

THE WAITUKUBULI NATIONAL TRAIL:  
AN ASSESSMENT OF ITS POTENTIAL  
SOCIAL, CULTURAL AND ECONOMIC IMPACT  
ON COMMUNITY DEVELOPMENT

*Betty Perry-Fingal*

**Waitukubuli Ecological Foundation  
Roseau, Dominica**

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## ***The feasibility study***

A feasibility study of the proposed Waitukubuli National Trail in Dominica is being undertaken by the Caribbean Natural Resources Institute (CANARI) on behalf of the Waitukubuli Ecological Foundation (WEF). This report has been prepared for CANARI and forms part of the feasibility study.

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Edwards, M.J. 2001. The Waitukubuli National Trail: definition of a pre-product and identification of environmental issues. Waitukubuli Ecological Foundation, Roseau, Dominica, Feasibility Study Report No. 1. CANARI Technical Report No. 299: 23pp.

Lane, B. 2001. The Waitukubuli National Trail: its market position and potential. Waitukubuli Ecological Foundation, Roseau, Dominica, Feasibility Study Report No. 1. CANARI Technical Report No. 288: 22pp.

Lang, D. 2001. Final report on the mapping of trails to accompany the map at 1:50 000. Waitukubuli Ecological Foundation, Roseau, Dominica, Feasibility Study Report No. 3. CANARI Technical Report No. 298: 63pp.

Renard, Y. 2001. Long-distance trails in Guadeloupe and Martinique: lessons for the Waitukubuli National Trail. Waitukubuli Ecological Foundation, Roseau, Dominica, Feasibility Study Report No. 2. CANARI Technical Report No. 290: 9pp.

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Special thanks are due to the staff of the NDC for generous contributions of time, sharing of studies and logistical support for several of the focus group meetings.

## ***The Waitukubuli Ecological Foundation (WEF)***

*(economic development through environmental conservation)*

The Waitukubuli Ecological Foundation (WEF) was established as a charity under the laws of England and Wales by Dominicans and friends of Dominica resident in London in 1996. In 1999 it was registered as a Non-Profit Organisation under the Companies Act of the Commonwealth of Dominica.

The Foundation aims to contribute to the holistic development of Dominica by developing, discussing and disseminating through public education and practice the approach that the development of the economy and the conservation of the environment should be conceived of together as an interconnected whole, a concept which should apply in all our strategic planning and thinking. It recognizes as a fact of reality that the effective conservation of the environment can only be achieved with public support which itself will depend on effectively addressing the people's concerns for their livelihood. The effort to conserve Dominica's God-given, wonderful natural environment should proceed by identifying those projects and areas that are simultaneously income generators as well as conservation measures.

One of the WEF's objectives is to do just that. The national trail is a case in point, for not only will it establish a key facility for the development of the tourism sector of the economy – ecotourism, but it will also be a significant conservation measure since it would create a benign conservation logic in giving the people a vested interest in maintaining the natural beauty and integrity of the environment in order to attract visitors to the trail for the economic benefits they would bring to rural communities and the island as a whole.

The choice of the words “ecological” and “Waitukubuli” in the name of the Foundation connotes the concept of environmental conservation as embracing more than just the natural environment, but includes all aspects of human socio-economic and historical-cultural activity. The WEF is therefore particularly interested in those areas where history, economics and environment converge. Such a juncture is provided by a project aimed at the discovery and restoration of the many Maroon ruins and caves around the island, which would not only create new and more interesting tourist attractions, but would also greatly enhance public appreciation of the island's history and heritage which would impact on the effort of nation building as well as of environmental conservation.

But perhaps the most significant project along these themes is the advocacy and promotion of the gradual transformation of the island's agriculture from its present reliance on artificial chemicals and poisons to a wholly or mostly organic culture. Organic agriculture would not only be the single greatest environmental conservation measure, but would also provide the basis for the revival and recovery of the island's agricultural economy. By these means we hope to contribute to the creation of a happier, healthier and more humane society within one of the most wonderful natural environments available anywhere in the modern world in the 21<sup>st</sup> century.

Membership to the WEF is open to Dominicans and friends of Dominica at home and abroad on subscription both to the finances and philosophy of the Foundation. For more information contact Bernard Wiltshire at the address below:

***C/o P.O.Box 673, Roseau, Commonwealth of Dominica, Eastern Caribbean  
Tel: (767) 448 0346; 446 0129; email: bernardwiltshire@cwdom.dm***

Bernard Wiltshire

President of WEF and former Attorney General of the Commonwealth of Dominica.

## INTRODUCTION

This report looks at the potential social, economic and cultural impact of the proposed Waitukubuli National Trail. Without question, the answers to many of the questions posed about the potential impact of the trail will depend on the manner in which the Waitukubuli National Trail Project is implemented and later managed. This has been confirmed by the experiences described in a companion report done on the long-distance trails in Guadeloupe and Martinique (Renard 2001).

The proponents of a national trail, the Waitukubuli Ecological Foundation (WEF), have identified several principles that they consider critical to its design. These are:

1. Connect as many villages as possible;
2. Include as many sites of special interest as possible;
3. Employ historical trails; and
4. Do the least environmental damage.

These principles are consistent with definitions of ecotourism that have been adopted by international organisations. By way of example, The Nature Conservancy has joined the World Conservation Union (IUCN) in defining ecotourism as:

"Environmentally responsible travel to natural areas, in order to enjoy and appreciate nature and accompanying cultural features, both past and present, that promotes conservation, has a low visitor impact and provides for beneficially active socio-economic involvement of local communities." (The Nature Conservancy n.d.)

This report briefly describes the context in which a national trail is being proposed, analyses the many stakeholders whose interests would be affected by the development of a national trail, and discusses the outcome of five focus group meetings regarding the trail's potential impact as well as a series of strategies that are recommended for maximising the trail's benefits and minimising its negative consequences.

## CONTEXT

An attempt to assess the social, economic and cultural impact of a national trail must be made in light of the existing situation in Dominica and other forces at work that could either enhance or negate the anticipated impact of a national trail. A brief review of the situation in Dominica is in order.

At the national level, the Government of Dominica has acknowledged that the country's economy is in a state of crisis. What had been a weakening economy has been placed in extreme jeopardy by the events of September 11, 2001 and the continuing effects of those events. The mainstay of the economy, banana production, faces decline as farmers abandon their fields and the entity designed to support the industry, the Dominica Banana Marketing Company, tries to deal with an enormous debt that prevents it from supplying farmers with necessary and timely inputs. The so-called second hope for the economy, tourism, has been negatively affected by the cancellation of travel plans resulting from the terrorist attacks of September 11. Dominica's manufacturing and high tech industries

are not expected to develop significantly in the near term. The international financial services sector is in disarray.

To survive these difficult times, Dominicans are beginning to consider available options. Taking steps to diversify and strengthen the agricultural sector is seen as one way of reducing the need for foreign exchange and maximising the use of local resources. A serious question exists about the availability of labour to support this initiative. Despite the high level of unemployment among the youth, farmers routinely complain about the lack of persons willing to work for them.

Dominicans see another option for improving the economy as improving the tourism product as well as the effective marketing of that product. The focus on tourism is based on the need for some diversity in the economy, the need to provide employment, the need for foreign exchange and the belief that Dominica has some unique features to sell.

Dominica's tourism product has been assessed many times in the past. There is general agreement that the natural and cultural resources exist to support a high quality ecotourism product. Time and again, reports have concluded as well that the accommodations and the level of service now in place are well below international standards. Discussions occurring within Dominica have raised questions about the readiness of Dominicans to endorse tourism wholeheartedly. There is evidence of some ambivalence toward tourists and a lingering feeling that service is equivalent to servitude.

The Government has recently taken steps to address the concerns raised about the tourism sector. More resources are being put into marketing. The Government has enacted legislation for the establishment and enforcement of service standards for the industry (the NISE Programme). The Product Development Department of the National Development Corporation's Tourism Division is working with service providers to educate them about necessary standards and to assist them in meeting the standards. The European Union has agreed to provide financial support for a wide-ranging, comprehensive Ecotourism Development Programme, a programme developed after several years of study.

Another initiative that is currently underway is the development of a National Integrated Development Plan. It is too soon to know where the proposed national trail project might fit into such a plan. It is clear, however, that this project must be considered in light of the overall strategy for developing Dominica. To that end, the project's proponents will need to ensure that there is effective communication with relevant Ministries of Government as the National Integrated Development Plan is developed.

Locally, both formal and informal groups are meeting to consider how the tourism product in their area could be improved. Village Councils, Village Improvement Committees, regional tourism development associations and non-governmental organisations are attempting to identify the available natural resources, assess what is needed to develop those resources into a marketable product and identify sources of assistance for such development. By way of example, initiatives are being undertaken by the Small Projects Assistance Team (SPAT) in the northwestern DuBlanc/Bioche area, by UNESCO's COMPACT Project in the communities near the Morne Trois Pitons World Heritage Site, and jointly by Government and the Carib Council in the Carib Territory with the development of a Model Carib Village.

These activities are all consistent with the concept of developing a national trail. The particular value of the trail, if developed along the lines conceived by the WEF, is that it would encourage the inclusion of rural areas in the tourism product while respecting local resources and traditions. The Ecotourism Development Programme developed for the EU specifically references the proposed trail and calls for coordinated efforts between the projects.

## **DISCUSSION**

The stakeholder analysis conducted for this assessment was done on a sectoral basis. The analysis considers five different sectors: tourism/business, forestry, youth, local community and public health and safety. The chart setting forth the analysis follows as Appendix 1. The chart details the various members of each sector, the role and impact of members within each sector, expectations and perceptions, and proposed strategies for maximising benefits from the proposed national trail and for minimising its negative effects.

The role and impact, as well as the perceptions and expectations set forth in the chart directly reflect the contributions of those attending the focus group sessions except in the case of public health and safety where time constraints prevented the holding of a focus group meeting. The strategies include recommendations from the groups as well as suggestions from the consultant. The focus group meetings included representatives of the tourism sector, the forestry sector, the Executive of the National Youth Council and interested persons from the village of Soufriere and the village of Laudat.

What is striking about the results of the focus group meetings is the consistency of the views presented by all five groups. None of the groups limited their exploration of the issues to their own situation. In every case, concern was expressed about the broad social, economic and cultural impact of a national trail. The strategies proposed were remarkably similar. For instance, every group wanted to ensure the involvement of local communities in the planning and implementation process. They all discussed the trail as a means for increasing public awareness and knowledge about environmental issues and about Dominica's natural and cultural heritage.

Most groups wanted to see standards set across the board for tourism services and expressed particular concern about the need to organise the tour guides and ensure that they are properly trained and equipped to do their work professionally. Most were also interested in seeing that funds were earmarked to maintain the trail. Most as well highlighted the need for an effective marketing campaign.

### **Ecotourism**

The outcome of the focus group meetings suggests that Dominicans are prepared to take the development of ecotourism in the country seriously, and they want to see viable and well-thought out projects implemented toward this objective. People accept that the present level of service standards in the tourism sector is not adequate and want to see it improved. Importantly, they feel that achieving these improvements will require assistance in the form of accessible finance, appropriate training and technical assistance.

On the positive side, they see the national trail as having the potential to contribute to Dominica's ecotourism product. They believe it can lead to improved social conditions by creating business and employment opportunities. By sharing their traditional culture with visitors, they hope to increase appreciation for it among young people. They view potential users of the national trail as more beneficial than detrimental because they expect these users to be more environmentally aware and culturally sensitive than the average tourist.

The residents of Laudat on the other hand expressed concern that a popular national trail could decrease the number of visitors to that area. They also believe that by having the trail begin in Soufriere, they will lose opportunities for tour guiding as visitors will likely arrive at Laudat with tour guides. They worry as well that the trail design might lead people through the area at the wrong time of day. This highlights the point that not every village can expect to see an automatic increase in stay-over visitors as a result of proximity to the trail. One resident of Laudat explained the situation this way, "We'll have to make them want to stay here."

While participants in the focus groups appeared to embrace the development of ecotourism for Dominica, Bernard Lane pointed out in his report on the trail's marketing potential that the concept of ecotourism remains somewhat unsettled (Lane 2001). In her article, "Introduction to Ecotourism," Elizabeth Boo describes some of the challenges posed by ecotourism:

Ecotourism is a complex concept and it involves many players. Partnerships must be formed between many groups who have not worked together previously: the tourism industry, government officials, local residents, park managers, and non-governmental organizations. Collaboration in many areas is essential, including planning, policy-making, infrastructure development and marketing (Boo 1995).

While citing the apparent success of ecotourism at the Monteverde Cloud Forest Preserve in Costa Rica, Ms. Boo concludes that questions concerning the profitability of ecotourism as a business and the effectiveness of ecotourism as a means to conserve natural resources remain unanswered.

### **Fostering Cooperation**

The participants in the focus groups clearly conveyed their understanding of the need in Dominica for much more and much better cooperation within communities and among communities, among Government agencies and between Government agencies and local communities. Social scientists are now describing such sets of networks, norms of reciprocity and trust that facilitate cooperation for mutual benefit as social capital.

Researchers at Cornell University's Community & Rural Development Institute (Warner *et al.* 2000) argue that communities with higher levels of social capital are more adept at addressing internal problems and external constraints. They propose an expansion of the definition of capital beyond the traditional money and physical infrastructure to include as well the natural environment and the nature of social relations or social capital. When looked at in this light, what the focus groups are asking for and what the project could potentially do is to help Dominica develop its social capital.

A cautionary note is in order. While there is a consensus all around that better cooperation and collaboration at all levels is desirable, the reality is that developing such cooperation and collaboration is not easy. This project can benefit from the experience of others.

CANARI has been involved in a project for the collaborative management of Mankòtè Mangrove in St. Lucia for over ten years. In a case study (Geoghegan and Smith 1998), CANARI has detailed both the success of the strategy as well as the requirements for a great deal of time and dedication on the part of an intervening agency to make the strategy work.

Similarly, the ENCORE Project, funded by USAID and managed by the World Wildlife Fund, had the goal "to foster sound environmental management in the Eastern Caribbean through a partnership of regional and national agencies, non-governmental organizations, community-based organizations, and the private sector." The ENCORE Project was carried out primarily in Dominica and St. Lucia. In a report on the Project (Larson *et al.* 1998), researchers concluded that while the active participation of local communities is critical to a positive outcome, the effort involved in managing such participation is extensive.

Three especially pertinent lessons from ENCORE are:

*There is no Prescription for Partnerships:* Dedication and flexibility are keys to effective collaboration and partnership building.

*Partnerships Take Time:* Multiple stakeholder partnerships take time to develop and are most effective when built upon a common agenda, good communication and mutual trust.

*"Real" Community Participation:* Promoting "real" community participation in environmental management requires commitment, patience and skill.

The experience of other projects suggests that any project designed to maximise the potential benefits of the proposed national trail for local communities must be cognizant of the extra demands required to develop and effectuate true cooperation and collaboration among all the stakeholders.

### **Role of the Village Councils**

The proponents of the national trail have suggested that the Village Councils will play an important role in developing and maintaining the trail and providing complementary services. Here again, the traditional role of the Village Councils has to be considered. They have historically not been involved in any major development efforts. Their role has been described by prominent Dominican political scientist, Dr. William Riviere, as limited to "power to patch roads, pave the sidewalks, dispose of garbage and collect rates for transmission to central Government" (Riviere 2001). Dr. Riviere believes that nothing less than constitutional reform can provide local government with the tools it needs to participate effectively in development efforts.

Dr. Riviere's view on the limited capacity of the Village Councils is supported by the experience of SPAT, an NGO that has worked to mobilise local communities. SPAT's

Coordinator, Francisco Esprit, has described the mobilisation effort as depending on a coalition of a number of organisations in the community, recognising that the Village Councils have very limited financial and human resources. Again, building these coalitions is a time-consuming and demanding process. In accord with this is the ENCORE report, which notes, "Significant effort is needed to assist local communities to move from a "dependency mentality" to a self-help orientation" (Larson *et al.* 1998).

The focus group meetings with the villages confirm the present constraints on the villages' capacity to manage their development. In Soufriere, there had recently been significant turnover in the composition of the Village Council. The new Chairperson was shocked to learn at the focus group meeting that the previous Council had made a commitment to maintain the local trail after it had been rehabilitated with funds from the French Technical Cooperation. Needless to say, no maintenance has been done since the funds ran out. The episode shows a clear lack of continuity between Councils. There is apparently no formal process in place to manage the transition. The Chairperson expressed the view that no effort could be made to maintain the trail without some funding from Government or some other source.

In Laudat, there is no Village Council. The small community operates entirely on an informal basis. This was evidenced by the participation at the focus group meeting when the six invited participants were joined by six additional interested neighbors who saw a meeting in progress and elected to come in and have their say. As recently as September, members of the community blocked the road in an effort to get Government to engage them in dialogue about development initiatives for the area. The Village Improvement Committee has nothing but the personal moral authority of its members with which to convince the residents to cooperate or the Government to listen to their concerns.

### **Marketing**

While other experts involved in this feasibility study are addressing the issue of marketing in depth, two points came out of the focus group meetings on this issue that are worth mentioning. The people in Soufriere explained that the trail that was recently rehabilitated there is barely used. They feel that the plan to rehabilitate the trail should have included a marketing plan. Their experience simply re-enforces the notion that even a high quality product will not do well as long as it remains unknown.

The villagers of Laudat also expressed their concerns about marketing. The situation is different there. Many visitors pass near the village to see what are Dominica's most dramatic natural resources, including the Boiling Lake, Boeri Lake and Freshwater Lake. Nonetheless, the village sees very little benefit from these visitors. The residents have requested specifically that assistance be provided to the villages in developing individual marketing plans. As the residents of Laudat are acutely aware, the competition for stay-over visitors is not just with other destinations. Competition exists within Dominica as well. Most villages have no expertise to evaluate and market their local attractions.

## CONCLUSION

As long-distance trail developers in Guadeloupe have already discovered (Renard 2001), the physical creation of a trail is the easy part. The challenge for the proposed Waitukubuli National Trail will be to develop the trail as a genuine ecotourism product. The project as conceived would allow a number of communities to benefit from economic opportunities created by the environmentally sound use of their natural resources. The trail could become a focal point for learning about local culture and history and environmental issues.

With proper planning, implementation and ongoing management, the national trail appears to offer a singular opportunity for communities all over Dominica to become involved in ecotourism.

The challenges to achieving these positive benefits from the national trail are many, however. Critical to success will be a clear focus on objectives, an absolute commitment to staying the course over the long term, the allocation of resources to undertake the demanding task of community mobilisation, excellent communication with all partners and a spirit of cooperation and collaboration that must take precedence over the divisive factors that often plague small societies.

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**APPENDIX 1.**  
**STAKEHOLDER ANALYSIS**

**STAKEHOLDER ANALYSIS**  
**SECTION I. TOURISM**

Stakeholder Sector	Role & Impacts	Expectations & Perceptions	Strategies to Maximise Benefits
<p style="text-align: center;"><u>Tourism/Business</u></p> <p>Ministry of Tourism -NDC Ministry of Trade &amp; Industry -DEXIA Ministry of Community Development -Cultural Affairs Hoteliers Restauranteurs/Caterers Tour Operators Tour Guides Cruise Ship Agents Taxi Drivers Arts &amp; Craft Producers Entertainers Vendors Farmers DHTA Regional Tourism Development Councils DAIC NDFD</p>	<p style="text-align: center;"><u>Ministry of Tourism/NDC</u> Role: Set policy for and guide development of the tourism sector, set standards for service providers, train providers, market the tourism product, facilitate investment Impact: No policy set on trail development, assisted FTC in rehabilitating 2 local trails, assisted with tour guide training</p> <p style="text-align: center;"><u>Ministry of Trade &amp; Industry/DEXIA</u> Role: Facilitate trade and investment Impact: Some development of regional markets for local produce</p> <p style="text-align: center;"><u>Ministry of Community Development/Cultural Affairs</u> Role: Encourage practice of traditional cultural forms and develop local artistic talent Impact: Have strengthened local traditional groups and artists through periodic events</p>	<p>-Lack of national policy on trail development as part of the tourism product is hindering progress in this area -currently 400 identified trails of which 38 are used regularly and 10 are used frequently -A national trail would provide an excellent marketing tool with spin-off opportunities -With the World Heritage Site, the trail would be the center-piece of an ecotourism industry -Economic benefits would accrue from more tourists and a higher quality of tourist -Economic benefits would be spread over a wider group, on basis of geography and income level - A national trail could symbolise Dominica's unique heritage and help develop local appreciation, serve as the focal point for education about natural and cultural heritage, act as a source of national pride</p>	<p style="text-align: center;"><u>General</u></p> <p>Ensure that the project to develop a national trail is put into context with the Government's broader plan for developing Dominica's ecotourism product to ensure a consistent approach and the efficient use of limited resources</p> <p>Ensure that the cooperation of donors and delivery agencies is secured in advance so that a coordinated approach is taken in the allocation of resources needed to implement the project</p> <p>Ensure that the project has a well-thought out plan that includes a timetable for implementation</p> <p>Ensure that the plan allows for the project to be implemented in stages over time and that monitoring mechanisms allow for adjustments to the plan</p>

<b>Stakeholder Sector</b>	<b>Role &amp; Impacts</b>	<b>Expectations &amp; Perceptions</b>	<b>Strategies to Maximise Benefits</b>
<u>Tourism/Business</u> Ministry of Tourism -NDC Ministry of Trade & Industry -DEXIA Ministry of Community Development -Cultural Affairs Hotels, Guesthouses, Apartments Restaurants/Snackettes Tour Operators Tour Guides Cruise Ship Agents Taxi Drivers Arts & Craft Producers Entertainers Vendors Farmers DHTA Regional Tourism Development Councils DAIC NDFD	<u>Hotel, Guesthouse &amp; Apartment Owners</u> Role: Provide accommodations to tourists Impact: 64 facilities offer a total of 864 rooms and employ 500 people, occupancy is normally low, quality is generally below international standards, not contributing positively to the overall product <u>Restaurants/Snackettes</u> Role: Provide food service to tourists Impact: 10 restaurants employ 150 people, the number of snackettes is considerable, quality is generally below international standards, not contributing positively to the overall product <u>Tour Operators</u> Role: Package tours for tourists, provide transport and some services Impact: 20 operators employ 150 people, services uneven & not comprehensive	-A national trail could heighten environmental awareness and serve as a teaching tool -A national trail could provide opportunities for a variety of social outings for groups of all ages -A national trail would provide new opportunities to use and display traditional cultural practices, providing an incentive to maintain them and pass them on -Appreciation of traditional practices by tourists could enhance them in the eyes of local people as well, especially the youth -International level standards will be needed for all services -Most services are presently inadequate -Finance, training and technical assistance will be needed by most providers to meet standards -Damage to image is likely if the trail is marketed extensively before standards are improved	<u>General (cont.)</u> Ensure that planning includes community participation at the earliest stages Plan for time to develop necessary partnerships and for capacity building efforts Establish an independent entity with both public and private sector representation to manage the project and the trail Ensure management entity has necessary legal authority Ensure that effective mechanisms for coordinating efforts among Government agencies and between Government agencies and communities are in place in advance of implementation Ensure that regular and full communication with all partners is a priority throughout project implementation

<b>Stakeholder Sector</b>	<b>Role &amp; Impacts</b>	<b>Expectations &amp; Perceptions</b>	<b>Strategies to Maximise Benefits</b>
<u>Tourism/Business</u> Ministry of Tourism -NDC Ministry of Trade & Industry -DEXIA Ministry of Community Development -Cultural Affairs Hoteliers Restauranteurs/Caterers Tour Operators Tour Guides Cruise Ship Agents Taxi Drivers Arts & Craft Producers Entertainers Vendors Farmers DHTA Regional Tourism Development Councils DAIC NDFD	<u>Tour Guides</u> Role: Provide assistance to tourists in exploring sites and offer interpretive and informative material Impact: Regular users of the forest, frequent interaction with tourists, performance is uneven ranging from highly effective to damaging to the product because of aggressive tactics and poor service <u>Cruise Ship Agents</u> Role: Facilitate visits by international cruise ship lines Impact: Generate high number of short stay, low revenue-producing tourists who endanger popular natural sites <u>Taxi Drivers</u> Role: Transport tourists around the island, some offer tours Impact: Aggressive actions to gain business occur frequently and offend visitors	-Tour guides are not adequately organised -Standards for conduct and for level of knowledge for guides must be set -Tour guides should contribute to the maintenance of trails they use -Local hotels/guesthouses could also make a contribution to local trail development and maintenance	<u>Tourism</u> Ensure that the Ministry of Tourism, the NDC and the Bureau of Standards are ready to implement international level standards for the tourism industry, including trail sector Ensure that resources to assist in upgrading and developing tourism services are identified Carry out an assessment of needs for assistance at the community and individual level, including finance, training & technical assistance Encourage the formation of a national tour guides association and provide technical assistance to get it set up Target marketing efforts for this product clearly toward upscale customers

Stakeholder Sector	Role & Impacts	Expectations & Perceptions	Strategies to Maximise Benefits
<u>Tourism/Business</u> Ministry of Tourism -NDC Ministry of Trade & Industry -DEXIA Ministry of Community Development -Cultural Affairs Hoteliers Restauranteurs/Caterers Tour Operators Tour Guides Cruise Ship Agents Taxi Drivers Arts & Craft Producers Entertainers Small Shops/Vendors DHTA Regional Tourism Development Councils DAIC NDFD	<u>Arts &amp; Crafts Producers</u> Role: Produce items to highlight local culture and to offer for sale to tourists Impact: Volume is relatively low and quality uneven except for Carib basketry, overall effect is positive but could be improved and increased <u>Entertainers</u> Role: Highlight local culture, enhance the tourism product, feature at special events Impact: Used infrequently, effect is minimal <u>Small Shops/Vendors</u> Role: Sell wide variety of goods, including produce throughout Dominica Impact: Shops & stalls often unattractive, presentation lacking, variety of offerings inadequate, pricing somewhat unpredictable, not contributing positively		<u>Tourism (cont.)</u> Develop a comprehensive and sophisticated marketing plan, capable of implementation Monitor implementation of the marketing plan and make adjustments as necessary Assist communities in developing their own marketing plans

Stakeholder Sector	Role & Impacts	Expectations & Perceptions	Strategies to Maximise Benefits
Tourism/Business Ministry of Tourism -NDC Ministry of Trade & Industry -DEXIA Ministry of Community Development -Cultural Affairs Hoteliers Restaurateurs/Caterers Tour Operators Tour Guides Cruise Ship Agents Taxi Drivers Arts & Craft Producers Entertainers Small Shops/Vendors DHTA Regional Tourism Development Councils DAIC NDFD	<p style="text-align: center;"><u>DHTA</u></p> Role: Support the development of the tourism sector Impact: Lack of human & financial resources, limited effectiveness, some success at lobbying Government <p style="text-align: center;"><u>Regional Tourism Development Councils</u></p> Role: Identify tourism opportunities in the area and mobilise communities Impact: Limited results to date <p style="text-align: center;"><u>DAIC</u></p> Role: Support the development of the business sector Impact: Some success in bringing business concerns to public attention <p style="text-align: center;"><u>NDFD</u></p> Role: Support small business development with loans Impact: Some success, limited by collateral requirements and loss of training funds		

**SECTION II. FORESTRY**

<b>Stakeholder Sector</b>	<b>Role &amp; Impacts</b>	<b>Expectations &amp; Perceptions</b>	<b>Strategies to Maximise Benefits</b>
<p align="center"><u>Forestry</u></p> <p>Ministry of Agriculture &amp; Environment            -Forestry &amp; Wildlife            -Land &amp; Surveys</p> <p>Landowners            Hunters            Sawyers            Users of non-timber resources            Farmers            Hikers            Dominica Conservation Association (DCA)            ENCORE</p>	<p><u>Ministry of Agriculture &amp; the Environment</u>  <u>Forestry &amp; Wildlife</u>            Role: Protect the forest reserves and wildlife, develop and maintain the national parks, including tourist sites and trails            Impact: Considerable work is carried out, but shortage of personnel and funds limit effectiveness</p> <p><u>Environment Coordinating Unit</u>            Role: Coordinate national policy on matters affecting the environment            Impact: Capacity to assist with inter-agency cooperation on matters of natural resource management</p> <p><u>Land and Surveys</u>            Role: Administer state-owned lands            Impact: Resources limited for carrying out extensive surveying to establish trail right-of-way through public land</p>	<p>-About 60% of the Forestry Division's resources are used for site management and maintenance            -Deforestation is primarily the result of putting more land into agriculture, some because of charcoal production and poor sawyering practices            -Hike and tour guide use of the forest is minimal            -Division could do much more to develop and maintain trails if the human and financial resources were available – currently depend on outside funds and volunteers to assist with this            -More could be done to involve local volunteers in trail maintenance            -Tour guides should be required to contribute labour to help maintain trails</p>	<p align="center"><u>Forestry</u></p> <p>Ensure that the rights and responsibilities of the Forestry Division with respect to the development and ongoing maintenance of the national trail are clearly spelled out</p> <p>Ensure that funds are available for the Forestry Division to carry out its duties: most likely through dedicated allocation of trail user fees</p> <p>Ensure the Forestry Division has the legal authority to set and enforce regulations to carry out its responsibilities</p> <p>Authorise the Forestry Division to set standards of conduct for all tour guides operating along the national trail</p> <p>Ensure land rights issues are settled before the pertinent section of trail is opened</p>

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<p style="text-align: center;"><u>Forestry</u></p> <p>Ministry of Agriculture &amp; Environment  - Forestry &amp; Wildlife  - Land &amp; Surveys</p> <p>Landowners  Hunters  Sawyers  Users of non-timber resources  Farmers  Hikers  DCA  ENCORE</p>	<p style="text-align: center;"><u>Landowners</u></p> <p>Role: Enjoy property without interfering with others' rights  Impact: Some clearing of forest land for agriculture</p> <p style="text-align: center;"><u>Hunters</u></p> <p>Role: Provide food for family and for sale  Impact: Over-hunting has required closure of the season to protect most species</p> <p style="text-align: center;"><u>Sawyers</u></p> <p>Role: Harvest trees for building and furniture making  Impact: Limited on public land, some over-cutting and lack of replanting on private land</p> <p style="text-align: center;"><u>Users of Non-Timber Resources</u></p> <p>Role: Harvest products with commercial value  Impact: Damage is resulting from over-harvesting and poor practices for charcoal making and gathering of gum and bois bande</p>	<p>-A national trail could generate more revenue, thus supporting increased capacity in the Forestry Division</p> <p>-A national trail could provide access to new sites and relieve pressure on existing ones</p> <p>-Increased access could make it easier for Forestry to manage the reserves</p> <p>-Increased access could make it easier for research to be conducted on the eco-system</p> <p>-Increased access would make it easier for hunters to reach remote areas and increase pressure on scarce wildlife and for harvesters of gum and bois bande to do the same</p> <p>-A national trail would enhance the tourism product, make it easier for tour operators to put together attractive packages and create opportunities for local communities to get involved, spreading economic benefits more widely</p>	<p style="text-align: center;"><u>Forestry (cont.)</u></p> <p>Ensure that those most knowledgeable about conditions are involved in selecting the trail route</p> <p>Ensure sections of the trail are appropriately graded by difficulty and by capacity for usage</p> <p>Plan well in advance for solid waste disposal along the trail, including both facilities and training of Forestry staff and tour guides</p> <p>Plan environmental awareness campaigns for the general public and for schools</p>

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<p style="text-align: center;"><u>Forestry</u></p> <p>Ministry of Agriculture &amp; Environment  - Forestry &amp; Wildlife  - Land &amp; Surveys  Landowners  Hunters  Sawyers  Users of non-timber resources  Farmers  Hikers  DCA</p>	<p style="text-align: center;"><u>Farmers</u></p> <p>Role: Grow commercially viable crops  Impact: Clearing of land and use of pesticides are damaging the environment, exports are seen as critical to the economy, local sale of produce is important</p> <p style="text-align: center;"><u>Hikers</u></p> <p>Role: Use the forest to provide healthy leisure activity  Impact: Minimal due to relatively low level of usage</p> <p style="text-align: center;"><u>DCA</u></p> <p>Role: Advocate for policies that protect the environment and raise public awareness about protecting the environment  Impact: Limited because of financial constraints and controversies arising over some positions</p>	<p>-Rural involvement in tourism would assist farmers by creating opportunities for selling produce, offering farm tours and setting up campsites  -A national trail would result in increased awareness of natural and cultural heritage and of environmental concerns by Dominicans  -A national trail would increase contact between communities, strengthening social ties  -New opportunities created would result in human resource development  -Security will be a major problem  -Environmental degradation is likely to occur  -Solid waste disposal will be a problem  -Land dispute issues are likely to arise</p>	

### SECTION III. YOUTH

Stakeholder Sector	Role & Impacts	Expectations & Perceptions	Strategies to Maximise Benefits
<p style="text-align: center;"><u>Youth</u></p> <p>Ministry of Education, Youth &amp; Sports -Youth Development Div. -YES Corps National Youth Council Local Youth Groups- -Sports -Church -Boy Scouts -Girl Guides -4-H Clubs</p>	<p><u>Ministry of Education, Youth &amp; Sports Affairs</u> <u>Youth Develop. Div.</u> Role: Implement programmes, including skills training, for young people Impact: Marginal due to limited resources and lack of coordination with other sectors</p> <p style="text-align: center;"><u>YES Corps</u> Role: Train young people in leadership skills and environmental awareness Impact: Programme too new to evaluate, potentially could contribute significantly</p> <p style="text-align: center;"><u>National Youth Council</u> Role: Provide a national forum for more than 40 local groups Impact: Increased public awareness of youth concerns</p> <p style="text-align: center;"><u>Local Youth Groups</u> Role: Organise local activities for the youth Impact: Varies by community, potential to become more involved in trail use</p>	<p>-Youth are presently only casual users of forest resources -Trails are used in rural areas for travelling, but this use is decreasing -Youth are involved as guides in areas where tourism is developed -Great potential for youth to get involved in using trails, through hiking clubs and organising group activities -A national trail could serve as the focal point for a rural tourism product, opening up numerous opportunities in all kinds of jobs &amp; businesses and helping to develop better package tours -A national trail could improve awareness of local history and culture &amp; connect Dominicans to their Carib heritage -A national trail could encourage improved cooperation and collaboration within and between communities</p>	<p style="text-align: center;"><u>Youth</u></p> <p>Identify potential business and employment opportunities for young people</p> <p>Identify skills that are likely to be in demand and work with local agencies to ensure relevant training is available</p> <p>Utilise the YES Corps to provide services for trail development and maintenance</p> <p>Encourage the formation of hiking clubs at the national and local level</p> <p>Involve national and local youth groups in designing events that utilise the trail</p> <p>Organise cultural and historical programmes aimed at local youth</p>

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<p style="text-align: center;"><u>Youth</u></p> <p>Ministry of Education, Youth &amp; Sports -Youth Development Div. -YES Corps National Youth Council Local Youth Groups- -Sports -Church -Boy Scouts -Girl Guides -4-H Clubs</p>		<p>-A national trail would provide an opportunity to highlight hiking as a healthy alternative activity &amp; create opportunities for annual sporting events, which could be highly publicised regionally and internationally</p> <p>-Problems created by a national trail would include environmental degradation, including soil erosion and loss of wildlife, more solid waste to dispose of, challenges in providing adequate safety and security, potential loss of access to traditional trail users</p> <p>-A question exists about the availability of resources to maintain the trail properly-</p> <p>-YES Corps would provide a resource for trail development and maintenance</p>	<p style="text-align: center;"><u>Youth (cont.)</u></p> <p>Develop educational programmes focusing on environmental awareness and appreciation of natural and cultural heritage</p>

#### SECTION IV. LOCAL COMMUNITY

Stakeholder Sector	Role & Impacts	Expectations & Perceptions	Strategies to Maximise Benefits
<p style="text-align: center;"><u>Local Community</u></p> <p>Ministry of Community Development            -Local Government            Village Councils            Village Improvement Committees            Community Groups            D/ca Assn. Of Local Authorities            SPAT            D-REP            COMPACT            Basic Needs Trust Fund</p>	<p style="text-align: center;"><u>Ministry of Community Development</u>  <u>Local Government</u></p> <p>Role: Coordinate the development and work of local authorities            Impact: Steady increase in number of Village Councils, but role of the Councils remains quite limited</p> <p style="text-align: center;"><u>Village Councils</u></p> <p>Role: Carry out assigned public functions            Impact: Limited by minimal financing and restricted role, potential to contribute more</p> <p style="text-align: center;"><u>Village Improvement Committees</u></p> <p>Role: Enhance the quality of life for community residents            Impact: Varies by community, potential to contribute more</p> <p style="text-align: center;"><u>Community Groups</u></p> <p>Role: Contribute to community development            Impact: Varies by community, potential to contribute more</p>	<p style="text-align: center;"><u>Community of Soufriere</u></p> <p>-Worked with the NDC and the French Technical Co-operation on rehabilitation and maintenance of the trail in the area            -Village Council made a commitment to maintain, but new Council members were unaware of this            -No maintenance done since funds ran out            -Use of the trail is minimal by both locals and tourists            -The trail has never been marketed            -Council believes a partnership with interested residents can be created to maintain the trail over time, but would need some resources to do this            -Tour guides are seen as having an obligation to donate services for trail maintenance            -A national trail is seen as having value as it would attract more tourists and act to market other local attractions</p>	<p style="text-align: center;"><u>Local Communities</u></p> <p>Link communities to the trail and encourage them to develop complementary activities and services</p> <p>Ensure local communities are involved in planning at the earliest stages</p> <p>Ensure communities are kept informed of project progress</p> <p>Conduct needs assessments for communities and assist them in identifying the resources to meet those needs</p> <p>Provide resources to communities to assist them in mobilising residents to undertake community level projects</p> <p>Ensure Government agencies are working in concert with communities in development efforts</p>

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<p><u>Local Community</u></p> <p>Ministry of Community Development            -Local Government            Village Councils            Village Improvement Committees            Community Groups            D/ca Assn. Of Local Authorities            SPAT            D-REP            COMPACT            Basic Needs Trust Fund</p>	<p><u>Dominica Association of Local Authorities</u>            Role: Act as a national forum for officials representing local authorities            Impact: Minimal to date</p> <p><u>SPAT</u>            Role: Mobilise communities to undertake development projects            Impact: Significant development in several communities</p> <p><u>D-REP</u>            Role: Provide funds for small rural development projects            Impact: Fair number of completed projects</p> <p><u>COMPACT</u>            Role: Fund community development projects in areas near the World Heritage Site            Impact: No projects have yet been funded</p> <p><u>Basic Needs Trust Fund</u>            Role: Fund small local infra-structural projects            Impact: Numerous projects completed</p>	<p>-Increased numbers of tourists are expected to produce more services and higher quality services as people open up new shops, restaurants and accommodations</p> <p>-Increased economic opportunities would be likely for a wide range of persons, including fishermen, farmers and entertainers</p> <p>-A national trail could serve to increase social consciousness in the area, increasing knowledge of natural and cultural heritage and providing opportunities for environmental education</p> <p>-Some problems would be the need to control harassment of tourists by aggressive vendors, the need to manage additional solid waste, and the need to deal with undesirable types attracted by the tourists, such as thieves and drug dealers</p>	

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<p><u>Local Community</u></p> <p>Ministry of Community Development</p> <p>-Local Government</p> <p>Village Councils</p> <p>Village Improvement Committees</p> <p>Community Groups</p> <p>D/ca Assn. Of Local Authorities</p> <p>SPAT</p> <p>D-REP</p> <p>COMPACT</p> <p>Basic Needs Trust Fund</p>		<p><u>Community of Laudat</u></p> <p>-Presently represents 60% of trail usage in Dominica</p> <p>-Local participation in tourism sector is limited, especially tour guiding (2/3 - outside guides)</p> <p>-Villagers make use of the local natural resources but do not overuse -hunting, fishing, sawyering, farming</p> <p>-Witness some abuses by visitors, such as harvesting of bois bande</p> <p>-See potential for more organised and higher quality tourism product for the community</p> <p>-Plan to organise tour guides is underway and expected to produce positive results</p> <p>-Agree that tour guides have an obligation to assist with trail maintenance</p> <p>-See a national trail as a potential threat to local tourism as it might pull visitors away to other sites</p>	

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<p><u>Local Community</u></p> <p>Ministry of Community Development</p> <p>-Local Government</p> <p>Village Councils</p> <p>Village Improvement Committees</p> <p>Community Groups</p> <p>D/ca Assn. Of Local Authorities</p> <p>SPAT</p> <p>D-REP</p> <p>COMPACT</p> <p>Basic Needs Trust Fund</p>		<p>-Also see that a national trail might encourage better community organisation and efforts to develop the local product to counteract this</p> <p>-See potential for a variety of tourism facilities and services, creating business and employment opportunities</p> <p>-Also see opportunities for farmers to sell more produce</p> <p>-More tourism would encourage display of traditional culture and increase local appreciation</p> <p>-Concerns about loss of opportunities to other communities, loss of privacy if many visitors come and stay, environmental degradation to the area, and the challenge of handling additional solid waste (currently villagers are responsible for managing solid waste disposal on their own)</p>	

**SECTION V. PUBLIC HEALTH & SAFETY**

<b>Stakeholder Sector</b>	<b>Role &amp; Impacts</b>	<b>Expectations &amp; Perceptions</b>	<b>Strategies to Maximise Benefits</b>
<p><u>Public Health &amp; Safety</u></p> <p>Ministry of Legal Affairs  Police Force  Fire &amp; Ambulance Dept.  Ministry of Health  Dept. of Environmental Health  Community Health Centres  Hospitals  Solid Waste Management Corp.</p>	<p><u>Ministry of Legal Affairs</u>  Role: Enforce rights of the state through negotiation and legal action, draft proposed legislation and regulations  Impact: Resources are limited, potentially critical to resolving issues relating to land rights and management of state-owned land</p> <p><u>Police Force</u>  Role: Maintain law and order, protect the public  Impact: Resources are limited, potentially critical to ensuring safety of trail users</p> <p><u>Fire &amp; Ambulance Dept.</u>  Role: Provide transport in medical emergency  Impact: Limited capacity to reach remote sites or to provide emergency medical care, potentially a critical safety problem</p>	<p align="center">NO OPPORTUNITY TO DISCUSS</p>	<p><u>Public Health &amp; Safety</u></p> <p>Ensure that these public agencies are included in planning and implementation efforts</p> <p>Assist these public agencies in identifying gaps in their resources and assist them in planning for acquiring the necessary resources</p> <p>Keep these public agencies informed of the progress of the project</p>

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<p><u>Public Health &amp; Safety</u></p> <p>Ministry of Legal Affairs  Police Force  Fire &amp; Ambulance Dept.  Ministry of Health  Dept. of Environmental Health  Community Health Centres  Hospitals  Solid Waste Management Corp.</p>	<p><u>Ministry of Health</u>  <u>Dept of Environmental Health</u>  Role: Monitor activities affecting public health  Impact: Involved in planning, setting up and monitoring programmes for waste disposal</p> <p><u>Community Health Centres</u>  Role: Provide primary health services in rural areas  Impact: Limited resources to provide emergency level care, potentially a critical safety problem</p> <p><u>Hospitals</u>  Role: Provide full range of medical services  Impact: Limited resources, especially outside of Roseau, potentially a critical safety problem</p> <p><u>Solid Waste Mgt. Corp.</u>  Role: Collect and dispose of solid waste in designated areas  Impact: Some improvement recently in collection practices</p>	<p>NO OPPORTUNITY TO DISCUSS</p>	