

Community-based Tourism in the Commonwealth of Dominica: A Livelihoods Perspective

by

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AUTHOR'S DECLARATION

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

Abstract

Community-based tourism (CBT) has become an important facet in the quest for sustainable tourism. CBT is a term that has been subjected to different interpretations in the academic literature. In the field, CBT continues to be supported as an approach to improve the livelihoods of local people in communities participating in tourism. With growing interest in the sustainable livelihoods approach to development, tourism researchers have begun to examine tourism as a livelihood strategy. However, there remain few case studies that have connected the sustainable livelihoods approach and tourism. More specifically, there is limited empirical evidence exploring community-based tourism as a livelihood strategy for rural communities.

This research employed an exploratory mixed methods approach to investigate community-based tourism from a livelihoods perspective. The case of the Commonwealth of Dominica was examined to address the following objectives: i) to assess the approach to the development of community-based tourism on the island of Dominica; ii) to analyze residents' perceptions of the impacts that tourism has on their community from a livelihoods perspective; and iii) to evaluate the degree of success (or failure) of community-based tourism development in Dominica.

The research findings revealed that community-based tourism is a valued component of Dominica's national tourism strategy. Since the early nineties, community involvement has been an implicit policy in the tourism development process. More recently, government-funded initiatives have provided assistance to communities across the island to develop, implement, and market community tourism products. Additionally, this research suggests that the livelihood asset pentagon presented in the Sustainable Livelihoods Framework for Tourism (Shen, Hughey, and Simmons, 2008) is an effective organizational tool for assessing the impact of tourism on communities. Future research should be directed at applying the Sustainable Livelihoods Framework for Tourism in more diverse contexts to ensure its validity and applicability. Furthermore, there is a need to develop a comprehensive Community-based Tourism Framework to assist in the monitoring and evaluation of community-based tourism projects in the field.

The main conclusion drawn from this study is that the island of Dominica is on a successful path for developing community-based tourism and it has the potential to yield a number of 'best practice' scenarios for the Caribbean region and the globe a like.

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Dedication

To my Nana, Paula Mae.

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Chapter 1: Introduction

Within the academic world, the term ‘sustainability’ has been embedded into the majority of social science research. In the context of tourism, ‘sustainable’ tourism has been introduced to the literature as an alternative form of tourism and as an approach for tourism development. The World Tourism Organization (UNWTO) published a conceptual definition of sustainable tourism:

"Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability" (UNWTO, 2004, as cited by UNWTO, 2009).

However, what is often left out of these definitions is the connection between tourism and the host community members’ livelihoods. More importantly, there is a need to address adapting tourism to local livelihoods to realize the opportunities for ‘sustainable tourism’. This study focused on providing a livelihoods’ perspective for community-based tourism.

1.1 Background

Community-based tourism has become an important facet in the quest for sustainable tourism; according to Hall (1996), “community based tourism (CBT) centers on the involvement of the host community in planning and maintaining tourism development in order to create a more sustainable industry” (as cited in Blackstock, 2005, p. 39). Community participation is a component of tourism planning that is stressed greatly by many scholars (Haywood, 1988; Simmons, 2004; Timothy, 1999; Jamal and Getz, 1995), and to a greater extent for planning of tourism development in developing

countries (Brohman, 1996).

Additionally, in the past decade, the term ‘sustainable livelihood’ has emerged in the development literature primarily in discussion papers of international development agencies. According to Scoone (1998), the Institute of Development Studies defined a ‘sustainable livelihood’ as:

“A livelihood comprises the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks, maintain or enhance its capabilities and assets, while not undermining the natural resource base” (Scoones, 1998, p. 5).

As evident from the academic literature, sustainable livelihoods as a focus for development strategies is well investigated, as are the dynamics and conceptualization of community-based tourism. However, there is little literature that connects the two concepts. This link is important because livelihoods may be a viable index tool for evaluating effectiveness of tourism planning as well as impacts of tourism at a community level. This study investigated the aforementioned gap by providing a livelihoods perspective of community-based tourism development.

1.2 Research Purpose Statement

The intent of this mixed methods study was to investigate community-based tourism development from a livelihoods perspective. A situational analysis using quantitative, qualitative, and participatory research approaches addressed the current approaches to community-based tourism development and livelihood impacts of tourism in a specific community. Based on findings from the situational analysis, the researcher assessed the feasibility for the use of the sustainable livelihoods approach in the planning and development of community-based tourism.

1.3 Study Area

The Commonwealth of Dominica was chosen as the study area for several reasons (see section 3.2). The Commonwealth of Dominica is a small Caribbean island state, with a land area of 754 square kilometers (Ministry of Tourism, 2006). It is situated south of Guadeloupe and north of Martinique, enclosed by a coastline of 148 kilometres (Ministry of Tourism, 2006). The population of Dominica is currently estimated to be 72 660 (CIA World Factbook, 2009).

In comparison to the rest of the Caribbean islands, Dominica is young in terms of its tourism development. Weaver (1991) described Dominica's tourism industry as "deliberate alternative tourism" linked to its rugged terrain, which is unsuitable for mass tourism. In fact, in 1998, Dominica was ranked the lowest on the Tourism Penetration Index for small Caribbean islands (McElroy and de Albuquerque, 1998) and many people confuse it with the Dominican Republic. However, as a result of the rapidly declining banana industry, tourism is increasingly becoming an important industry of interest to the government (Discover Dominica Authority, 2009a). Over the last two decades, Dominica has earned its reputation as the 'Nature Island' of the Caribbean by being the first country to be Green Globe Benchmarked in recognition of their sustainable practices within their tourism industry (Discover Dominica Authority, 2009a).

The Tourism 2010 Policy and the Tourism Master Plan 2005-2015, which were compiled by the Ministry of Tourism and Legal Affairs in collaboration with foreign consultation, formalized the growing interest in Dominica as a sustainable tourism destination. Additionally, the branding of Dominica as the nature island of the Caribbean coincided with the implementation of the Eco-tourism Development Programme (ETDP),

which was funded by the local government and the European Union. This program focused on human resource development, destination marketing, institutional strengthening, product development, and community tourism (Laurent, 2006). With the intention of building from the successes of the ETDP, a two-year program, the Tourism Sector Development Program (TSDP) commenced in 2008 with the goal of improving the competitiveness of the tourism sector (Government of Dominica, 2008). One of the expected results of this program is the “strengthening of the capacity of community groups to manage tourism projects and to develop new and quality products and services” (Government of Dominica, 2008, p. 1).

1.4 The Goal, Objectives and Research Questions

The ultimate goal of this research is to evaluate community-based tourism from a livelihoods perspective. Specific objectives for achieving this goal include: 1) to assess the approach to community-based tourism development on the island of Dominica, 2) to analyze residents’ perceptions of the impacts that tourism has on their community from a livelihoods perspective, 3) to evaluate the degree of success (or failure) of community-based tourism development in Dominica, and 4) to provide recommendations for the island of Dominica. Research questions that were addressed to illuminate the research problem consist of:

1. How is community-based tourism planned and developed in Dominica?
2. How is community-based tourism incorporated into the national tourism strategy?
3. What are residents’ perceptions of tourism in their community, including positive and negative impacts of tourism?
4. Is the Sustainable Livelihoods Framework for Tourism applicable to community-based tourism?

The outline of this thesis is as follows: chapter two addresses the main bodies of literature supporting the research focus; chapter three discusses the research approach and specific research methods used for this study; chapter four highlights the significant findings from a synthesis of secondary data sources and participatory methods; chapter five outlines the significant findings from the primary data collected; chapter six provides a thorough discussion of the findings as it relates to the academic literature; and chapter seven provides a synopsis of the thesis, implications of this research, recommendations resulting from this research, and a final conclusion of the research project.

Chapter 2: Literature Review

The content of this chapter outlines the major concepts associated with the primary research topic. Firstly, community-based tourism (CBT) is discussed with focus on the conceptualization of this tourism approach, as well as a critique of CBT, and an overview of critical factors required for successful implementation of community-based tourism. Secondly, tourism planning is addressed, with specific attention paid to community involvement in tourism planning and a community-based tourism planning model. Thirdly, the concept of sustainable livelihoods is examined through an overview of the sustainable livelihood approach, a description of the Sustainable Livelihoods Framework for Tourism, as well as how tourism specifically impacts individuals' and communities' livelihoods. Finally, tourism development in the Caribbean region, with specific focus on the island of Dominica is presented.

2.1 Community-based Tourism

Community-based tourism is a term that has been subjected to different interpretations in the academic literature (Blackstock, 2005; Okazaki, 2008; Choi and Sirakaya, 2005). Trejos and Chiang (2009) suggested that, “the most widely accepted definition of CBT states that a high degree of control and a significant proportion of the benefits must be in the hands of those in destination communities, ... however there is no unanimous agreement on what the term CBT means” (p. 374). Likewise, Goodwin and Santilli reported, “CBT can therefore be defined as tourism owned and/or managed by communities and intended to deliver wider community benefit” (2009, p. 12). George, Nadelea, and Antony understand CBT as,

“tourism that takes environmental, social and cultural sustainability into account. It

is managed and owned by the community, for the community, with the purpose of enabling visitors to increase their awareness and learn about community and local ways of life” (2008, p. 1).

Pearce (1992) addressed additional components that are important in the conceptualization of community-based tourism. He suggested that community-based tourism “delivers local control of development, consensus-based decision making and an equitable flow of benefits to all affected by the industry” (as cited in Blackstock, 2005, p. 39). A common distraction from the validity of the term community-based tourism is that it is often used as an overarching term for heritage tourism, eco-tourism, agri-tourism, cultural tourism, etc (George, Nadelea, and Antony, 2008). Yet, it is evident that community-based tourism has become an important facet in the quest for sustainable tourism. According to Hall (1996), “community based tourism (CBT) centers on the involvement of the host community in planning and maintaining tourism development in order to create a more sustainable industry” (as cited in Blackstock, 2005, p. 39). Tourism has been subjected to severe criticism over the years, with accusations of displacement, foreign control, as well as environmental and cultural degradation. According to Kibicho, “if well developed, however, community-based tourism has the powers to mend these resentments through empowering local people by generating employment opportunities, thereby improving their incomes and developing their skills and institutions” (2008, p. 212).

2.1.1 A Critical Review of Community-Based Tourism

Similar to other approaches to tourism, community-based tourism is both promoted and ‘frowned upon’ within the literature, however the position one takes on the debate is often associated with the individual’s role in tourism (i.e. residents, planners,

corporations). Okazaki (2008) argued that the community-based approach to tourism is the 'best course of action' due to four main reasons. Firstly, local residents' attitudes directly influence a tourists' experience. For example, if there are negative issues associated with tourism in a community they may behave in a hostile manner towards tourists (Pearce, 1994, as cited in Okazaki, 2008). Secondly, the assets of the local community are what define the image of tourism (natural environment, infrastructure, facilities, events, and people), thus community cooperation is fundamental in accessing and developing these assets appropriately (Murphy, 1985, as cited in Okazaki, 2008). Thirdly, community involvement is a means to both protect the community's natural and cultural environments being used as tourism products and promote growth in tourism-related income (Felstead, 2000, as cited in Okazaki, 2008). Finally, due to internal and external forces influencing the tourism industry, often tourism development plans are not fully implemented. By linking these plans to the overall socioeconomic development of the community, projects will be more feasible and sustainable (Bovy, 1982, as cited in Okazaki, 2008).

On the contrary, Blackstock (2005) highlighted three 'failings' of community-based tourism. Firstly, Blackstock argued that community-based tourism neglects the empowerment initiatives typically associated with community development and focuses only on sharing the power and control over the proposed tourism development within the community (2005). Additionally, Blackstock argued that community-based tourism "lacks the transformative intent of community development, which starts from a recognition that current economic, political and social structures must change" (Stettner, 1993, as cited in Blackstock, 2005, p. 41). The second failing addressed the assumption

within community-based tourism that the community is homogenous in terms of its members' interests. In reality, a community hosts many avenues for power struggles between stakeholders due to differing opinions on tourism development. Ultimately, Blackstock argued that the 'community-voice' is merely an ideal, and is rarely attained effectively (2005). The final critique of community-based tourism that Blackstock addressed is the lack of assessment of constraints of its implementation (2005). Local control is an integral component of the community-based tourism approach, however Blackstock argued that this local control is rarely achieved due to external constraints (2005). The aforementioned 'failings' of community-based tourism should be taken as recommendations for future community-based tourism planning. There is truth behind these failings, yet they are simply addressing implementation issues with community-based tourism, not the fundamental principles of this tourism approach.

From a practical perspective, Mitchell and Muckosy (2008) argued that emphasis on community-based tourism is misplaced for two reasons: 1) CBT rarely relieves poverty and vulnerability, and 2) mainstream tourism may be more beneficial than people believe. Mitchell and Muckosy referred to a study conducted by the Rainforest Alliance/Conservation International in which 200 CBT projects in Latin America were analyzed (2008). The researchers explained that there are two problems with CBT including, poor market access and poor governance (Mitchell and Muckosy, 2008).

Reports of community-based tourism initiatives span the globe (Novelli and Gebhardt, 2007; Ashley and Garland, 1994; Manyara and Jones, 2007; Trejos and Chiang, 2009; Hiwasawki, 2006; Kibicho, 2008; Sebele, 2010; Harrison and Schipani, 2007), however, academics have acknowledged that community-based tourism lacks data

and quantitative analysis to substantiate the claims that it benefits local people (Kiss, 2004; Goodwin and Santilli, 2009). For example, despite the large number of organizations participating in community-based tourism, few have conducted studies of revenues or visitor numbers since the inception of their project (Trejos and Chiang, 2009). Conversely, Goodwin and Santilli (2009) conducted research designed to address this question by assessing ‘successful’ community-based tourism projects.

2.1.2. Critical Factors of Successful Community-based Tourism

Kibicho (2008) investigated critical factors in the success of community-based tourism, employing a factor-cluster segmentation approach to illuminate important factors. These factors included: the inclusion of stakeholders, the recognition of individual and mutual benefits, the appointment of a legitimate coordinator, the formulation of aims and objectives, and the perception that decisions made will be implemented.

Similarly, Manyara and Jones (2007) highlighted a number of critical success factors for community-based enterprises (CBEs) in Kenya’s tourism sector. Factors contributing to the success of CBEs were awareness and sensitization, community empowerment, leadership, capacity building and an appropriate policy framework. The researchers stated that, “the policy framework should address partnership and land ownership issues” (Manyara and Jones, 2007, p. 641). Furthermore, Manyara and Jones (2007) discussed that the ideal scenario for community-based tourism development in Kenya would involve direct impacts on local community households, socioeconomic development, and diversified sustainable livelihoods.

Additionally, Forstner (2004) discussed that community-based tourism ventures

often face difficulties in marketing their tourism product. Thus, the success of community-based tourism initiatives is often associated with forming partnerships with marketing intermediaries (Forstner, 2004). The researcher outlined the strengths and weaknesses of four types of intermediaries: private sector, public sector, membership associations, and non-governmental organizations (Forstner, 2004).

2.2 Tourism Planning

Appropriate planning for tourism development has proven to be a crucial factor in order for communities to reap the benefits that tourism so often promises. According to Timothy, “places with carefully planned development are likely to experience the most success in terms of high tourist satisfaction level, positive economic benefits, and minimal negative impacts on the local social, economic, and physical environments” (1999, p. 371).

2.2.1 Community Participation in Tourism Planning

The concept of community participation has emerged in the majority of other planning areas, however as tourism planning is a relatively new process on the planning agenda, so is community participation. Community participation in tourism planning is expressed by Haywood (1988) as “a process of involving all relevant and interested parties (local government officials, local citizens, architects, developers, business people, and planners) in such a way that decision making is shared” (p. 106).

As Simmons (2004) outlined, there are challenges specific to tourism planning that make it difficult to incorporate the ideal level of community participation. Firstly, the lack of general knowledge regarding tourism development processes often leads to initial

compliance and interest from local residents, which declines as negative impacts of tourism development begin to emerge (Simmons, 2004). This limits the continuing community participation as residents become hostile about the outcome of the tourism development. Secondly, it is hard to find members of the community to participate in tourism whom hold views representative of the community as a whole (Simmons, 2004). This ultimately defeats the purpose of community involvement, as the ‘community voice’ is not necessarily the most accurate voice.

Timothy outlined that the characteristics of community-based tourism are effectively aligned with the underlying principles of a participatory planning approach (1999). The normative model for participatory planning for tourism development, suggests that community involvement takes place at two main levels: the decision-making process and reaping the benefits from the tourism development (Timothy, 1999). Interestingly, Timothy linked involvement in the decision-making process with local empowerment; an area of community-based tourism that Blackstock argued is nonexistent (Timothy, 1999; Blackstock, 2005). However, in agreement with Kibicho (2008), Jamal and Getz (1995) acknowledged that collaboration among stakeholders at the decision-making stage is an integral part of the success of community-based tourism initiatives.

Community participation in the decision-making process was addressed in greater detail in Tosun’s study (2000), in which he considered limitations to community participation at the decision-making stage in the context of developing countries. Tosun stated that although “an agreement on the limited success of community participation has emerged, there seems to be no consensus on what are the reasons for it” (2000, p. 618).

Tosun discussed limitations at the operational level, structural limitations, and cultural limitations (2000). Firstly, limitations at the operational level included the centralization of public administration of tourism development, lack of co-ordination between involved parties, and lack of information made available to the local people of the tourist destination. Secondly, some of the structural limitations examined by Tosun were attitudes of professionals, lack of expertise, elite domination, lack of appropriate legal system, lack of trained human resources, relatively high cost of participation (time and resources), and lack of financial resources. Finally, cultural limitations to community participation were discussed as the limited capacity of poor people, as well as apathy and low level of awareness in the local community (Tosun, 2000).

Despite the documented evidence of the importance of community involvement at the decision-making stage, a study conducted by Li (2006) suggested that regardless of weak participation in decision-making processes, the local community surrounding the Jiuzhaigou Biosphere Reserve of China (a popular ecotourism destination) can benefit sufficiently from tourism. This study demonstrated that tourism planning processes are not necessarily transferable to all tourism contexts, specifically those in the developed world versus the developing world. Furthermore, the results indicated that,

“the local participation modes with regard to decision making should not necessarily be the same worldwide, but should rather depend on different institutional arrangements and other local constraints. Furthermore, participation modes could be related to the different stages of tourism development” (Li, 2006, p. 141).

2.2.2 Community-based Tourism Planning

Community-based tourism planning (CBTP) is literal in the sense that it integrates the fundamental principles of community-based tourism into a general tourism planning

model. According to Pinel,

“The CBTP Model proposes that tourism planning should build from an awareness of community values and organizational needs to guide more locally appropriate tourism development that fits with other community needs, initiatives, and opportunities. This brings otherwise established strategic planning and community development principles to tourism planning practices so that stakeholders (residents, operators, government) can together guide a more sustainable and consistent tourism industry for communities, not at the expense of communities and local ecosystems” (1998, p. 277).

The CBTP suggested by Pinel is based upon the work of Reid and colleagues (1993, as cited in Reid, Mair, and George, 2004), which presented a Community Tourism Development Planning Model. Similarly, Reid and colleagues (2004) discussed this model and used it as the basis for their research as well. Through their study they expanded on the Reid et al. model (1993, as cited in Reid et al., 2004) and generated “an instrument for encouraging community involvement, assessing readiness, and generating dialogue” (Reid et al., 2004, p. 626), referred to as the Community Tourism Self-Assessment Instrument (CTAI). Interestingly, the CBTP model that Pinel discussed is dependent on an initial community assessment phase as well, which involves collaboration between local residents, tourism operators, and other stakeholders to compile their experience, expertise, desires, and support (1998, pp. 278- 280).

2.3 Sustainable Livelihoods

Within the last decade, the concept of sustainable livelihoods has become an integral part of international agencies’ approaches to poverty reduction and development. However it has yet to emerge as prominently in the peer-reviewed tourism literature. These development organizations have all formed their own definitions of a ‘sustainable livelihood’ however many of them are derived from the idea that livelihoods “are

comprised of capabilities, assets (stores, resources, claims and access) and activities required for a means of living” (Chambers and Conway, 1991, p. 6). The sustainable aspect of this definition involves the idea that “a livelihood is sustainable when it can cope with and recover from stresses and shocks, maintain or enhance its capabilities and assets, while not undermining the natural resource base” (Scoones, 1998, p. 5).

2.3.1. The Sustainable Livelihoods Approach

The sustainable livelihoods approach (SLA) to development is most prominent in the effort to eliminate poverty. The concept emerged in the Brundtland Commission on Environment and Development, and was further addressed at the 1992 United Nations Conference on Environment and Development (Brocklesby and Fisher, 2003; Krantz, 2001). It was promoted as a “broad goal for poverty eradication” (Krantz, 2001, p. 1). The differentiating element of a sustainable livelihoods approach is that it aims to identify the core factors that contribute to an individuals’ livelihood and assess whether intervening with these factors could be employed as a strategy to reduce poverty (Krantz, 2001). A primary strength associated with the sustainable livelihoods approach is that it provides a holistic understanding of what comprises a livelihood yet focuses on maintaining a ‘people-centered’ approach (Krantz, 2001). Krantz stated that the conventional approaches to poverty eradication “had been found to be too narrow because they focused only on certain aspects or manifestations of poverty, such as low income, or did not consider other vital aspects of poverty such as vulnerability and social exclusion” (2001, p.6). Too often is the sole indicator of poverty related to income or money matters and it is the sustainable livelihoods approach that addresses this limitation.

2.3.2. The Sustainable Livelihoods Framework

In the 1990s, the UK Department for International Development (DFID) introduced the sustainable livelihoods framework (a revised version of Scoones, 1998, see Figure 1). The framework is built upon a ‘livelihood assets’ pentagon, which indicates the composition of people’s strengths used to achieve positive livelihood outcomes. The five assets evaluated in the pentagon are human capital (i.e. skills, knowledge, ability to labour and good health); social capital (i.e. relationships, networks, and memberships); natural capital (i.e. forests, marine/wild resources, water, air quality, etc.); physical capital (i.e. infrastructure and producer goods); and financial capital (i.e. available stocks and regular inflow of money). In the context of this framework, capital refers to the resources that people use to achieve their livelihood objectives (DFID, 1999). The assets are simply the ‘livelihood building blocks’.

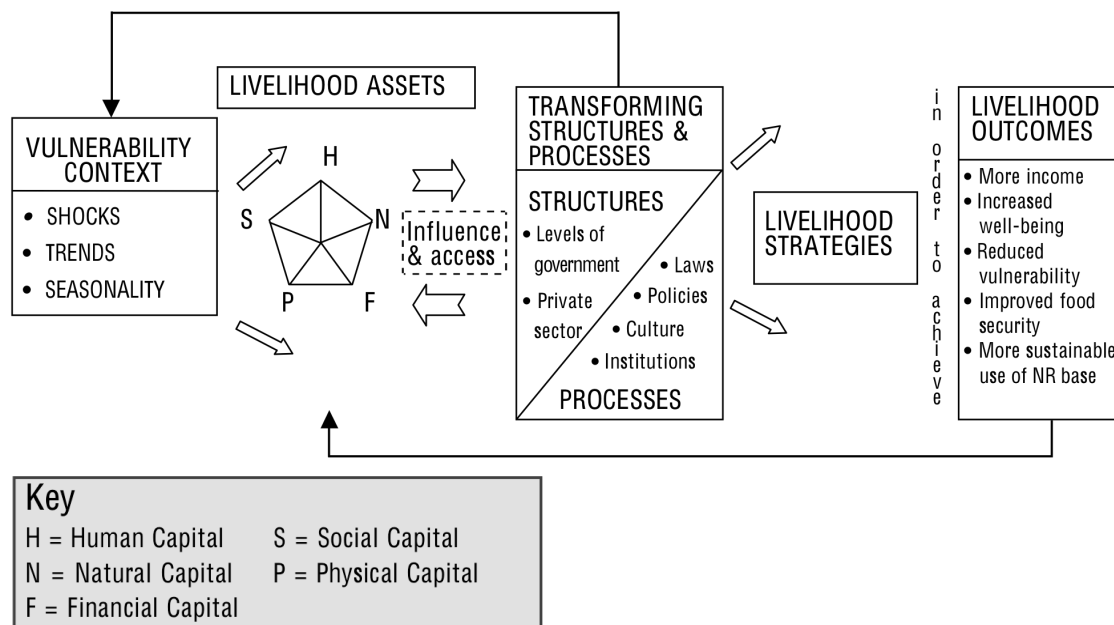


Figure 1. Sustainable livelihoods framework. Source: DFID, 1999.

The environment in which people exist is addressed by the ‘vulnerability context’, including shocks, trends, and seasonality (DFID, 1999). Potential shocks to an individuals’ surrounding environment may be related to human health, natural disasters, conflict, the economy, and crop/livestock health (DFID, 1999). Trends refer to population, governance, the economy, technology, and resources, whereas seasonality refers to the seasonal changes in price, employment opportunities, production, and health (DFID, 1999). The trends associated with vulnerability are not always negative, for example, “economic indicators can move in favourable directions, diseases can be eradicated and new technologies may be very valuable to poor people” (DFID, 1999, p. 3). However, even when trends are favourable, the poor often continue to struggle as they lack strong institutions and access to assets. Ultimately, the ‘vulnerability context’ demonstrates the fragile nature of poor peoples’ livelihoods, which contributes to their difficulties in coping with stresses and the availability of livelihood assets.

The bidirectional ‘influence and access’ arrows between the ‘livelihood asset pentagon’ and the ‘transforming structures and processes’ illustrate the interrelationships addressed in the framework (DFID, 1999). The ‘transforming structures and processes’ refer to the institutions, organizations, policies, and legislation that shape livelihoods.

This link is critical to the framework as it ultimately determines,

“access (to various types of capital, to livelihood strategies and to decision-making bodies and sources of influence); the terms of exchange between different types of capital; and returns (economic and otherwise) to any given livelihood strategy” (DFID, 1999, p. 18).

The ‘livelihood strategies’ component addresses how individuals achieve their goals. These strategies cover a large range of activities and choices and may involve a combination of activities and choices (DFID, 1999). Subsequently, the ‘livelihood

outcomes' are the "achievements or outputs" of the aforementioned livelihood strategies. The DFID explained possible livelihood outcomes as more income, increased wellbeing, reduced vulnerability, improved food security, and use of the natural resources in a more sustainable manner (1999).

The remaining components of the sustainable livelihoods framework illustrate the feedback from livelihood outcomes to livelihood assets, as well as from the transforming structures and processes to the vulnerability context (DFID, 1999). These feedback routes demonstrate that the assets and environmental context are constantly changing based on the components mentioned above. The sustainable livelihoods framework is useful in development (and potentially tourism) because it is flexible and not context-specific. The DFID acknowledged that the framework continues to develop, and should be adapted as necessary (DFID, 1999).

2.3.3 The Sustainable Livelihoods Framework for Tourism

Over the past decade, increased attention has been placed on tourism's potential to contribute to poverty alleviation around the world. Shen and colleagues addressed the question "Will the SLA fit the case in which tourism is taken as a livelihood strategy for rural development?" (2008, p. 20). After reviewing the literature, these researchers identified three areas in which gaps needed to be addressed between the SLA and tourism (Shen, Hughey, and Simmons, 2008). Firstly, it was suggested that tourism should be considered as a context from which the SLA is considered and viewed, as opposed to being treated as an isolated development tool. Secondly, the researchers discussed a gap in relation to the concept of sustainability. For example, sustainability in the context of the SLA is often at the household or individual level, whereas sustainability in the

tourism context focuses on the tourism industry and the destinations involved. Shen and colleagues stated, “Livelihood sustainability may sometimes therefore conflict with tourism sustainability” (2008, p. 24). The last gap addressed community participation and resulted in the proposition of an additional livelihood asset, the “institutional” asset, which ‘needs to be identified and be included and treated equally with the other five livelihood assets in theory, as well as in practice’ (Shen, Hughey, and Simmons, 2008, p. 25). Based on these three gaps, the researchers suggested that,

“a tourism-livelihood approach must be broader and include core livelihood assets (natural, human, economic, social and institutional capital), activities related to tourism, and access to these to provide a means of living” (Shen, Hughey, and Simmons, 2008, p. 25).

Expanding on the tourism-livelihood approach, Shen and colleagues (2008) proposed a sustainable livelihood framework for tourism (SLFT, see Figure 2). The SLFT is based on the DFID’s sustainable livelihoods framework (SLF). However, there are a number of different areas that are discussed further in this section.

Firstly, changes were made to the livelihood assets; the financial and physical capital as defined in the SLF are condensed in the SLFT and presented as economic capital. Furthermore, the SLFT includes an additional asset. The institutional capital is defined as,

“providing for people’s access to tourism markets, tourism benefits sharing, and access and participation in the policy-making process and the extent that people’s willingness to be involved is reflected in political decisions to achieve better livelihood outcomes” (Shen, Hughey, and Simmons, 2008, p. 27).

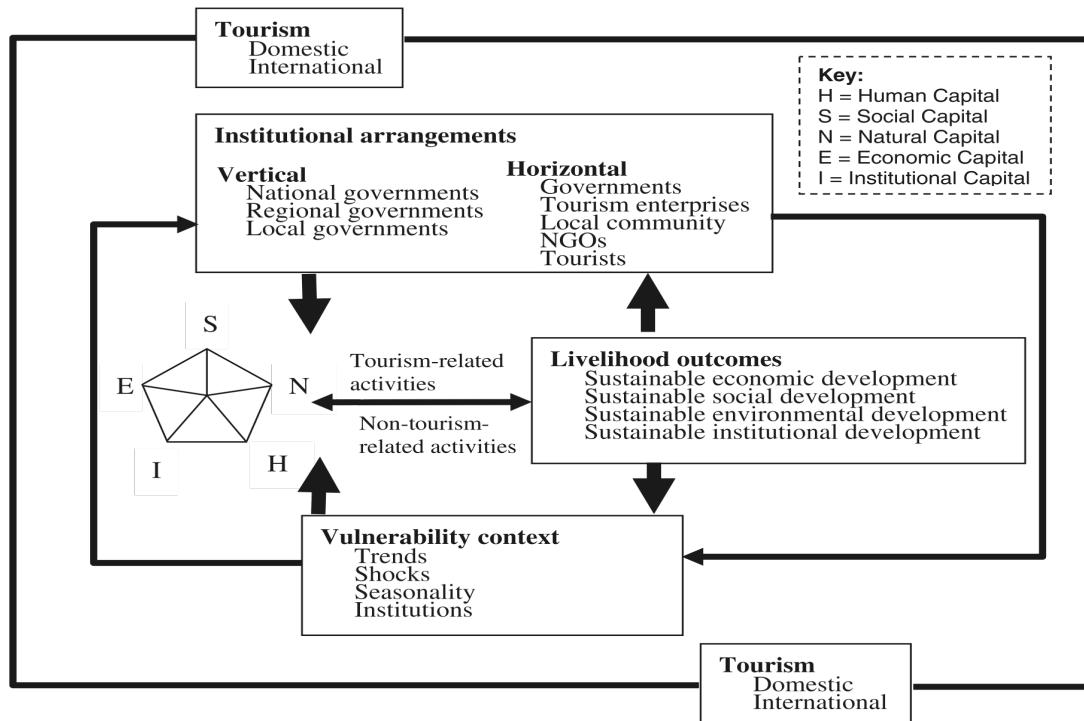


Figure 2. The Sustainable Livelihood Framework for Tourism. Source: Shen, Hughey, and Simmons, 2008, p. 26.

Institutional arrangement is “the structure of the relationships between the institutions involved in some type of common endeavour” (Shen, Hughey, and Simmons, 2008, p. 27). In the context of the SLFT, the researchers explained that with tourism, institutional arrangements are reshaped. For example,

“Vertically, tourism-related governmental sectors, which did not exist before tourism are created, which reinforces the relations between governments at the national, regional and local levels. Horizontally, tourists, external investors and NGOs move into the destination and change the local institutional structures. These alterations result in changes in laws, policies, regulations, and informal rules like norms which directly affect the rural poor’s livelihood choices and livelihood outcomes” (Shen, Hughey, and Simmons, 2008, p. 27).

The vulnerability context outlined in the SLFT is similar to the SLF, with the addition of the notion that institutions contribute to the vulnerability of tourism livelihoods.

Livelihood strategies in a tourism livelihood system are activities both related to and not

related to tourism. “In a tourism destination, local people typically rely on diverse income sources rather than only one livelihood activity” (Shen, Hughey, and Simmons, 2008, p. 27). Finally the tourism livelihood outcomes are categorized differently than those of the SLF. The categorization is based on the idea that for tourism to achieve sustainable livelihood outcomes, it needs to,

“economically offer local people a long-term, reliable income source; socio-culturally maintain a stable local society and integral culture; environmentally protect local natural resources; and institutionally maximise opportunities for local participation and involvement” (Shen, Hughey, and Simmons, 2008, p. 28).

With growing interest in the sustainable livelihoods approach to development, tourism researchers have begun to examine tourism as a livelihood strategy. Tao and Wall discussed that in rural communities, tourism may be a new activity and perceived as risky, thus it is useful to “explore how tourism is and might be incorporated into the existing mix of livelihood strategies so that it enriches rather than replaces the means by which people may be sustained” (2009, p. 91). The researchers presented the case study of a rural community in Taiwan, where they employed a sustainable livelihoods approach to demonstrate how tourism can be linked with existing activities in a rural economy (Tao and Wall, 2009). Similarly, Forstner suggested the promotion of community-based tourism as an additional livelihood option, explaining that, “involvement in CBT may thus help to create sources of revenue that complement other income-generating activities but may also strengthen these alternative livelihood options” (2004, p. 499).

2.3.4 Tourism Impacts on Livelihoods

Traditionally the sustainable livelihoods framework has been used in the quest to eliminate poverty, however, it has also been adopted by many scholars investigating the

impacts of tourism on sustainable livelihoods (Lee, 2008; Ashley, 2000; Simpson, 2007). The Overseas Development Institute in the United Kingdom published the Sustainable Livelihoods Working Paper Series, which is comprised of a number of case studies in which sustainable livelihood approaches were applied to a variety of projects in a number of different sectors. Of particular interest is the one case study that focused on the impacts of tourism on rural livelihoods in Namibia (Ashley, 2000). In this study, Ashley used a simplified version of DFID's sustainable livelihoods framework and analyzed how tourism impacted the local people's assets, how tourism supported and conflicted with other livelihood activities, and potential impacts on livelihood 'outcomes' (2000).

The analysis revealed that the community members felt that the proposed tourism development would have positive impacts on long-term equity (financial); livestock and agriculture through investing tourism earnings (physical); training and skill development (human); enhanced collective management of natural resources and incentive to work together (natural); and stronger social organization for tourism management (social) (Ashley, 2000, p. 13). However, they saw negative impacts as well through increased competition of natural resources, lost access to exclusive tourism areas, conflicts with neighbours, as well as local conflicts over tourism (Ashley, 2000, p. 13).

In terms of how tourism supported and conflicted with other livelihood activities in Namibia, the local people felt that tourism conflicted with those associated with their livestock, agriculture, and renewable natural resources harvesting (Ashley, 2000). For example, livestock related conflicts included: livestock competition for water and grazing, exclusion of livestock from core wildlife areas, litter & environmental damage, elephant danger disrupts herd tending, as well as loss of livestock to predators (Ashley,

2000, p. 19). Positive effects of tourism were noted in similar areas, such as cash for investment in livestock and crops, jobs near farms so tourism workers can continue as farmers, cash in dry years limits de-stocking, and improved community management of renewable natural resources management (Ashley, 2000, p. 19). Additional positive impacts were identified for employment (transferable skills) and small enterprise market expansion (Ashley, 2000, p. 19). Finally, the analysis of potential impacts on livelihood outcomes revealed comparable negative and positive effects in the areas of food security, cash needs, empowerment, decreased vulnerability, cultural values, and physical security (Ashley, 2000, p. 23).

Akin to Ashley's in-depth analysis of Namibia's tourism impacts on rural livelihoods, Lee applied the sustainable livelihoods framework to the case of agricultural tourism in Taiwan (2008). Agricultural tourism has been on the rise in Taiwan since the 1960s, however pick-your-own farms (the focus of Lee's study) weren't developed until 1982. Pick-your-own farms are working farms, which allow tourists to visit the property often through paying an entry fee (Lee, 2008). They are permitted to pick the products and are charged by the weight of the products in order to taste what they harvest (Lee, 2008). According to Lee,

“The notion of livelihood strategies is one of the essential components used to indicate the activities that farmers undertake in order to achieve their livelihood goals. Therefore the SL framework is considered here as an appropriate framework through which to analyze farmers' decision-making processes on livelihood, in this case through the managing of PYO farms” (2008, p. 963).

Additionally, Simpson (2007) conducted a sustainable livelihood analysis of the impacts of tourism, which was based on an adaptation of the sustainable livelihoods framework. With an integrated approach, Simpson investigated two case studies in South

Africa: Rocktail Bay Lodge and Ndumo Wilderness Camp, both located in Maputaland. Each case study was a nature-based tourism lodge initiative, operated by a private safari company, and involves community – private – public partnerships. The section of the methods that used the sustainable livelihoods framework focused only on the livelihood assets. The findings revealed that in the context of these case studies, the positive impacts (which generally outweighed the negative) were isolated to a select few households in which members were directly employed in tourism (Simpson, 2007). Physical assets appeared to only have improved slightly, specifically infrastructure. These improvements however, did not meet the “expectations of the community or tourism industry stakeholder” (Simpson, 2007, p. 16). There were also limited improvements in human resources only for those who had been trained for work in lodges, however there were some gender empowerment advancements for the women in the community. Finally, the benefits in social and natural capital were counteracted by negative impacts including conflicts, mistrust, allegations of misuse of funds, and access restrictions associated with the use of game and coastal reserves (Simpson, 2007, pp. 16-18). As evident from the above findings, “the livelihoods approach and the steps outlined in the protocol provided a logical and effective framework within which to capture information” (Simpson, 2007, p. 18).

2.4. Caribbean Tourism

Caribbean tourism leaders have identified the importance of strategic planning and appropriate policy development for the tourism industry over the past two decades. Unfortunately, the Caribbean region’s attraction as a sand-sun-sea destination risks being compromised if action is not taken to minimize the social and environmental pressures

associated with its success as ‘one of the world’s premier travel destinations’ (Duval, 2004, p. 3). This risk has led to academic interest in the trends, development and prospects for sustainable tourism in this region. The following section provides an overview of academic literature as it relates to Caribbean tourism development and more specifically, the study area of the island of Dominica.

In a study focusing on small-island tourism in the Caribbean, de Albuquerque and McElroy investigated 23 small Caribbean islands and assessed their tourism experiences (1992). Through analyzing demographic and socioeconomic indicators, as well as specific island tourist behaviour and characteristics, these researchers suggested that the 23 destinations fit into three relatively distinct subgroups (see Figure 3).

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

Figure 3. Caribbean small-island tourism stages and styles. Source: de Albuquerque and McElroy, 1992, p. 629.

The researchers discussed policy implications for the results of their application of the life-cycle model to these Caribbean islands. The growth pattern identified “presents serious long-run problems most immediately for the most penetrated stage III islands” (de Albuquerque and McElroy, 1992, p. 630). De Albuquerque and McElroy emphasized the need to design a sustainable small-island tourism style in order for Caribbean tourism to achieve sustainability (1992). Interestingly, the island of Dominica was placed within the Stage I subgroup providing the island with more time and flexibility to experiment with sustainable tourism styles.

Jayawardena (2002) published a paper that attempted to “capture the essence of the key elements needed to master tourism in the Caribbean” (p. 88). The author described the tourism sector as being prominent as a result of continued stagnation of the traditional economic sectors. As a result, “the Caribbean is often referred to as the most tourism dependent region in the world” (Jayawardena, 2002, p. 89). Jayawardena (2002) explained that the benefits of tourism are not evenly distributed throughout the region (inclusive of 34 countries). The researcher acknowledged that there is a need for planned sustainable development, which will pave the path for the future of tourism in the Caribbean. He further stated that,

“Efforts have been made by countries such as Belize, Dominica, Guyana, Suriname and Trinidad and Tobago to develop alternative forms of tourism such as eco-tourism, agro-tourism, and community tourism, to address concerns that have arisen as a result of conventional mass tourism activities” (Jayawardena, 2002, p. 89).

Jayawardena (2002) reported that the market for future Caribbean tourism can be categorized into five segments: cruise ship passengers, all-inclusive tourists, ‘Sun-lust’ tourists, special interest tourists, and eco-tourists. The first three segments were branded

as ‘mass’ tourists. Special interest tourists were described as people who want active new experiences in a safe environment. Examples of special interest tourism included: cultural/heritage tourism, adventure tourism, community-based tourism, health tourism, and agro-tourism. Eco-tourists are concerned with traveling to natural areas, respecting both the environment and local people. Jayawardena (2002) discussed special interest tourism and ecotourism as playing key roles in the strategic planning of the future of Caribbean tourism.

In terms of tourism policy and planning, Wilkinson (1997) examined whether the governments of Caribbean islands can exert a high degree of control over their tourism development through effective policy and planning. The author assessed the tourism sector situation (up until the 1990s) of five islands including Dominica, St. Lucia, Barbados, Cayman Islands, and Bahamas. Wilkinson concluded that although effective tourism planning may not have been implemented, each of the five islands had explicit and/or implicit policies in place (2004). Wilkinson stated that, “while more effective in terms of policy than planning, Dominica and the Cayman Islands provide the clearest examples of governments which chose a specific development path that has in fact been achieved” (2004, p. 96).

Weaver (1991) investigated tourism growth and development on the island of Dominica and explained that since 1971 the island has moved in the direction of a deliberate alternative tourism policy. In the context of Weaver’s research, alternative tourism is described as “a generic term encompassing a range of tourism strategies (e.g., “appropriate,” “eco-,” “soft,” “responsible,” “people-to-people,” “controlled,” “small-scale,” “cottage,” and “green” tourism)” (Weaver, 1991, p. 415). Weaver suggested that

Dominica started out as a ‘circumstantial’ alternative tourism destination because of its disadvantages associated with terrain, isolation and climate, thus unsuited for mass tourism (1991). Weaver also discussed the recognition of ecotourism in the Dominican policy and suggested it as a viable long-term option for Dominica (1991).

For more than a decade, academics and practitioners have been working together to address practical challenges in sustainable tourism development in the Caribbean. In 2003, the Department of Management Studies at the University of the West Indies in Jamaica hosted the Worldwide Hospitality and Tourism Trends (WHATT) roundtable discussion (Harrison, Jayawardena, and Clayton, 2003). The theme for the discussion was “Sustainable Tourism Development: The Role of Researchers in the Caribbean”, and the aim was to “improve dialogue between academics and practitioners and to make research more relevant to industry needs” (Harrison, Jayawardena, and Clayton, 2003, p. 294). Issues discussed at the roundtable included: the exclusive nature of tourism, external influence on tourism, disconnect between policy and practice, narrow definition of tourism, lack of integrated tourism planning, resource management, lack of common vision, and lack of visible intellectual leadership (Harrison, Jayawardena, and Clayton, 2003). Moreover, “it was suggested that consideration must be given to whether the issues that academics have been studying can be translated into models that are relevant to practitioners” (Harrison, Jayawardena, and Clayton, 2003, p. 297).

2.5 Summary

The literature suggests that community-based tourism is an excellent approach for achieving a sustainable tourism industry. However, despite the people-centered nature of community-based tourism, there is little research that investigates a possible link between

sustainable livelihoods and community-based tourism. Studies addressed in this review highlight the effectiveness of using individuals' livelihoods as a way to measure tourism impacts. Could this measure be used to evaluate the impacts of community-based tourism? The identification of overlapping elements of community-based tourism and the sustainable livelihoods approach underlies the intent of this study.

Tourism impact studies have traditionally embraced the triple bottom line approach, investigating environmental, economic, and social impacts that tourism has on local communities. However, there is limited empirical evidence quantifying the impacts of tourism on local community members that goes above and beyond the triple bottom line. This study adopted a livelihoods' approach as an attempt to combat this deficiency. By using the concept of sustainable livelihoods as an index tool to measure impacts of tourism on a community, the effectiveness of community-based tourism planning can also be measured. If a tangible measure for evaluating community-based tourism existed, more empirical evidence could be obtained to provide a convincing argument for the promotion of this tourism approach.

The following chapter presents the research approach and methods used to conduct this research. The study area of Dominica is introduced and the data collection process is discussed in detail.

Chapter 3: Research Approach and Methods

This chapter describes the research approach, study area selection process, and data collection techniques used to assess community-based tourism development on the island of Dominica. The data analysis for each collection technique is discussed in detail. Ethical considerations are highlighted as well as the challenges and limitations endured by the researcher.

3.1 Research Approach

At large, this research has been influenced by two philosophical ideas. These include the advocacy/participatory worldview¹ and the pragmatic worldview². The underlying issue to address in this research is ensuring individuals' livelihoods are sustainable within the context of tourism development.

The research was framed as a country-specific assessment study, and the researcher used a mixed methods approach to understand 'the problem' in hopes of providing recommendations for change. There is no political agenda as characteristic of the advocacy/participatory worldview, however the research is intended to provide a voice for the participants and raise awareness of important issues (Creswell, 2009). More specifically, the mixed methods research approach drew from quantitative, qualitative, and participatory techniques.

¹ "The research contains an action agenda for reform that may change the lives of the participants, the institutions in which individuals work or live, and the researcher's life." (Creswell, 2003, p. 9)

² "Pragmatism as a worldview arises out of actions, situations, and consequences rather than antecedent conditions (as in postpositivism)". (Creswell, 2003, p. 10)

3.2 Selection of Study Area

This research employed an assessment study approach to allow for in-depth exploration of community-based tourism development. The Commonwealth of Dominica was selected for this research due to a number of reasons established by the researcher. Little academic research had been conducted on the island in terms of tourism planning and specifically community-based tourism planning. However, as was evident from limited documentation (CTO, 2008a) and personal communications, there was an existing awareness of community-based tourism. A preliminary analysis of the most recent tourism policy and master plan revealed that community involvement in tourism and community-based tourism as a niche sector were present in Dominica's tourism agenda. Pragmatically, Dominica was also an excellent candidate as the primary language spoken is English.

The village of Wotten Waven was selected based on two criteria: its involvement in the government funded community tourism program through the Tourism Sector Development Program (TSDP) as well as accessibility for the researcher. The village was recommended to the researcher because of growing interest in the area in spa/tourism development as well as the established collaboration between the Wotten Waven Development Committee and the Tourism Sector Development Program (Esprit, 2009, personal communication).

Prior to arrival in the community the researcher had limited information about the village and community-based tourism in Dominica. Initial communication with the Wotten Waven Development Committee was facilitated through primary contact established prior to arrival on the island. The researcher was invited to meet with the

executive members of the Wotten Waven Development Committee including the Chairman, Project Coordinator, former Deputy Chairman and the Treasurer as well as other members of the committee. After explaining the research approach, the committee agreed to participate and suggested the researcher be introduced at a general community meeting, to ensure the community members were familiar with the researcher before the surveys commenced. The researcher was introduced at the community meeting and further explained that the researcher hoped to speak to as many people in the community over the age of 18 as able to, while also explaining the content of the questions.

3.3 Data Collection

The researcher spent two months on the island of Dominica, over the July and August 2009 period. Although the researcher did not live in the village of Wotten Waven due to logistical concerns, during this time a rapport was built with many of the villagers. In order to understand the current situation of tourism in Dominica and more specifically, Wotten Waven, a situational analysis was completed using the following methods: questionnaire surveys, interviews, community asset mapping, photovoice and observations of the researcher. This was followed by a feasibility analysis for the use of the Sustainable Livelihoods Framework for Tourism in community-based tourism planning, and the creation of recommendations for Wotten Waven and Dominica as a whole.

3.3.1 Research Methods

Key Informant Interviews

To retrieve detailed information regarding the current community-based tourism

approaches on the island, as well as the general background of tourism planning in Dominica, key informant interviews (n=10) were conducted with people involved in the development of community tourism in the village of Wotten Waven, within the Ministry of Tourism, as well as other individuals who have had experience with community tourism development on the island.

“At the root of in-depth interviewing is an interest in understanding the lived experience of other people and the meaning they make of that experience” (Seidman, 2006, p. 9). An interview protocol was used including an interview guide for asking questions (see Appendix G). Semi-structured interviews were conducted, audiotaped, and transcribed shortly after the interview ended (Creswell, 2009, p. 182). Interviews ranged from 30 minutes to one hour, and were conducted in a variety of settings at the convenience of the interviewee.

The researcher had one initial contact, however the rest of the recruitment was done through snowball sampling. These face-to-face semi-structured interviews were conducted with individuals from the Ministry of Tourism and Legal Affairs (n=3), Ministry of Agriculture, Fisheries and Forestry (n=1), Wotten Waven Development Committee (n=3), as well as individuals who have had extensive involvement in the planning and development of community-based tourism in other communities on the island (n=3). A detailed list of key informant interviewees is outlined in Appendix A.

Questionnaire Surveys

Babbie (2008) described surveys as “excellent vehicles for measuring attitudes and orientations in a large population” (p. 270). Furthermore the questionnaire survey is often used to “determine the extent to which respondents hold a particular attitude or

perspective” (Babbie, 2008, p. 272). To evaluate the perceived impacts that tourism has at the community level, survey questionnaires administered by the researcher were completed by 71 residents of Wotten Waven. The survey questionnaire was designed to target the five livelihood assets (human, natural, institutional, social, and economic) outlined in the Sustainable Livelihoods Framework for Tourism (Shen, Hughey, and Simmons, 2008). In the form of Likert scale statements, a positive and negative statement was created for each of the livelihood assets (see Appendix F). The survey also addressed demographic characteristics of the community, including sex, age, education, and employment. A pilot study of the survey was conducted with five friends and family prior to departure to Dominica, and ten members of the community in the village of Wotten Waven upon arrival. The researcher administered survey questionnaires with individuals residing in the village of Wotten Waven who were over the age of 18. Prior to beginning the survey questionnaires, a member of the community gave the researcher a tour of the village and pointed out the residential areas and tourism-related businesses. Surveys were conducted in various locations including individuals’ homes, waiting for the bus, at work, and walking through the village. The researcher approached all individuals that were passed while walking around the village, unless they had otherwise indicated they were not interested or the researcher had had previous communication issues with the individual.

Secondary Data Sources

A variety of government documents, NGO reports, and newspaper articles were collected as secondary data sources. More specifically, Dominica’s *Tourism 2010 Policy* and *Tourism 2005-2015 Master Plan* were obtained from the Ministry of Tourism and

Legal Affairs. Other documents from the Ministry of Tourism included press releases as they related to the community tourism projects throughout the island. Publications released by the Caribbean Tourism Organization (CTO) and the Caribbean Natural Resources Institute (CANARI), which included case studies from Dominica were also reviewed.

Participatory Techniques

With the involvement of seven residents who completed the questionnaire survey, participatory research approaches were also explored including community asset mapping (n=6) and photo-voice (n=1).

Firstly, the photo-voice method was used in order for the researcher to attempt to gain more detailed information regarding residents' perceptions of tourism in the community. Photo-voice has been explored in health research as a participatory research action strategy in which "using cameras, participants document the reality of their lives" (Wang et al., 1998, p. 1). The method of photo-voice in this study was adapted from Wang et al. (1998) and was used as an exploratory approach to investigate the value of photo-voice as a research technique for tourism-related studies. Despite the efforts of the researcher to involve a number of Wotton Waven residents in this part of the study, only one person agreed to participate. The participant was given a disposable camera and asked to take photographs of tourism in the community. The researcher returned after one week to collect the camera and develop the pictures, then returned to discuss the resulting photographs. Discussion included what was in the photograph, and why the participant took the picture. Participation in this method was extremely limited and can be attributed to perceived time constraints and confusion over the method. Residents' frequently

reported that they didn't have time, it would take too long, nor did they really understand what was being asked of them.

Secondly, participatory maps, which "...provide a valuable visual representation of what a community perceives as its place and the significant features within it" (Corbett et al. 2009, p. 1) were also used in this research. The participants who took part in mapping exercises in this study were asked to draw a 'community map' to the best of their ability. Ideally, this map would indicate aspects (i.e. infrastructure or natural resources) that are considered to be important to the community. This exercise was intended for in-depth insight into the geography and social dimensions of the community, as well as more specifically, the assets of their community (Rennie and Singh, 1996). A total of six residents of the community completed maps.

3.4 Data Analyses

The qualitative data collected from interviews was manually analyzed, coded, and grouped into identifiable themes. Initially, interview transcripts were proofread and key phrases were underlined. Themes were subsequently identified through repetition, as well as cutting and sorting (Ryan and Bernard, 2003). The cutting and sorting method involved "identifying quotes or expressions that seem somehow important and then arranging the quotes/expressions into piles of things that go together" (Ryan and Bernard, 2003, p. 94). The piles were then named, collapsed into fewer piles, and became the themes.

Analysis of secondary data involved selective coding of government documents, non-governmental organization reports, and workshop reports. Data were scanned for definitions of community-based tourism and discussion of positive and negative impacts

of tourism on community members' livelihoods. Participation in the participatory techniques (i.e. photovoice and community mapping) was limited, thus information garnered from these processes contributed primarily to providing context for the assessment study.

The quantitative data obtained through the survey questionnaire was analyzed using SPSS software (Version 17.0). Frequencies were used to reveal the demographic characteristics of the community and to investigate community members' general perceptions of tourism impacts on their community. For analytical purposes, the responses for 'strongly agree' and 'agree' were recoded as 'agree', and the responses for 'strongly disagree' and 'disagree' were recoded as 'disagree'.

Validity strategies used in this research included: triangulating data sources, saturation of information garnered through semi-structured interviews, and examination of similarities between the results of this study and academic literature. Creswell defined validity strategies as procedures that "researchers use to demonstrate the accuracy of their findings and convince researchers of this accuracy" (2003, p. 235). Reliability was addressed by ensuring consistency in the administration of the survey, as the researcher was the sole administrator.

3.5 Ethical Considerations

This study was reviewed and received full ethics clearance through the Office of Research Ethics at the University of Waterloo. Participation in this research was voluntary and recruitment was restricted to individuals aged eighteen or older. Information garnered from survey questionnaires, community maps and photo-voice was kept anonymous. All key informant interviewees were informed that they could decline

to answer any of the interview questions and could withdraw from the study at any time without any negative consequences. Key informant interviewees were given a written consent form through which they could indicate if they wanted their responses to remain anonymous.

3.6 Research Challenges and Limitations

Time, linked to limited funding, was the most prevailing constraint for this research. The researcher spent two months on the island of Dominica, during which great effort was made to interact with a variety of stakeholders involved in community-based tourism on the island. It took longer than expected however to commence the survey questionnaires in the village of Wotten Waven. There was a significant lay over period during initial contact with the Wotten Waven Development Committee and the general meeting where the researcher was introduced. The researcher however acknowledges the importance of this time period, as community members may not have been as approachable without the initial introduction to the community. This ‘lost time’ however greatly inhibited the results of the participatory techniques as there was very little time left at the end of the researcher’s stay on the island to carry out the photo-voice component of this research.

Due to lack of available/affordable rental accommodation, as well as reliable transportation for commuting to the main city of Roseau, the researcher was not physically located in the village of Wotten Waven. Although the researcher developed rapport with many of the villagers in Wotten Waven and participated in community activities, a greater level of trust may have developed had the researcher been residing in the village. This may also have facilitated greater participation in the photo-voice and

community mapping activities.

Finally, although the official language in Dominica is English, the spoken dialect was often difficult for the researcher to interpret. Additionally, the older generation more frequently spoke 'Kweyol', the French-based unofficial second language of the island, which made communicating with this demographic a challenge. This language barrier may have resulted in some information being misinterpreted. Similarly, because the researcher was from a different cultural background than the study site, it was also sometimes difficult to interpret the attitudes and behaviours of the Dominican people.

This chapter has outlined the research approach and methods employed in this study. The following chapter highlights the findings revealed from the secondary data sources and participatory techniques, including background information for the island of Dominica.

Chapter 4: Findings Part I

The purpose of this chapter is to synthesize information gained from secondary data and participatory research approaches to provide context for this research. This chapter presents available secondary data on tourism development at the regional (Caribbean), national (Dominica) and community (Wotten Waven) levels. The following sections will incorporate an examination of tourism policy and planning, and community-based tourism at these three levels.

4.1 Tourism in the Caribbean

4.1.1 Introduction to Tourism in the Caribbean

Over the past fifty years, the Caribbean has solidified its reputation as one of the leading ‘sand, sun, sea’ destinations in the world. A region envisioned by visitors as “an archipelago of sunny, tropical islands naturally decorated with exotic flora and fauna, surrounded by blue seawater and gentle breezes” (Jayawardena, 2002). Geographically, this region consists of two sub-regions, the Lesser Antilles (Eastern or Southern Caribbean) and the Greater Antilles (Western or Northern Caribbean).

In 2008, total visitor arrivals reached 20.2 million in the Caribbean region making up 2.2% of tourist arrivals in the world (UNWTO Barometer, 2009). Growth in tourist arrivals and expenditures, although impressive, has contributed to the region being referred to as the most tourism dependent region of the world (Jayawardena, 2002). Tourism in the region varies greatly by sub-region and country, with drastic differences in tourist arrival numbers and expenditures (Duval, 2004). Consequently, the benefits of tourism are not evenly distributed throughout the Caribbean (Jayawardena, 2002),

providing an example of the risk that tourism can create ‘islands of plenty in a sea of poverty’ (Goodwin, 2006).

4.1.2 Sustainable Tourism Development, Policy and Planning

All-inclusive resorts and cruise tourism are typically associated with Caribbean tourism. However, “increasing concerns voiced over the unsustainable nature of mass tourism” initiated the recognition of the importance of sustainable tourism development by many governments in the region (Duval, 2004, p. 12). Regional entities have also invested interest in sustainable tourism development as evident by the creation of the Sustainable Tourism Zone of the Caribbean by the Association of Caribbean States (Association of Caribbean States, 2007) as well as the Caribbean Sustainable Tourism Policy Framework developed by the Caribbean Tourism Organization (CTO, 2008b).

The Caribbean Sustainable Tourism Policy Framework was a product of the Caribbean Regional Sustainable Tourism Development Programme (CRSTDP) and is comprised of an over-arching vision, ten guiding principles, and six development goals (CTO, 2008b). The vision states,

“that the sustainable development of Caribbean tourism engenders a sector that is viable and resilient, of high quality, promotes empowerment and ownership, and continues to embrace regional integration.” (CTO, 2008b, p. 4)

Six themes critical to the sustainability of Caribbean tourism were identified through stakeholder meetings forming the backbone of six integrated policies and corresponding development goals. These themes consist of tourism management capacity, marketing, transportation, environment, linkages, and health. The six development goals designed to target each theme and subsequent policy include: 1) Ensure adequate and appropriate national capacity to manage the sustainability of the tourism sector; 2) Continuously

improve the sustainability of the marketing mix in light of emerging global market trends; 3) Develop efficient and cost effective transportation options to facilitate a sustainable level of destination accessibility; 4) Ensure the sustainable use of the natural environment and the cultural heritage for the benefit of all; 5) Develop and strengthen the links between tourism and other economic sectors nationally and regionally to maximize the multiplier effect on the economy and reduce leakages; and 6) Manage the health, safety and security issues that impact the sustainability of tourism. The intention of this policy is to “assist governments in the development of new policy and in the revision of existing policy” (CTO, 2008b, p. 61).

4.1.3 Community-based Tourism in the Caribbean

In the words of Vincent Vanderpool-Wallace, former Secretary General and Chief Executive Officer of the CTO, “It is my belief that all tourism in the Caribbean should be community-based tourism” (CTO, 2008a, p. viii). This statement was included in the foreword of the CTO manual entitled “Competing with the Best: Good Practices in Community-Based Tourism” (CTO, 2008a). The purpose of this document was to “showcase community-based tourism case studies in the region that have enabled local people to participate in the tourism opportunity and brought benefits to the wider community” (CTO, 2008a, p. 1). The CTO's proposed working definition of sustainable community-based tourism (CBT) is:

"A collaborative approach to tourism in which community members exercise control through active participation in appraisal, development, management and/or ownership (whole or in part) of enterprises that delivers net socio-economic benefits to community members, conserves natural and cultural resources and adds value to the experiences of local and foreign visitors. This encompasses both tourism activities in a community and goods and services supplied to the tourism industry by one or more community members." (CTO, 2008a, p. 6).

The manual includes a number of practical experiences of community-based tourism from the islands of the Dominican Republic, St. Lucia, Dominica, Trinidad and Tobago, Jamaica and Barbados.

Community-based tourism also plays an integral role in the aforementioned Caribbean Sustainable Tourism Policy Framework published by the Caribbean Tourism Organization. Community-based tourism is included within the policy titled ‘Linkages to Other Economic Sectors’, and states, “Community-based tourism needs to be introduced to help realize linkages by bringing local handicrafts and other producers in contact with tourists” (CTO, 2008b, p. 47). A specific objective of this policy is to “ensure that communities are able to benefit meaningfully from linkages with tourism”. The Caribbean Sustainable Tourism Policy Framework encourages the incorporation of CBT principles into national tourism policy and CBT product development through fiscal incentives (CTO, 2008b).

4.2 Tourism in Dominica

4.2.1 Introduction to Dominica: A Country Profile

The Commonwealth of Dominica is a small Caribbean Island state, with a land area of 754 square kilometers (Ministry of Tourism, 2006). It is located in the Lesser Antilles, with Guadeloupe to the south and Martinique to the north (Myers, 1987; see Figure 4). The population of Dominica is currently estimated to be 72 660 (CIA World Factbook, 2009). Two thirds of this population is concentrated in the two main towns of Roseau and Portsmouth. There are many remaining influences of the French colonists, as seen by Roman Catholicism as the primary religion (approximately 80% of the population) and the French-based Creole as the unofficial second language (Discover

Dominica Authority, 2009a). The largest number of Caribbean indigenous people (the Carib or Kalinago) in the region populates Dominica. Approximately 3000 Kalinago people live in the ‘Carib Territory’ located in the north east of the island. The topography of the island is unique in the region due to its lack of white-sand beaches characteristic of the Caribbean (Myers, 1987).



Figure 4. Map of Dominica within the Caribbean. Source: Definitive Caribbean, 2010.

A Brief History

Since the beginning of Dominica’s volcanic formation, the island’s history has been guided by the environment. “This environment gave the early Caribs a natural fortress against the European settlers and kept Dominica uncolonised for a longer period than other islands” (Honychurch, 1984, p. 1). Dominica was sighted by Christopher Columbus on November 3rd, 1493 and was named after the day of the week, Sunday

(Myers, 1987). Prior to Columbus' sighting, the island was inhabited by the Kalinago people, known as the "Caribs" by European settlers. The Kalinago settled in Dominica over 1000 years ago and called the island Waitukubuli, "Tall is her body" (Honychurch, 1984). Despite an agreement to keep Dominica a 'neutral island', Dominica changed hands between the British and French several times with the British gaining final rule after the Battle of the Saints in 1782. Dominica remained British until it was granted independence in 1978. The island was occupied by a mix of French and British plantations, which led to several thousands of slaves being imported to Dominica every year, where they either stayed in Dominica or continued on to the prosperous plantations on other islands (Myers, 1987). Important events during the 1800s that have had significant impact on Dominica's history include the passing of the "Brown Privilege Bill" in 1832 which abolished discrimination on grounds of colour, full emancipation of slaves on August 1, 1838 (now a national holiday), and numerous devastating hurricanes which contributed to a "long period of social, political and economic stagnation" (Myers, 1987, p. xix).

The island faced additional disastrous hurricanes in the 1900s and began to be impacted more heavily by the international world. In 1929, Dominica felt the effects of the Great Depression, marking the start of 20 years of an inactive economy (Myers, 1987). World War I and World War II further affected the island with Dominican men fighting for Britain. However, the 1950s brought new prosperity for the island as the economy began to recover with the exportation of bananas. Prior to bananas, the economy was primarily a series of mono-crop booms and busts, moving through coffee, sugar, limes, cocoa and vanilla consecutively (Wilkinson, 1997). What was beginning to

be a successful agriculture-based economy was wiped out again by one of the most severe hurricanes in Dominica's history, Hurricane David in 1979.

The 1960s to 1980s was also a time of political instability with protests, party conflict, designation of new parties, and finally the 'Dread period', sparked by the Dread Act in 1979 which prohibited Dominicans from becoming members of the Rastafarian cult resulting in violent backlashes of young Rastafarians against the government. The last two decades, however, have been relatively stable politically, and Dominica has been making great efforts to move forward as a small-island developing nation.

4.2.2 Dominica as an Ecotourism Destination

Dominica has earned its reputation as the "Nature Isle" of the Caribbean due to its unique and protected natural/physical environment and its emphasis on ecotourism development. Dominica is home to the Boiling Lake (the largest of its kind in the world) located within the Morne Trois Pitons National Park which was designated a World Heritage Site in 1998. The famous boiling lake is believed to be a flooded fumarole, in which the natural basin of the Boiling Lake collects the rainfall from the surrounding hills and from two small streams and the water seeps through the porous bottom to the hot lava below where it is trapped and heated to boiling point (Discover Dominica Authority, 2009c). Throughout the island, there is great biodiversity, which can be found in all three of the national parks: the Morne Trois Pitons National Park, the Morne Diablotins National Park, and the Cabrits National Park. In addition to the national parks there are two forest reserves, the Northern and Central Forest Reserves as well as one marine reserve, the Soufriere/Scotts Head Marine Reserve. Extensive arrays of hiking trails

stretch the island and Dominica is also a very popular scuba diving destination within the Caribbean and the world.

In 2007, the *National Geographic Traveler* magazine published a report of the best-rated island destinations in terms of environmental and ecological quality; social and cultural integrity; condition of historic buildings and archaeological sites; aesthetic appeal; quality of tourism management and outlook for the future (Tourtellot, 2007a). A group of 522 panelists reviewed 111 small and medium-sized islands and gave the island of Dominica a score of 77. This ranked Dominica as #8 with the following description accompanying the rank: “rugged, green, friendly, with few beaches, the “Nature Island” offers an “authentic, unspoiled experience, with natural and cultural amenities” (Tourtellot, 2007b).

Interestingly, recent visitor arrival numbers for the island of Dominica are contradictory to the image of Dominica as an ecotourism destination. For example, stay-over numbers have decreased whereas cruise passenger arrivals have dramatically increased. The latest statistics released by the Caribbean Tourism Organization included preliminary numbers for visitor arrivals for 2009 throughout the Caribbean region (CTO, 2009). Dominica recorded 64,402 stay-over arrivals between the months of January and November and 532,352 cruise passenger arrivals between January and December. These figures mark a 12.1 decrease from 2008 in stay-over arrivals and a 37.8 increase from 2008 in cruise passenger arrivals. The CTO reported tourist arrivals for the four main markets as 16,548 (United States), 2,283 (Canada), 10,329 (Europe), and 35,242 (Other).

4.2.3 Tourism Policy and Planning for Dominica

Within the last five years, the Ministry of Tourism and Legal Affairs (in collaboration with foreign consultation) have been formalizing the growing interest in Dominica as a sustainable tourism destination with the *Tourism 2010 Policy* and the *Tourism Master Plan 2005-2015*. The *Tourism 2010 Policy* provides a vision and set of objectives for the future of the tourism sector in Dominica. The vision states:

“Dominica will pursue sustainable tourism that enriches the lives of all citizens by creating economic, social and cultural opportunities, protecting the natural resources and scenic, heritage and cultural features of the country, nurturing community involvement in tourism at sustainable levels, and by creating career paths for the young people of Dominica.” (Government of Dominica, 2006, p. 1)

In order to realize the country’s vision for tourism, nine guiding principles are suggested in the *Tourism 2010 policy*, including:

1. Tourism policy and development programs will be integrated with national economic, social and cultural policy.
2. Government will foster a positive environment for the tourism sector and for meaningful local participation in the sector.
3. Tourism sector planning and management will be based on partnerships and collaboration.
4. Local communities will play a meaningful role in the tourism sector, one that ensures economic, social and cultural benefits to each participating community.
5. All tourism activity will be designed to improve the quality of life enjoyed by Dominica’s citizens.
6. Development of the tourism sector will be market-driven.
7. Government will adopt a business model to fulfill their role in tourism sector management – that of destination management.
8. Tourism activity will be private sector driven.
9. Tourism policies, program and standards will be integrated with the principles and directions required of the tourism sector arising from Green Globe certification.

It is evident from the above list that the government is trying to promote local participation in the tourism sector to provide greater benefits to communities involved in tourism activity. The rest of the *Tourism 2010 Policy* discusses a number of other policies

such as product development, strengthening tourism infrastructure, destination management, and organizational structure to implement the national tourism policy.

The tourism master plan builds upon the tourism vision and provides a comprehensive planning framework to achieve the objectives of the *Tourism 2010 Policy*.

As stated by the Honourable Ian Douglas, Minister for Tourism and Legal Affairs,

“Based on this policy framework my Ministry commissioned the preparation of a Tourism Master Plan in 2006 to elaborate the vision, objectives, strategy and action programme to translate our natural and cultural resource base into a significant and sustainable tourism industry, generating jobs, income and other socio-economic benefits for our people”. (Government of Dominica, n.d, p. i)

Section 3 of the tourism master plan, titled “Framework for Development”, addressed the market context, vision for Dominica tourism 2015 (see Appendix B), and growth objective and policy initiatives. In terms of market context, the plan identified cruise ship passengers as the growing market, sophisticated consumer profiles for travelers (more affluent, older, more physically and mentally active, internet savvy, better educated), and competitiveness in the Caribbean region for up-market/quality developments. The growth objective for the period of 2005-2015 was stated as a tourism revenue target of EC\$ 400 million by 2015.

The fourth section of the master plan discussed the structural and development plan. Ten priority development areas are identified along with specific tourism products that are most suitable for the different areas (see Appendix C). Anchor products are also identified that “effectively integrate sites, attractions, events, activities and associated accommodations”. These anchor products include the Waitukubuli National Trail, general tourism circuits (‘Ring of Dominica’ scenic route), and community tourism projects.

The final section outlined the development strategy, the organization for implementation, and action program. The development strategy lists ten strategic drivers to increase the number of visitors and subsequent tourism revenue. These drivers include: reorganize institutional arrangements; improve air and sea access; upgrade, diversify and expand the product; attract tourism investment; improve customer knowledge and ‘know how’; increase destination and product promotion; upgrade service skills and standards; rehabilitate cruise and other infrastructure; improve physical planning and sector management; and strengthen community involvement and linkages with other sectors. For Dominica’s tourism sector to develop, three elements are necessary for organizing growth. These elements are a champion, a steering group and a project management unit.

4.2.4 The Ecotourism Development Programme

The positioning of Dominica as the ‘nature island’ of the Caribbean coincided with the implementation of the Eco-tourism Development Programme (ETDP), which was funded by the national government and the European Union. This program focused on human resource development, destination marketing, institutional strengthening, product development, and community tourism (Laurent, 2006). With the intention of building from the successes of the ETDP, a two-year program, the Tourism Sector Development Program (TSDP), commenced in 2008 with the goal of improving the competitiveness of the tourism sector (Government of Dominica, 2008). One of the expected results of this program is the “strengthening of the capacity of community groups to manage tourism projects and to develop new and quality products and services” (Government of Dominica, 2008, p. 1).

4.2.5 The Waitukubuli National Trail Project

An additional initiative funded by the European Union and the Government of the Commonwealth of Dominica (in partnership with the Regional Council of Martinique) is the Waitukubuli National Trail Project (WNTF). The Waitukubuli Ecological Foundation conceptualized the project idea and, when complete, the island will host a 184 km trail that will cross along the north-south axis (see Appendix D). This project falls under the responsibility of the Ministry of Agriculture, Forestry, and Fisheries with a project management unit in charge of the implementation of the project (Roselyn Paul, Promotion and Community Animator for the Project Management Unit of the WNTF, 2009). The theme of the project is “Discover Nature for Heritage Development” since many of the trails were those used by the Kalinago people, the indigenous people of Dominica and its entirety will “showcase Dominica’s rich history, culture and natural heritage” (Government of Dominica, 2009a). The information leaflet produced by the project management unit explains that the project “involves the construction of trails and ancillary facilities by linking existing trails and defining new trails and eco-tourist sites while integrating local communities and community organizations in the operation of the trail” (Government of Dominica, 2009a). There are many potential benefits of this for the entire nation of Dominica, including: expanding the rural community, enhancing tourism, generating income, promoting communities and the country of Dominica, and increasing appreciation for Dominica’s heritage, history and culture (Government of Dominica, 2009a). The trail is comprised of 14 segments and each segment passes through or close to 3-4 communities (Roselyn Paul, 2009), so the possibilities for community involvement are strong (see Appendix D).

4.2.6 Community Tourism in Dominica

Over the past 15 years, community involvement has been an “implicit policy” of the Government of Dominica in terms of tourism development (Government of Dominica, n.d., p. 5). It started with tourism awareness campaigns, educating the general public about the importance of the tourism industry in Dominica through the slogan “Tourism is everybody’s business”; as well as looking for ways to incorporate communities in the tourism development process (i.e. basic community infrastructure and beautification campaigns) (Esprit, 2009). A local entertainer from the North of the island described tourists in Dominica in one of his calypso songs, singing, “They pass on a bus, they don’t make a stop, they pass on a bus, they don’t stop and shop” (Goodwin, 2003, p. 169). It was evident from personal communications with Dominicans that this saying stuck with many Dominicans and until recently was a common perception of tourism on the island.

According to Dominicans that have been involved in developing CBT initiatives, community-based tourism is viewed as,

“an approach where tourism initiatives are developed and managed by communities, visit natural and/or cultural attractions in or adjacent to communities, and yield social, environmental and economic benefits directly to the communities”.

This definition was put together by participants of a three-day workshop in Roseau, Dominica, that was held to “build capacity of stakeholders in Community-Based Organisations (CBOs) to participate in forest management in order to enhance the contribution of forests to sustainable livelihoods in Dominica” (NFPF Dominica Workshop, 2008). The Caribbean Natural Resources Institute (CANARI) facilitated the workshop in collaboration with the Forestry Department of Dominica and the United

Nations Development Programme (UNDP) Global Environmental Facility (GEF) Small Grant Fund (SGF).

Despite the implicit policy of community involvement in tourism, the implementation of the ETDP contributed to the official initiative of bringing community tourism to Dominica's national tourism agenda (Esprit, 2009; Alexander-James, 2009; Thomas, 2009). With community tourism as a specific component of the ETDP the Ministry of Tourism began to mobilize communities to become involved in the tourism development process. The notion of community tourism is reflected in Dominica's Tourism 2010 Policy as it states:

“Community tourism is regarded as a significant tourism product development potential for Dominica and one that fosters benefits for communities, when implemented in a sensitive and inclusive manner”. (Government of Dominica, 2006, p.6)

Furthermore the ETDP prepared a community tourism policy which “forms an important part of Dominica's national tourism policy” (Government of Dominica, 2006, p. 6) (See Appendix E).

Community tourism is also referenced in four of the five sections of the *Tourism Master Plan 2005-2015*. In fact, as mentioned, the Waitukubuli National Trail and community tourism projects have been designated “anchor products” as they were identified to have the potential to provide significant benefits to local communities. Additionally, community tourism is addressed in the implementation section of the plan, outlining the intentions to upgrade, diversify and expand the tourism product including community tourism projects and to strengthen community involvement and linkages with other sectors.

4.2.6.1. Community-based Tourism Projects throughout the Island

An overview of Caribbean Tourism Organization (CTO) and Caribbean Natural Resources Institute (CANARI) documents also demonstrates an implicit policy of community involvement for many years. Beginning in the 1990s there is record of community tourism projects being initiated in Dominica. A technical report prepared by CANARI, reviewed the impacts of five community-based tourism initiatives in the Windward Islands, which included two in Dominica (Cooper, 2004). These initiatives were the Dublanc and Bioche community tourism project (DBCTP), and the Carib territory, which were initiated in 1997 and 1993 respectively. Firstly, the DBCTP involved the training of 15 community members in tour guiding and interpretation skills for the site of the Syndicate Nature Trail (located at the foot of the communities of Dublanc and Bioche). This report identified that the DBCTP generated regular income for tour guides (however this was a limited number as it was difficult to compete with the larger private sector tour companies), validated local knowledge of flora and fauna, and improved tour guiding skills (Cooper, 2004). Additionally, the initiatives in the Carib Territory contributed to the sale of craft products, which developed linkages between artisans and raw material harvesters, as well as improvements to the quality of roads into the Carib Territory. Tourism projects in this region have also enhanced community perceptions of the value of the heritage and resources (Cooper, 2004).

The Indian River tour is a community tourism project situated in the north of the island that involves a one-mile river tour with a guide and interpretation of the natural surroundings. As of 2008, the Portsmouth Indian River Tour Guides Association (PIRTGA) was comprised of 30 male certified tour guides who have local wooden boats

and work on a roster basis (CTO, 2008a, p. 28). “The Indian River tour is a major economic activity in the area and has had a significant impact on local livelihoods” (CTO, 2008a, p. 28). In addition to economic impacts, the tour has contributed to job creation, an increase in skill levels and organizational capacity, as well as a greater local appreciation of biodiversity and natural resource management (CTO, 2008a).

Non-government organizations have also been working with communities to improve livelihoods and have addressed community tourism indirectly. For example, the United Nations Development Program (UNDP) Global Environment Facility (GEF) Small Grants Program (SGP) provides assistance to communities to use the resources in their area in a sustainable manner, and to find ways in which communities can benefit economically from preserving the surrounding environment (Bellot, National Coordinator SGP Dominica, 2009). One such community is the village of Cockrane, in which the project details state:

“A six phase project aimed at the transformation of the village of Cockrane into an Eco Village in order to increase awareness of the Morne Trois Pitons National Park World Heritage Site biodiversity conservation and sustainable livelihoods, while enabling the villagers to enjoy an improved standard of living by encouraging visitors to the community.” (UNDP GEF SGP, 2009).

This project began by producing rabbits to use their feces as manure as part of their sustainable agriculture practices. However, over the last six years, following multiple numbers of rabbits, the National Rabbit Festival in the village of Cochrane has evolved to be a community tourism model for the island.

4.2.6.2 Government Initiatives to Promote CBT

Through the Tourism Sector Development Program, the Ministry of Tourism has been working towards improving the competitiveness of the tourism sector. In the past

two years, this unit has been building and expanding linkages between tourism and rural communities through many different community tourism projects. Six community groups have been directly involved in these initiatives including the Portsmouth Community Tourism Association, Mero Enhancement Committee, Bellevue Chopin Organic Farmers Group, Wotten Waven Development Committee, Giraudel/Eggleston Flower Growers Group, and Layou Improvement Committee. These groups all took part in the 'Business Development Training and Marketing for Community Groups' program that provided training in tour-guiding, project writing, and marketing (Dominica News Online, 2009). Infrastructural development was provided for two communities in which Tourism Reception Centers were built (Wotten Waven and Bellevue Chopin). Furthermore, each group was provided with a brochure, website, product packaging and tour development support (Government of Dominica, 2009b).

4.3 Study Site: The Village of Wotten Waven

Wotten Waven is a very small village with a population of 236 according to the most recent census information (Central Statistics Office, 2001). Thus, due to its size, it does not have a village council typical to the local government system. However, the Wotten Waven Development Committee (WWDC) has been acting as a quasi-village council since 1979. The village is approximately twenty minutes from the capital city, Roseau, and is situated near the Morne Trois Pitons National Park.



Figure 5. Location of Wotten Waven in relation to the capital city of Roseau.
Source: Google Maps, 2010.

Historically, this village was an estate, which moved through a series of different British landowners as well as crops; moving through periods of growing coffee, sugar, and ground provisions consecutively. Much of the present day village was formed after the emancipation of the enslaved population and the succeeding apprenticeship period when former labourers of this estate settled on the land (Honychurch, 2009). Similar to the rest of the island, the devastation of Hurricane David in 1979 was horrific for this village. One of the famous hotels on the island, the Island House Hotel was destroyed as well as much of the agricultural estates (Interviewee #2, member of the WWDC, 2009; George, Chairman of the WWDC, 2009).

4.3.1 Tourism in Wotten Waven

As evident by the past existence of the Island House Hotel, tourism has existed in this small village for decades as a result of its location in the Roseau Valley and its unique natural surroundings. As described by Marvlyn Alexander-James (2009), “Wotten Waven is known for the spas, hot water, and sulphur and so on, so it’s a village that naturally lends itself to tourism”. The spas that Ms. Alexander-James are referring to

have been constructed using pipes to channel the natural hot water from the springs to fill both large pools and individual baths.

The current private tourism businesses, however, were only developed within the last 5 years (George, 2009). A number of villagers have developed private businesses including spas (Screw's Sulphur Spa, Tia's Bamboo Cottages and Hot Springs, and Ti Kwen Glocho), guesthouses (Le Petit Paradis, Grace Apartments, Hetty's Cottage, and the Secret Garden), and more commonly vendor stalls situated by the sulphur springs. The spas draw many cruise ship passengers, stay-over tourists, as well as Dominicans from all over the island.



Figure 6. (Left) Screw's Spa, (Center) Ti Kwen Glocho Spa sign, (Right) Le Petit Paradis Apartments sign. Source: Bocking, 2009.

The importance of the spas to tourism in Wotten Waven was also apparent in the results of the photo-voice component of this study. The villager who participated included a number of pictures from the Ti Kwen Glocho spa. The participant was given a disposable camera and was asked to explain “Tourism in Wotten Waven” through photography. The photographs included images of individual hot water baths at the spa, the sulphur springs, and the Tourism Reception Center. The images suggest tourism in

Wotten Waven is very dependent on the natural environment surrounding the village and the hot water springs that run through the village.

In addition to the sulphur spas, tourism in the village relies heavily on cruise ship passengers due to its location en route to the Trafalgar falls, the number one excursion site for cruise ship passengers. Certified taxi drivers pick up passengers at the Roseau port and travel through the Roseau Valley to the falls. The road leading to Trafalgar goes right through the center of Wotten Waven. Some drivers stop at Brenda's shop for snacks and souvenirs before moving on to the sulphur springs attraction. Vendor stalls line the road at the entrance of a trail to a sulphur spring site located on the property of the Rainforest Shangrila Resort. The majority of the vendors are residents of Wotten Waven with the exception of one from the neighbouring village of Trafalgar. Products sold at the stalls are combinations of beverages, food, souvenirs and handicrafts. The diversity of the products is limited and results in great competition among vendors.



Figure 7. (Left) Sign for Brenda's Shop, (Center) Vendors and taxis at sulphur site, (Right) Brenda's Snacks and Souvenirs Shop. Source: Bocking, 2009.

Tourism is a very important part of the village of Wotten Waven. This was apparent in community maps that were drawn by seven villagers of Wotten Waven. Individuals were asked to draw a map of their community and indicate important areas or

assets of their community. The majority of participants (86%) included the newly built tourism reception center, at least one of the spas in the village, and at least one of the shops. Additionally, 71% of participants included the sulphur springs and/or hot water baths as an important part of the community. Two examples of these community maps are shown below in Figure 8 and Figure 9.

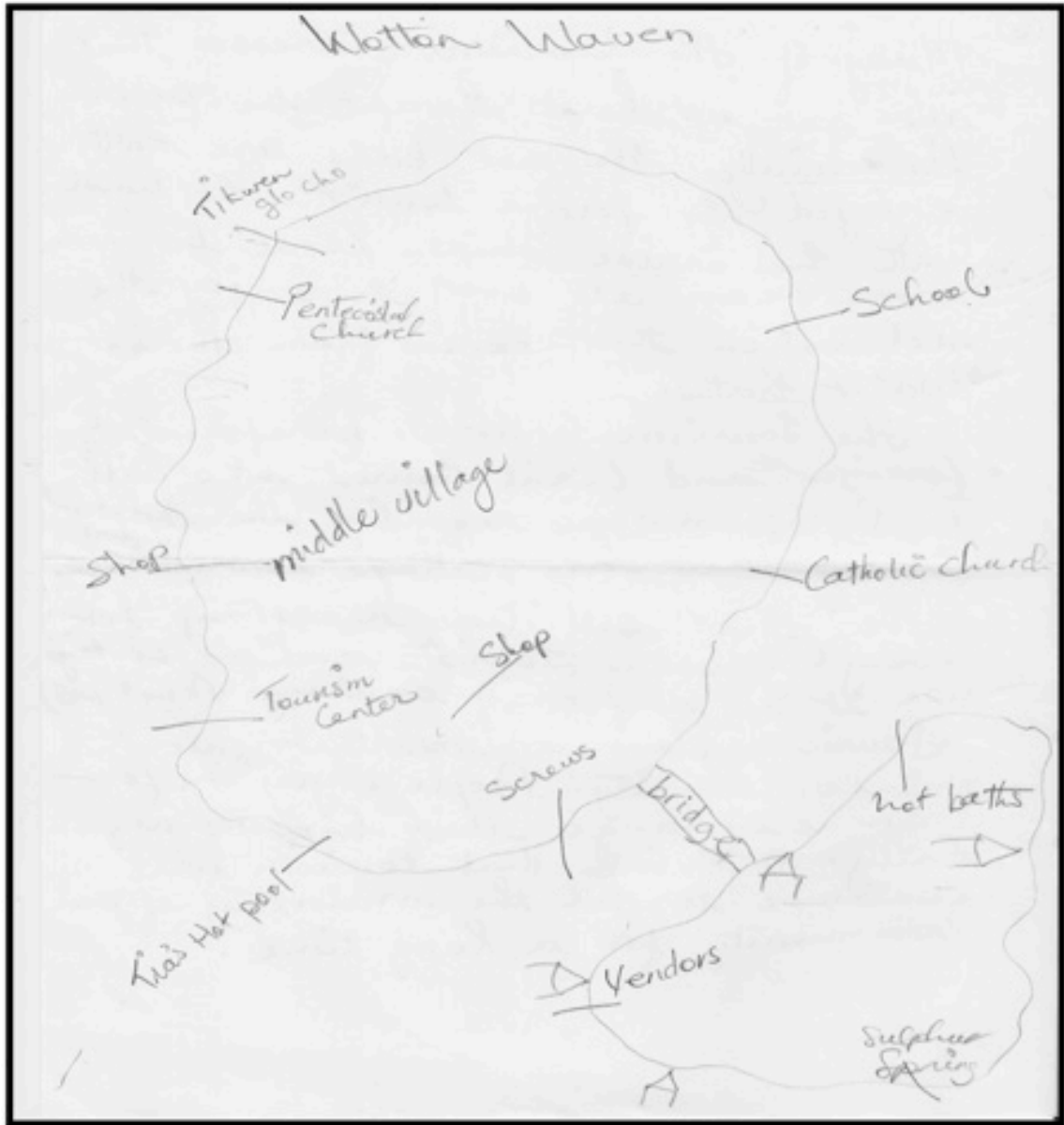


Figure 8. Example of community map drawn by Wotten Waven villager.

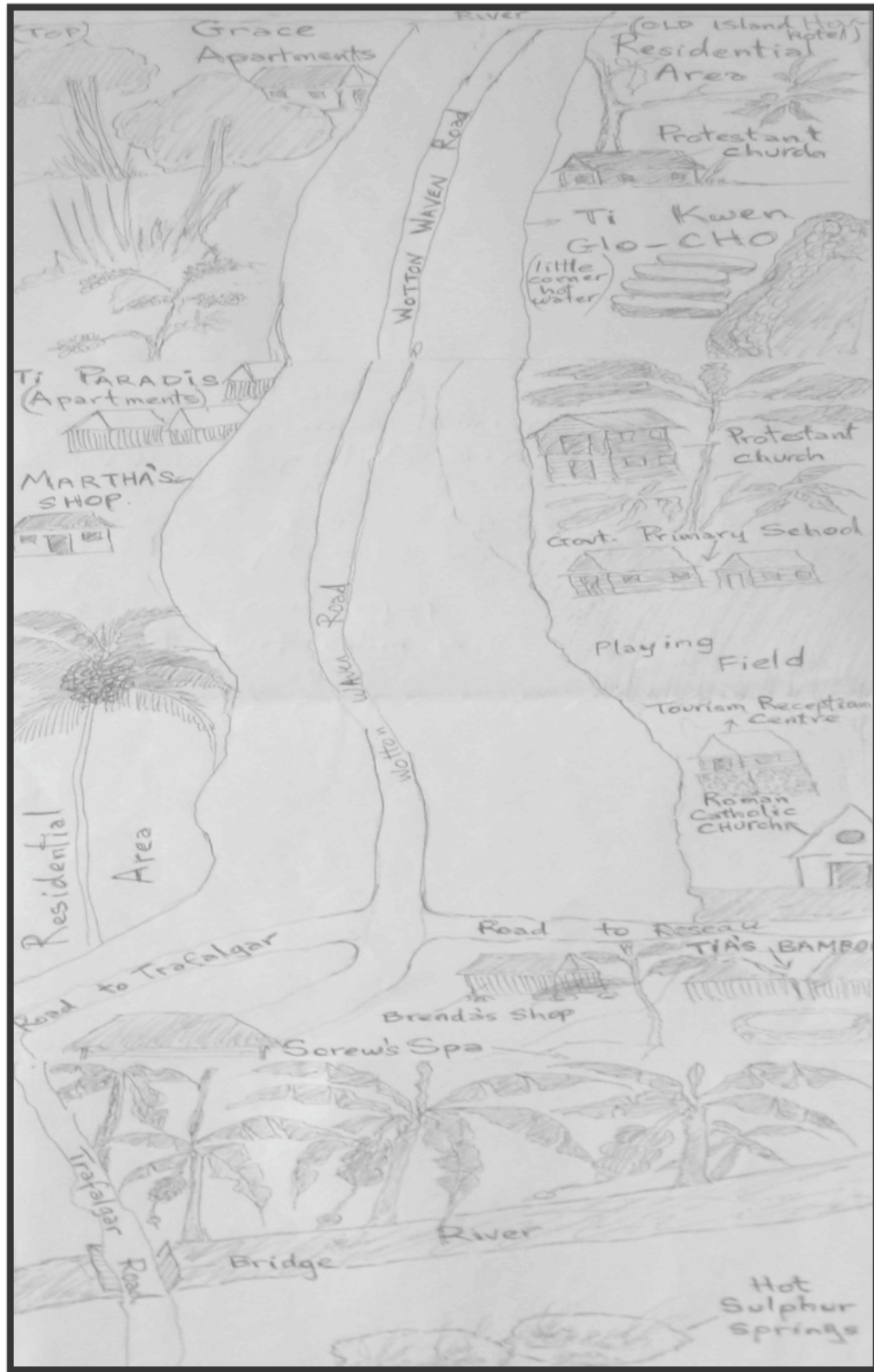


Figure 9. Example of community map drawn by Wotten Waven villager.

4.3.2 Community Tourism in Wotten Waven

The village of Wotten Waven is one of the six communities that has benefited from the government's community tourism efforts. "They like most of the groups had a project idea. The interesting thing about Wotten Waven, is the group involved in that project is a strong and well functioning community-based organization" (Esprit, 2009). An infrastructural benefit from the Tourism Sector Development Program is the recently constructed Tourism Reception Center. This center was officially handed over to the Wotten Waven Development Committee in October of 2009 and was "designed to enhance the tourism assets and increase the level of tourism activities in the community" (Rolle, 2009, p. 1).



Figure 10. Newly constructed Tourism Reception Center. Source: Bocking, 2009

In addition to the tourism reception center, assistance was provided by the Ministry of Tourism through consulting services for the creation of a business plan for the 'Sulphur River Tour'. According to the business plan created by the WWDC and GNS Consultants Limited,

"This project offers an exciting hike through lush green vegetation down a slope where one gets a panoramic view of the daunting mountains and picturesque surroundings. The project has the potential to become one of the premier

community-based tourism projects...One will encounter fumaroles with boiling hot sulphur water and other geothermal hot spots.” (2009, p. 3)



Figure 11. Building the Sulphur River Tour trail during a community work day.
Source: Pierre-Louis, 2009.

This community tourism initiative is expected to contribute greatly to enhancing economic benefits from tourism activities, “to the point where proceeds from tourism activities will equal or surpass that of agriculture” (GNS Consultants Limited, 2009, p. 6). In addition to the hike, the community plans to involve local farmers to provide fruits for a complimentary drink at the end of the tour (George, 2009). The proposed site for the tour is much larger than the current sulphur site where many villagers vend (Interviewee #2, 2009) and will bring visitors into the village as opposed to just driving by and stopping outside of the village (George, 2009). It is also expected that visitors will explore the local restaurant and spas after the tour, thus bringing monies to other local businesses (Community Tourism Dominica, Wotten Waven Pamphlet, 2009).

Although the community tourism project in Wotten Waven was not completed or functional at the time of this research, those involved in its creation outlined a number of positive impacts that they hope to realize through the Sulphur River tour. For example, it is believed that this project will benefit the community through gaining publicity; initiating youth involvement; enhancing education of community tourism; forming partnerships and building a sense of togetherness; job creation; contributing to scientific

research in terms of health benefits of sulphur products; increasing knowledge in management and business skills; and empowering of the women in the community (Pierre-Louis, Project Coordinator of the WWDC, 2009; Interviewee #2, 2009; George, 2009). As identified by Mr. George,

“Because we have more persons mingling with the community, more persons are going to get to know about the community, and people on a whole, their livelihood is going to develop, it’s going to change. Not the culture, we are hoping that our culture do not change. But we believe that because the economy is going to boost up, it’s going to flow, where you have a strong economy, you have a strong community... and I believe with this tour, if it moves, when it moves and develops properly, it’s going to have a better economy and a better livelihood on the island of Dominica, and Wotten Waven, in particular”.

This chapter summarized tourism policy and planning at the regional and national levels, as it relates to this research. Examples of community-based tourism in the Caribbean region, and more specifically the study area of Dominica were outlined. The following chapter will present the findings from the quantitative and qualitative data analyses.

Chapter 5: Findings Part II

This chapter presents results of the analysis of survey questionnaires administered to villagers of Wotten Waven (n=71) as well as information acquired from key informant interviews (n=10). The analysis was based on frequency counts of variables related to residents' perceptions of tourism impacts on livelihoods and demographic characteristics of the villagers. A chi-square goodness of fit test was conducted for each variable to measure whether the study sample came from a distribution in which responses occur with equal frequency. Observed frequencies were compared to expected frequencies to calculate the chi-square statistic. Unless otherwise stated, all data are statistically significant to at least the 0.01 level. The results from this study have been organized according to three main themes that emerged from the data: 1) the nature of community-based tourism, 2) contributing factors for successful community-based tourism and 3) tourism impacts on local livelihoods.

5.1 The Nature of Community-based Tourism in Dominica

5.1.1 What is Community-based Tourism?

Defining community-based tourism in the context of Dominica was a critical component to this research. The question "How would you define community-based tourism?" was asked to all key informant interviewees to determine the type of tourism that is classified as community-based tourism in Dominica. The most prominent words used by interview participants' to define community-based tourism were: community/communities and involved/involvement and everybody/everyone. When key informants were asked to define community tourism and explain what community

tourism means to them, all interviewees defined it as a process in which communities are involved in the tourism sector. For example,

“Where local, or rural communities are involved in offering tourism service or tourism product to visitors. Everybody is involved, not only just one aspect of the community....So what you want is an integrated process where everyone in the community is involved in offering that service.” (Alexander-James, Program Coordinator of the Tourism Sector Development Program, 2009)

However, the type of community involvement was not discussed in all definitions. Those who did specify the concept, described participation through employment, policy-making, planning and implementation of the project, and decision-making. For example,

“Community tourism for me is tourism that involves two things: it has to involve participation of the community in the whole planning and implementation of whatever program that is being conceived, and also they must share in the benefits. If they participate in the planning and they can not share in the benefits then to me, that is not community tourism, that is some other kind of tourism. If they are not participating in the decision-making process in terms of how things go and in their own management, to me that is still not community tourism. It has to involve the community, active participation and also involvement in the sharing of the benefits, whatever is occurred from the program.” (Bellot, National Coordinator SGP Dominica, 2009)

Furthermore, key informant interviewees discussed distribution of benefits as an important part of defining community-based tourism. For example, community-based tourism should benefit the whole community (Pierre-Louis, Project Coordinator of the Wotten Waven Development Committee, 2009; and Dublin Prince, President of the Mero Enhancement Committee, 2009), “It’s not a one-sided effort, it’s the whole community getting some kind of financial benefit” (Pierre-Louis, 2009), and “It has to be everyone getting a piece” (Interviewee #2, member of the WWDC, 2009).

5.1.2 The Emergence of Community-based Tourism

As identified in chapter four, community-based tourism in Dominica has been on the tourism agenda since as early as the 1990s. According to Mr. Bellot (2009),

“I think, community tourism became part of the tourism agenda in Dominica in the 90s. I think it had to do with the issue of the threats of the banana industry, the disappearance of the banana industry. Tourism was beginning to take a foothold in Dominica. Communities were losing income from all the changes that were occurring in the banana industry. So you have the next best thing, would be tourism”.

During this time, community-based organizations and non-government organizations were beginning to participate in tourism, leading the way in community tourism development (Bellot, 2009). For example, it was community members who initiated two of the most well-known community tourism projects on the island, the Mero Beach Facility and the Giraudel/Eggleston Community Gardens Culinary Tour.

The inception of the idea for the Community Gardens Culinary Tour began many years ago amidst discussion among the Giraudel/Eggleston Flower Growers Group (Martin, Co-owner of Exotica Cottages, 2009). This group of 25 women were responsible for the introduction of the Giraudel/Eggleston Flower show and were,

“engaging in a community tourism activity without identifying it as such...the unique features of the Giraudel/Eggleston show was that you went to people’s homes to see their gardens...So I always tell people that this idea didn’t come about after somebody coined the term Community Tourism. This was something that the villagers had been doing for some time” (Martin, 2009).

In addition, the youth group within the community of Mero initiated the Mero Beach facility development. According to Mrs. Josephine Dublin Prince (2009), this group,

“decided that Mero had potential for tourism because it was not organized, we had the natural assets, the beach and the sea, calm water, access to the area, and we realized that a number of tourists were coming, and the community itself was not organized to take advantage of the money that they were bringing”.

As per Ms. Alexander –James (2009), “The thing with Dominica, we never really had any big scale tourism, so we never had any big hotels, we’ve always been a niche market destination. So community tourism was almost natural to us, it was almost like a given”. However, as discussed in chapter four, community-based tourism as a development concept did not begin to take shape until the Ecotourism Development Program funded by the European Union in the mid 2003-2004 time period (Esprit, Tourism Technical Specialist for the Tourism Sector Development Program, 2009). Ms. Alexander-James (2009) also made reference to the ETDP’s community tourism component, as the official starting point for community-based tourism. According to Ms. Alexander-James (2009),

“we identified a number of communities and we were able to assist them in developing their tourism products. Some of them had already been doing some things, so what we did was strengthen them, capacity building, we did some infrastructural work, like building reception centers and tourism centers, we assisted them in marketing the product, assist them in training.”

Mr. Sobers Esprit (2009) described community-based tourism as a “new and evolving methodology” for Dominica, where “the model is really a new concept of trying to integrate development activities with tourism, in mainly rural communities, but we also have a couple of projects in the Roseau area that could be considered community-based.”

In summary, practitioners in Dominica view community-based tourism as an approach for sustaining livelihoods, livelihoods that traditionally depended on the banana economy (Esprit, 2009). However, it was also evident that this form of tourism currently plays an important role in diversifying the tourism product with new sites and attractions, developing a new segment of the market, and spreading the visitation throughout the island (Government of Dominica, n.d.; Esprit, 2009; Interviewee #10, 2009).

5.2 Contributing Factors to Successful Community-based Tourism

A number of recurring factors including barriers and opportunities for successfully implementing CBT on the island were apparent in key informant interviews. Most salient were community involvement, capacity building, distribution of benefits and partnerships. These factors will be discussed further in the following section.

5.2.1 Community Involvement: “Tourism is Everybody’s Business”

The motto “Tourism is Everybody’s Business” appears in the Government of Dominica’s *Tourism 2010 Policy*, was discussed in a number of key informant interviews and came up in casual conversation in many personal communications. For example, in a conversation about what community tourism means to him, Mr. George (Chairman of the WWDC, 2009) stated, “... It’s not just the executive body doing it, we are trying to involve the entire village, because it’s tourism, and tourism is everybody’s business.”

“Tourism is Everybody’s Business” demonstrates two things: 1) efforts to increase awareness of the importance of tourism on the island and 2) the importance of involving all stakeholders in the development process. This motto has been used in public awareness campaigns throughout the island over the last decade. It has been the theme of Tourism Week Programmes (“Tourism Week being Observed”, 2000), is the current theme of Tourism Awareness Month 2010 (Discover Dominica, 2009), is preached by many stakeholders, and is even quoted on signage throughout the island (see Figure 12).



Figure 12. Tourism is Everybody's Business. Source: Bocking, 2009.

This slogan has a meaningful connection to community-based tourism. It promotes community involvement by bringing awareness to the benefits that tourism has on the national economy and subsequently the potential benefits that tourism can bring at the community level.

In terms of the community tourism project in Wotten Waven, the development committee is promoting the same message; that the project is a community project, not the committee's project. This lack of community ownership and feeling a part of the project was also identified as a challenge with other community tourism projects. As discussed by Mrs. Dublin Prince (2009),

"The other major challenge was really getting all of the community people on board, to realize that there needs to be a sense of ownership of the project, that it's not only the committee that was established, but the rest of the community. Generally, most persons at the beginning could not see its importance, so we had to continue doing a lot of public relations."

Awareness of the importance of involving all stakeholders, including the general public, was also evident through responses to statements in the questionnaire survey.

Four statements were designed to bring forth Wotten Waven residents' opinions towards involvement in tourism planning and decision-making.

Table 1: Residents' opinions on community involvement in tourism planning and decision-making.

Statement	Agree	Frequency Count	
		Undecided/ Unsure	Disagree
It is important for community members to learn about tourism planning and management.	69 (97.2%)	1 (1.4%)	1 (1.4%)
Community members should be encouraged to take on leadership roles in tourism planning committees.	69 (97.2%)	0	2 (2.8%)
Successful tourism development requires participation of everyone in the community when making tourism related decisions.	68 (95.8%)	0	3 (4.2%)
Decisions made about tourism in my community should only involve community members that work in tourism.	7 (9.9%)	1 (1.4%)	63 (88.7%)

As seen in Table 1, residents of Wotten Waven strongly agree that community members should be involved in the planning stages of tourism in their community. The majority of respondents (97.2%) agreed that, “It is important for community members to learn about tourism planning and management”. Similarly, when given the statement “Community members should be encouraged to take on leadership roles in tourism planning committees”, 97.2% of the respondents agreed. When presented with the statement “Successful tourism development requires participation of everyone in the community when making tourism related decisions” the majority (95.8%) agreed. Finally, when given the statement “Decisions made about tourism in my community should only involve community members that work in tourism” the majority of respondents (88.7%) disagreed.

5.2.2 Distribution of Benefits

Another critical element of community-based tourism is ensuring that the benefits derived from tourism are distributed amongst a number of communities (Alexander-James, 2009). According to Ms. Alexander-James, “One of the main problems of tourism, is the distribution. How do you distribute the wealth that is gained from tourism? If you do not have other rural communities involved, you only have it concentrated in one place.” As discussed by Bellot (2009),

“...there was a period where the tourism was concentrated in Roseau and the communities were not involved. So the tourists come, get on the bus and go to Trafalgar, they visit the falls and go back. While the community of Trafalgar was not part of it at all, nobody got anything out of it.”

For the island of Dominica, by decentralizing the wealth from tourism through wider distribution of benefits, the tourism sector will have the capability to impact at the national level (Interviewee #10, 2009). The Dominican household structure enhances the domino effect of the financial benefits as well. For example, the beach facility community tourism project in the village of Mero has resulted in substantial economic benefits for the community.

“It really impacts on whole families, say for example one person is employed or be responsible for cleaning the beach, that person’s family may be 6+, the monies they receive come straight back to their family, so it really impacts on a number of persons within the community” (Dublin Prince, 2009).

5.2.3 Capacity Building

For Dominica, the notion of capacity building is a double-edged sword for community-based tourism. More specifically, lack of capacity is a challenge that communities face, yet community-based tourism has the potential to provide

opportunities for communities to increase their capacity through training and assistance, when available.

Lack of capacity of communities in terms of business skills, leadership, and ownership was identified by a number of key informants (Alexander- James, 2009; Dublin Prince, 2009; Bellot, 2009; Esprit, 2009). For example,

“I think the main challenge for the future of community tourism again is, the communities being able to have the capacity to manage, and the capacity to participate. Not only that, but to also market, to promote and market their thing, so that they are independent of the large stakeholders” (Bellot, 2009).

However, these challenges vary in gravity since business skills can be acquired through training and technical assistance (Alexander-James, 2009).

In relation to leadership, a critical factor for a successful community-based tourism project is the presence of a ‘champion’ group. As discussed by Mr. Martin (2009) in reference to the community tourism project in Giraudel/Eggleston, “the single most critical factor actually, is the presence of a champion group in the community, it could not work otherwise. If we didn’t have the Giraudel Flower Growers Group, we could not have done this”. In addition to leadership, a recurring challenge was ownership. It is often difficult for communities to move away from depending on the Ministry of Tourism to manage and market the project once it has been handed over to them (Alexander-James, 2009). However, again, this is something that the Ministry of Tourism has been trying to assist the communities with over the past few years, with training in areas of leadership and business skills as well as cross-cutting issues such as marketing, customer service, and environmental management (Esprit, 2009). This increase in training was also evident in responses to the resident questionnaire survey. A strong majority (85.9%) of residents

in Wotten Waven agreed with the statement “Tourism development in my community has lead to an increase in training available for people in the community”.

5.2.4. Partnerships

Finally, partnerships were discussed as playing an integral component to successful community-based tourism development at both the national and community level. Collaborative relationships are evident through a variety of multi-sectoral linkages. At the national level, community-based tourism development requires the co-operation of a number of government ministries including the Ministry of Agriculture, Fisheries and Forestry, as they are responsible for the national parks and tourism sites and attractions; Ministry of Community Development, Culture, Gender Affairs and Information, as extensive community involvement is critical; Ministry of Education, Human Resource Development, Youth Affairs and Sports for relationships with the State College for educating youth and tourism service training; Ministry of Finance, Social Security and National Security for financial assistance; and Ministry of Health and Environment to ensure environmental conscientiousness in all tourism activities (Interviewee #10, 2009).

At the community level, community tourism projects have been most successful when partnerships were formed between community members with varying skills. For example, when the project in Mero began the Mero Enhancement Committee purchased goods from the farmers and fishers, and other community members with serving skills were involved in a snackette and bar as well as two other vending units (Dublin Prince, 2009). As the project progressed more community members became involved in hair braiding and other activities (Dublin Prince, 2009). Additionally, partnering with tour operators appears to be a successful strategy to obtain access to the tourism market

through an established business. The Giraudel/Eggleston Community Gardens Culinary Tour partnered with Whitchurch Travel Agency and established an arrangement to ensure a carrying capacity for the tour as well as an amount of compensation that was agreed upon by those community members involved (Martin, 2009). Sensitivity in partnerships is also critical, as Mr. Martin stated, “They can partner with agencies in the private and public sector, but they must never really give up control of their product, because they are the product.”

In summary, community involvement, distribution of benefits, capacity building, and partnerships were identified as key components of successful community-based tourism in Dominica.

5.3 Tourism Impacts on Livelihood Assets

5.3.1 Residents’ Perceptions of Tourism Impacts in Wotten Waven

Demographic Characteristics of Respondents

Seventy-one residents of the village of Wotten Waven responded to the questionnaire survey administered by the researcher. The sample included an approximately equal number of men (n=35) and women (n=36). The age of respondents was determined using age categories. More than half of the respondents were between the age of 35 and 64 (55%), with fewer between the ages of 18 and 34 (35.2%) and even fewer over the age of 64 (9.8%). The majority of the sample has lived in the village for all of their life (57.7%) or most of their life (25.4%). The highest level of education obtained by the most villagers was primary school (40.8%), with some having completed secondary school (19.7%), and an almost equal number completing state college (18.3%). Cross-tabulations and a chi-square test revealed that there is a statistically significant

difference between sex and whether the respondent had a job in tourism. There were however, no significant differences in responses for the rest of the variables between sex, age groups, education levels, or number of years lived in the village, thus all variables were analyzed collectively (see Appendix H).

Table 2: Demographic Characteristics of Sample

		Percent Frequency (%)
Sex	Male	50.7
	Female	49.3
Age	18-24	16.9
	25-34	18.3
	35-44	29.6
	45-54	25.4
	55-64	5.6
	65 or over	4.2
Highest Level of Education	None	7
	Some primary	4.2
	Primary	40.8
	Some secondary	5.6
	Secondary	19.7
	Higher than secondary	22.5
Years Lived in the Village	Less than 5 years	7
	6-10 years	5.6
	11-15 years	4.2
	Most of my life	25.4
	All of my life	57.7

Direct Benefits of Tourism: Employment

Thirty-two respondents (45.1%) earned their income through tourism, while thirty-nine respondents (54.9%) did not have a job in the tourism sector. Cross tabulations and chi-square tests revealed no differences between respondents who earned their income through tourism and those who did not (see Appendix H). The responses of villagers who did not have a job in tourism were categorized into a number of different employment sectors. Although a greater proportion of the sample did not have a job in tourism, the greatest number of respondents were employed in the tourism sector when compared to

other sectors. In terms of indirect benefits of tourism, 61% of villagers said that they did not think that there were any other personal benefits of tourism other than employment. Those who did feel there were benefits other than employment included reasons relating primarily to benefiting from other people's tourism-related income. The Dominica household structure likely contributes to the above results, with income contributors including both immediate and extended family. Although less than half of the village is directly employed by tourism, most villagers are connected in some way to tourism (for example through income earned through other members of their household).

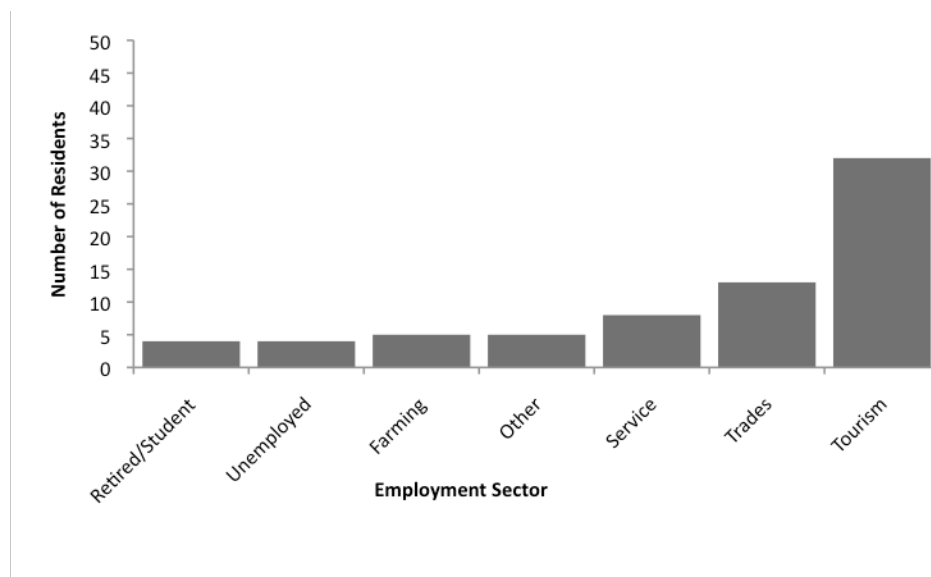


Figure 13: Employment in Wotten Waven: Sector Comparison.

Residents' Perceptions of Tourism Impacts on Livelihood Assets

Included in the questionnaire survey were statements addressing positive and negative impacts of tourism on livelihood assets (economic/physical, social, natural, human and institutional). The results have been categorized accordingly.

Table 3: Residents’ opinions on perceived tourism impacts on economic and physical assets.

Statement	Agree	Frequency Count	
		Undecided/ Unsure	Disagree
I like tourism because it brings new income to my community.	71 (100%)	0	0
My community is dependent on tourism to meet their daily needs.	47 (66.2%)	3 (4.2%)	21 (29.6%)
Tourism has improved roads and buildings in the community.	51 (71.8%)	7 (9.9%)	13 (18.3%)
It is difficult to meet my daily needs when it is the low season in tourism.	28 (39.4%)	0	43 (60.6%)

Table 3 reveals very positive responses to the economic impact statements. When given the statement “I like tourism because it brings new income to our community”, all of the participants were in agreement (100%). The majority of respondents agreed (71.8%) that tourism had improved the roads and buildings of the communities. When presented with the statement “My community is dependent on tourism to meet their daily needs” opinions were more variant with 66.2% in agreement, 4.2% unsure/undecided, and 29.6% disagreed. Finally, more than half of the respondents (60.6%) disagreed with the statement “It is difficult to meet my daily needs when it is the low season in tourism”, while 39.4% agreed.

Table 4: Residents’ opinions on perceived tourism impacts on social and natural assets.

Statement	Agree	Frequency Count	
		Undecided/ Unsure	Disagree
Tourism has increased the amount of cooperation in my community	56 (78.9%)	7 (9.9%)	8 (11.3%)
Tourism has caused conflict among community members.	25 (35.2%)	5 (7.0%)	41 (57.7%)

Tourism helps to preserve the natural environment in my community.	66 (93.0%)	3 (4.2%)	2 (2.8%)
Tourists damage the natural environment when they visit my community	1 (1.4%)	2 (2.8%)	68 (95.8%)

Perceived social impacts were less obvious than those for economic and physical impacts.

When given the statement “Tourism has increased the amount of cooperation in my community”, the majority of respondents (78.9%) agreed, 9.9% were unsure/undecided, and 11.3% disagreed. Interestingly, when presented with the statement “Tourism has caused conflict among community members”, 35.2% were in agreement, 7.0% were undecided/unsure, and 57.7% disagreed with the statement. There appears to be less consensus of whether tourism has enhanced social assets in the community or has contributed to more conflict in the community. Frequently, when respondents answered this question, their agreement with tourism causing more conflict was in reference to vendor conflict. In contrast, perceived impacts on natural assets were undisputed. The majority of respondents (93.0%) agreed that tourism helps to preserve the natural environment and 95.8% disagreed with the statement “Tourists damage the natural environment when they visit my community”.

Table 5: Residents’ opinions on perceived tourism impacts on human and institutional assets.

Statement	Agree	Frequency Count	
		Undecided/ Unsure	Disagree
Tourism development in my community has lead to an increase in training available for people in the community.	61 (85.9%)	6 (8.5%)	4 (5.6%)

Tourism has increased the level of participation of community members in decision-making in my community.	59 (84.3%)	8 (11.4%)	3 (4.3%)
Changes in my community are decided by community leaders without consulting community members.	13 (18.6%)	7 (10.0%)	50 (71.4%)
Community members have been consulted in the planning process of tourism project in my community.	61 (85.9%)	5 (7.05%)	5 (7.05%)

The majority of respondents (85.9%) agreed that, “Tourism development in my community has lead to an increase in training available for people in the community”. In terms of community involvement in decision-making in the community the majority of participants (84.3%) responded positively to the statement “Tourism has increased the level of participation of community members in decision-making in my community”. Additionally, when given the statement “Changes in my community are decided by community leaders without consulting community members”, 71.4% disagreed and a substantial proportion of the respondents (18.6%) agreed. Similarly, when given the statement “Community members have been consulted in the planning process of tourism project in my community”, 85.9% agreed.

To gain a more in-depth understanding of perceived positive and negative impacts of tourism the questionnaire survey also included an open-ended question. Responses to this question were categorized according to the livelihood assets. Some of the responses from the villagers of Wotten Waven addressed general development and thus, a sixth category was created (See Figure 13). Of the identified positive impacts, it is evident that economic assets (38%) and human assets (25%) are perceived to be most enhanced by tourism in the community. On the contrary, when asked to state some negative impacts that tourism has on

their daily life, 73.2% of the sample responded that there were no negative impacts. Interestingly, of the 26.8% that stated negative impacts, the two most frequent responses were conflict among vendors (11.3%) and damage to the natural environment (8.5%).

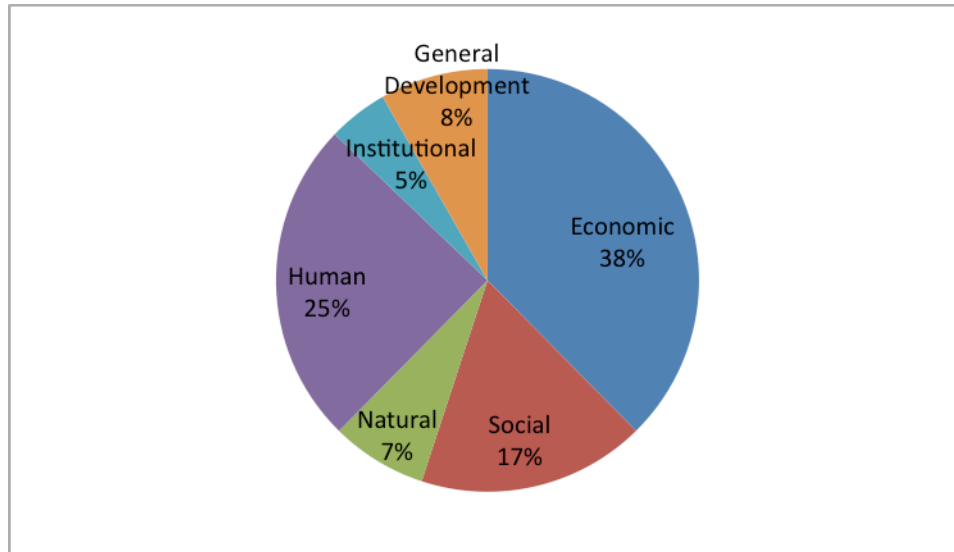


Figure 14. Positive impacts on the village of Wotten Waven as a result of tourism.

General attitudes towards tourism impacts, as well as attitudes towards changes in the community and tourism planning were also addressed through Likert scale statements in the questionnaire survey. The majority of the respondents (94.4%) agreed that the positive impacts from tourism outweigh the negative impacts. When given the statement “Tourism has changed the traditional ways of my community”, 53.5% were in agreement, 4.2% undecided/unsure, and 42.3% in disagreement. For respondents that agreed with this statement it was often eluded that these changes were more often good changes than bad changes. Finally, 93.0% of the respondents were happy with the changes that have occurred in their community that have been a result of tourism. Residents’ reasons for feeling happy with the changes are displayed in Figure 15. In terms of attitudes towards tourism planning,

when presented with the statement “When planning for tourism development the future needs to be considered”, 98.6% were in agreement.

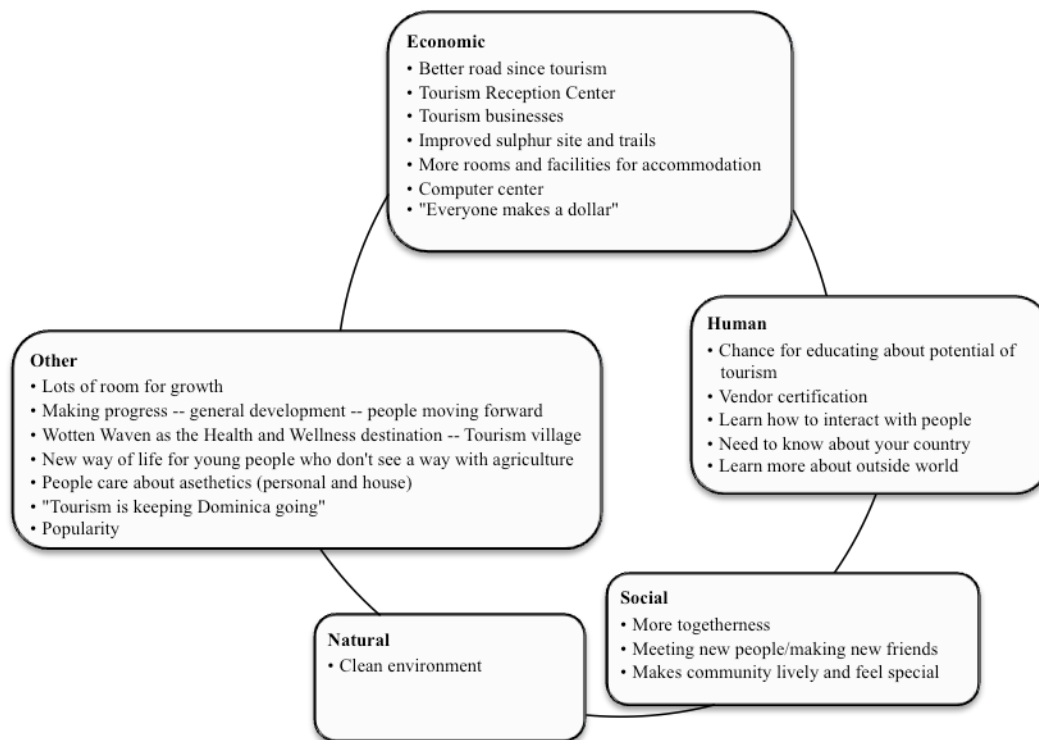


Figure 15: Residents’ reasons for feeling happy about tourism-related changes in their community.

Community-based Tourism Impacts: Examples from Dominica

Key informant interviews revealed both potential and realized impacts of specific community-based tourism projects. The presence of the beach facility in the community of Mero has brought a number of positive impacts to the community including: income generating opportunities, the strengthening and development of organizational groups, a more active and lively community, a new sense of achievement for the community, youth

involvement through voluntary work towards their secondary school education, opportunities for new businesses, and habitat preservation for the iguana species in the area (Dublin Prince, 2009). Despite these positive impacts, a few negative impacts were identified including the issue of waste management and vulnerability to perennial hurricanes (Dublin Prince, 2009).

This past year, through the Giraudel/Eggleston Community Gardens and Culinary Tour, the two villages of Giraudel and Eggleston received approximately \$150 000 of new revenue; more money than what is earned through agriculture in most years (Martin, 2009).

“This was now money in addition to their regular income, because they didn’t stop farming to do tourism, because farming was the tourism product. In addition to that people now had a little more cash, so people were able to do improvements to their gardens, by hiring one or two persons to help work with them, so the money began to spread into the community”.

In addition to the money earned through the tour, a portion of the income from entrance fees at the Flower Show is used towards community development. For example, in 2004 money was used to help finance refrigeration at the local health care centre (CTO, 2008a).

Furthermore, this community tourism project enhanced organizational capacity within the community, improved infrastructure through a community recreational and training facility in the botanical gardens, encouraged environmental awareness, and increased knowledge of flora and cultivation of rare plants and trees (CTO, 2008a, p. 5).

In summary, the community-based tourism initiatives discussed above provide examples of ways in which individual’s livelihoods have been impacted by projects in their community. The examples demonstrate impacts on human assets such as capacity building, knowledge growth, and access to employment; natural assets through the preservation of natural resources as tourism is predominantly based on natural resources; social assets by

improving social networks and organizational bodies, and finally economic assets through the influx of new money to those employed and subsequently distributing this “wealth” to families and the community as a whole through reinvestment into community development. Impacts on institutional assets are less obvious in this research, however they are evident in the sense that community-based tourism is an example of communities coming together to develop tourism in the their community, sharing the benefits of tourism and wanting to take advantage of tourism dollars.

The next chapter discusses the implications of the findings presented in chapters four and five as it relates to the academic literature outlined in chapter two.

Chapter 6: Discussion

The empirical research in this study has sought to examine community-based tourism and the impacts that tourism has on communities from a livelihoods perspective, in the Commonwealth of Dominica. The following sections interpret the main empirical findings of the study and relate these findings to the relevant academic literature discussed in earlier chapters.

6.1 Defining Community-based Tourism: From Theory to Policy to Practice

Bridging the gap between practice and research is a challenge faced by many fields of study. For example, Harrison, Jayawardena and Clayton (2003) reported practical challenges for sustainable development in the Caribbean. They discussed challenges identified at the 2003 Worldwide Hospitality and Tourism Trends (WHATT) roundtable discussion in which the theme was ‘Sustainable Tourism Development: The Role of Researchers in the Caribbean’. The goal of the roundtable discussion was to “improve the dialogue between academics and practitioners and to make research more relevant to industry needs” (Harrison, Jayawardena, and Clayton, 2003, p. 294). As identified by participants of the roundtable discussion, there is disconnect between policy and practice,

“Several participants were concerned that although government policy documents articulate the need for sustainable tourism development, community participation, and a more equitable distribution of the benefits arising from tourism, this has not been realized in practice” (Harrison, Jayawardena, and Clayton, 2003, p. 295).

In contrast, this study’s examination of CBT in the Commonwealth of Dominica is an example of congruence between policy and practice. Whether it truly is an example of policy transitioning to practice is undetermined but Dominica proves to be a country that has placed

emphasis on ensuring union between national strategy and action. This assessment study, however, has not completely escaped the challenge of integrating theory, policy, and practice. It appears that the ambiguous nature of defining community-based tourism is not specific to the academic world.

After reviewing the literature, Goodwin defines CBT “as tourism owned and/or managed by communities and intended to deliver wider community benefit” (2009, p. 12). Similarly, according to Trejos and Chiang (2009), “The most widely accepted definition of CBT states that a high degree of control and a significant proportion of the benefits must be in the hands of those in destination communities” (p. 374). However, community-based tourism is a term that has been subjected to different interpretations in the academic literature and consequently there is no unanimous agreement on what it actually entails (Trejos and Chiang, 2009). Similarly in a study conducted by Goodwin and Santilli (2009) in which they reviewed 28 community-based tourism projects throughout the world deemed ‘successful’ by experts, it was concluded that “there is little consensus amongst the experts about the meaning of the concept, the concept should therefore not be used undefined” (p. 36). More specifically,

“Of the two most significant criteria used in the academic definition, community ownership and community benefit, only a quarter of respondents mentioned social capital and empowerment, although it was the most frequently first mentioned criteria. Only 1 respondent mentioned the other most frequently used academic criteria – collective benefits, suggesting that there is a major gap between the academic definition of the concept and the way it is used by practitioners” (Goodwin and Santilli, 2009, p. 19).

The main difference between academics and practitioners’ definitions of community-based tourism is the notion of control and degree of involvement. To practitioners in

Dominica, the premise of community-based tourism (CBT) means involvement from the whole community. However, the degree of involvement was not explicit in many definitions provided by key informant interviewees. In fact, the idea that communities must be in control of the CBT initiative appeared to be a significant implementation challenge for project coordinators in Dominica. Similarly, Goodwin and Santilli (2009) investigated community participation at both the inception and operation stages of a number of CBT initiatives. The researchers stated that,

“Participation is crucial to the formation of CBT initiatives as defined in the literature and whilst it is encouraging that communities participated in the majority of the projects surveyed, there was little suggestion that this was in fact the level of participation that allows for community management, without which the basic premise of CBT is undermined” (Goodwin and Santilli, 2009, p. 35).

In conclusion, the case of Dominica supports the concern “that consideration must be given to whether the issues that academics have been studying can be translated into models that are relevant to practitioners” (Harrison, Jayawardena, and Clayton, 2003, p. 297). More so, in order to measure the success of a community-based tourism project, there needs to be agreement on what constitutes a CBT project as well as what deems it successful.

Community-based tourism has tremendous potential to be a viable livelihood strategy for communities if implemented in an appropriate manner. At the government level in Dominica, community tourism is present in the current tourism strategy, however it not clearly defined in either the *Tourism 2010 Policy* or the *Tourism Master Plan 2005-2015*. Similarly, at the community level, key stakeholders of CBT have their own ideas of what community tourism entails, but these differ in the level of community involvement, ownership, and management. Consensus in defining community-based tourism would assist

in the accreditation and promotion of this approach to tourism throughout the island. There is a need for a clearly articulated definition of community tourism to aid in the awareness and endorsement of CBT at the community level. The following section addresses ways in which communities can learn from Dominica to successfully develop CBT.

6.2 Lessons from Dominica: Contributors to the Success of CBT Initiatives

“Community-based tourism has, for over three decades, been promoted as a means of development whereby the social, environmental and economic needs of local communities are met through the offering of a tourism product” (Goodwin and Santilli, 2009, p. 4.). Furthermore, “the success of a CBT project ideally aims at the generation and equitable distribution of surplus revenue, the success of which has been associated with internal collaboration, external partnerships, safe access to locations and effective leadership” (Trejos and Chiang, 2009, p. 374). The island of Dominica provides a number of examples that demonstrate ways in which a small island developing nation has brought community tourism to the forefront of the national tourism agenda. While it began implicitly many years ago through non-governmental organizations and community initiatives, in recent years it has expanded and become an explicit part of the national development strategy. For example, community tourism is “regarded as a significant tourism product development potential for Dominica and one that fosters benefits for communities, when implemented in a sensitive and inclusive manner”. (Government of Dominica, 2006, p. 6). Positioning community-based tourism as a way to diversify the tourism product has effectively provided valuable lessons to be learned from Dominica.

Firstly, given that the majority of Dominica's tourists are cruise excursionists, the majority of community-based tourism projects are excursion-related activities. For example, CBT projects include: the beach facility in Mero, the Culinary Garden Tour in Giraudel/Eggleston, and the Indian River Tour in Portsmouth. One of the goals for community tourism in Dominica is to provide access to the main tourism market for rural communities that are otherwise isolated. CBT projects in Dominica have been fashioned to target the largest growing market of tourists –cruise ship passengers.

Community-based tourism in the form of an excursion activity overcomes a major criticism of community-based tourism. Mitchell and Muckosy (2008) discussed in an opinion paper for the Overseas Development Institute that there are two main problems with CBT that hinder its ability to realize the potential benefits: poor market access and poor governance. These researchers referred to a project conducted by the Rainforest Alliance/Conservation International, which surveyed 200 CBT projects in the Americas and found that many accommodation providers had only 5% occupancy. Similarly, Goodwin and Santilli (2009) discussed that “the large majority of community-based tourism initiatives are based on the development of community-owned and managed lodges or homestays” (p. 4). This conclusion arose from the results of a research project, where they identified and analyzed examples of community-based tourism projects, which were identified by funders, conservationists and development workers as successful. These ‘experts’ identified 116 initiatives, however, data were received from only 28 of these projects. Of these 28, only 15 were considered CBT initiatives “in the traditional meaning of the word, being community owned/managed and with some element of collective benefits” (Goodwin and Santilli, 2009,

p.6). The global distribution of the case studies was as follows: Asia (5), Africa (6) and the Americas (4). Most of the CBT initiatives provide accommodation and activities, although two provide only activities. In summary, Goodwin and Santilli (2009) learned from their analysis of CBT case studies that CBT in the form of an excursion activity is more effective than providing accommodation, since “the community benefited far more when it provided an activity, their initiative required a much smaller investment than the investment in the lodge and provided significantly larger benefits” (p. 12).

Similarly in Dominica, the ‘best practice’ community tourism projects do not include accommodation as the focus of their tourism product. Instead, they provide an activity, which typically involves a tour. In the case of Mero, the community has established a beach facility, which has allowed them to provide a variety of services (i.e. food and beverage, renting beach chairs, and snorkel equipment). Excursion activities link visitors with a number of different services, thus distributing the benefits to a greater number of local people.

Secondly, CBT projects throughout the island deemed ‘successful’ by Dominican practitioners have formed partnerships with private tour operators and government agencies. As discussed by George and colleagues (2008) “partnership is becoming a powerful tool for implementing CBT policies more effectively” (p. 16). Public-private partnerships can help overcome several obstacles that would otherwise stand in the way of successful community-based tourism development (George, Nedelea, and Antony, 2008). More specifically, these researchers stated that,

“First, communities may not have the skills and experience in tourism management. Second, community tourism ventures take time to set up and require a process of intensive capacity building. Third, community tourism ventures may not be profitable when they are initiated” (George, Nedelea, and Antony, 2008, p. 16).

The case of Dominica provides excellent examples of the benefit of public-private partnerships. Collaborating with private tour operators and tourism businesses that have established customers connects rural communities to the tourist market (Forstner, 2004). Forstner (2004) discussed the challenge of market access for CBT ventures as well as the role of intermediaries in marketing rural tourism products. Four intermediaries were outlined in detail, including the private sector, the public sector, membership associations, and NGOs (Forstner, 2004).

Currently, the partnerships identified by CBT practitioners in Dominica are primarily between community-based organizations and the government, or local tour operators. The Ministry of Tourism and Legal Affairs has partnered with six communities, however the strength of these partnerships differs according to the capacity of the respective community-based organization. For example, technical support was provided to groups that did not have the leadership and management skills required to sustain the efforts initiated by the government. In other instances, the community-based organization may have the leadership skills but members of the group may be unfamiliar with the processes involved in the business of tourism. In these cases, emphasis is placed on improving their business-related capacity.

Additionally, both the Giraudel/Eggleston Community Gardens and Culinary Tour, and the Mero beach project collaborate with Whitchurch Tours as a means to access the cruise passengers that visit Dominica. This collaboration addresses the problem of market access, which appears to be a requirement for successful community-based tourism initiatives. The notion of partnerships in the context of marketing is also highlighted by the

case of Dominica. An important component of the government-funded assistance to community tourism projects was marketing and web site development. These websites have been built into the national tourism website to give communities some level exposure (Esprit, 2009). In relation to the role that membership associations and NGOs play in community-based tourism in Dominica, it appears that they are the driving forces behind many of the projects. However, it remains clear that partnerships between these community-based organizations and the public and private sector, are essential. The Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC) in collaboration with the Mountain Institute published a manual entitled “Community-based Tourism for Conservation and Development: A Training Manual” (2003). This manual also supports the importance of partnerships in the success of CBT, as it states that “It is through mutually beneficial relationships and alliances that participants can achieve efficiency in their operations, generate benefits and even lobby for enabling policies that support Community-based Tourism in the long-term” (RECOFTC and the Mountain Institute, 2003, p. 30-31).

Thirdly, community tourism projects in Dominica have made a concerted effort to maintain and promote local economic linkages. As an approach to enhance community involvement, communities in Dominica have tried to provide opportunities for members from all different sectors (i.e. fishing, agriculture, service, construction) to participate in the tourism product that they offer. This notion of building linkages with the local economy is very important to ensure wider distribution of benefits accrued from tourism. Ashley and colleagues provided ideas for good practice in making tourism count for the local economy of the Dominican Republic (2005). The premise of their report was building linkages

between tourism and the local economy through bringing local producers into the supply chain, building links with local farmers, and excursions involving local people and products (Ashley et al., 2005). Similarly, Trejos and Chiang (2009) discussed that “in order to maximize the benefits of tourism development for rural communities, ways must be found to increase the utilization of local food products and, where feasible, agriculture” (p. 373). These researchers investigated the local economic linkages generated by a CBT project in rural Costa Rica and evaluated the hypothesis that CBT enterprises generate small economic linkages that can spread to the wider community. Prior research by Trejos in 2008 reported similar local linkages within CBT in Costa Rica as was found in Dominica. These linkages included, “backward linkages involving agricultural and food products as well as local services (such as laundering) and forward linkages involving boat trips, food stalls, horse rides, medicinal plant gardens and orchards” (Trejos, 2008, p. 379).

Finally, the assessment study of Dominica demonstrates that community-based tourism is a viable livelihood enhancement strategy without completely replacing existing livelihoods. As found by Trejos and Chiang (2009) “The goal of CBT... is for tourism to complement but not displace traditional agricultural activities” (p. 379). In the context of Dominica, the village of Wotten Waven was an example of a community that has a strong tourism presence but is not completely dependent on tourism. Approximately half of the village is employed in the tourism sector however, residents did not feel that their community was dependent on tourism. Interestingly, feelings of dependency did not differ according to residents’ employment. For example, those employed in the tourism sector did not necessarily feel that their community was dependent on tourism. However, many residents

also discussed how the village was becoming a ‘tourism village’. Thus, if tourism left, many would be left unemployed and the economy ultimately would suffer. Traditionally, Wotten Waven has been an agricultural village. Today, many continue to maintain their crops and sell produce at the Saturday market in Roseau. This finding is similar to the village of Shanmei, Taiwan, the case study site of the research conducted by Tao and Wall (2009). According to Tao and Wall (2009) “even though not every villager in Shanmei is involved in tourism business, the majority have links to tourism in one way or the other, whether directly or indirectly, so it enhances their well-being” (p. 97). Similarly, Forstner (2004) stated,

“As emphasised by the sustainable livelihoods approach, rural households cannot depend on agricultural production as the sole source of income but have to explore additional livelihood options. Involvement in CBT may thus help to create sources of revenue that complement other income-generating activities but may also strengthen these alternative livelihood options” (p. 499).

In summary, the case of Dominica provides examples of community-based tourism in practice. Despite the abundant academic literature on the theory of community-based tourism, there remain very few studies of the actual contribution of CBT to community livelihoods (Goodwin and Santilli, 2009).

6.3 Tourism Impact Assessment from a Livelihoods’ Perspective

This research sought to assess tourism impacts from a livelihoods perspective. According to Tao and Wall, “a focus on livelihoods offers a useful perspective on whether tourism can enhance people’s benefits and helps to identify the wide range of consequences – direct and indirect, positive and negative –that matter to them.” (2009, p. 146). A handful of researchers have explored ways in which tourism impacts the livelihoods of individuals

residing in a community with tourism. Currently, there are limited studies that have addressed the integration of the sustainable livelihoods approach with tourism (Shen, Hughey, and Simmons, 2008). The Sustainable Livelihoods Framework for Tourism (SLFT), proposed by Shen and colleagues (2008), was designed to address this gap in the literature. This assessment study provides a practical example of efforts to integrate the sustainable livelihoods approach with tourism by exploring the applicability of the SLFT to community-based tourism in Dominica.

In Dominica, tourism has had a number of impacts on rural livelihoods in communities that have otherwise depended on agriculture and fishing. Examples from the communities of Giraudel and Eggleston, Mero, Wotten Waven, and Portsmouth have shed light on community tourism projects that have had both potential and realized impacts on all of the livelihood assets outlined by Shen and colleagues (2008). The impacts that were identified by Dominicans were parallel to those documented in other studies that have assessed tourism impacts on individuals' and communities' livelihoods. In the village of Wotten Waven, the majority of residents perceived tourism to improve roads and buildings, increase the amount of cooperation in their community, preserve the natural environment in their community, increase the level of participation of community members in decision-making in the community, and increase the training available for people in the community.

Ashley (2000) summarized the main impacts of tourism on people's assets in two rural communities in Namibia. These impacts included tourism earnings reinvested into livestock and agriculture; training and skill development; enhanced collective management and incentive to work together; stronger social organization for tourism management; and in

the long term, equity. The assessment study of Dominica revealed similar impacts of tourism on the village of Wotten Waven. Residents felt that tourism provided significant economic impacts by providing new income for villagers, improving infrastructure (spas, buildings, and guesthouses), and investment in businesses. Akin to Ashley's study (2000), residents in Wotten Waven perceived tourism to give training opportunities in tour guiding and business management; provide opportunities for improving communication, leadership and management skills; and enhanced community pride in caring for the community.

In 2007, Simpson presented a structured integrated assessment approach to assess the impacts of tourism initiatives that claim to deliver net livelihood benefits to communities. The researcher applied this approach in two case studies in Maputaland, South Africa. The results suggested positive impacts of tourism initiatives on community and livelihood assets similar to those found in the assessment study of Dominica (Simpson, 2007). For example, positive impacts on economic assets include employment earnings and infrastructural improvements (school building and community building). Human assets were enhanced by training and skills development as well as through the provision of casual labour opportunities (Simpson, 2007). Finally, Simpson (2007) reported positive impacts to social and natural assets, which included strengthened social coherence and nature conservation, respectively. Examples of community-based tourism in Dominica demonstrate similar positive impacts including employment earnings, opportunities for training and skills development and job creation (either directly or indirectly related to tourism). Opportunities for self-employment were appreciated by many women in the village, as obtaining certification to be a vendor at the Sulphur Spring site provided employment that they

previously did not have. Villagers also understand that much of the village's attraction is the natural environment. Thus, similar to Simpson's study (2007), residents felt that tourism has helped in preservation of their natural surroundings.

The assessment study of Dominica provides the necessary empirical evidence to contribute to the evaluation and improvement of the applicability of Shen and colleagues' proposed Sustainable Livelihoods Framework for Tourism (2008). Villagers of Wotten Waven identified positive impacts, which were easily categorized by the five livelihood assets (economic, social, human, natural, and institutional) retrieved from the Sustainable Livelihoods Framework for Tourism (Shen, Hughey, and Simmons, 2008). However, not all of the impacts that were discussed by villagers fit into the five assets. These impacts dealt with general development in the community as a result of tourism. For example, residents referred to improved livelihoods of people, increased number of visitors coming to the village, greater awareness of the village throughout the island, and general development of the community and the country as a result of tourism. The 'left over' impacts that did not fall under any of the five livelihood assets demonstrate the difficulty of applying a theoretical model in a practical setting. However, what makes the livelihoods' perspective valuable is that it is adaptable and sheds light on other aspects of individuals' wellbeing that has traditionally been overlooked by tourism impact studies.

This research was influenced primarily by the livelihood asset component of this framework, however interpretation of the findings from this assessment study revealed similarities to other key features of the tourism livelihood system presented by Shen and colleagues (2008). For example, these authors stated that,

“In a tourism livelihood system, strategies are activities that people undertake to achieve their livelihood goals, consisting of tourism-related activities (TRAs) and nontourism-related activities (NTRAs). In a tourism destination, local people typically rely on diverse income sources rather than only one livelihood activity. A livelihood portfolio can therefore be tourism related as well as nontourism related.” (Shen, Hughey, and Simmons, 2008, p. 27-28)

The livelihood strategies employed by Dominicans that participated in this study demonstrate the diverse nature of a livelihood portfolio, relying on a variety of TRAs and NTRAs.

Community-based tourism in Dominica has increased villagers’ access to tourism-related activities by creating a tourism product from the daily activities of communities.

Consequently, traditional activities are not replaced by tourism-related activities, however villagers can receive the benefits associated with tourism. For example, the successful CBT project in Giraudel/Eggleston thrived off the gardening and flower growing of community members. Similarly, the community tourism project in Bellevue Chopin stems from the organic agricultural practices in the community. Furthermore, community-based tourism requires a combination of TRAs and NTRAs and fits very well with diverse livelihood portfolios.

Additionally, the current institutional arrangements existing in Dominica have been greatly influenced by the growing interest in tourism development throughout the island. Interestingly, in the case of Dominica, the vertical institutional arrangements have been reshaped to a greater extent than the horizontal institutional arrangements. For example, the tourism entity responsible for marketing, policies, and product development, was reshaped from the National Development Corporation to the Discover Dominica Authority. This new tourism entity established the Tourism Regulations and Standards Act, which outlined the

necessary requirements to be granted a ‘Tourism Licence’ for a number of different tourism sectors (ie. accommodation, food and beverage, taxi drivers, vehicle renting, tour guides, etc). For the village of Wotten Waven, these regulations meant that any individual who wanted to sell items at the local sulphur site required vendor certification. Changes to policies and regulations have directly impacted local livelihood outcomes and choices in Dominica by enhancing individuals’ access to livelihood assets.

In contrast, tourism has not changed the horizontal institutional arrangements in Dominica to the same extent. Shen and colleagues stated, “Horizontally, tourists, external investors and NGOs move into the destination and change the local institutional structures” (Shen, Hughey, and Simmons, 2008, p. 27). To date, the island has resisted large-scale foreign investment in their tourism industry, which has contributed to the high degree of local ownership of tourism businesses. Similarly, the tourists that visit the island have not noticeably changed the local institutional structures. This is largely due to the type of tourists that spend significant time on the island, as they are typically culturally and environmentally sensitive and strive to leave minimal impact on the places and people they visit.

Seasonality is persistently a challenge that tourism destinations are faced with, contributing significantly to the vulnerability context of tourism development. This research revealed that Dominicans are aware of the fluctuating visitor numbers throughout different seasons, however it does not appear to greatly impact their livelihood outcomes. In the village of Wotten Waven, the majority of respondents did not feel that it was difficult to meet their daily needs during the low season of tourism. Livelihood diversification was identified as a coping strategy for many individuals employing a tourism livelihood strategy. More

specifically, the impact of the addition of community tourism projects on villagers' seasonal vulnerability was community-specific. For example, from this research it can be assumed that participation in community tourism may in fact reduce villagers' seasonal vulnerability, as individuals are less reliant on tourism and their involvement in community tourism merely adds to their regular income.

In terms of the role of trends and shocks within the vulnerability context of tourism development in Dominica, the trend of increased interest in ecotourism and cultural tourism places Dominica in a favourable position. However, increased investment in tourism infrastructure in many communities contributes to an increased vulnerability to infrastructural damage as a result of environmental shocks such as hurricanes.

The 'tourism livelihood outcomes' feature of the Sustainable Livelihoods Framework for Tourism is complex and this research did not specifically investigate economic, social, institutional, and environmental development indicators to assess the sustainable nature of these outcomes. However, guided by Shen's (2009) SLFT indicator matrices, it can be concluded that this research did reveal that Dominicans perceive tourism, as well as community tourism (in communities where established) to contribute to positive livelihood outcomes. Economically, tourism in Dominica has contributed to increased incomes, improved tourism-related infrastructure, more job opportunities, and diversified local people's livelihood strategies. Socially, tourism has enhanced social networks within communities participating in tourism by creating a sense of togetherness through community tourism projects. Environmentally, tourism has maintained if not enhanced, Dominica's unique natural resources. Finally, community involvement in tourism has been mediated by

national, regional and community-based institutional arrangements. There is a greater awareness for participation in decision-making and the tourism development process as a whole.

Ultimately, there is a need for a community-based tourism framework that is applicable in practice. If the primary goal of community-based tourism is local control and management of the venture, then efforts should be made to design a comprehensive framework for community leaders and organizations that not only aids in the development of community-based tourism initiatives but also in the monitoring and evaluation after implementing the project. This research identified that the capacity of communities is not necessarily as sophisticated as what is needed to successfully sustain their projects without assistance. Thus, it would be most efficient if communities were involved in the creation of this framework, as opposed to being created by the government or policy level. Included in this framework should be a defined set of criteria as to what community-based tourism projects entail, how to measure the impacts that the project has on a community, and what deems them 'successful'. As discussed by Goodwin and Santilli (2009), there is also inconsistency in measuring the success of community-based tourism. Currently, there are a small number of handbooks that have been put together by development organizations (i.e. the *Community-based Tourism for Conservation and Development: A Training Manual* published by RECOFTC and the Mountain Institute in 2003). However, there is no single guiding handbook to which practitioners can turn.

This research demonstrates that the livelihoods asset pentagon component of the Sustainable Livelihoods Framework for Tourism (SLFT) has the potential to be a useful

organizational tool for investigating community members' perceived impacts of tourism as a whole. Its simplicity in comparison to the entire SLFT makes it user-friendly yet insightful. It aids in gaining a livelihoods perspective, which provides greater depth than the social, economic, and environmental focus typically employed when examining tourism impacts. More specifically, this research has demonstrated that community-based tourism can have significant impacts on human assets, which would otherwise be overlooked had a livelihoods perspective not been taken.

The Sustainable Livelihoods Framework for Tourism is limited in practice as “each concept contains large information needs which required collection and examination” (Shen, 2009, p. 89). Application of the entire framework requires exhaustive resources, both financial and time. Of greater difficulty in relation to its applicability to community-based tourism specifically, is the application of the institutional asset, defined as,

“providing for people's access to tourism markets, tourism benefits sharing and access and participation in the policy-making process, and the extent that people's willingness is reflected in political decisions to achieve better livelihood outcomes” (Shen, Hughey, and Simmons, 2008, p. 27).

Interestingly, the guiding principles of community-based tourism are aligned with the definition of this new asset. The SLA suggests that tourism as a livelihood strategy enhances access to the livelihood assets. Thus, in line with this, community-based tourism as a livelihood strategy should provide full access to institutional assets, ultimately defeating the purpose of the inclusion of this newly added asset. If this is the case, then the ‘livelihoods pentagon’ of the sustainable livelihoods framework for tourism is not the best tool for analyzing community-based tourism initiatives, in its current form. This assessment study

however, suggests the inclusion of a ‘community asset’ as opposed to an ‘institutional asset’, which addresses community development as a result of community-based tourism and analyzes the degree to which revenue from the CBT initiative is being integrated back into the community.

The following chapter provides a synopsis of the research presented in this thesis. The findings of this exploratory assessment study have led to conclusions and recommendations that will also be discussed in chapter seven.

Chapter 7: Recommendations and Conclusions

This final chapter summarizes this thesis as it relates to the objectives set in the first chapter. Recommendations are provided based on the findings of this research, including suggestions for future research directed to broaden the knowledge gained from this study. Finally, conclusions are drawn from the findings discussed in chapters four and five.

7.1 Thesis Synopsis

This research employed an exploratory assessment study research method to investigate community-based tourism in the Commonwealth of Dominica from a livelihoods perspective. The first objective of this research was to assess the approach to the development of community-based tourism on the island of Dominica. Analysis of the *Tourism 2010 Policy*, the *Tourism Master Plan 2005-2015*, and key informant interviews revealed that community-based tourism is a valued component of the national tourism strategy. At the government level, implementation of community-based tourism initiatives began through the Ecotourism Development Program (ETDP) in 2003. Currently, through the support of the Tourism Sector Development Program (TSDP), an extension of the ETDP, many communities throughout the island have received assistance including infrastructural improvements, as well as technical assistance in marketing, skills development, and training.

The second objective of this research was to analyze residents' perceptions of the impacts that tourism has on their community from a livelihoods perspective. The village of Wotten Waven is one of the communities that has collaborated with the TSDP, and at the time of this research was in the beginning stages of developing their community tourism

project, the Sulphur River Tour. Questionnaire surveys with seventy-one residents of Wotten Waven, demonstrated that the impacts of tourism are perceived in a favourable manner. Additionally, the ‘livelihood assets’ pentagon presented in the Sustainable Livelihoods Framework for Tourism (Shen, Hughey, and Simmons, 2008) appears to be an effective organizational tool for assessing the impact of tourism on communities.

The third objective was to evaluate the degree of success (or failure) of community-based tourism development in Dominica. This was accomplished by comparing the results of this study with findings in the literature of community-based tourism initiatives throughout the globe. The types of CBT projects in Dominica appear to contribute to the current success of CBT in Dominica. For example, these projects are primarily excursion activities that collaborate with private tour operators in order to access the established tourism markets. However, only a handful of projects have been launched for a long enough period to be able to make conclusive statements regarding their long-term success.

7.2 Research Implications

This research revealed a practical example of community-based tourism development, addressing a prevailing criticism from academics, that information available about CBT is anecdotal, subjective, lacks quantitative data and analysis, and is reported in non-peer-reviewed sources (Kiss, 2004, p. 232). The findings from this study add to the consolidation of a set definition of community-based tourism by providing practitioners’ insight into the application of community-based tourism in the field. Furthermore, information garnered through this study can be used by researchers investigating community-based tourism and assist in bridging the gap between theory and practice. This assessment study highlights

important topics within the field of community-based tourism that should be considered by researchers in order to make research more relevant to the industry's needs.

Additionally, this research took a different approach to assessing tourism impacts. It provides empirical support for the use of the livelihood asset pentagon as an organizational tool for tourism impact assessment. This research revealed that tourism in Dominica has impacts on livelihood components that do not fall under the areas of economic, social and environmental impacts. Thus, this study provides support for the value of investigating tourism impacts in a holistic manner to include human and institutional impacts.

The implications of this study expand further than the academic world. More over, the findings of this research have implications on Dominican CBT practitioners and villagers, which can also be applied to other developing country contexts. This research revealed that community-based tourism in the form of an excursion activity, developed through partnerships to ensure local economic linkages, contributes to the 'successful' nature of CBT projects in Dominica. Highlighting these factors provides lessons for communities in Dominica that want to be involved in developing a community tourism product, and for other countries who would like to distribute the benefits of tourism to rural communities.

This research also revealed that community ownership of CBT projects is a challenge faced by community leaders in the implementation of community tourism projects. Furthermore, the existence of a 'champion' within the community to spearhead the CBT project is important for the project's success. Awareness of these challenges should encourage community-based organizations and NGOs to continue building the capacity of

rural communities to take ownership of their tourism products and to build partnerships with other communities, as well as the private and public sectors.

7.3 Recommendations

Based on the findings and implications of this research, the following section outlines a number of recommendations for the island of Dominica and future research.

National Level Recommendations:

1. *To establish a national organizing body for Community-based Tourism in Dominica.*

This research revealed that there are many community-based tourism initiatives on the island, but the island lacks a cohesive organizational body to facilitate communication. An organization would provide an opportunity for CBT stakeholders to reflect on their experiences and provide a forum for communities to learn from others' success.

2. *Create a list of criteria for the implementation of CBT projects.* A designated list of criteria for CBT projects should be established through focus group sessions with CBT stakeholders. Included in this should be a list of criteria as to what Dominican practitioners deem a 'successful' initiative. Building on this idea, there is a need for a community-based tourism framework for monitoring and evaluating projects once they are implemented.

Community Level Recommendations:

1. *Tourism stakeholders should focus on the Waitukubuli National Trail Project (WNTTP) to spearhead community-based tourism initiatives.* As discussed, the WNTTP will provide access to a number of villagers throughout the trail segments (See

Appendix D). Attention should continue to be placed on capacity building within communities surrounding the trail to maximize the potential benefits that could be accrued from this new national tourism product.

2. *Wotten Waven vendors should diversify the products sold at their stalls.* Currently, there is little diversity in the products that are sold by vendors at the Sulphur Spring site. Most vendors buy their products in Roseau and sell them at an inflated price. Emphasis should be placed on developing local (from the village) products and expanding the type of products that are sold.
3. *Bridge the gap between the Committee and Community.* Ownership of community tourism projects was identified as a common problem in the success of CBT projects. The idea that the projects belong to the committee (the community-based organization responsible for the conception of the project) rather than the community was a deterrent to consistent involvement from the villagers.

7.4 Future Research Directions

This assessment study brings attention to the island of Dominica, an island that is often cast under the shadows of more developed and better known Caribbean destinations. The research presented in this thesis addresses a number of gaps that exist in the academic literature. However, there remains a need to explore in greater detail, practical case studies of community-based tourism.

This research did not examine in detail the impacts that community-based tourism has on the village of Wotten Waven. In order to assess the sustainability and success of a CBT project, longitudinal studies of its livelihood impacts should be carried out. Currently, there

are a number of projects that have been running for up to 5 years in Dominica, which would be ideal study areas. Furthermore, it would be beneficial to conduct a similar questionnaire survey with residents of the villages that have had community tourism projects existing for some time, to measure specifically the perceived impacts of community-based tourism on their livelihoods.

Beyond the scope of this research was the complete application of Shen and colleagues' (2008) Sustainable Livelihoods Framework for Tourism (SLFT). Instead, this research focused on the livelihood assets incorporated in the SLFT. The findings of this research suggested that the newly added institutional asset component of the pentagon does not apply well to community-based tourism. Further research could explore this in greater depth, and evaluate the possibility of a 'community asset' that would address individual's access to community development through a community-based tourism livelihood strategy.

7.5 Conclusions

The main conclusion drawn from this study is that the island of Dominica is on a successful path for developing community-based tourism and it has the potential to yield a number of 'best practice' scenarios for the Caribbean region and the globe alike. Dominica needs to continue to share its experiences with the Caribbean Tourism Organization and use their publications as a forum to display their successes. Since Wilkinson's research in the early nineties, there has been little academic focus on Dominica in terms of tourism development processes. This research advises academics and practitioners, both abroad and on the island, to work together and learn from each other. For it is these partnerships that will help realize the true potential of community-based tourism on the island of Dominica.

Appendix A: List of Interviews

Interview #1: Clement Pierre-Louis (Project Coordinator, Wotten Waven Development Committee), July 20th, 2009

Interview #2: Anonymous (Wotten Waven Development Committee), July 23rd, 2009

Interview #3: Rudolph George (Chairman, Wotten Waven Development Committee), July 23rd, 2009

Interview #4: Albert Bellot (National Coordinator, UNDP GEF SGP), July 24th, 2009

Interview #5: Sobers Esprit (Tourism Technical Specialist, TSDP, Ministry of Tourism), July 27th, 2009

Interview #6: Roselyn Paul (Promotion and Community Animator, PMU for WNTP, Ministry of Agriculture, Fisheries and Forestry), July 29th, 2009

Interview #7: Marvlyn Alexander-James (Program Coordinator, TSDP, Ministry of Tourism), July 30th, 2009

Interview #8: Atherton Martin (Co-owner Exotica Cottages), August 13th, 2009

Interview #9: Josephine Dublin Prince (President, Mero Enhancement Committee), August 14th, 2009

Interview #10: Esther Thomas (Permanent Secretary, Ministry of Tourism), August 18th, 2009

Appendix B: Dominica Tourism Vision 2015

The foundations of Dominica's diversified tourism product – nature & adventure tourism, resort tourism, yachting, sports tourism, residential tourism, short breaks, coupled with the increasing interest in the country's cultural heritage – were initiated in 2006 with a Tourism Master Plan. The implementation of this plan put in place the necessary supporting tourism infrastructure on the one hand, and on the other, a capacity building programme to encourage and support the various tourism enterprises. The plan has also been instrumental in further protecting the island's natural resources – Dominica now has some of the best managed nature and heritage sites in the Caribbean

The increased importance given to the tourism sector by the Government of Dominica (through enterprise support, tax reform etc) has paid off through increased investment in tourism and leisure facilities. Product destination areas have been developed to include a range of activity and special interest. These include: integrated beach resort areas in the north; marina and waterfront developments in Cabrits; a Biopark in the Layou Valley which showcases Dominica's flora and fauna and is not only hugely popular among cruise visitors, but also attracts visitors from neighbouring islands; nature and heritage areas in Roseau valley and the forest reserves; and various community development projects within the highly successful heritage corridor.

Roseau itself has become an 'in destination' and now has a lively waterfront area attracting visitors from neighbouring countries and further afield for short breaks, meetings, festivals and sporting events. The cultural heritage restoration programme has rejuvenated the historic quarter of the town.

Over the last ten years the island has been concentrating on expanding, renovating and improving the quality of the accommodation sector. The properties command premium rates, especially with the opening of the new 5* flagship golf resort complex, the beach resort and the health/wellness boutique hotels, which have become a major driver of tourism activity.

Residential tourism is big business, but these days just as many go hiking, trekking, fishing and diving at the numerous pristine dive sites. Yachts people are attracted to the marina at Portsmouth. The cruise ships market has continued to expand with rehabilitation of the jetty at Woodbridge and establishment of a cruise village. This has boosted the market for handicrafts and along with the excursionists, has provided income and employment opportunities for the island's communities.

The development of the tourism sector, creating some 3,000 new jobs, required an intensive skills training programme for persons wishing to enter the hospitality sector and on-going, on-the-job training for existing staff within the industry. A system of

formal certified training is now in place providing a solid foundation for ongoing human resource development in tourism.

The tourism sector is now better managed. A national tourism organization – the Discover Dominica Authority – was established in 2007 and the tourism legislation and regulations updated. The mandatory tourism business licensing system ensures operators comply with health, safety and security regulations. A quality assurance programme has been introduced which ensures minimum standards for all types of accommodation and businesses.

Visitor security was recognised as a top priority. An awareness campaign and a ‘zero’ tolerance attitude to crime by police and residents alike have resulted in a safe environment in which visitors move freely about.

A well funded promotional campaign established by the Discover Dominica Authority has put the country firmly on the international tourist ‘map’. Tourist numbers have doubled, with the resulting benefits in terms of increased earnings for those involved, new job opportunities, direct benefits to communities increased foreign exchange earnings and higher tax revenues to Government. Tourist numbers have now reached a level which justifies a new airport, capable of accommodating long haul jet aircraft.

Population is rising again but the crime and drug problems usually associated with economic growth have been avoided. The range of programmes for protecting and nurturing the island’s cultural patrimony have served not only to interest visitors but also, together with associated educational and health programme, has encouraged the return of investors and younger Dominicans to the island.

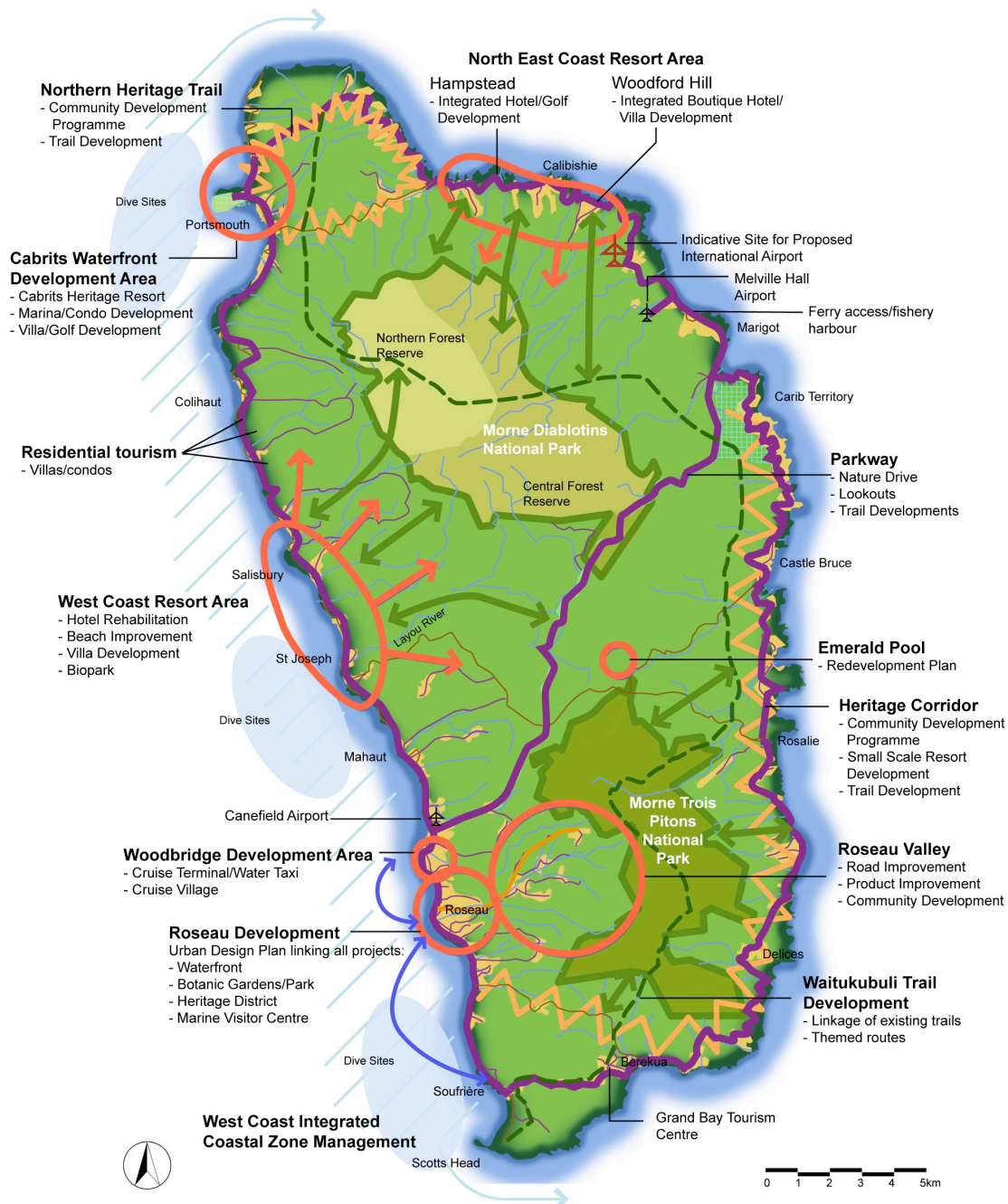
Tourists love Dominica’s clean, tranquil and peaceful atmosphere. Although the city of Roseau and the waterfront area is busy, these days many come to relax in the boutique resorts, hike and explore the island’s nature and interact with Dominicans in the various community run cultural heritage projects.

DOMINICA – MORE THAN NATURE

Source: Government of Dominica. (n.d.). *New Horizons for Dominica Tourism: Tourism Master Plan 2005-2015*. Roseau: Ministry of Tourism and Legal Affairs, p. 15.

Appendix C: Development Priority Areas from Tourism 2005-2015

Master Plan



Source: Government of Dominica. (n.d.). *New Horizons for Dominica Tourism: Tourism Master Plan 2005-2015*. Roseau: Ministry of Tourism and Legal Affairs, p. 18.

Appendix D: Waitukubuli National Trail Project Map



Government of Dominica. (2009a). *The Waitukubuli National Trail Project: "Discover Nature for Heritage Development"*. Roseau: Ministry of Agriculture, Fisheries and Forestry.

Appendix E: Community Tourism Policy

Community tourism is regarded as a significant tourism product development potential for Dominica and one that fosters benefits for communities, when implemented in a sensitive and inclusive manner. A community tourism policy was prepared by the EU Eco-tourism Development Program and this policy forms an important part of Dominica's national tourism policy as follows:

- actively open up opportunities for rural communities, local people and the informal sector to increase their involvement in the tourism industry, particularly in tourism planning and the running of enterprises;
- ensure that rural communities, local people and the informal sector have greater access to the benefits from tourism on their land, by creating appropriate legal mechanisms and establishing appropriate incentives;
- ensure that development of tourism state land takes place in areas and in forms acceptable to local people;
- encourage the formal tourism sector to co-operate and work with the informal sector, and to recognize that as well as being in the long-term self-interest of the tourism industry, this is a social responsibility and contribution to Dominica's national development objectives of improved equity, poverty alleviation, and sustainable growth; and
- ensure that tourism development within Dominica is environmentally sustainable.

Guiding Principles

1. The needs and aspirations of rural communities, local people and the informal sector, must be pro-actively incorporated into tourism legislation and regulations.
2. Tourism regulations and legislation must avoid prescribing forms of involvement in tourism by rural communities, local people and the informal sector, and rather create a supportive and enabling legal framework.
3. The Ministry of Tourism and tourism industry should work actively to increase the representation of the informal tourism sector and community interests in existing and future tourism fora.
4. Private sector tourism enterprises on state owned land should involve and benefit local residents, and provide incentives for conservation to those that bear the costs of environment, resources and tourism, to the maximum extent possible within financial and institutional constraints.

Source: Government of Dominica. (2006). *Tourism 2010 Policy Summary*. Roseau: Ministry of Tourism and National Development Corporation, p. 6-7.

Appendix F: Survey



Respondent No:

Date:

Community Tourism Questionnaire Survey

Thank you for choosing to participate in my research project. I would like to ask you some questions about tourism in your community.

Please tell me how much you agree with the following statements:

Impacts of Tourism on Local Livelihoods:

	Strongly Agree	Agree	Undecided or Unsure	Disagree	Strongly Disagree
I like tourism because it brings new income to our community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My community is dependent on tourism to meet their daily needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism has improved local roads and buildings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism has increased the amount of cooperation in my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism has caused conflict among community members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism helps to preserve the natural environment in my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourists damage the natural environment when they visit my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism development in my community has lead to an increase in training available for people in the community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important for community members to learn about tourism planning and management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism has increased the level of participation of community members in decision-making in my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



	Strongly Agree	Agree	Undecided or Unsure	Disagree	Strongly Disagree
Changes in my community are decided by community leaders, without consulting community members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is difficult to meet my daily needs when it is the low season in tourism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The positive impacts from tourism outweigh the negative impacts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tourism has changed the traditional ways of my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


Community Participation in Tourism Development:


	Strongly Agree	Agree	Undecided or Unsure	Disagree	Strongly Disagree
Successful tourism development requires full participation of everyone in the community when making tourism related decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community members should be encouraged to take on leadership roles in tourism planning committees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Decisions made about tourism in my community should only involve community members that work in tourism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When planning for tourism development, the future needs to be considered.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community members have been consulted in the planning process of tourism projects in my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


What are some positive or negative impacts that tourism has on your daily life?



On the below scale please indicate how you feel about the changes that have occurred in your community that have been a result of tourism development?







Very happy Happy Unsure Unhappy Very unhappy

What makes you feel this way?

Now, a bit about you!

What is your sex? Male ☐ Female ☐

What is your age?
 18-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65 or over ☐

What is the highest level of education you have completed?
 Some Primary School ☐ Primary School ☐ Some Secondary School ☐ Secondary School ☐
 Some State College ☐ State College ☐ Some University ☐ University ☐

How many years have you lived in this village? _____

Do you have a job in tourism?
 Yes ☐ No ☐

If yes, what is your job? _____

If no, how do you earn your income? _____

Do you benefit from tourism in any other way? (ie. Do you sell produce you harvest to surrounding restaurants/snackettes?)
 Yes ☐ No ☐

Please explain:

Thank you very much for your participation!!!

OPTIONAL PHOTO AND DRAWING STUDY

I am also planning another part of this study and am looking for people who would be interested in participating. I will be using a new and exciting approach that involves taking photographs and making drawings of important aspects of your community. I will provide you with a disposable camera and will give you a set of questions that I would like you to answer with the photographs that you take. I will return in an amount of time that is convenient for you, I will develop the pictures, and will return to discuss the photographs that you took. I would greatly appreciate it if you could indicate in the below boxes if you are interested in participating further in this project.

Yes ☐ No ☐

Appendix G: Interview Guide

General:

1. What is your role in tourism development and planning in Dominica?
2. How long have you been involved in the tourism industry in Dominica?
3. Who was involved in the creation of Dominica's Tourism 2010 Policy?
 - a. How has Dominica progressed with respect to this policy?

Community Tourism:

4. When did community tourism become part of the tourism agenda in Dominica?
5. What initiated the community tourism projects?
6. How would you define community tourism?
7. How does community tourism fit within the policy for Dominica's tourism industry as a whole?
8. How are the community tourism projects selected? What is the development process? Who is involved?
9. What is the ultimate goal of community tourism?
10. How will community tourism impact the communities involved?
11. What funding is used towards implementation of community tourism projects?
12. Are there indicators used to measure the success of a project? If so, please explain them.
13. Are there any guidelines established for the communities for implementing the projects?
14. What are some of the main challenges facing community tourism development?
15. Are there any plans for new community tourism projects on the island?
16. How will the introduction of community tourism affect the current tourism industry as a whole?
17. Do you think that the current tourism industry in Dominica is sustainable?

Sustainable Livelihoods:

18. Have the traditional livelihoods of communities been impacted by tourism?
19. Is there a need for a community tourism framework for policy-making?
20. Are you familiar with the sustainable livelihoods approach to development?
21. Do you think that it could be applied to community tourism development in Dominica?

Closing Questions:

1. Are there any documents or meeting minutes that you think might help me with my study?
2. Are there other individuals who you would recommend to speak with regarding community tourism in Dominica?

Appendix H: Chi-square Test Results

Independent Variable	Community is dependent on tourism		
	n	X ²	Sig.
Sex	71	2.042	.360
Age Group	71	8.142	.615
Education	71	7.733	.956
Job in Tourism	71	1.035	.596

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Improved roads and buildings		
	n	X ²	Sig.
Sex	71	2.925	.232
Age Group	71	8.705	.560
Education	71	17.321	.365
Job in Tourism	71	1.568	.457

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Increased cooperation		
	n	X ²	Sig.
Sex	71	2.415	.299
Age Group	71	5.033	.889
Education	71	6.494	.982
Job in Tourism	71	0.97	.953

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Caused conflict		
	n	X ²	Sig.
Sex	71	2.756	.252
Age Group	71	16.904	.077
Education	71	13.434	.641
Job in Tourism	71	.161	.923

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Preserves the environment		
	n	X ²	Sig.
Sex	71	2.562	.278
Age Group	71	10.314	.413
Education	71	3.459	1.00
Job in Tourism	71	3.189	.203

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Damages the environment		
	n	X ²	Sig.
Sex	71	.986	.611
Age Group	71	23.000	.011
Education	71	37.228	.002
Job in Tourism	71	.848	.655

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Increased training available		
	n	X ²	Sig.
Sex	71	2.063	.357
Age Group	71	17.159	.071
Education	71	28.580	.027
Job in Tourism	71	3.022	.221

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Important to learn about tourism planning and management		
	n	X ²	Sig.
Sex	71	2.001	.368
Age Group	71	7.484	.679
Education	71	8.628	.928
Job in Tourism	71	1.689	.430

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Increased participation in decision-making		
	n	X ²	Sig.
Sex	70	.350	.839
Age Group	70	10.700	.381
Education	70	10.360	.847
Job in Tourism	70	1.850	.397

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Changes in community decided by leaders without consultation		
	n	X ²	Sig.
Sex	70	.163	.922
Age Group	70	6.313	.788
Education	70	23.506	.101
Job in Tourism	70	1.475	.478

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Difficult to meet daily needs when it's the low season in tourism		
	n	X ²	Sig.
Sex	71	.163 ^a	.922
Age Group	71	5.864	.320
Education	71	6.894	.548
Job in Tourism	71	.454 ^a	.501

Note: An ^a indicates that cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	The positives outweigh the negatives		
	n	X ²	Sig.
Sex	70	3.319	.068
Age Group	70	2.863	.721
Education	70	1.323	.995
Job in Tourism	70	.194	.660

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Tourism has changed the traditional ways of community		
	n	X ²	Sig.
Sex	71	.958	.619
Age Group	71	8.795	.552
Education	71	54.874	.000
Job in Tourism	71	.596	.742

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Successful tourism development requires full participation of everyone		
	n	X ²	Sig.
Sex	71	3.045	.081
Age Group	71	8.537	.129
Education	71	7.722	.461
Job in Tourism	71	2.570	.109

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Community members should be encouraged to take on leadership roles		
	n	X ²	Sig.
Sex	71	2.117	.146
Age Group	71	6.060	.300
Education	71	1.811	.986
Job in Tourism	71	1.689	.194

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Decisions made about tourism should only involve those that work in tourism		
	n	X ²	Sig.
Sex	71	2.288	.319
Age Group	71	27.573	.002
Education	71	15.811	.466
Job in Tourism	71	3.935	.140

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	When planning for tourism the future needs to be considered		
	n	X ²	Sig.
Sex	71	1.043	.307
Age Group	71	4.987	.417
Education	71	16.989	.030
Job in Tourism	71	1.236	.266

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Community members are consulted in planning		
	n	X ²	Sig.
Sex	71	.402	.818
Age Group	71	6.616	.761
Education	71	24.075	.088
Job in Tourism	71	2.955	.228

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	How do you feel about the tourism-related changes in your community?		
	n	X ²	Sig.
Sex	71	5.532	.063
Age Group	71	27.338	.002
Education	71	6.937	.974
Job in Tourism	71	.864	.649

Note: For each independent variable, cross tabulations revealed more than 20% of cells have expected count less than 5.

Independent Variable	Do you have a job in tourism?		
	n	X ²	Sig.
Sex	71	4.064	.044
Age Group	71	4.795 ^a	.441
Education	71	11.935 ^a	.154

Note: An ^a indicates that cross tabulations revealed more than 20% of cells have expected count less than 5.

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