

A Tourism Strategy for Faia Brava Reserve

Internship report



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“...You must teach the children that the ground beneath their feet is the ashes of your grandfathers, so that they will respect the land. Tell your children that the earth is rich with the lives of our kin. Teach your children what we have taught our children; that the earth is our mother. Whatever befalls the Earth; befalls the sons of the Earth.

This we know, the earth does not belong to man; man belongs to the earth. This we know. All things are connected like the blood which unites one family. All things are connected. Man did not weave the web of life; he is merely a strand in it. Whatever he does to the web, he does to himself.”

Chief Seattle.

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Preface

During the years of my study at Wageningen University, nature conservation and wildlife management were the most interesting themes for me. After carrying out my thesis on the behaviour of antelopes in relation with the magnetic poles of Earth in South Africa, I thought that it was time to opt for an internship that would offer me a challenge in an area that I did not have the opportunity of having much contact with during my M.Sc. study. As a biologist and a “nature manager to be”, I believe that one beyond managing nature itself; one manages people. Therefore, I felt that I should get more in touch with the social factors involving nature conservation and environmental education (EE).

Through EE, we can change people’s attitude towards our planet; this is a powerful tool in our hands and we should make full use of it.

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1. Introduction

Throughout the years, the world is rapidly changing and becoming exponentially urban in both thought and physical characters. According to Staap et al. (1969), the urbanization diminishes the contact of people with basic natural resources, consequently diminishing people's awareness and dependency on them. Staap (1969) emphasizes that it is imperative for humankind to comprehend that nature welfare is dependent on the proper use and management of Earth's natural resources. However, as long as people are not fully aware of the consequences that their acts inflict upon the environment, they will not actively support a sustainable way of living. Rising of awareness and stakeholder involvement seem to be key words towards the solution of some problems that affect nature's well-being (ECNC 2009). There is a vital need for an educational methodology that effectively educates mankind concerning their relationship towards nature. Environmental education (EE) improvements, together with better public information are widely thought to be a solution for our environmental problems (Staap et al. 1969, Uzzell 1994, Van Weelie 2002). The World Conservation Strategy was the first document supporting EE to encourage sustainable living and emphasize wildlife preservation (International Union for Conservation of Nature and Natural Resources, 1980). After 20 years, the EE concept was prevalent in national policies of different developed countries, showing an increasing recognition for this subject (Rickison, 2001).

Still, it is important to notice that an EE plan alone is not enough to change people's mind. Even though nowadays EE has become part of the subjects taught in many schools throughout the world, the reality is far from ideal and efforts on this matter are still needed. According to Penn (2003), when protecting the environment requires greater effort, education alone will not do the job. EE is likely to have more effect when it shows how environmental degradation is adversely related to economic health and well-being of individuals and nations, how it can harm individual interests (including relatives, friends, survival and economic interests). Paradoxically, this is conservation out of selfish behavior, called by Penn (2003), as "Evolutionary Informed Ecology". EE should be effective and trigger changes on human behaviour; for that, EE should show how environmental destruction could individually harm each one of us. The strategic use of communication (ECNC 2000) in support of nature conservation seems to be the essential in this case.

Based on all the points above mentioned and as a way of getting more in touch with the social factors involving nature conservation, the focus of this internship was mostly on EE and the raising of people's awareness toward environment. The internship took place at the Associação Transumânica e Natureza (ATN), a small NGO responsible for the management of Faia Brava Reserve (FBR), within the Guarda district – north-east of Portugal. This NGO was potentially a good place to apply the skills and knowledge gained during my M.Sc. study, to work independently and to gain practical experience in the field of nature conservation. At ATN, my personal aims were to gain insight on the problems faced by an organization when managing a relatively young nature area, to work together with the management team and experience their daily work. My aim was also to work on my communication skills by dealing with different target groups, ranging from school children to farmers, visitors etc.; to improve my organization skills and to work on a link between nature conservation, EE and ecotourism by designing a tourism strategy for the FBR.

This internship report is composed of chapters where first the study area and its importance is introduced, followed by the planned visitor activity, its goals and suggested activities. For a quick overview I also included a table with the action plan with the explanation of the aims of the tourism strategy, the characteristics of the end product, the current situation at FBR and the proposed changes. To finish, I conclude with a reflection on, and a discussion of my personal goals.

2. Study area

2.1. ATN and the Faia Brava Reserve

In a reality where national parks and reserves cover a bit more than 12% of Earth's land area, providing a sanctuary for biodiversity and helping local development (Borrie *et al*, 1998), Portugal advocates nature by actively working on its conservation. An example of this is "Associação Transumânica e Natureza" (ATN), a NGO created in 2000, responsible for the management of the "FBR" Project. The Faia Brava Reserve (FBR) project was inspired by different international experiences of nature conservation, with the main objective of contributing to the ecological restoration of its natural habitats and increasing local biodiversity. The intervention area is located centrally in the Cõa Valley Special Protected Area, is part of the Natura 2000 Network (Portugal) and covers a zone of approximately 616 hectares (on both sides of the Cõa river), encompassing a 5 km stretch of the river. Faia Brava's region holds the biggest cork oak forest of the Guarda district, as well as other important habitats (www.atnatureza.org).

FBR's landscape is dominated by rough terrain with cliffs where granite rocks are predominant; This is an area that holds the nesting sites for important avian species of cliff breeders. These birds occur exclusively on the most inaccessible corners of the Portuguese orography and are closely dependents on the forest habitats together with traditional agro forestry activities for their feeding (www.atnatureza.org).

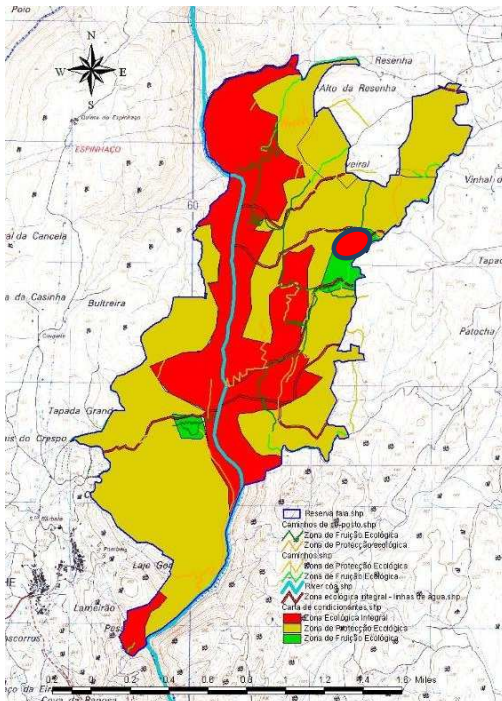


Figure 2.1.: Maps of the area showing Hortas de Sabóia –

“●” on the map (see attachment 2 for details)

its resources and efforts in this area. ATN's main objective for FBR is to create a sustainable management model. Most financial support is through ATN initiatives and international funding (www.atnatureza.org). Here, reality makes a good example for the articles of Dixon and Sherman (1991) and Wells and McShane (2004) that speak about the issue of lack of local sponsorship and governmental support. A good illustration of this is the fact that the Algodres municipality abandoned the project of building a road that would give access to the Cõa

According to ATN (www.atnatureza.org), the vegetation is dominated by *Cytisus multiflorus* known by the common name of white Spanish broom. Cork oak (*Quercus suber*) and Holm oak (*Quercus ilex*) are also present in this area. Up to 100 species of macrofungus can be found in the area. The fauna of the Cõa Valley is diverse, with up to 149 vertebrate species (6 fish, 9 reptiles, 100 birds and 25 mammal species). The most important cliff breeder species are: Egyptian vulture (*Neophron percnopterus*), Griffon vulture (*Gyps fulvus*), Golden eagle (*Aquila chrysaetos*), Bonelli's eagle (*Aquila fasciata*) and Black stork (*Ciconia nigra*).

FBR's area falls under the jurisdiction of three municipalities: Algodres, Vale de Alfonsinho and Cidadelhe (attachment 2a). These are all agglomerations with dispersed occupation, overall low population density, and a homogenous human demography. In other words, it is a rural area from where most young people have moved to the cities. A high percentage of the population is elderly, who do not have any economic activity.

According to ATN's 10 years management plan for FBR (Anon 2009), ATN's foundation was primarily motivated by the implementation of a conservation project on cliff breeders (namely *Neophron percnopterus* and *Aquila fasciata*). FBR holds some of the most important breeding spots for cliff birds in Portugal. Therefore, ATN has been investing most of

River, because the area now belongs to an NGO. Slowly, the local support and relationship with municipalities and other regional organizations has been improving throughout the years but is still far from being ideal (Alice Gama, *pers. comm.*).

In spite of the widespread agreement on the importance of areas reserved for nature conservation, organizations like ATN often face many challenges including inadequate management resources, insufficient public or private sponsorship, and a lack of cooperation and support from the very communities that they promote (Dixon and Sherman 1991, Wells and McShane 2004). According to ATN's management plan for RFB (Anon 2009), there are different conservation problems faced by the NGO. The one who called my attention was the reduced value of the natural patrimony for the Portuguese society. According to ATN, this problem can be diminished by improving the following aspects:

- Participation of ATN on environmental themes at local and national divulgation channels;
- Participation on the school calendar;
- Communication strategy;
- Programs to attract the Portuguese youth in areas connected to nature conservation.
- Communication between ATN and the local community;

2.2. The Internship

The assignments of this internship were composed by different tasks, all related to EE and the promotion of FBR to a broader public. After analysing the management plan of FBR and talking to ATN's technicians, it became clear to me that it was important for ATN to have a more elaborated visitation plan and environmental educational programme for the reserve together with the need to increase the involvement of the local community with ATN's goals. For me, it was important to accomplish an interesting and educational internship. Much has been researched in the field of EE and ecotourism (Pereira *et al.* 2005, Hovardas and Poizaridis 2006, Weaver & Lawton 2007, West *et al.* 2006, Hug and Carleton-Hug 2010).

Therefore, based on scientific and applied literature, this academic internship had its focus on the designing of a tourism strategy for FBR that would both serve the reserve's conservation goals and raise the public's environmental awareness in a positive way. This work was carried out from the beginning of February until mid-April 2010. The following chapters extensively describe the tourism strategy for FBR and my accomplished tasks.

3. Tourism strategy

Based on the guidelines of the European Centre for Nature Conservation (ECNC 2000, ECNC 2009), on ATN's management plan for FBR (Anon 2009) but also taking in consideration that EE should show how environmental destruction could individually harm each one of us, a tourism strategy was created with 5 main goals; in order to reach these goals, activities were elaborated as follows.

3.1. First goal

Although ATN always had in mind an ecotourism programme for Faia Brava, it often struggled with the lack of professionals in this sector and for long time it could not really focus on this subject (Anon 2009). One month before the start of my internship, ATN hired a person to be responsible for the eco-activities. This seemed like a great opportunity for me to work together and assist with the eco-activities programme. It was my intention to (together with the person responsible for the eco-activities) follow the guidelines of the management's plan for FBR (Anon 2009) and expand the visitation programme at the reserve. This led to my first goal for the tourism strategy:

Goal 1: Increasing ecotourism activities within FBR
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The activity involved to reach this goal was to promote FBR to national ecotourism agencies by establishing contact and offering different activities.

The "Côa Valley Grand Route", a 30 km nature trail that passes through the FBR is also a resource that can be better explored. A walk through this route could be linked to other activities at the FBR, for instance, an overnight at a family's house at the village of Algodres, where the tourist could experience the region's countryside life and have the opportunity to interact with the locals, helping to boost local economy (West *et al.* 2006). Having tourists in Algodres is an action which can potentially help the village's economy and also make people better understand that actually, the reserve can bring benefits to them. Such partnership with locals is a bottom-up approach where both side will probably benefit from the experience. The tourist can have the opportunity to get in touch with the locals and the locals can have the chance to interact with ecotourism as a revenue source (West *et al.* 2006). This is a way of employing the "Evolutionary Informed Ecology" described firstly by Penn (2003) triggering the locals to better value the natural patrimony for the Portuguese society at least locally. Another advantage would be that by offering touristic packages, ATN also would open new possibilities to generate more income for themselves.

When I started my internship, I was very keen to work on this goal. However, during the internship, when I got to know better everybody's role within and NGO and their routine, I realised that it wasn't necessary to have two persons working on this subject and it would be more sensible and realistic for me to focus on the other goals which had less attention. Since then, the ecotourism program of ATN for FBR has been improved by the person responsible for it and monthly activities are to be seen at ATN's website.

3.2. Second goal

The school programme from the region offers the space for organizations like ATN to work together with local schools and develop different intra-curricular activities for children of different ages. After taking in consideration the intention of ATN to participate on the local school calendar, to enhance communication with local community and to attract the Portuguese youth in areas connected to nature conservation (Anon, 2009), my second goal for FBR's tourism strategy was established:

Goal 2: To create an Environmental Educational (EE) programme for the local population

The EE programme had a more complex structure and it has been divided in two topics as followed:

3.2.1. Long term activities for school children

According to the school programme, children have subjects called "Project", "Visual Education" and "Building Skills" where they can spend time with practical assignments (Ana Cristina Perpétuo, *pers. comm.*).

Having that in mind and taking in account the aims of the "Biology Program" of Portugal's Ministry of Education, an EE plan for school children from different ages was designed fitting their school programme and goals (Anon. 2001, Galvão *et al.* 2001, Ministério da Educação 2001, Silva *et al.* 2001, Ministério da Educação 2003, Mendes *et al.* 2003, Mendes *et al.* 2004, Amador *et al.* 2004, www.icnb.pt). This plan is aimed at raising the awareness of biodiversity's value, its structural and functional dimensions. It was also committed to bringing nature closer to local youth's reality by showing the practical side of natural sciences and giving them the possibility to apply their skills learned at school during theoretical classes. By involving a student on small projects inside FBR, I aimed at triggering the students' minds to investigate nature and bring more dynamic into the normally theoretical biology course followed in class.

After contacting the local schools, it was verified that there was a possibility to develop long-term activities (where a class would come regularly to the reserve) as intra-curricular events. The plan included activities within the on-going projects of ATN, adapted for schoolchildren but also new activities that should be carried out together with the local schools. One of the on-going projects was the "One Million Seeds for the Cõa Valley". This is a project from ATN that could be adapted for the students. In the plan, students would be involved in a botanical activity, planting seeds, following its growth into seedlings and later, participate on the reforestation of the reserve; tracking the development of the young trees in the field. This was mostly aimed at high school students. In the plan, they would also be involved in the creation of a herbarium, putting in practice what they have learned in the botany class. This was presented to be an intra-curricular activity developed together with the local schools and ATN. ATN would provide the material, transportation from Algodres to FBR and back, together with the guidance by ATN's technicians. The schools should be in charge of the evaluation. ATN would provide however a manual for the teachers, helping them on the preparation of the students before their practical activities at the reserve. The making and installation of nests for different bird species and behavioural observation was also in the plan for high school students. A small shelter should be built so that the young researchers could hide and carry their (intra-curricular) projects.

It took a long time for me to be able to contact the schools, the teachers to be involved and to get access to the documents needed from the Ministry of Education. All necessary (pre) contacts have been made by me. The program was written but unfortunately, due to time constrains, I could not see it in action. After communicating with the parts involved in Portugal, I was informed that there is an intention of carrying out this program in a near future.

3.2.2. Short activities of different nature were also included in the EE plan:

a. Overnight in the Wilderness

For this activity, groups would arrive at the reserve after lunch; have a walk, visiting the most significant points of the area, together with an ATN technician that will offer cultural and ecological information about the area. As the evening approaches, students can sit around the fire while listening to tales of the region from local elderly people. A stargazing night can take place where an astronomer would explain about stars and constellations.

Night walks were also included in the plan, offering an opportunity to “experience” nature and its nocturnal animals. Because the weather conditions during my stay in Portugal were not ideal for this kind of activities, it was unfortunately not possible for me to be present in this activity. However, recently checking ATN’s website (still in Portuguese only), I could notice that on the 21/08/2010, a nocturnal walk through FBR will occur in August 2010 (http://www.atnatureza.org/actividades/lista_actividades.php#atividade81).

b. Partnership with “Casa da Cultura” of Figueira de Castelo Rodrigo

After my contact with Casa da Cultura, this department of the municipality showed interest on working with ATN during the school holidays. Normally, the activities of Casa da Cultura are mostly on sport and leisure, lacking the educational input. So, the EE plan presented a good opportunity for the local government to offer a program with interesting and educational contents. Themes like “Recycling”, “Pollution”, “Planet Earth”, “Biodiversity”, “The Water Cycle”, “Organic Agriculture and Agro toxics” (health risks, environmental damage, etc), “fire” (prevention, negative effects to the environment etc), “poaching” and many more were offered. Casa da Cultura of Figueira de Castelo Rodrigo accepted one of our proposals and during the Easter holidays of 2010 (attachment 5), the theme “Biodiversity” was explored during an afternoon at FBR with 30 local children ageing from 6 to 12 years (attachment 7). This was the first time ATN and Casa da Cultura have worked together. The children were welcomed by the technicians of ATN and me in Algodres (closest village to FBR) and from there, we made our way to the reserve partly walking and partly on vehicles offered by ATN (attachment 7, figure 3). In FBR the children received a lecture about biodiversity (attachment 7, figure 4) and after that; a “game” took place. Groups of 5 to 6 children were formed; each group accompanied by a technician from ATN (attachment 7, figure 5). The children received an easy field sheet with the most important species and a note block (attachment 8a & 8b and 9). The aim of this game was to find the most number of species. Each group explored one side of the reserve by foot (attachment 7, figure 6). During the trip, the technician responsible would explain about plant and animal species seen on the way.

3.2.3. Building of a rustic, thatched roof shelter at “Hortas da Sabóia”

In order to carry out all the activities planned in FBR, a physical place (shelter) was needed to receive the visitors and protect them from extreme weather conditions. The region is known for its great thermal amplitude, with its very cold and wet winters and dry and hot summers (www.atnatureza.org). The shelter could be used for different purposes and would, for sure, improve the possibilities of Faia Brava receiving its visitors. At “Hortas de Sabóia” (attachments 2a and 2b), an area within FBR, considered their headquarters, there are a few old stone houses in poor state of conservation. ATN has plans to restore these houses and turn them into a reception centre and lodging place for visitors. Nevertheless, such restorations are expensive and not in the near future plan for FBR (Alice Gama, *pers. comm.*).

I was aware of the long-term plans of ATN to restore the stone houses. But, because short-term measures were required and the old house restorations were long-term plans, I suggested the building of a rough shelter with a thatched roof in the “Hortas de Sabóia” (attachment 4, figure 8). The idea was to build a low cost, low visual impact shelter, something that will blend in with the environment (Figure3.1.)



Figure 3.1.: examples of thatched roof structures (http://www.123rf.com/photo_2683641_thatched-roof-tiki-hut-shelter-in-florida-keys-beach-entry-marathon.html).

The construction of the shelter would require a few poles (no-longer-in-use, wooden, light poles), netting or plastic and for the thatched, local bush like “Giesta” could be used. The location should be at Hortas de Sabóia and the costs should have a limit of €500. With the help of volunteers and ATN’s technicians, this structure should be constructed in a week time. The provider for the wooden poles was contacted and buying of the poles, together with the other materials could fit in the budget. It was decided by ATN that the volunteers would be responsible for the building of the structure but that a person specialized in thatched roof structures should be responsible for it. To come up with a proper and solid construction, I got in touch with an architect in Lisbon who voluntarily sketched a shelter for FBR. The sketch (attachment 3, figure 7)), together with the expected costs were handed to ATN’s management team in March. It was approved of, but until the end of my internship, the shelter was not build.

3.3. Third goal

The management plan for FBR shows the intention of ATN to improve their communication strategy. Therefore my third goal was focused on the broader promotion of ATN and FBR.

Goal 3: To promote the reserve not only to the local public but also at national and international level

It is on the interest of ATN to promote FBR, its mission and aims broadly. One of the ways is via the internet. For that, ATN has created a website with lots of information about FBR, their activities etc. Currently ATN's website is only available in Portuguese and with this; ATN is not able to reach a broader public. Therefore, the activity was on translating the entire website into English. This way, many more people will have access to information about ATN's work. ATN would be available to a broader public and the chances of getting more members will probably increase. It took me nearly 2 months to translate and edit the entire website. I also had the help of a native English speaker who was working as a volunteer at ATN for 3 weeks. Anne Hobbs assisted me with editing the texts and making it grammatically correct and flawless. The translated website was handed over to Alice Gama who was responsible to deliver it to the webmaster to put it online. Upon last check on ATN's website (www.atnatureza.org, on 13/08/2010), the English version was not yet available.

3.4. Fourth goal

The fourth goal of my tourism strategy was related to the number of ATN's members and the possibilities to increase it.

Goal 4: Increasing the number of associates

The activities around this would be advertising ATN and attracting the interest of young, local people by creating a youth membership i.e. "Embaixadores da Faia Brava" (Faia Brava's Ambassadors) and promote it at local schools. ATN has around 204 adult members. According to ATN (www.atnatureza.com), members actively contribute for nature conservation by supporting their projects. To become an adult member, an annual €20 fee should be deposited at ATN's account. The new member will have the right of one guided visit to FBR, a newsletter every two months and discounts in all activities and courses performed by ATN. It is on the interest of ATN to gather more members and get more people actively involved with nature conservation (Alice Gama, pers. comm.). In order to help the increase in the amount of members and having in mind the "Evolutionary Informed Ecology" (Penn 2003), a youth membership was proposed by me to ATN's management team.

This youth membership was planned to attract the young local community. Young people interested in nature conservation could take part on this passively or actively. This youth membership was thought to be called "Embaixadores da Faia Brava" (Faia Brava's ambassadors). People that become an "Embaixador da Faia Brava" would pay a lower annual fee (€10) that would give the right of some goodies and some activities specially designed for them like for instance an annual camp, full of activities, games and, of course, learning! The promotion of "Embaixadores da Faia Brava" should also take place in schools around the area. A possible strategy to have new members for the youth club was to use the already members to promote the club and get more people in. My idea was of employing the "Evolutionary Informed Ecology" theory of Penn (2003) and offer a benefit for the already members for each new member that they would bring.

For example, from the €10 fee of the first year, a percentage per new member could be offered for the "Embaixador". For the first year, the profit of ATN on the new associates would probably be close to nought but, as a long term plan it offers a good solution to gather new people in. By attracting the young local community, ATN could reach the local adult community through their children. According to Uzzel (1994), when children are involved and aware of the environment, they can become catalysts of environmental changes among their parents and other adults, member of the community. That is what Uzzel calls "Intergenerational Influence". The "Embaixadores da Faia Brava" project was discussed and handed to ATN's management team but so far it is not known to me if it has been put in practice or not.

3.5. Fifth goal

According to the Biologist responsible for the Faia Brava Project, Alice Gama and the Management Plan for FBR (Anon 2009), often ATN faces management problems concerning illegal hunting and fire caused by locals on the surrounding area of FBR. ATN has tried throughout the years to bring their mission to the reality of the locals but ATN had and still has often problem with forest fire. During the dry season, a team is organized in order to control fire in the region. Since local shepherds still use fire in their lands, it has been ATN's mission to try to raise the awareness of its risks and diminish its use.

I believed that it was important for me also to know the locals point of view about the reserve and the NGO. Thus, I got in touch with a traditional shepherd of Algodres village, Senhor Mario, the president of the local fishing and hunting club. It became clear to me that there is still miscommunication between the two parts and efforts need to be made in order to improve this situation. It is important for ATN to have good relationships with the local population together with their support. For that to happen, it is necessary to involve these people, make them aware of the importance of FBR and ATN's goals. My last but not least goal for the tourism strategy at FBR was as follow:

Goal 5: To raise local public awareness on the importance of FBR

The effort ATN has put so far on communication with locals is by informally socializing with Algodres' community. ATN's has been encouraging its staff, since a few years, to make use of a café in the village where they can often have lunch and use the time to get in touch with the locals. Apparently, this has helped ATN to get more people to sympathize with their cause because outwardly, according to Senhor Mario, people around Algodres do understand, though superficially, the importance of FBR and ATN, proving that ATN's efforts in this sense is yielding some results. Still, communication and rising of awareness should be tackled in a more direct, clear and formal way where the local population could feel involved in ATN's plans.

In my plan for the raise of local awareness on the importance of FBR, open days with information and activities were suggested where the local community could join the technical body of ATN. Besides getting information, locals could present their questions, suggestions and ideas about how to improve the current situation in FBR and the surrounding areas. Depending on how these open day(s) would work, a council formed by locals and ATN could be created. These open days could also be coupled with, for instance, a wildlife photography exposition. Food and drinks should be provided in order to draw the interest of people and be an "extra reason" for people to come. Such a day could be presented as an event where people could come also to have a pleasant time.

The topics thought to be discussed on open days were i.e. sustainable hunting, ways to increase biodiversity, fire control, between others. The aim of such days was to bring the locals and ATN's body closer and working as a team as much as possible.

ATN's management team positively received this plan. After a number of meetings on this subject, the possible open days took shape and it was decided that the open days should take place inside FBR. Hence, such activities should happen during summer due to a more favourable weather. We agreed on the fact that the shelter-to-be would in this case present the perfect physical space to receive the guests. Since my internship in FBR ended in April I wasn't able to be present at these activities. The implementation of these activities was left at the responsibility of ATN.

4. Action Plan

This chapter deals with the current situation at FBR, the activities planned and the means to achieve the goals during the internship.

The following Tables 1 and 2 present a summary of the action planned to be developed during and after the internship by ATN. Moreover, Chapter 3 describes the activities in detail.

Table 1: Description of activities, goals, and means to achieve proposed activities.

Aims	Characteristics of end product	Characteristics of current situation	Direction of change
To promote FBR to Agencies that work with ecotourism	1000 visitors/year in the reserve		Work together with the technician responsible for the ecotourism activities, contact new agencies
To create an EE programme for the reserve	Operational shelter to receive visitors	No proper shelter from the sun and rain	Build a low cost natural shelter (roof) with minimum visual impact, using volunteers to offer a physical place where visitors can hide from sun/rain and to be used as a space for lectures/ expositions, etc.
	Implementation of a EE program for school children	Some activities done in the past	Implement regular activities throughout the year.
	Implementation of long and short activities for school children	Sporadic activities	
	Partnership with “Casa da Cultura” of Figueira de Castelo Rodrigo on vacation activities for children	No vacation programme so far.	

Table 2: Description of activities, goals, and means to achieve proposed activities (cont.)

Aims	Characteristics of end product	Characteristics of current situation	Direction of change
To promote the reserve not only to the local public but also at national and international level	Upgrade the ATN website to provide information also in English, hence increasing the number of annual visitors to ATN's website	Current website is only available in Portuguese.	Creation of a English version of the website
To increase the number of associates to ATN	Creation of youth membership i.e. "Embaixadores da Faia Brava" (adult membership explained in chapter 3)	No youth membership currently possible	Promote this programme in schools, offering advantages to associates
To raise public awareness on the importance of FBR	Promotion of the reserve through open days and different expositions i.e. wild life photography, etc.	Such activities are not known by the intern to have occurred recently.	Creation of activities where locals would be invited to join an open day at FBR and be able to get to know its objectives and goals. During an open day technicians would be present, promoting the reserve and its aims (see details in chapter 3).

5. Reflexion and discussion

5.1. Insight gained in an NGO's daily life:

The month of February was focused on getting to know the area, the main issues faced by ATN and the people involved. Also in February, I performed a literature study, together with the elaboration of an internship plan plus short and long-term activities to be carried out by ATN. It was also my intention to be able to get involved in some activities. When I started this internship, it was difficult for me to have a complete overview of the most important subjects to be addressed. Therefore, although having my personal goals clear since my internship proposal, I did not know if I would manage to achieve them. By the end of February, the internship plan, my activities schedule (see attachment 1) and activities suggestions were ready and handed to ATN. Unfortunately, due to lack of time, it took a couple of weeks before the technicians could analyse the plan and give their approval on the activities suggested. This resulted in time constraints, inducing me to make choices about the activities I should focus on until the end of my internship. Therefore, I re-analysed the internship plan and opted to forget about goal one for the reasons already mentioned in chapter 3. I concluded that even if I could not accomplish my initial suggestions, my role in ATN was to *design* a strategy and not necessary to implement it. Thus, my effort was on a well-structured tourism and EE design.

At ATN I had the opportunity to experience and gain insight on things that I have not faced during my years at University. ATN made possible for me to participate of their meetings and activities where typical problems faced by a small NGO took place. Because of that, I realised the big difference between theory and practice. In practice we are always depended on other people and circumstances where often budget and time are not enough. On the other hand, unexpected problems that come our way, challenge us to be creative and innovative. It has been very educational to be in such environment and I believe that with this internship, my goal on gaining practical experience on nature conservation was achieved. I also could have insight on ATN's internal communication procedures, working schedules and priorities. It became clear to me that this NGO has ambitious goals and is constantly busy with numerous different tasks. Unfortunately, it seemed to me that actively working with interns is not one of ATN's priorities as ATN cannot afford giving the interns enough support in what concerns leadership.

5.2. Experienced gained on working independently:

During the months spend at ATN; I really needed to be independent and able to work on my own because of two reasons: my supervisor was on maternity leave and although I was welcome to contact her in case of need, it was not the same thing as having her around. Because my internship was mostly about working in a project that deals with internal issues, I felt the need to weekly have a feedback from my supervisor in order to know if the path I was following was or not correct. Since that was not possible, I mostly worked alone. The person who is most involved with FBR, also the person to give its approval or not to my strategy, also did not have time enough to be at ATN's office since he has a full time job somewhere else and could dedicate just a few moments in his week to FBR matters. Therefore, in order to fulfil my tasks, I had to work on my own and "just do it". By the end of the internship, the feedback of my supervisor was positive and ATN was satisfied with my deeds. So, mission accomplished.

5.3. Experience gained on management abilities and organization skills:

During my M.Sc. study, I was used to a situation where I would be given a task and had a period to finish it. Most of the time, it depended only on me if the task would be completed or not. The very difference with this internship is that I now depended on people who were working with me to achieve the goals of my tourism strategy. I had to delegate some tasks and was successful with it. Most important too is that management abilities are also about managing our own time and priorities. I am a person who normally has difficulties on choosing my priorities and setting a period. I usually have 10 different things on my mind and want to do everything at the same time. During the months in Portugal, I really had to make choices and carefully divide my time so that I would be able to reach my targets. By reflecting upon my personal aims and my schedule, during the internship I was keeping in mind my period. This led to a self-reorganization to make sure I could fulfil as much of my personal goals and the tourism strategy goals as possible. This also involved choosing priorities and I learned from that.

5.4. Working together with the management team:

Very soon, the cultural difference between the management team and me became clear. Although being a Brazilian and speaking the same language as the people in ATN, I HAVE lived for many years in the Netherlands and must say that I am quite used to the Dutch way of thinking and acting. I am used to direct and concise directives. In Portugal, work happens in a different tempo. After a while, I found myself uptight and quite pushy. Portuguese are more leaned back and relaxed. Soon I saw that if I wanted my things to get done, I would have to go with their flow. That proved to be a right thought because as soon as I loosened up, everything became easier. The only minus point was the lack of interest by the professional of ATN in charge of the touristic activities. The person had started to work in ATN just a month before I started my internship and had developed many things in his field. When I learned about this, I became very enthusiastic because I thought we could join forces and work together on a super environmental educational strategy for FBR. Unfortunately, I was wrong and because of different interests our work did not overlap and co-operation was minimal.

5.5. Communication skills:

Since the beginning of my internship, I was conscious about my goal on improving my communication skills. It was great to be in a country, other than mine, where I could speak to anyone. That helped me a lot. Through informal talks with locals, I could have a much deeper understanding of the underlying factors involving ATN and Faia Brava Reserve. My challenge was after all in communicating with ATN's staff. I had to try different methods in order to get my message across. Every week I would email my agenda to my colleges so that they could see what I intended to do and make time for me when I needed. Unfortunately, it was difficult for them to make time for me. Because ATN's management team was not often reachable, I had to change my method and literally "go after" it. The team was often busy with their many other tasks from ATN and I really had a hard time trying different methods to get my message across and make myself clear.

During the internship I also had to make use of my languages skills when working independently on the website translation to English and the making of a promotional flyer for FBR in Dutch to be distributed in Holland (attachment 6).

5.6. Problems faced

Time was my biggest constraint. The work flow in Portugal has a different tempo than in the Netherlands and took me a while to understand that and accept their rhythm. I was motivated when I arrived at ATN's office in Figueira do Castelo Rodrigo and wanted to start everything as soon as possible. After my plan was ready and handed to be approved or not, I had to wait for what in my opinion was a long time and that negatively worked on my motivation. When I noticed that things would not be as easy as I thought, I had to gather strength and face my problems (like too little time), finding a solution for it.

Time also became a problem when I had to deal with programs that were new to me. I did not consider in my proposal the time needed for getting acquainted with such things. Well, living and learning! Next time I should for sure include it in my planning. This has however helped me on the learning process of setting my priorities and time management skills.

As mentioned above, my supervisor in Portugal was on maternity leave, what forced me to be "extra-independent". My supervisor there even though on leave was always very interested in my internship and did her best to keep in touch. However, if I would be doing my internship while she was working there normally, I think I would be able to get more out of it. When I look back at my internship in Portugal, I conclude that I would have appreciated more leading and supervision. Given their own time constraints, ATN staff will remain having problems supervising interns in the near future.

I conclude that certainly my internship experience was very different from the experience gained during my thesis. One of the most important things is the fact that I had to make much more decisions during my internship and had to deal with disappointments and uncertainties (like for instance not knowing if my tourism strategy will ever be used or if it will have a "drawer life").

During my thesis, I wanted do everything perfectly because mistakes could influence my results. During my internship, I realized that perfection does not exist and not every little imperfection will necessarily lead to disastrous results. Preparing yourself and making a good plan still seems to me to be the most important points leading to a successful work.

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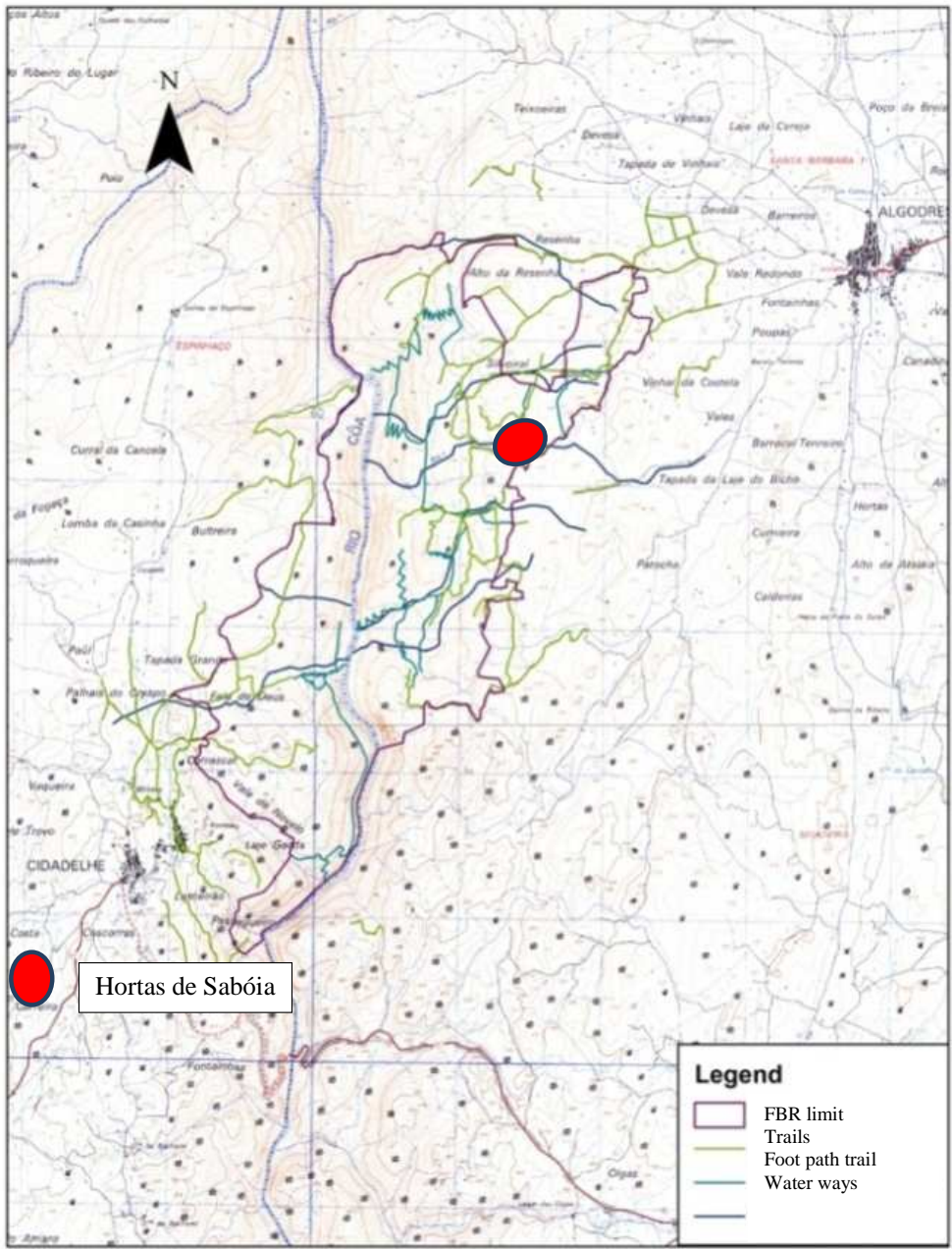
By Paulo Gaspar

Attachment 1 - Schedule of internship activities

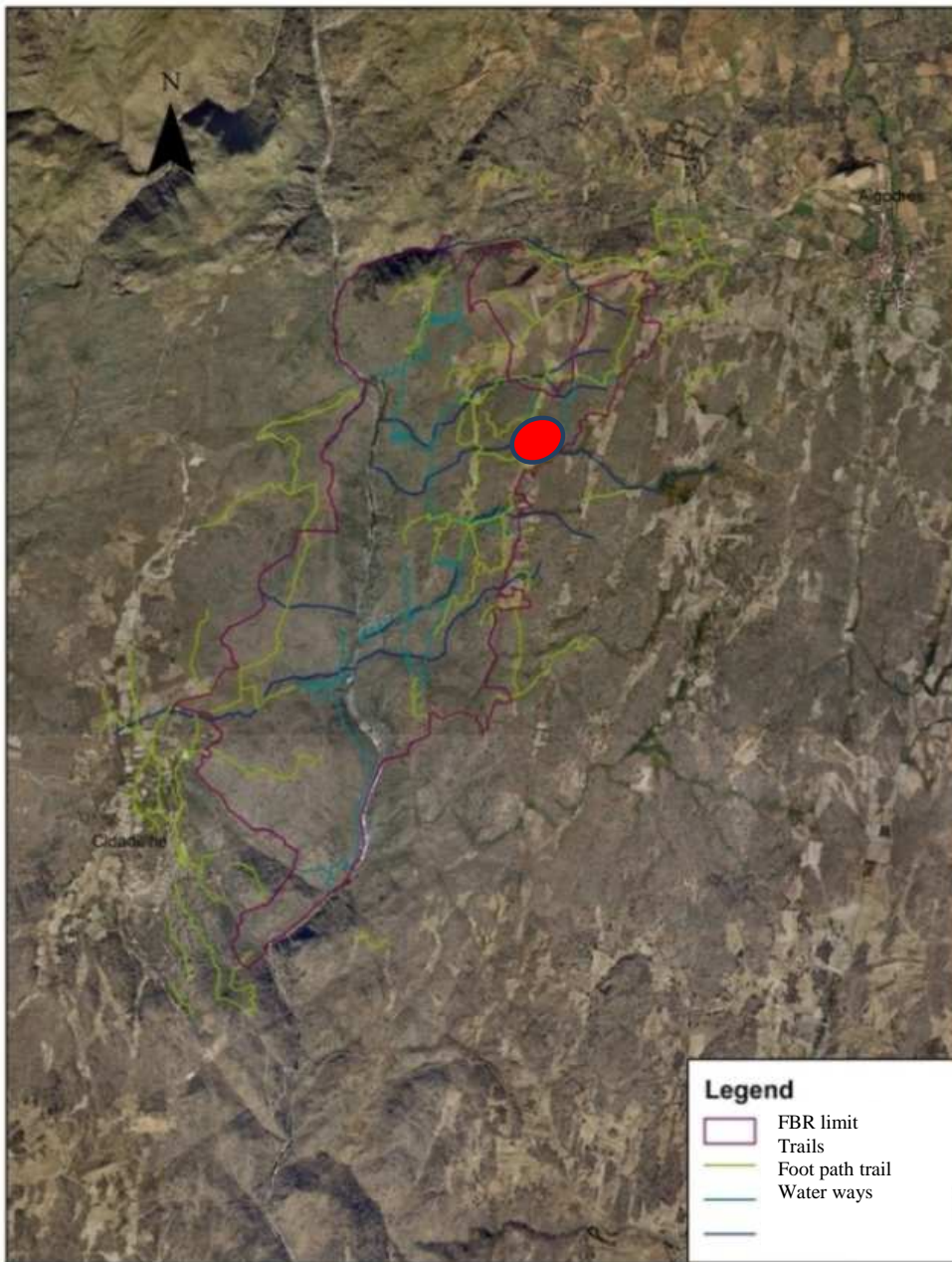
Table 3: Schedule on the activities performed in the months of March and April.


	February				March				April				May			
Getting to know the area	X						NL									
Literature study	X	X					NL									
Elaboration of internship plan			X	X			NL									
Writing tourism strategy and making contacts					X	X	NL	X	X							
Planning short and long activities (EE school children)							NL	X	X							
Planning partnership with Casa da Cultura						X	NL		X							
Planning shelter and making contacts							NL	X	X							
Website translation					X	X	NL	X	X	X	X	X	X	X		
Youth membership program planning						X	NL									
Open days and planning						X	NL	X	X							
Writing internship report							NL								X	X

Attachment 2a - Political Map of Faia Brava Reserve



Attachment 2b - Physical Map of Faia Brava Reserve



 Hortas de Sabóia

Attachment 3 - Shelter

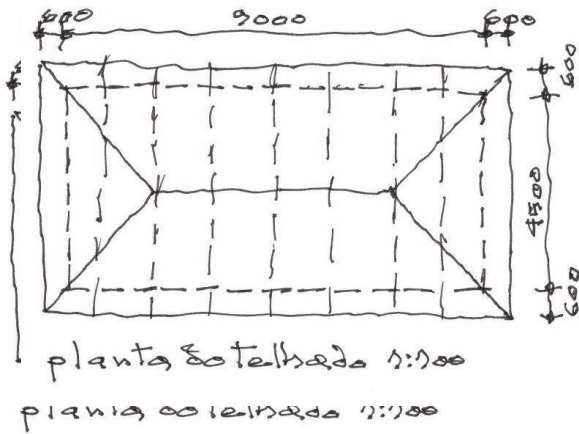
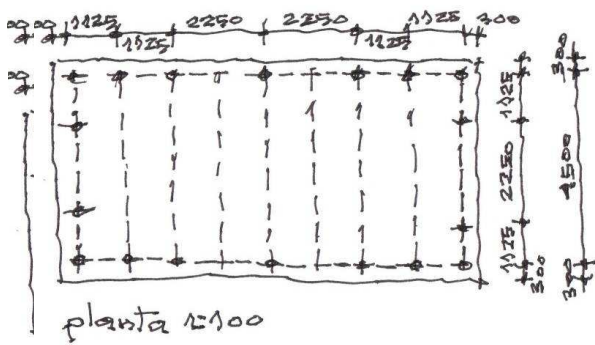
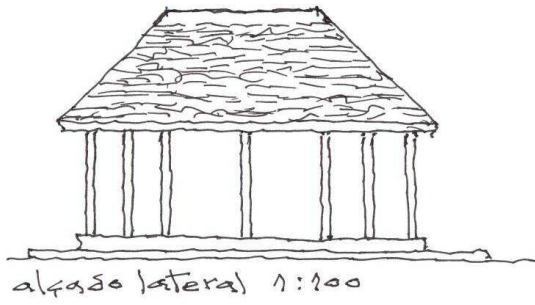


Figure 7: Sketch of shelter by Portuguese architect Mr. Pacho Guedes

Attachment 4 - Proposed shelter Location



Figure 8: Suggested location at Hortas de Sabóia within FBR for the construction of the shelter.

Attachment 5 - Environmental education activity suggested for Casa da Cultura

Proposta: Actividade de educação ambiental para a semana da Páscoa
Entidade: Casa da Cultura
Organização: Associação Transumância e Natureza



ATN propõe actividades preparadas especialmente para crianças com o objectivo de lhes dar a conhecer a biodiversidade local, aprendendo enquanto se divertem. Estas actividades têm a intenção de trazer a natureza para mais perto da realidade do participante, mostrando-a como algo lúdico e divertido.

Para as férias da Páscoa, a ATN desenvolveu o seguinte programa:

Aprendendo e Brincando com a Biodiversidade

Nesta actividade de meio dia, especialistas na área explicam numa linguagem fácil e interactiva o significado e a importância da biodiversidade, através de uma curta apresentação de conteúdo teórico, seguida de actividades práticas onde os participantes possam aplicar a teoria aprendida.

A actividade prática dá-se através de uma saída de campo na Reserva da Faia Brava, onde as crianças (divididas em grupos de no máximo 6, acompanhadas por um profissional da ATN) participam numa pequena competição. O objectivo desta competição é identificar o máximo de espécies diferentes da flora e fauna da Reserva Faia Brava. Munidos de uma ficha de campo e de um bloco de notas, os participantes deverão registar as espécies que encontram pelo caminho, sendo apoiadas pelo guia da ATN. No final do trilho, os participantes chegam a um local onde será possível fazer-se a observação de aves rupícolas, a fauna mais ameaçada e emblemática da região (Grifo, Abutre do Egipto, Águia de Bonelli, Águia-real e Cegonha-preta). Durante este momento de observação, terão também a oportunidade de aprender a utilizar material óptico (binóculos e telescópio fornecidos pela ATN), recebendo também uma explicação sobre aspectos da biologia destas aves. A actividade termina com a entrega de uma t-shirt a todos os participantes e um prémio aos vencedores da competição, com o maior número de espécies observadas. O objectivo desta actividade prática é fazer com que os participantes aprendam um pouco mais sobre a natureza e a identificar animais e plantas da sua região. Para finalizar, um lanche será servido.

Programa:

- 14:00h Início da actividade em Algodres (ponto de encontro) e transporte até à Faia Brava (ATN)
- 14:30h Palestra sobre a diversidade local e a importância da biodiversidade no ecossistema (Hortas da Sabóia).
- 15:00h Início da competição “Caça à Biodiversidade” - Saída de campo com os grupos (grupos de no máximo 6 crianças)
- 16:45h Regresso dos grupos às Hortas da Sabóia e reflexão sobre o que foi aprendido durante a tarde. Contagem das espécies encontradas por cada grupo e entrega de prémios aos vencedores.
- 17:15h Lanche
- 18:00h Encerramento

Attachment 6 - Faia Brava's flyer in Dutch

Translated by Tamara B. De Oliveira

De Côa Valley

Een plaats voor de natuur

Wat is Faia Brava?

Faia Brava is een gedeelte van de Côa rivier vallei met 5 km verlenging welke exclusief is voorbehouden aan het behoud van de natuur.

Hoe kunt u het Faia Brava project helpen?

- Word lid van Faia Brava
- Bezoek Faia Brava
- Koop ATN's biologische olijfolie
- Word donateur
- Meld u aan als vrijwilliger

Hoe bezoekt u Faia Brava?

- Rondleidingen voorzien van thema's (Alleen voor leden)

Minimaal een keer per maand (voornamelijk op zaterdagen) organiseerd ATN rondleiding met thema naar Faia Brava (bekijkt u ons bezoekersplan op de ATN website)

- Reserveringen voor rondleidingen onder begeleiding van een gids.

ATN heeft verschillende programma's samengesteld voor georganiseerde groepen. (studenten, verkenner)

- Geregistreerde en erkende gidsen

Op onze website kunt u meer informatie vinden met betrekking tot de verschillende activiteiten. Deze activiteiten worden aangeboden in samenwerking met bedrijven die gespecialiseerd zijn in ecotoerisme. Deze bedrijven werken samen met ATN.

- Wandeltochten in de Côa Valley

Bezoekers kunnen volop genieten wanneer zij een wandeling maken door een gedeelte van het Faia Brava reservaat. Voor deze wandelroute zijn folders beschikbaar op het ATN, maar deze is ook te downloaden van onze website.

Deze editie van de folder is mogelijk gemaakt door:

Associação Transumância e Natureza (ATN), opgericht in 2000, is een non-profit organisatie die verantwoordelijk is voor het management van het "Faia Brava" Project. Een gebied gelegen in het midden van de Côa Valley (PTZPE0039) welke onder speciale bescherming staat. Dit project is geïnspireerd in diverse internationale ervaringen in natuurbeheer. De belangrijkste doelstelling van het project "Faia Brava" is de natuur te beschermen, behouden en uit te breiden. Het gebied bestaat uit 615,8 hectare natuur aan beide zijden van de Côa rivier. Het landschap wordt gedomineerd door ruw terrein met ravijnen en granieten rotspartijen. Dergelijke omgevingen zijn ideale broedplaatsen voor vogels. Daarnaast heeft Faia Brava het grootste kurkeikenbos van het Guarda district.

Biodiversiteit

De vegetatie cover wordt gedomineerd door *Cytisus multiflorus* bekend als de witte Spaanse bezem, Kurkeik (*Quercus suber*) and Steeneik (*Quercus ilex*) komen ook voor in dit gebied. Tot 100 verschillende soorten of Macrofungus komen hier voor. De fauna van de Côa vallei is zeer divers, liefst 149 gewervelde diersoorten beschouwen dit gebied als hun thuis (6 soorten vissen, 9 soorten reptielen, 100 vogels en 25 zoogdieren). De belangrijkste vogels van het reservaat zijn de egyptische gier (*Neophron percnopterus*), vale gier (*Gyps fulvus*), steenarend (*Aquila chrysaetos*), havikarend (*Aquila fasciatus*) en zwarte ooievaar (*Ciconia nigra*).

Huidige Acties

Classificatie van Faia Brava als " beschermd prive gebied"

Ooibos herstellen

Fauna toezicht/bescherming en observatie

Campagne tegen bosbranden

Garrano paarden management

Milieu-educatie

Rondleidingen

Lidmaatschap: 20 euro/jaar. Betaling per overschrijving op Bankrekening nummer... (+ IBAN details)

Attachment 7- Environmental educational activities at FBR



Figure 3: Group preparing to leave from Algodres to FBR for an EE programme

Figure 4: Activity with Casa da Cultura at FBR during Easter holidays 2010 – Lecture in Biodiversity.



Attachment 7 - Environmental educational activities at FBR 9 cont.

Figure 5: Activity with Casa da Cultura at FBR during Easter holidays 2010 – Looking for species with help from ATN staff



Figure 6: Activity with Casa da Cultura at FBR during Easter holidays 2010 – Looking for species: Children looking for recognizable species.

Attachment 8a - Note block used at FBR for Casa da Cultura's youth group

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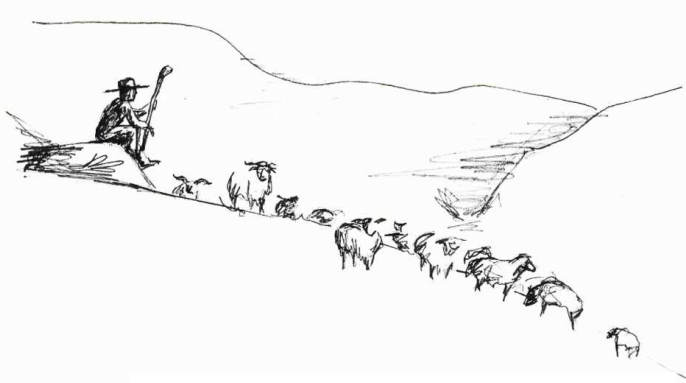


Fauna e flora da Faia Brava, Portugal

Local		
Data		
Grupo		
		Número Espécies Observadas
	Animais	
Mamíferos		
	Coelho	
	Fuinha	
	Garrano	
	Javali	
	Lebre	
	Lontra	
	raposa	
Aves		
	Águia de Bonelli	
	Águia Real	
	Alvéola	
	Andorinha	
	Andorinhão	
	Britango	
	Cegonha Preta	
	Chapin	
	Codorniz	
	Corvo	
	Cotovia	
	Gralha	
	Grifo	
	Melro	
	Milhafre	
	Pardal	
Aves		
	Pega Azul	
	Perdiz	
	Pisco de Peito	
	Ruivo	
	Pomba Comum	
	Poupa	
	Rola	
	Tentilhão	
	Trigueirão	
Répteis		

Anotações do Observador:

Attachment 8b - Note block used at FBR for Casa da Cultura's children's group.







CADERNO DE CAMPO





Fauna e flora da Faia Brava,
Portugal







Desenhos: Paulo Gaspar


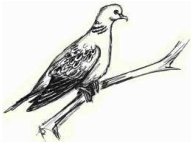
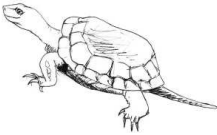
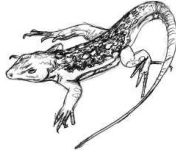
Local	
Grupo	
Data	





			
Águia de Bonelli	Cegonha-preta	Grifo	Águia-real




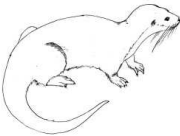
			
Britango	Milhafre-real	Corvo	Gralha



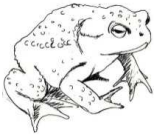

			
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Andorinhão-real	Codorniz	Cotovia	Pega-azul
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Poupa	Rola	Cágado	Lagarto-de – dedos-denteados

			
Sardão	Lebre	Coelho-bravo	Fuinha

			
Garrano	Javali	Raposa	Lontra

			
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Tritão	Rã -verde	Sapo	Salamandra-de-pintas-amarelas
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Amendoeira	Oliveira	Sobreiro	Gralha

Anotações do Observador: