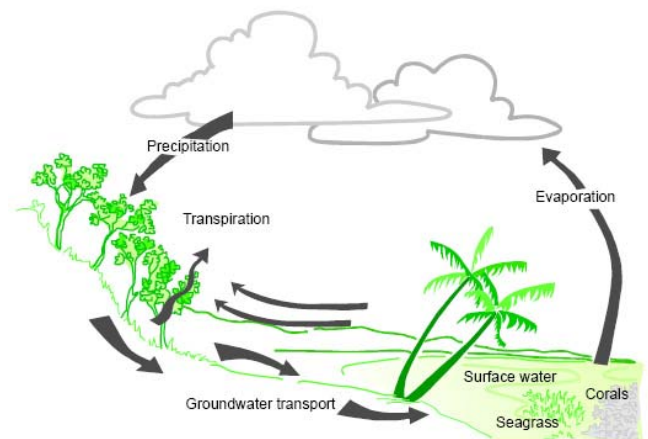
- Increased siltation and sedimentation from dredging, filling or coastal construction;
- Pollutants and excess nutrients from waste disposal and sewage discharge;
- Overfishing to provide fish for local tourists; and
- Coral breakage from guests exploring the reef, anchor damage or collection of organisms for sale or souvenirs or for recreation such as spear fishing.

Coastal wetlands, which include sea grass beds, lagoons and mangroves, are important to tourism at two levels. They remove pollutants from water flows before they enter the main water bodies. This function protects beaches and coral reefs and coastal water quality – the most important tourism assets. Second, wetlands can provide direct benefits such as settings for bird watching and nature photography, canoeing and other water sports. Ecologically, wetlands and mangroves provide spawning and nursery habitat for juvenile fish, crustaceans and molluscs or habitats for migratory and resident birds among other terrestrial wildlife. Human activities that impinge on wetlands are many, those related to tourism are the removal of mangrove habitat for accommodation construction, disposal of sewage and solid waste into wetlands and construction of obstructions to the natural water movement within or between wetland water bodies.

The above ecosystems combined form the coastal environment. These ecosystems are connected to another via several mechanisms including tides, currents, waves, nutrients, the hydrologic cycle and sedimentation (fig. 35). It is important when

developing tourism activities in Velondriake to understand these mechanisms and to predict how development will affect these processes. Disruptions in these processes can lead to severe environmental damage. The potential impacts on Velondriake ecosystems of various tourism development activities are outlined in appendix 3.

**Fig. 35 – The Hydrologic cycle**



**Source: Rees, 1990**

The challenge for Velondriake is to develop the quality of tourism products without adversely affecting the environment on which it depends. This involves ensuring that the type, location and level of activities use do not harm Velondriake’s natural areas and that management is adequate to sustain appropriate levels of ecotourism. Factors such as the type of ecosystem, visitation demands, existing infrastructure, potential for additional visitor infrastructure and management styles, will all affect the measures required to ensure ecological sustainability at ecotourism sites.

In addition to contributing to ecological sustainability through minimal impact activities, ecotourism is required to contribute actively to conservation. There are a variety of ways this can be achieved – direct contributions to conservation by ecotourism businesses may involve participating or supporting research and monitoring, assisting with natural resource management activities, the conduct of interpretive programs which educate visitors about natural area management and general environmental issues, and returning a percentage of revenue to the management of natural areas visited.

### 7.2.2 Social sustainability

Social and cultural sustainability is fundamental for the success of ecotourism. The benefits of ecotourism should outweigh any cost to the community and the local environment. Achieving social and cultural sustainability will require that tourism operators involve the local community in the development and management of their tourism ventures, in ways that ensure the local community derives genuine benefits from tourism occurring in their local area. Benefits from tourism to local communities should include employment, stimulating demand for locally produced and owned goods and services, provision of additional infrastructure that benefits local communities as well as visitors, investment in conservation and management of the local environment and a sense of pride in the local community. It has to be mentioned a potential negative impact to preserving culture can be the cultural involution. The modernization of Velondriake and its people can be halted because of visitor demand for indigenous old ways. Tourism in essence can encourage local people to remain as they are at the expenses of modernization in infrastructure and improvement of well-being.

Blue Ventures has already initiated the training of locals for operational tasks for their daily operations (pers. comm. 2008). Presentation of local communities through interpretive programs and activities that encourage interaction between visitors and local residents should aim to develop a greater understanding and appreciation of the local lifestyle and culture, ensuring respect for the local community in destinations visited. Respect for local cultural heritage, particularly the Vezo culture, is a key aspect in ensuring the social sustainability.

### 7.2.3 Economic sustainability

Underpinning an operation's ability to commit to ESD is the need for the business to be economically sustainable. Tourism has several potential economic impacts on Velondriake. Generally, these impacts fall into three categories: Increasing foreign exchange earnings, increasing income and increasing employment. Tourism provides a way to increase foreign exchange earnings to produce investment necessary to finance growth in other economic sectors. However, there is a danger of overstating the foreign exchange earnings generated by tourism unless the import factor is known. The value of goods and services that must be imported to service the needs of tourism is referred to as *leakage*. For

example the majority of the hotels are foreign owned. The money spent here leaks from Velondriake's economy and must be subtracted from the foreign exchange earnings to determine the true impact.

The best method for estimating the income generated from tourism is by determining the income multiplier for Velondriake. Visitors make an initial round of expenditures in the destination area. These expenditures may be for lodging, food, beverages, souvenirs, sightseeing, local transportation and miscellaneous other items. These expenditures are received as income by e.g. tour operators, hotels, and guides. In the second round of expenditures, the tourism businesses use some of the money to purchase goods, pay wages, and other expenses. The income in the third round may be spent again (e.g. raw materials) or saved. Any money spent on imports leaks out of Velondriake's economy.

A major argument for encouraging tourism development is that it produces many jobs. Tourism creates primary or *direct employment* in such as lodging, guiding and transportation. *Indirect employment* is also created in construction, agriculture and manufacturing.

Economic profitable business will have greater capacity to contribute to conservation and invest in sustainable technology as well as provide stable employment opportunities for the local community and purchase more locally produced and owned goods and services. As previous chapters have shown the economic health of the tourist industry has a long way to go. Two of four hotels are recently build and do not receive the desired amount of visitors. In other to ensure an economically sustainable ecotourism industry in Velondriake more attention has to be paid to the promotion part of the marketing, which requires effort by both the private and public sectors. These and more stakeholder responsibilities are outlined in appendix 2.

## 7.3 Goals & Objectives

The Velondriake Ecotourism Plan provides a sound framework for Velondriake to develop tourism activities within the context of careful management of growth to ensure ecological and cultural sustainability is achieved, commercial business realities are considered, infrastructure is provided and a diverse range of high quality ecotourism products is

provided matched to visitor needs and the destinations carrying capacity.

### 7.3.1 Goals

In order to manage a width variety of impact on both socio-cultural, environmental and economical structures the following series of goals are drawn up. These goals indicate where the destination likes to be in an ideal situation. The aim for these goals is therefore continuous and will make sure all stakeholders' interests are being looked after.

- To increase the benefits from tourism activities for the local community.
- To encourage tourists to stay longer on the destination.
- To increase the number of tourist visiting the area.
- To encourage tourists to participate in activities and use local services.
- To create sustainable jobs for local people in the hospitality industry.
- To encourage the development of tourism facilities and services.
- To improve infrastructure supporting tourism activities
- To improve the capability of managing the overall destination development.
- To improve local knowledge in order to operate successful and sustainable in an economical, socio-cultural and environmental way.
- To improve the health and natural beauty both on land and in marine areas.

### 7.3.2 Objectives

1. Establish a tourism association to manage tourism development;
2. Set up a monetary system to gain overall revenue from tourism
3. Construct a community eco-lodge
4. Improve transportation infrastructure to increase the accessibility
5. Offer visitors at least five significant different activities to undertake on site
6. Increase the number of tourist nights to 15.000 per year
7. Ensure a tourism impact measurement system

## 7.4 Key Tourist Segments

### 7.4.1 Blue Ventures volunteers

The first segment Andavadoaka has to aim for are the BV volunteers. These visitors come from all over the world and all in different ages. Usually they travel alone and sometimes with a friend or partner. The benefits sought by these visitors are getting away from routine, to broaden the mind, a sense of freedom and many other different reasons. The average spend at the destination is approximately 8 Euros a day, mainly on food, drinks and activities. The planning of their trips starts months prior to the trip and the attitude towards the destination is enthusiastic. The volunteers generally stay for 6 weeks and only one time. The point of capture is in their origin countries in diving/ conservation magazines and on the internet. Volunteers arrive all together in a camion truck and stay at the Coco Beach hotel. They usually undertake a few activities rewarding for the community.

### 7.4.2 Divers

Andavadoaka is situated close to a long stretched coral reef. The coral reef is a good opportunity to attract divers. Divers are interested in rich aquatic life forms such as corals. Divers can be found all over the world and tend to have a moderate to higher income. They are interested in nature and concerned about environmental issues. Therefore they try to minimize their environmental impact during their holidays. Most divers are between 25 and 60 years old and have travelled to a lot of destinations all over the world. Divers are not very price sensitive whilst on a destination and tend to stay for at least one week. They travel with friends, a partner and sometimes alone. The time of visiting a destination is likely to be more around holiday periods. They read magazines like national geographic and diving magazines, which provide a good point of capture. Divers have different expectations of comfort and therefore stay in very basic accommodations till luxurious resorts. They use tour operators as well as they plan their on trips. Therefore the internet is also a good point of capture, especially dive websites.

### 7.4.3 Experienced senior explorers

This segment consist of the wealthier experienced international travelers, usually between the ages of 40 and 65 years whose children have left home. They can be found in western Europe like the United Kingdom, Germany, the Netherlands, Belgium,

France, Switzerland and Austria and in North America in Canada and the United States. They are higher educated and an average to high income. These ESE typically look for natural beauty and authentic cultural experiences. They prefer independent or small group travel and look for luxury and comfort as part of their experience. Safety is a key consideration when choosing a destination. They mainly use travel books and guides to select and inform themselves about a destination. 34% also uses internet and 18% uses information from a travel agency. 63% book their holiday with a travel agency, 20% on the internet and 18% directly with a hotel. Baobabs, the Vezo culture and the landscape are big draw cards when travelling to Andavadoaka<sup>30</sup>.

#### 7.4.4 Wanderluster

The Wanderluster segment is made up of younger singles or couples between the ages of 25 and 40 and generally do not have children (yet). They are young urban professionals earning higher incomes, and they already have considerable travel experience. Their desired experience centres on nature, culture, and adventure with a strong liking for an 'urban vibe'. While also concerned with issues of safety and comfort, these costumers are driven more by emotional appeal of a destination compared to the more practical ESE's. Information about their holidays is mainly gathered on the internet (88%) or in travel books / guides (47%). 73% uses a travel agent or tour operator for bookings, 18% an internet broker and 8% directly with an accommodation<sup>30</sup>.

#### 7.4.5 Ecotourists

Ecotourists are people seeking for nature-based activities. They are generally interested to see wildlife in its natural surroundings, staying in the wilderness, rainforests and national parks. Visiting historical places and bushwalking are also popular. Key motivations of visitors participating in ecotourism activities are 'to visit an unique attraction', 'see somewhere totally different to home', 'visit somewhere new', 'opportunity to explore natural environment' and 'visit somewhere I have heard a lot about'. According to a research of the WTO in 2001 ecotourists are classified as people with relatively higher levels of education, an above-average income level and aged between 30 and 59 years with women slightly outnumbering men. They generally live in western Europe and the United

States. Ecotourists are most likely attracted to nature destinations because of the increased interest in the environment. As people hear about the fragility of environment they become more aware of conservation issues around the world. For their own pleasure they often want to learn firsthand about endangered species and threatened habitats. Travelers are seeking more remote destinations. They want to go off the beaten path, go to the heart of the jungle. Ecotourists are looking for environmental education, are willing to pay entrance fees and are eager to buy local products and services that strengthen the local economy. In sum, they are an ideal audience for addressing the conservation challenges of these areas.

### 7.5 Positioning

Positioning is managing the image of the destination that tourist holds in their minds against other destinations. Although there usually is the issue of a discrepancy between actual positioning and desired positioning by key segments, Velondriake has not made any significant efforts yet communicating themselves as a tourism destination. Because the best competing destinations within Madagascar, such as Belo-sur-Mer and Ifaty, have not shown significant marketing efforts, Velondriake can obtain a good advantage the following years in getting better known. The two mentioned destinations form the most likely destinations which Velondriake is going to be compared with in the image of the tourist. Velondriake has to position itself as the destination which has the strongest Vezo cultural appearance, a magnificent beachside with a pure island setting and where tourism is used as a conservation mechanism. Ecotourists looking for a destination able to meet their principles, should look no further when they hear of Velondriake. Divers, Senior Explorers and Wanderlusters should also know that they can choose for a high-end luxury resort as well as basic accommodation such as a home stay with a local family. Visitors will perceive Velondriake as a place where education, conservation and recreation are integrated into a pure nature exploration experience.

<sup>30</sup> South African Tourism (2004), Tourism Growth Strategy 2005-2007

Fig. 36 – The Velondriake logo as part of the positioning strategy



Source: Blue Ventures Conservation, 2007



## 8. Action Plan

### 8.1 Key Objective One: Establish a tourism association to manage tourism development

Goals:

- To encourage the development of tourism facilities and services.
- To improve the capability of managing the overall destination development.

Successful tourism development will not simply happen on its own. It must be made to happen. To do so requires time and effort from both public and private sector interests to ensure development activity has a focus, based on policy, goals and objectives. Co-ordination is the key. And the key to co-ordination is getting organized, which means forming an association which leads tourism development in the right direction. The Velondriake Association is an association consisting of representatives of all Velondriake villages and is concerned with 'efficient and long term management of marine and coastal resources'<sup>31</sup>. A key to the success of ecotourism is the formation of strong partnerships so that the multiple goals of conservation and equitable development can be met. In this matter the easiest way is to extend the Velondriake Association with stakeholder of the tourism industry and conservation organizations. The new 'Velondriake Tourism Association' (VTA) will become responsible for creating a positive tourism policy and carrying out a development strategy.

A role exists for all these in the association at one level or another. Without them the association will not have the necessary skills, knowledge and expertise to ensure all stakeholders interests are taken in consideration in the decision making process of the tourism development strategy. The roles and responsibilities of the stakeholders can be read in appendix 2.

The VTA has to be formed by structured periodical meetings. In these meetings, stakeholders should discuss their point of view regarding tourism and get to specific, measurable and time-tied action objectives. People will have to take responsibility to

<sup>31</sup> Volanirina Ramahery (2006), Velondriake Management Plan

achieve these objectives which will contribute to a broader goals mentioned in chapter 5. At the end of a meeting a date, location and chairman have to be chosen for the next meeting. Locations and chairmen have to differ each session so people get a feeling of responsibility and train themselves in receiving guests (hospitality) and getting organized. The content of the first meetings should include the discussion of this report. Within 6 months the VTA should be able to draw up a tourism policy statement which includes a framework for development, limitation of acceptable change and a general direction for future development. This statement has to be made formal by making all stakeholders sign it and spreading a copy of the document to all stakeholders. The members of the Velondriake Tourism Association will also have to work closely together, informing each other about recent developments and individual plans within their working environment. Furthermore the VTA is responsible for achieving the key objectives described in the following paragraphs.

*Actions for this key objective include:*

- Translate the Velondriake Ecotourism Plan in French and Malagasy for further understanding;
- Organize the first series of meetings;
- Evaluate all key objectives;
- Draw up a tourism policy statement.

### 8.2 Key Objective Two: Set up a monetary system to gain overall revenue from tourism

Goal:

- To increase the benefits from tourism activities for the local community

Since the introduction of tourism in Velondriake there has no significant contribution been made to the local communities. For tourism to be a sustainable contribution for all inhabitants of the Velondriake region, a system has to be implemented that will ensure the benefits will be equally shared. In order to spread the economic benefits from tourism, a fund has to be founded. Tourists will be paying a fee for their stay at the destination. This fee has to be collected by the accommodation in which they are

staying overnight. The fee is flowing into a fund which is being managed by the VTA. The fund is being used to equally contribute to the prosperity of all inhabitants of Velondriake. Examples could be investments in infrastructure, facilities or human resource development. The VTA is responsible for well spending this collected money. With an estimated average of 9000 tourist nights spending in 2008 and a fee of €1,- per person per night an annual amount of €9000,- can make a significant difference to Velondriake inhabitant. To formalize this objective the VTA has to set up an administration of all tourists. Someone should be appointed to check numbers of tourists and collect payments at the accommodations. Furthermore the VTA should draw up objectives to which projects the money is going.

*Actions to be implemented under this key objective include:*

- Discuss the best way to secure a tourist fee;
- Discuss the right amount which is acceptable for both Velondriake and the tourists;
- Formalize an agreement of collecting the tourist fee in a signed document by members of the VTA;
- Set an administration system for the fee collection;
- Draw up goals on where investments are made.

*For more reading on this subject, Sustainable Finance for Protected Areas: Tourism-based User Fees by The Nature Conservancy (2004) is recommended.*

### **8.3 Key Objective Three: Construct a community eco-lodge**

Goals

- To increase the benefits from tourism activities for the local community
- To increase the number of tourists visiting the destination
- To encourage the development of tourism facilities and services

In 2007 the community of Andavadoaka has identified a beach site of twenty one acres that has been allocated by a local law (Dina) as the site where an eco-lodge has to be constructed. There is an

overwhelming support for the Andavadoaka eco-lodge amongst the local population as well as support from national and international organizations including WCS, BV, CCEE, ISHM and the SEED Initiative (UNDP, UNEP & IUCN). The Andavadoaka Community Eco-Lodge will be run as a community project with all profits going to support local community initiatives, administered through village-run community development funds. The Andavadoaka Community Eco-lodge will create jobs, stimulate the local economy, invest in local education and health facilities as well as offering alternative economic and energy opportunities to a community. The Andavadoaka Community Eco-Lodge will provide these services to the communities whilst at all times minimising its environmental impact. The carbon-neutral status of the lodge will provide a case study for community development, working to educate visitors to the area of cultural, social and environmental issues and sensitivities, as well as run workshops highlighting the benefits of renewable energy sources for both visitors and the community. The community ecolodge will be managed by a committee made up of local stakeholders. These stakeholders will include representatives from village officials, fishing cooperative, catholic mission, women's association, Blue Ventures and elected representatives of the community. A map of the eco-lodge location can be found in Appendix 1.

To achieve the vision of a carbon-neutral eco-lodge the preconstruction phase has to be well considered and reviewed before starting to construct the lodge. A detailed construction plan has to be made up where every part of environmental impact is considered. After this a design for the lodge can be made which will be leading for calculating the costs. Together with a business plan, an application for a loan can be made. A good option for funding is the Critical ecosystem partnership Fund of Conservation International. When the financial resources have been secured the construction can commence. When the lodge is ready for operations, a well educated manager has to lead the project in order to ensure the success of the further existence.

*Actions to be implemented under this key objective include:*

- Research how to construct the eco-lodge;
- Provide an architectural design plan for the construction;
- Provide a business plan for the eco-lodge;

- Calculate and find financial resources for the construction;
- Construct the eco-lodge;
- Assign staff and management for daily operations.

*Recommendations for further reading on this subject:*

*Epler Wood, M. (2003), A Review of International Markets, Business, Finance & Technical Assistance Models for Ecolodges in Developing Countries. EplerWood International*

*International Finance Corporation (2004), Ecolodges: Exploring Opportunities for sustainable business.*

#### **8.4 Key Objective Four: Create transportation infrastructure to increase the accessibility**

Goals:

- To increase the number of tourists visiting the destination
- Create sustainable jobs for local people in the tourism industry
- To encourage the development of tourism facilities and services
- To improve the infrastructure supporting tourism activities

Accessibility is a major constraint for tourism development in Velondriake. It is important to resolve this problem in order to ensure visitor numbers can and will increase. At the moment Laguna Blu offers transportation for its clients in a 4x4 drive from and to Morombe. Because the roads between Morombe, Velondriake and Toliara are so bad it is very difficult to provide a satisfying transport to Velondriake by road. Therefore a motorized sailboat could be a better option to get visitors into the area. Besides travelling by boat is faster, the journey to Velondriake will become an positive contribution to the holiday experience of the visitor. A permanent transportation system for all visitors can also lead to reduction of costs and create sustainable jobs for local people. Whenever possible, it is more sustainable (economical and ecological) to sail instead of use the boats outrigger engine. The sailboat can also be used for transportation purposes within Velondriake.

This transportation system can also be used to provide transportation for BV volunteers and staff. Because current road journeys can take up to 36 hours it is recommended to explore using a boat which is able to transport two groups of 12 people to the destination. Large sailing yachts are relatively expensive to purchase and will probably have problems getting through the shallow water close to shore. Because dredging can cause serious damage to the destination's ecosystems this way has to be avoided. Therefore further research and consideration on what model of boat could be used is needed. Also the amount of pollution from the outside engine has to be minimized, which means a detailed assessment of a desired purchase.

It is also recommended to research in which way operational transport costs between Toliara and Velondriake can be reduced by serving tourism destinations under way, such as Salary. In this matter a wise option would be to seek support of the ORTU. They can help integrating new systems into existing transportation structures and contribute to its revenue by promotion and bookings.

#### *Finance*

With a steady, slowly increasing visitor number of approximately 1000 visitors per year the transportation of visitors can be made profitable. Suggesting a visitor is willing to pay €10,- for a one way trip from Morombe to their accommodation in Velondriake the yearly revenue is calculated somewhere about 20.000 euro's per year. In order to ensure full tourist satisfaction a sufficient amount of time should be spend in comforting and informing the visitors prior to the transport about attractions (e.g. flamingo's) and comfort. The expenses are the purchase of a vessel, outrigger engine (possibly included), sails and salary. Most suitable is to always have two employees on board to ensure safety and service on board. Additional costs are gasoline and communication devices. Estimated is these investments can be earned back within 2 years (based on local price levels). Recommended financial resources are the *Critical Ecosystem Partnership Fund*<sup>32</sup> and the *Global Conservation Fund*<sup>33</sup> of Conservation International, the travel foundation<sup>34</sup> and the *GEF Small Grants Programme (SPG)*<sup>35</sup>

<sup>32</sup> <http://www.cepf.net>

<sup>33</sup> <http://web.conservation.org>

<sup>34</sup> <http://www.thetravelfoundation.org.uk>

<sup>35</sup> <http://sgp.undp.org>

Although the water provides the best accessibility solution in short-term, improvement of the roads are also needed. Because private investments in roads are very difficult to make profitable, the government of Madagascar has to be encouraged to give Velondriake more attention. This attention can be realized in the first place with continuous communication about developments in the region. A well organized destination has more chance to receive support of the Malagasy government than a destination which does not have a good plan. Arguments for convincing the Ministry of Tourism, ONTM and ORTU are the internal drive of the people of Velondriake and the possible negative impacts on the environment when tourism is not used as a conservation tool for the marine resources the destination holds. This, together with all the economical benefits such as the increasing foreign exchange rate and the multiplier effect of tourism can be used to put pressure on these governmental organizations to convince them to start improving the accessibility of Velondriake by road.

*Actions to be implemented under this key objective include:*

- Research and decide which boat(s) should be used for transportation;
- Arrange landing piers and reservation points in Morombe and Toliara;
- Research possible collaboration with tourism operators in Salary;
- Seek support at the ORTU for integration in broader transportation structures;
- Appoint staff to take responsibility for the operating the transportation system.

### **8.5 Key Objective Five: Offer visitors at least five significant different activities to undertake on site**

Goals:

- Create sustainable jobs for local people in the hospitality industry.
- Increase the benefits from tourism activities for the local community.
- Encourage tourists to stay longer on the destination.
- Encourage the development of tourism facilities and services.

Different stakeholders have confirmed there is not a sufficient portfolio of activities which tourists can undertake to provide a satisfying visitor experience. Laguna Blu Resort is the only hotel which offers a wide variety of activities to their clients such as diving, snorkeling, baobab trips and boat trips for whale watching, visiting Nosy Hao and fishing. For independent tourists who aren't staying at Laguna Blu it is difficult to get access to activities such as diving, snorkeling and trips to islands and baobabs. With this comes the fact that all benefits remain with the (foreign owned) hotels and local people do not get physical access to the tourists to offer them services.

As mentioned in the analyses Velondriake main assets are the natural attractions. The coastal setting, beaches, coral reefs with rich biodiversity, baobab and spiny forests, the Vezo-culture and the warm climate produce together a unique selling point. People will be eager to explore the destination and are willing to pay for this. The existing of natural resources is not enough to satisfy these tourists, services have to be developed to be able to give tourist access to these resources and, of course, this makes it rewarding for Velondriake.

It is important local people are able to create products and services which can be sold to tourists. Therefore products have to be developed which incorporates the labour of local people. The exact nature of these activities have to be discussed within the suggested tourism association (7.1), but the following suggestions are made:

#### *Velondriake Museum*

A museum which displays the marine life of the region. Besides the economical benefits that is established through entrance fees, both visitors and the local population can learn about the marine life and how this can be managed. Investments can be kept to a minimum if the following methods are used. Construction can be done in local style using natural resources such as branches and reed. The museum collection can be developed by a structured program carried out by BV Volunteers. They can evaluate which natural resources can be put in the museum. A coordination with the London office is necessary for production of photographs and printed materials. It is important for geographical spreading this museum is constructed at least outside the Andavadoaka community. To provide tourists an adequate

experience, a programme can be made in collaboration with hotels, where local fishermen and an English-speaking guide pick up tourists to take them to the museum, provide lunch and bring them back to the hotel after they have had a few hours to snorkel in front of the museum side. Nosy Ve, Nosy Andragombala and Nosy Mitata are good options for the site.

### *Ecoguides*

At the moment Blue Ventures volunteers are providing English lessons for interested people in the community of Andavadoaka. Local people show a considerable interest in learning English and there have been days where the attendance has risen over 25 interested people. All are interested in finding work in tourism activities. Unfortunately the improvement of the English skills of local people is entirely depending on a group of new volunteers arriving every 6 weeks. This is very much affecting the quality of the teaching and consistency of the progress the people (students) are making. The best solution is to let local people take part in quality teaching program which they accomplish in a given timeframe. When able to speak English well, they can take out tourists for snorkeling, fishing, baobab, mangrove and diving trips (see next section). Language still provides a major constraint for locals to get access to tourists. The university of Toliara should be able to provide material for an English teaching program. To enrich the guides guiding experience the ANGAP could provide assistance with a form of internships in one of Madagascar national parks. Here financial support is needed. The Ministry of Tourism is aiming to increase the knowledge of tourism through educational programs. It is therefore a good option to contact the organization for advice of the most effective way to get Velondriake guides trained. Also a diverse range of international charities provide grants for education incentives in third-world countries. Some are mentioned in paragraph 7.4, but further research on this is recommended.

### *Dive Centre*

Velondriake holds most of its treasures and attractions under water. It is obvious tourists are willing to explore the underwater environment through diving. Both Laguna Blu and Blue Ventures offer diving trips for their clients. It will be difficult for visitors of Coco Beach, Manga Lodge and Chez Antoine and the planned ecolodge to get access to the experience of diving, because there is no product developed for them. An option is to develop a dive

program which is accessible for all tourists. Because the equipment will be the most expensive component of the program it is recommended to set up this project in collaboration with Blue Ventures. From the moment an ecolodge is constructed a new dive centre is to be built at the ecolodge beach site. The project can be performed by locals who are interested in working in this project. They start with learning English. When they have completed this course they are trained by BV's dive instructor, preferably to the level of Master Scuba Diver Trainer. They are also educated in hospitality and diving maintenance. When these trained dive instructors are ready to take out tourists they should be able to combine the use of equipment with the Blue Ventures volunteers. This will reduce the operational costs for both programs since equipment and boats are more frequently used during a day. An important factor is the experience already existing with Blue Ventures and Laguna Blu. Diving education expenses can be reduced by training provided by these organisations. Equipment and boats should probably be purchased along the way. Here revenues can be reinvested or external capital has to be attracted. Finance for these initiatives has to be sought in funding programmes, for which recommendations can be found in key objective four.

### *Home Stays*

The 3 larger hotels are all situated outside the villages and have their own private beaches. Because there are not many activities in the villages these are generally not visited by tourists. Blue Ventures has successfully introduced possibility for their volunteers to stay with a local family for a considerable amount of time. Volunteers eat, sleep and spend the day with a local family such as octopus fishing or sailing. This way a volunteer can really experience the local culture. The host family receives a small fee for their efforts. This project should be further developed and commercialized. The marketing advantage of this product is that of the uniqueness of the experience. Competing destinations cannot offer the same experience as it is made up of local cultural assets which are preserved by the remoteness of the area in combination with the unique peaceful setting and low-paced ambiance. This concept should be promoted at all accommodations and be made accessible for all tourists. In order to manage this activity effectively a central booking system should be set up. At the one end families can join the program and at the other end tourists can book a home stay. Administrative

efforts in this matter should receive commissions for each booking.

It is important that sites used for product development maintain its original state as much as possible by locating all buildings with the least environmental impact possible. Extensive re-shaping of land and alienated designs should be avoided. The benefits of this approach can be both aesthetic and economic. Costs can be reduced dramatically by considering physical and geographic features when planning activities.

*Actions to be implemented under this key objective include:*

- Discuss and determine the product portfolio to develop;
- Assign responsibilities to involved stakeholders for different projects;
- (If project needs investments) Write business plans and gain financial needs.

## **8.6 Key Objective Six: Increase the number of tourist nights to 15.000 per year**

Goals:

- To increase the number of tourists visiting the destination
- To encourage tourists to stay longer on the destination

In order to ensure all stakeholders will actually benefit from tourism more visitors are required. Hotels see a lot of their bungalows are void of guests in a considerable period of the year. Research has pointed out that Velondriake still is a rather unknown destination for tourists visiting Madagascar. Incoming agents do not promote or sell Velondriake/Andavadoaka to their clients or do not even know what the destination has to offer. The latter statement can also be made for independent travellers. There is a minimum of promotion being done for the destination which results in an absence of the visitors. Meanwhile new accommodations and products are developed (Manga Lodge 2005, ecolodge 2008/2009, ecoguides 2005) without considering at the promotion side of business. It is necessary to use more of the accommodation capacity before developing more similar products.

More promotion is needed to increase the number of visitors to Velondriake. In order to do this promotional programmes have been drawn up, which can be found on the next page. Focus is to get more tourists to the destination, preferably independent tourist (who tend to stay longer), but also group tours who take up a majority of the Malagasy tourist market. When Velondriake is getting better accessible the ratio independent tourist / group tours can slowly shift to attract more independent tourists.

Besides direct communication to these audiences, collaboration with other DMO's has to be explored. For instance the ORTU has the objective to promote and develop the destinations in the Southwest of Madagascar. Contributing to the goals of Velondriake will also contribute to their own goals in one way or another.

Also the initiatives for product development such as developing tourism activities and providing better accessibility will contribute to the appeal of travel intermediaries and tourists. Especially for those familiar with Velondriake this could trigger them to pay more attention to the destination. For people who have never heard of Velondriake or Andavadoaka these product developments are of a lesser importance and they have to be reached by communication campaigns.

The objective is to measure 15.000 tourist nights in 2009. This number is build up of BV volunteers as well as regular tourists. Estimated is that at least 120 volunteers will have visited Velondriake in 2008 by the end of December, staying for 42 days average (pers. comm. 2008) <sup>36</sup>. This leads to a number of (120\*42) 5040 tourist nights that BV takes account for. The study of Townsend (2005) clears out that year almost thousand visitors have been in Velondriake. The ambitious goal is to increase their length of stay to an average of 10, as well as to increase the overall number of visitors.

### **Program 1**

*Target audience*

Incoming agents

*Communication objective*

<sup>36</sup> Based on data provided by Raj Roy, Blue Ventures Conservation.

Contract at least 8 tour operators who sell Velondriake tourism products (as part of a tour)

*Message idea & format*

The most purest Vezo experience - with unspoiled landscapes and large numbers of beautiful coral reefs - of Madagascar.

*Communication strategy*

Personal selling: A Velondriake representative contacts tour operators. He/she persuades what the region can offer for their clients and refers to the accommodations. This can be done in a formal letter accompanied by a folder. In this letter, the tour operator is invited to visit the destination (in collaboration with hotel owners offering a free one-night stay). The representative calls the tour operator to remind and persuade the tour operator to visit the destination. On site efforts by a representative or hotel manager have to be made to close a deal. The representative also sends promotion e-mails to international tour operators which sell Madagascar holidays in their home market. This way the incoming tour operator is being called upon from two sides.

**Program 2**

*Target audience*

Independent tourists

*Communication objective*

Increase awareness of Velondriake amongst 10.000 tourists interested in visiting Madagascar

*Message idea & format*

Explore one of the world’s largest unexplored coral reefs from a unspoiled traditional fishermen community.

*Communication strategy*

Travel guides (on- and offline) are the most used sources for information and bookings for independent tourists nowadays. It is therefore crucial to get publicity in these guides. In order to do this promotional material have to be send to these publishers. Books mentioned in the distribution section of the marketing mix, amongst others, should be contacted and provided with texts and images. For internet guides the same approach is needed. They have to involve Velondriake in their product and

promote this. Most of these guides offer free publicity and where fees are asked it should be questioned what the expected response is. Crucial for information gathering and measuring is a Velondriake website. This website contains all information about attractions, services and facilities of the area. It also informs visitors how to get to the destination.

*Actions to be implemented under this key objective include:*

- Assign a communication manager to lead the communication programs;
- Set up a Velondriake website;
- Create Velondriake folders;
- Research and contact incoming agents;
- Research and contact independent traveler guides (printed and web-based);
- Invite incoming agents and give them a tour on the destination;
- Send promotional material to international tour operators in the core markets.

**8.7 Key Objective Seven: Ensure a tourism impact monitoring program**

Goals:

- To improve the health and natural beauty both on land and in marine areas.
- To improve local knowledge in order to operate successful and sustainable in an economical, socio-cultural and environmental way.
- To improve the capability of managing the overall destination development.

One of the goals of developing the tourism activities is to contribute to the conservation of the region. At the initiation of the proposed activities, the impacts are rare or minimal. Initial symptoms of negative impacts may be difficult to perceive, especially when there is little or no data on baseline conditions to compare to. Often, it is only when severe impacts are manifested that questions are asked and management actions are deemed necessary.

Once negative impacts are readily apparent, options for managing them easily are reduced. It becomes politically difficult to reduce numbers of visitors

and/or limit their activities. Another alternative, “hardening” the environment, or making it more resistant to impacts, requires increased budgets for infrastructure and subsequent maintenance. It is also likely, management cannot compensate for the losses realized. Had impacts been measured progressively from the start and actions taken early on to reduce them, less or no harm might have occurred. The establishment of a monitoring program at the outset of tourism development and the gathering of baseline information allows for early warning of impending changes, enabling timely management programs to be put into place.

The development of a monitoring program is a multi-step process which requires involvement of protected areas managers, conservation NGOs, ecotourism managers, community members and tourists. All of these groups have a stake in ensuring that the monitoring achieves certain objectives; however the exact objectives of each group may vary. Therefore, it is important that goals and objectives are identified and discussed at the outset, and that consensus is reached early on as to why monitoring is being implemented and how it will be done. Conservation NGOs, particularly, have an important role to play in ensuring that all necessary stakeholders are involved and that there is a clear understanding of why and how monitoring is implemented.

The following steps are recommended for initiating and implementing an ecotourism impacts monitoring program. Discussion of each step follows below.<sup>37</sup>

#### A) *Planning for Monitoring*

- 1) Formation of an association
- 2) Holding a community meeting

#### B) *Developing a Monitoring Program*

- 3) Identifying impacts and indicators to be monitored
- 4) Selecting methods of measurement
- 5) Identifying limits or ranges of acceptable change
- 6) Developing an operational monitoring plan

#### C) *Conducting Monitoring and Applying Results*

- 7) Training staff, managers and community representatives

- 8) Carrying out monitoring and examining data
- 9) Presenting monitoring results

#### D) *Evaluating and Advancing Monitoring*

- 10) Evaluating the monitoring program and conducting outreach

##### 1. *Formation of an association*

The first step is the forming of the Velondriake association as suggested in objective one. It is important all stakeholders are represented in the association. A conservation NGO member might be selected as the coordinator of the monitoring initiative. The first task for all members is to recognize the need for establishing a monitoring program and to determine what the program’s goals and objectives are.

##### 2. *Holding a community meeting*

Once the committee is clear on the need for monitoring ecotourism programs, activities and impacts, it is critical to seek public support at this early stage. Therefore, a community meeting, or a series of meetings, is held, with representatives from all stakeholder groups present. The first task is to educate everyone about ecotourism and monitoring, and to discuss ecotourism objectives and management. A second and important reason for convening a large group of stakeholders is to list potential concerns about and impacts of tourism. These can be identified and examined through a participatory planning appraisal or other similar methodology which encourages local input and idea generation. Components of ecotourism and related issues to be identified and discussed include:

- Visitor attractions and sites or resources frequented by visitors
- Sensitive species and areas
- Infrastructure
- Threats of tourism
- Opportunities of tourism
- Perceived differences between community members and tourists
- Scope and scale of tourist presence in the area and in the community

##### 3. *Identifying impacts and indicators to be monitored*

Once the association, with community support, has defined its goals and objectives for ecotourism

<sup>37</sup> Rome, A. (1999), *Tourism Impact Monitoring* p 21-26



monitoring and identified salient concerns, it is time to list the potential and actual impacts and to identify those most important to monitor. The number of impacts selected should be kept small (maybe 2-3) at first, in order not to become too overwhelming. However, it is important to ensure that the program is comprehensive, addressing environmental, experiential (on visitors), economic (on community), socio-cultural (on community) and infrastructural impacts. Next, the association should select indicators to be monitored. Although several indicators may be necessary to examine each impact, it is useful to start with the simplest measures and to develop a system which can be expanded once it has proven itself feasible and useful. A sample of potential ecotourism monitoring indicators can be found in appendix 5.

#### *4. Selecting methods of measurement*

While biological and economic indicators are often quantifiable and therefore easily measured with standard techniques, many of the impacts on visitor experience and local society or cultural are qualitative in nature, and more difficult to measure. Surveys of visitors and community members are usually recommended for assessing many of the indicators of experiential and socio-cultural impacts and should be developed with input from both of these types of stakeholders. Other indicators (e.g., measures of crowding at certain attractions or number of new businesses in local villages) may be measured through observational surveys, and can be conducted by protected areas staff and/or community members.

#### *5. Identifying limits or ranges of acceptable change*

The association should initiate the identification of limits or ranges of acceptable change for each of the indicators to be measured. An understanding of biology, ecology, sociology and economics, as well as ecotourism practice, are important for determining such standards. However, it is also important to involve the community in order to ensure that all are comfortable with decisions made about monitoring and application of results. Therefore, a second community meeting should be held to present, seek input, and discuss the limits or ranges of change identified. Other related concerns and plans are also addressed.

#### *6. Developing an operational monitoring plan*

Monitoring is most likely to be carried out and to be effective when it is incorporated into general

management plans for protected areas management and ecotourism. An operational plan which indicates scheduling, persons responsible and equipment needed for monitoring activities is necessary and should be developed by the association. The coordinator of the association should be appointed to be responsible for ensuring that thorough and timely monitoring is taking place in all of the impact areas.

Monitoring responsibility might be divided up among various stakeholders in the following ways:

- Environmental monitoring: Conservation NGO's
- Experiential monitoring: Guides and accommodation managers
- Economic monitoring: Conservation NGO's, accommodation managers, and community representatives
- Socio-cultural monitoring: Community representatives and others (possibly a sociologist or anthropologist)
- Managerial monitoring: Conservation NGO's, accommodation managers, and community representatives

Included in monitoring activities of socio-cultural impacts, might be community members who are not currently employed by the ecotourism program. They may be able to provide feedback which is unnoticed by NGO's or ecotourism staff or visitors.

#### *7. Training staff, managers and community representatives*

Prior to beginning monitoring activities, it will be necessary to train all those who will be directed involved in implementing monitoring and using the results. This may include NGO and ecotourism staff and managers as well as community representatives. Conservation NGOs may also be involved, especially in data analysis and provision of other technical support. The specific nature of the training program will depend on the types of impacts and indicators to be analyzed and who will be involved. Local and international NGOs, as well as government or educational institutes (University of Toliara), may be called upon for instruction.

#### *8. Carrying out monitoring and examining data*

Monitoring is conducted by assigned stakeholders, according to the operational plan, and data is recorded using pre-determined formats. Information

is collected and stored in a central location and analyzed periodically by trained analysts. The association should meet at least every six months in order to review the monitoring results and discuss whether they warrant changes in management. As needed, small scale management adjustments are made. When monitoring indicates large scale management changes and/or modification or adoption of policies which will affect the community, local input should be elicited.

#### *9. Presenting monitoring results*

Communities meetings should be held on an annual basis in order to present monitoring results and conclusions to all stakeholders. Progress in achieving the ecotourism goals and objectives are presented and difficulties encountered are discussed. Input is sought from the community regarding the monitoring program, impacts experienced and general management of the process. It is also recommended that media be contacted to share findings and experiences with other communities and organizations (national and international) interested in ecotourism management. It is important to keep all stakeholders informed and involved so that they will fully understand why monitoring is important and how results may impact them. In the case of socio-cultural impacts, there may be a variety of

management alternatives. Public input regarding the form, scale and timing of related management activities can be useful.

#### *10. Evaluating the monitoring program and conducting outreach*

Finally, as with any objective-oriented program or activity, the monitoring program should be documented and assessed. Annual reports on the progress, successes and weaknesses of the monitoring initiative should be presented to the stakeholders. Evaluations should be carried out when necessary and adjustments made to ensure that monitoring and management objectives are being met. Presenting talks about the monitoring program at conferences and workshops is an excellent way to share experiences with others and to gain feedback for making improvements. In addition, the publication of findings and experiences nationally and internationally is recommended to further advance the concepts of ecotourism impacts monitoring and responsible tourism management on a larger scale.

## 9. Recommendations for Further Study

With this report the stakeholders in the Velondriake tourism industry are supported with a well underpinned framework for further development. Various stakeholders are eager to work on development with each other in order to realize their own goals. When the suggestions on the ESD principles are taken account for by all stakeholders the chance of success is on its maximum. It is very important that all stakeholders get involved, feel responsible and initiate their own ideas to get real actions started.

Besides the objectives this report outlines several other issues have arisen in the period the study was performed. It is advised to explore the answers to these opportunities and threats.

As pointed out in section 4.1.2 Velondriake indicates to hold a diverse birdlife. This birdlife can create a new point of attraction for the destination, which attracts 'bird watching tourism'. This form of tourism can be very rewarding for Velondriake since these tourists are not very price sensitive and do not require high standards of accommodation. Suggested is the research both the supply and demand side of this form of tourism. The birdlife has been mapped out in species and population and on the other side the market for bird watching tourism has to be analyzed on tourist numbers and their preferences and holiday expectations.

Blue Ventures has initiated a programme to teach the people of Andavadoaka better English and educated in guiding activities. This initiative is very rewarding and an important success factor for the guiding concepts. As I have seen the guides are not yet ready to provide a satisfying experience to tourists on a guided tour. It is therefore recommended to pay more attention to the education of guides by a structured lesson plan. Blue Ventures could make efforts to obtain English lesson materials and ask for support of an individual with a degree in teaching. A structured programme can be carried out by the volunteers of Blue Ventures and will make a positive contribution to the overall success of tourism at the destination. It should not be forgotten to involve also the people of other villages than Andavadoaka.

Accessibility remains one the most important bottle-necks is the success rate of Velondriake in the future.

Therefore an united destination is better able to put pressure on the national government to finance and realize better infrastructure to this region. The government has to be convinced the country is benefiting from a good accessible Velondriake in the form of foreign exchange earnings, employment, tax earnings and contribution to conservation of its national treasures.

The reefs in front of Velondriake provide a major attraction to tourists. In order to exploit this resource in a profitable way the tourism industry needs to know which reefs can provide a satisfying experience and what the capacity of the reef is in relation to the number of tourists. A mapped guide of the reef is therefore recommended. This guide provides a map of locations of attractive reefs, what its capacity is, and possibly it is also recommended that all the dives carried out are logged so potential damage can be monitored. Dive organisations should make good arrangements to prevent them diving all on the same locations. Besides the reef the guide can be extended with information where it is most likely to spot interesting wildlife (e.g. whales and dolphins). This knowledge base should be accessible by all tourism operators and can be funded by an equal contribution by all its users.

## Acknowledgements

This report has been produced as part of an graduation project for the study tourism and recreation management at the Saxion Hogescholen in Deventer, the Netherlands. I would like to thank Arjo van Es for his counselling and support during the project.

Special thanks goes out to all Blue Ventures staff-member Raj Roy and especially Richard Nimmo for his great amount of support and information input. On site in Velondriake, Justin Hellings, Ruth Rosselson, Louis Pearson, Rebecca Hill, Lalao Aigrette, Jeannine Hantanirina, Gildas Andriamalala, Dave Raza and especially Garth Cripps have helped me a lot to carry out the research and gathering information.

I would like to recognise the people of Velondriake for their warm welcome in their villages and the hotel managers in Andavadoaka for their time and input.

Also this report depends on the many excellent information sources provided by Blue Ventures staff and Madagascar's tourism industry. Much of the material is derived from the various publications of Blue Ventures research projects. In this matter I would especially like to recognise Matthew Linnecar, Claudia Townsend, and Mina Epps for their performed studies in the field of tourism in Andavadoaka. Also a great contribution to the study is the Malagasy tourism masterplan, which has been made accessible by Michaela Pawliczek.

## References

### Bibliography

- Astuti, R. (2006), *People of the sea: identity and descent among the Vezo of Madagascar*. Cambridge University Press.
- Bos, H. (2004), *Tourism Trends for Europe*. European Travel Commission.
- Bradt, H. (2007), *Madagascar*. Bradt Travel Guides.
- Christie, I.T. and Crompton, D.E. (2003), *Republic of Madagascar: Tourism Sector Study*. World Bank Group: African Region Working Paper Series No. 63 (E).
- Coghlan, A. (2005), *A study of volunteer tourism*. Blue Ventures Conservation.
- Drumm, A., Moore, A., (2005), *Ecotourism Development – A Manual for Conservation Planners and Managers*. The Nature Conservancy.
- Epps, M (unpublished), *A Socioeconomic Baseline Assessment: Implementing the socioeconomic monitoring guidelines in southwest Madagascar*. Blue Ventures Conservation.
- Godfrey, K. and Clarke, J. (2006), *The Tourism Development Handbook – A practical approach to planning and marketing*. London: Thomson Learning.
- Harris, A. (2007), *“To live with the Sea” Development of the Velondriake Community – Managed Protected Area Network, Southwest Madagascar*. Journal Madagascar Conservation & Development – Issue 2, December 2007.
- Hüttche, C., White, A., Flores M. (2002), *Sustainable coastal tourism handbook for the Philippines*. Coastal Resource Management Project
- Langley, J.M. (2006), *The 2004-2005 Consensus of Andavadoaka, southwest Madagascar*. Blue Ventures Research
- Langley, J.M. (2006), *Vezo Knowledge: Traditional Ecological Knowledge in Andavadoaka, southwest Madagascar*. Blue Ventures Conservation
- Linnecar, M. (2004), *A threat to traditional society? A case study of the threat of tourism to the traditional fishery of Andavadoaka, South West Madagascar*. Blue Ventures Conservation.
- Mill, R.C. and Morrison A.M. (2002), *The Tourism System – Fourth Edition*. Dubuque, Iowa: Kendall/Hunt Publishing Company.
- Nimmo, R. (2007), *Andavadoaka Ecodge project summary*. Blue Ventures Conservation.
- Picard, D. (2007), *Sustainable Development of Coastal Tourism in the South West Indian Ocean I: Potential and feasibilities of national and local development of coastal ecotourism*. Recomap Indian Ocean.
- Pitcher, G. and Wright, P.C. (2004), *Madagascar & Comoros*. Lonely Planet Publications.
- Projet Madagascar, Dial, Instat, Orstom (MADIO) (2000). Union Européenne, Programme d'Appui à la Maison du Tourisme et à l'Entreprise Touristique à Madagascar (PAMT). *Enquête Tourisme 2000, rapport final*.
- Ramahery, V. (2006), *Velondriake Management Plan* (English translation)
- Randrianoelinoro, H.F. (2001), *Identification de zones destinées aux investissements touristiques par l'utilisation de l'information géographique dans la région de Morombe – Toliara - Madagascar*. University of Antanarivo

Republic of Madagascar, GATO AG (2004), *Tourism Masterplan for Madagascar. Final report.*

Republic of Madagascar (2003), *Poverty Reduction Strategy Paper (PRSP).*

Rome, A. (1999), *TOURISM IMPACT MONITORING: A Review of Methodologies and Recommendations for Developing Monitoring Programs in Latin America.* The Nature Conservancy

The World Bank, Private Sector Group (AFTPS), Africa Region. *Republic of Madagascar: Tourism Sector Study.* Washington DC: The World Bank, June 2003.

Tourism Queensland (2002), *Queensland Ecotourism Plan 2003-2008.* State of Queensland.

## Websites

*All these websites have been consulted between March and September 2008.*

The Nature Conservancy:

<http://www.nature.org/aboutus/travel/ecotourism/about/art667.html>

Economic development board of Madagascar:

[http://www.edbm.gov.mg/en/en\\_stat\\_tour.php](http://www.edbm.gov.mg/en/en_stat_tour.php)

Tourism Toliara:

<http://www.tulear-tourisme.com>

National Tourist Office Madagascar:

<http://www.madagascar-tourisme.com>

Blue Ventures Conservation:

<http://www.blueventures.org>

Laguna Blu Resort:

<http://www.madablu.com>

<http://www.madholiday.com>

<http://www.ampasilava.com>

<http://www.lagunabluresort.com>

Ecolodge du Ménabé, Belo-sur-Mer:

<http://www.menabelo.com>

Destination promotion:

<http://www.madagascar-tour.com>

<http://www.go2mada.com>

<http://www.madagascar-guide.com>

<http://www.hotels-restaurants-madagascar.com>

Platform sustainable tourism Madagascar:

<http://www.mada-sustainable-tourism.org>

<http://www.ecotourism.org>

<http://www.wildmadagascar.org>

<http://www.parcs-madagascar.com>

<http://www.velondriake.org>

<http://www.salarybay.com>

<http://www.cepf.net>

<http://web.conservation.org>

<http://www.thetravelfoundation.org.uk>

<http://sgp.undp.org>

## Abbreviations

ANGAP	Association Nationale pour la Gestion des Aires Protégées
BV	Blue Ventures
DMO	Destination Marketing Organisation
ESD	Ecologically Sustainable Development
ESE	Experienced Senior Explorers
GATO	German Tourism Organization for Development and Investment
IHSM	Institut Halieutique et des Sciences Marines
IUCN	International Union for Conservation of Nature
NGO	Non-Governmental Organisation
NP	National Park
ONTM	L'Office National du Tourisme de Madagascar
ORTU	L'Office Régional du Tourisme de Tuléar
RN	Route National
SocMon	Socioeconomic Monitoring
UK	United Kingdom
VTA	Velondriake Tourism Association
WCS	Wildlife Conservation Society
WTO	World Tourism Organisation

---

# Appendices



## Appendix I. An Interview with Soava Rakotoaiosa<sup>38</sup>, by Matthew Linnecar, July 2003

ML. So far what has been happening in terms of tourism in Andavadoaka?

SR. A lot! In fact it is a land reserve for tourism. We are planning in terms of big investment for ecotourism, and nature tourism, but mostly ecotourism.

ML. And how do you differentiate between ecotourism, nature tourism, and tourism?

SR. There are huge differences between those 3 types of tourism. Classic tourism, is just a kind of business, nature tourism is based on you cannot get the comfort that you are used to, it is just a kind of 'white' tourism. But ecotourism is not the same as 'white' or nature tourism, you have to look at being able to take care of the landscape first, and also the natural habitat and everything. But clients should have the same comfort as they have with classic tourism. That is the huge difference.

ML. And so far in Andavadoaka, is there ecotourism existing there at the moment? Or are you hoping to bring that in?

SR. Ecotourism no, because the infrastructure that we have there is very simple and a traditional one, and at the moment we have something in between ecotourism and classic tourism because the comfort is not really the same. And for ecotourism your clients should be from middle to high standard families from Europe. And in terms of what we are planning to do there is in long term to get like 1100 hectares of land which will be split into a lot of plots of between 10 and 5 hectares. And then we are also planning to look at the additional infrastructures that will make the business run well; roads, telecommunications, access to food (diversity of food), and also to look at how to maintain the unique biodiversity that we have there, because most of the time investors tend to bring high quality but a lot of people

ML. so, you will limit the number of people?

SR. Yes. Even in terms of zoning. If the area is a rectangle and we plan to create a lot of plots out of it, the point is not really to put a hotel in each plot, but what we would like to get is, a hotel at one end of, for example, 4 plots, and one at the other, and maybe I don't know, golf or other things that are possible in order to catch up with the differences that there are throughout the world.

ML. So the tourists come, they pay money to the hotels, and the hotels employ the local people, and does some of that money go back into the community?

SR. Yes it has to.

ML. And they offer lectures or talks on the biodiversity of the area and how special it is.

SR. In terms of ecotourism what we would like to see is not just an external initiative, but we want some 'touch' with the indigenous people, otherwise it would be like 'heaven' has just been plopped there and the locals cannot be involved. Actually, a lot of the tourists who will come will know a lot about Madagascar, so it is a 'win-win' relationship between the locals, tourists, and the businesses.

---

<sup>38</sup> Adviser for the Ministry of Tourism Madagascar

ML. So what are the disadvantages that you would envisage with an increased number of visitors going to the region?

SR. In terms of increasing number, it is still very difficult to figure out what is going to happen exactly there, but I think, the question is not this, but the question is how much tourists we can see there. What we should do there – carrying capacity, because the habitat is so fragile down there, and also what will be the social impacts not just ecological impacts. There are social impacts also, because behaviour, mentality and everything will change, so it's not really a matter of just taking care of biodiversity, it's also the social engineering that we have to put in place.

ML. So it has to be carefully managed (SR. Yes), and take, for example the biodiversity and the marine resources, they have to be carefully managed in terms of fish numbers, and what types are caught and whether or not they sell them to the hotels and if the hotels increase the price, will that profit be put back into the community?

SR. We also have to take care of specific things, for example the sea turtles, as it is a unique niche for sea turtles, so we have to care for them. There will be a huge problem with tour operators. They are used to bring people there. They are not used to plan the activities, they are used to depend on what is going to be available, and so far marketing strategies have not been very profitable, and this is not the fault of the tour operators but of the ministry – no real marketing strategies or marketing activities are available on the international network today. However we are still very prudent on this issue because what happens is if you are going to make an advertisement on international channels it will bring something to the country but in terms of infrastructure and investment we have just some contacts. But in terms of something actually built down in the S.W. we still don't have enough.

ML. So do you regulate it very carefully?

SR. Not really, we don't regulate anything yet. What we are doing is just establishing the regulations and also to think about what kind of investment and what kind of activities would be the best for these places.

ML. Do you think purely maybe just conservation work or...?

SR. Not really for the moment, conservation work is not really the only issue to handle down there. In all of the proposed places for long term ecotourism investment, in which Andavadoaka and Anakao are, we are thinking to bring in investors (particularly foreign investors) in partnership with national investors to build hotels down there especially of ecotourism standard in order first to benefit local people and to take care of the habitats, because all of the unique habitats will get added value, because actually there is nothing for the local people. All of these unique habitats and natural resources don't mean anything yet it just a kind of thing that God has put there and no-one can use it.

ML. So it is the investment and the money that comes in that will generate added value to these places and their potential will be realised?

SR. That's it. So this is why we wouldn't just like to talk about conservation because conservation is just keeping the 'Gold' there.

ML. But surely if it is kept there in good condition as a result of the conservation work, then that would attract people too?

SR. That's true but in Madagascar it's not the case. You cannot keep it in pristine condition, because people are so poor. They are going to erode everything...

ML. But how do you deal with that then? How do you juggle the poverty and their need to fish, use the land etc, with keeping it in good condition? Is that what happened in Anakao?

SR. We did really a lot of things in Anakao. Anakao is a kind of special place among the coastal zones in Madagascar, because Anakao got a lot of support especially from the l'ONE, in terms of supporting local people especially in capacity building, small income generated activities, something like that, so it's not really a huge problem. But for Andavadoaka, which was and which is still a very isolated place, foreign investment that comes there will shift the gyre immediately, so it needs a lot of capacity building support in addition to technical investment, money investment, and training investment. Because a lot of these people are not used to look at a lot of people coming there and a lot of people eating something that a lot of them have never eaten before. So it's not really easy.

ML. And when you talk of capacity building what do you mean exactly?

SR. In terms of improving the associative structure in order to begin this idea of association, partnership, being together to build a society, to build a community – a sense of community in fact. Because until now they have a sense of community but just for very specific purposes, for instance fishing. But these communities are still very traditional ones. The traditional factor is not a bad one but it is not yet adapted to the current situation. What we have now is a matter of social things, economic things and financial things to put together – not just one piece but 3.

ML. Ok. Do you know Safari Vezo, the hotel operation in Anakao? (SR. Yes). What sort of role has that played over time in the local community, and how has that helped?

SR. In the beginning it was a kind of miracle for the community, but now it brings what they need to have in terms of economic factors, financial factors, jobs, contacts, relationships, information, access to new things. Because, the presence of this hotel is bringing the local society up to a new level, but on the other side, before, people didn't think too much about money, but the presence of the hotel gave them a sense of money. And I think without capacity building money would destroy their community easily, but because of capacity building they got what they needed in terms of how to use their money, how to live using the money the right way, instead of spending it on alcohol beverages or whatever.

ML. So you would say that the role of ecotourism in Anakao has been a success and therefore something like that can be used as a blueprint maybe in other areas such as Andavadoaka.

SR. Yes, because in Anakao, people didn't lose their sense of fishing which is very important particularly in this part of Madagascar. Secondly it brings to people also the idea what does this unique habitat here mean? Seeing the big boats coming and looking at the reefs (Nosy Ve), this creates to them even with very little income generated, the sense of being in contact with different societies, different thinking, different individuals. And this pushed people to think about education, to think about better living conditions instead of staying as they were. So this brought a lot of improvement to people in terms of contact, in terms of region, in terms of relationship, which will happen in the middle and long term with the in flux of money to the area.

ML. Do you think it is necessary for the local people to have that contact? Why can't they stay as they were undisturbed?

SR. Yes it is necessary because actually the national government development policy is that we have to bring this country up to speed and at the right level of development. This requires farmers and peasants living in remote places to be in contact with other people. And carefully managed tourism will bring that. And Andavadoaka has

the resources that will attract that tourism and as such we have highlighted it for long term investment opportunities.

ML. What has to be done in Andavadoaka (By Eucare or Blue Ventures) to help you?

SR. Firstly for the ecological interest, we need to know and so do the people, what kind of things should NOT be done there. This is the key thing to know now. I.e. if you know what you shouldn't do, what you do do should be ok! That's what we need to know. Secondly in terms of social engineering, we need to know what kinds of alternatives people will be willing to share with you in terms of your discussions. we need more intensive interactions and better output from the people which can be acquired by working with them for a long time. Lastly, in order to reduce the pressure and to respect the carrying capacity, Andavadoaka shouldn't be one destination among the other ones but should be integrated in a network of destinations along that stretch of coast according to what you are going to learn from the local people. If you just can give me after your work in Andavadoaka and Anakao, local opinion on how they would feel about tourism in their village on their coast, opinion on what improvements could be made, financial issues – how they will use the money, how they will get more money (what they are thinking), because sometimes what they are thinking could help the local government there. Find out what kind of zoning they are willing to accept – we have to be very careful – eg fishing zones, tourism zones, traditional activity zones like gathering traditional plants, turtle zones. We don't know. Eventually we would like to bring Anakao and Andavadoaka into biosphere status. Until now the biosphere status perhaps often in terms of conservation and in terms of indigenous dynamics, but if we are going to be exposed to intensive development we do not want to lose what we have now but to get something from what we have.

ML. And to what extent do you think that the management group FINIMANO in Anakao has gone to helping this quest for biosphere status?

SR. What we need is to not only help these guys but to give more inputs to them because the FINIMANO is a huge structure like a planning committee in which everybody is involved and in fact all the key stakeholders are involved. The problem such a structure has in Madagascar is that they don't have enough inputs in order to create better planning. They cannot work on zoning, they have to rely on the community to put up a good zoning but they don't have enough inputs to justify and defend their propositions (i.e. you have to do this and that, you will be better off if you did that etc etc) and these inputs come from local people. It would be good to set up a smaller scale FINIMANO in Andavadoaka but we have to be careful as you have to look first at what structure they have in place already, and if there is one in place already, look at what kind of programmes they have and what kind of solutions do they propose.

[N.B. acquire the literature on Anakao and Nosy Ve from Andrew Cooke, and the literature that is being written at the moment by SR (terms of reference)].

There is a need for reports that are easy to understand i.e. being less academic and more practical.

The people of Anakao and Andavadoaka, are willing to hear you and check what you are saying, and if it works, then great, but if it doesn't work then they say, 'give me another one'. Which is a good outlook, but in Nosy Be in the north they have had a tough time and if they do listen to you and it doesn't work then they will not want to try again.

## Appendix II. Stakeholder Roles and Responsibilities

The ecotourism industry has a variety of stakeholders. Each stakeholder group has a role to play in developing and managing ecotourism in Velondriake. Stakeholders and their general areas of responsibility with respect to ecotourism are outlined below with specific responsibilities for implementing the *Velondriake Ecotourism Plan*.

### The Tourism Industry

Madagascar's tourism industry provides many complementary services to the Velondriake's tourism activities, such as transport, accommodation, marketing, information, sales and booking services. In many cases Velondriake is just a part of a much broader visitor's holiday. The tourism industry has an important role to play in the development and success of ecotourism in Velondriake. There are mutual advantages for the tourism industry as a whole to embrace Velondriake and where possible to package tourism activities into Velondriake holidays. It is the role of tourism operators to:

- provide high quality ecotourism experiences and support services;
- contribute to the conservation and management of natural areas;
- respect the rights and needs of local communities;
- encourage and apply cultural and ecologically sustainable development principles and best practice;
- promote and represent the interests of operators and their clients;
- ensure staff are properly trained and educated;
- provide industry advice on business practices and environmental education and interpretation;
- develop and implement industry codes of practice and policies;
- undertake research into and disseminate findings on ecologically sustainable development; and,
- develop visitor and local community environmental awareness.

### Visitors

- Visitors seeking ecotourism experiences are the reason why there is an ecotourism market. Ecotourism may be their primary reason for visiting Velondriake or one element of a set of multifaceted motivations. Visitors' roles include:
- participating in ecotourism activities;
- making informed decisions to purchase responsible tourism operations and products;
- contributing to conservation management directly or indirectly;
- being involved in the development and management of ecotourism by making known their preferences and participating in surveys and providing feedback on the quality and satisfaction of ecotourism products;
- adhering to appropriate visitor codes of practice and contributing to the protection of the natural, cultural and social environment and the enjoyment and learning experiences of other visitors;
- using skills and knowledge gained from their ecotourism experiences to minimize their impact on the environment in general; and,
- supporting ecotourism as a means of promoting the principles of ecologically sustainable development and the sustainable use and development of natural areas.

### Conservation Groups

Conservation groups often have direct interest in areas utilized/visited by the ecotourism industry. In Velondriake Blue Ventures, WCS, IUCN, ANGAP Conservation groups can become involved in ecotourism by:

- Working with the ecotourism industry and other stakeholders to develop ecotourism guidelines and promote ecologically sustainable practices;
- Support for a new policy on integrated coastal zone management and sustainable fisheries
- Providing guidance and assistance to the ecotourism industry and government on the natural and cultural values of areas which may be suitable for ecotourism;
- Participating in ecotourism planning and assessment processes;
- Becoming directly involved in providing ecotourism activities;
- Participating with their local community in ecotourism; and
- Supporting ecotourism as a means of promoting the principles of ecologically sustainable development.
- Continuing a program of applied research in terrestrial and marine environments.

## Educational and Research Institutions

Educational institutions such as the University of Toliara, can make positive contributions to the ecotourism development by ensuring appropriate training, education and research opportunities are available. Educational and research institutions can make important contributions to ecotourism by:

- becoming involved in the planning, development and management of ecotourism activities;
- ensuring a highly skilled workforce is available to the industry as a result of high quality training;
- providing appropriate environmental education and interpretive education programs;
- identifying and promoting best practice standards; and,
- undertaking research that is industry relevant and addresses contemporary ecotourism issues and which will assist industry and other stakeholders to ensure the development of a sustainable ecotourism industry.

## Other Special Interest Groups

Other special interest groups that could support and contribute to the development of a sustainable ecotourism industry include:

- Ministry of Transport and Tourism - responsible for the general policies on ecotourism and focuses on the promotion of investment opportunities, professional training at all levels and promotion of ecotourism in Madagascar. The Ministry should aim to develop human and institutional capacities (training, research, setting up a network of tourism products), promote exchange of information and raise public awareness in the fields of ecotourism, and make tourism a catalyst for sustainable development with direct profits to communities, amongst others. For Velondriake they should also aim to support new initiatives with guidance, counseling and financial needs where possible. To do so Velondriake has to actively communicate towards the ministry on their ideas and developments.
- L'Office National du Tourisme de Madagascar (ONTM) – the National Office for Tourism in Madagascar is responsible for improving general image of Madagascar, raising public attention for Madagascar as a tourism destination, assuring the promotion of Madagascar and increasing the number of tourists and tourism revenues. With the right communication towards the ONTM Velondriake can get more out of its marketing and promotion efforts.
- L'Office Régional du Tourisme de Tulear (ORTU) - the Regional Office for Tourism in Toliara is concerned with the promotion of the province of Toliara, in which Velondriake is located. Besides the website the organization has a tourist office in Toliara, which functions as an important tourism hub. Inviting the ORTU into tourism meetings and development plans can significantly contribute to its success. Not only can the ORTU promote products effectively, they also have a better role in convincing the Ministry of Tourism the importance of Velondriake's tourism industry and its needs for further growth.

### Appendix III. Potential Environmental Impacts from Tourist Development Activities

Coastal Habitat	Environmental impacts	Tourist development activities which may cause these impacts
Coral Reefs	<ul style="list-style-type: none"> <li>Physical damage to coral reefs and collection of reef organisms beyond sustainable limit</li> <li>Increase in freshwater runoff and sediments</li> <li>Introduction of waterborne pollutants</li> <li>Disturbance of local marine life</li> </ul>	<ul style="list-style-type: none"> <li>Reef walking, collection of souvenirs from reefs, overfishing, reckless diving, close encounters with marine life</li> </ul>
Lagoons	<ul style="list-style-type: none"> <li>Encroachment</li> <li>Changes in sedimentation patterns</li> <li>Changes to the salinity regime</li> <li>Introduction of waterborne pollutants</li> <li>Destruction of submerged and fringing vegetation</li> <li>Inlet modifications</li> <li>Loss of fishery habitat</li> </ul>	<ul style="list-style-type: none"> <li>Land-filling for siting of structure</li> <li>Placement of structures on beach/ in coastal waters</li> <li>Freshwater runoff</li> <li>From runoff, sedimentation, recreational uses</li> <li>For harbour construction, siting considerations</li> <li>From land-use modifications, increased runoff, sedimentation; pollution increases from sewage, wastewater disposal</li> </ul>
Mangroves	<ul style="list-style-type: none"> <li>Changes in freshwater runoff, salinity regime and tidal flow patterns</li> <li>Excessive siltation</li> <li>Introduction of pollutants</li> <li>Conversion of mangrove habitat and overharvesting of resources</li> </ul>	<ul style="list-style-type: none"> <li>From construction activities, wastewater discharge and sewage</li> <li>For use as a tourist development site</li> <li>Vessels powered by high polluting outboard engines</li> </ul>
Sea grass beds	<ul style="list-style-type: none"> <li>Physical alterations</li> <li>Excessive sedimentation or siltation</li> <li>Introduction of excessive nutrients or pesticides</li> </ul>	<ul style="list-style-type: none"> <li>By boat anchoring, recreational activities, increased runoff</li> <li>Sewage, wastewater discharge</li> </ul>
Barrier beaches, sand dunes and spits	<ul style="list-style-type: none"> <li>Sand mining</li> <li>Erosion</li> <li>Dune migration</li> </ul>	<ul style="list-style-type: none"> <li>For construction purposes</li> <li>From improper placement of coastal structures</li> <li>Removal of natural vegetation</li> </ul>

Derived from 'Sustainable tourism handbook for the Philippines' (Hüttche et al. 2002)

### Appendix IV. Map of Eco-Lodge Site





## Appendix V. A Sample of Potential Ecotourism Monitoring Indicators

*(Developed by Abigail Rome)*

### Environmental

- Species of special tourism interest – numbers recorded per time or area, breeding sites
- Endangered species – numbers recorded per time or area, breeding sites
- Keystone species – numbers recorded per time or area, breeding sites
- Trail width
- Trail maintenance required
- Water quality
- Vegetation trampled near trails and infrastructure

### Experiential

- Number of other people or groups encountered on trails
- Number and size of vehicles in parking areas
- Degree of solitude experienced by visitors
- Number of repeat visitors
- Tourist ratings of guides
- Ratings of food and accommodations

### Socio-cultural

- Quality of historical, cultural sites
- Knowledge of traditional uses of flora and fauna and rituals
- Changes in land use near protected areas
- Quality and quantity of consumption
- Changes in dress and language

- Use of free time
- Community attitudes about tourists and tourism

### Economic

- Income levels of
- Residents working directly in ecotourism
- Residents providing ecotourism services indirectly
- Residents not involved with ecotourism
- Amount of protected area budget spent on ecotourism-related management
- Revenue generated by ecotourism for protected area
- Amount of money spent on community improvements
- Changes in costs of local goods and services
- Rate of new construction in the area
- Population changes
- Number and volume of new businesses

### Infrastructure (or managerial)

- Number and length of trails
- Amount of infrastructure development within protected area
- Amount of time spent in maintenance of infrastructure
- Lodging capacity in and around the protected area
- Degree of road maintenance required
- Methods of communication and transport