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TOURISM MASTER PLAN FOR THE ISLAND OF SANTIAGO, CAPE VERDE: 2020–2030 – Part 2

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ABSTRACT

Cape Verde, a small insular development economy (SIDS), has been confronted and faces various economic, social and environmental constraints throughout its history that have been conditioning its growth strategy.

In recent years, tourism has been growing and consolidating an important contribution to economic development, which is observable in the evolution of the number of nights spent in the country, revenue, number of guests, employment generation, and incentive to exports, among others. The gross added value of tourism currently has a weight that is already more than 20% of its GDP (excluding the COVID-19 pandemic period).

Aware of this potential, the government created conditions for a greater use of its effects as a mobilizing factor in the economy, as reflected in various official supporting documents and strategic orientations, such as the Strategic Plan for Sustainable Development, and the Main Options of the Strategic Plan for Sustainable Development for the Tourism Activity.

The Government decided that each island or region should develop its own strategic tourism plan (Masterplan). This paper proposes several main strategic reflections about the Tourism Master Plan for the Island of Santiago in order to improve its competitiveness.

Keywords Cape Verde, Economic diversification, Tourism Master Plan.

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Introduction

The Government of the Republic of Cape Verde received a grant from the International Development Association (IDA) of the World Bank to prepare Tourism Development Projects, with the aim to create the necessary conditions to increase investment and the diversification of products in the country's tourism area.

According to the Government, tourism is considered to be one of the strategic pillars of Cape Verde's economy. This paper analyses and proposes a Strategic Plan for Sustainable Tourism Development (a Master Plan) for the Island of Santiago.

This paper presents a short, medium and long-term vision, together with the proposal of strategic objectives that will constitute the anchor on which all operational strategic and objectives will translate into specific lines of action as a result of the main political discussions and field work.

In summary, this paper proposes a strategy based on a diversified and differentiated touristic offer from the other islands of the country, which maximises its potential, counteracting regional asymmetries and preserving the historical and intangible heritage, as well as the natural resources, with the aim for the whole population to benefit from the resultant economic development, especially the most disadvantaged.

1. RESEARCH FRAMEWORK

The selection of an appropriate research approach is critical to successfully meeting the research objectives. During our visits to various provinces and meetings with the population and experts, this study mostly employed a qualitative approach to analyse the tourism potential and limitations in Cape Verde as a future strategic activity.

According to Merriam (2009), qualitative research allows researchers to gain insight into how people make sense of their own experiences and the world around them, as well as the significance they place on those experiences for themselves and others. Thus, this qualitative approach will shape the researchers' perceptions of the tourist challenges and provide extra guidelines for conducting the study.

The research employed the case study design for the study. Data were collected through carrying out various semi-structured interview, site visits, and information from the Government's platforms, as well as the collection of primary data to capture consumers' experiences in detail.

During our visits to different municipalities, various semi-structured interviews were conducted with companies, employees, directors, ministers, organizations, and even the public. A regression analysis after Liang (2021) was also carried out.

The approach to the elaboration of Tourism Master Plan for the Island of Santiago was structured in three phases: I – Where we are and what we want: a vision; II – Internal and external context: SWOT analysis; III – How to implement the vision.

The study was carried out in accordance with the framework below.



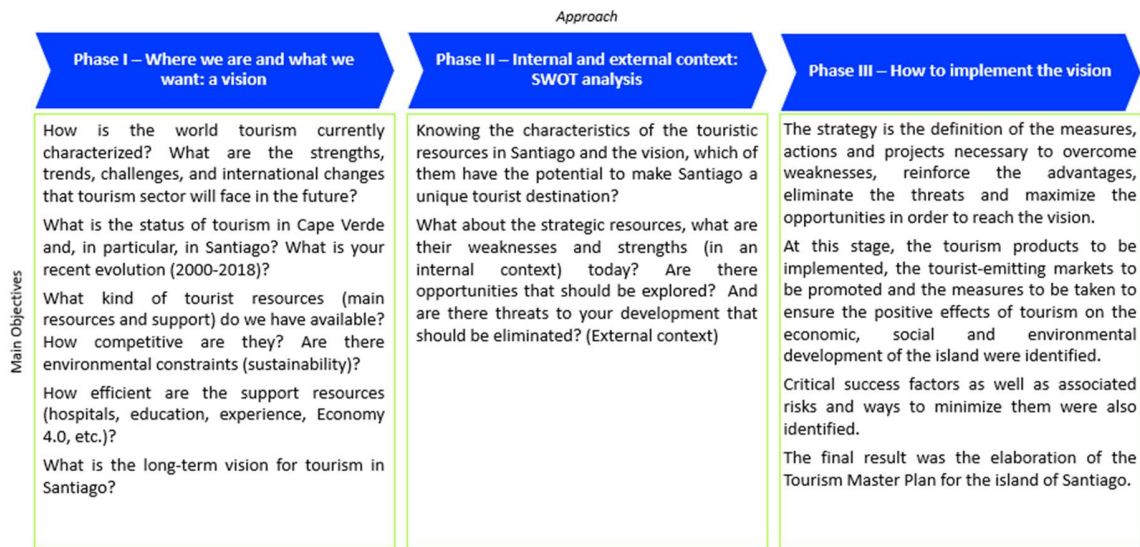


Figure 24: Research Framework.

The elaboration of the development of the Tourism Master Plan for the island of Santiago involved field trips, meetings with sector stakeholders, primary and secondary information research, international benchmarking, and also a social workshop for the Master Plan.

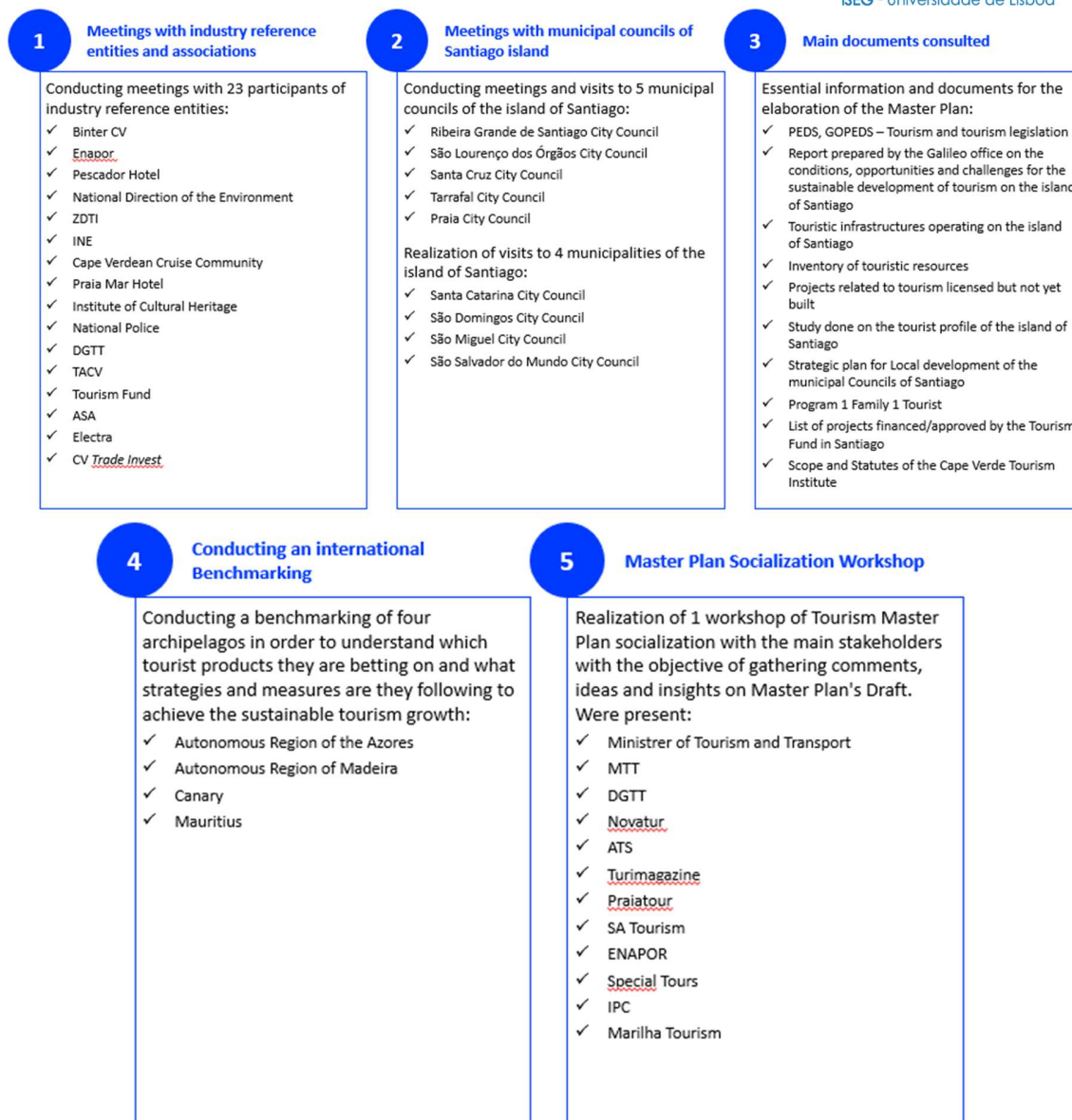


Figure 32: Main phases of the Tourism Master Plan.

2. TOURISM VISION FOR SANTIAGO 2020-2030

The major options of the strategic Plan for sustainable Development of Tourism in Cape Verde (GOPEDS-tourism: 2018-2030) constitute the complementary document/instrument for the Strategic Plan for Sustainable Development (PEDS) that guides the Sustainable tourism planning in Cape Verde in the 2018-2030 temporal horizon.

The GOPEDS, published by the Resolution of the Council of Ministers No. 1/2019, of the 9 January, presents the Cape Verde's ambition for tourism:

"(...) That tourism is developed in a diversified and sustainable way and has the ultimate purpose of valuing the natural and human resources of the country, contributing to the welfare of Cape Verdeans, individually and collectively, in all the islands and municipalities of Country, for the benefit of present and future generations, while providing positive experiences for the visitors who seek us."

The Government's vision for tourism, which is subject to the GOPEDS, is based on four fundamental pillars to orient those public policies that are applicable to tourism, for the period of 2018-2030:



Figure 3: Tourism vision for 2030. Adapted from GCV (2018).

With the purpose of diversifying the attraction factors for tourists, GOPEDS identifies which segments of the offer are the most important to promote, namely:

S1 – Sun and beach, or “mass tourism”

S2 – Rural and nature tourism

S3 – Urban, Cultural, Events, and MI Tourism (Meetings Industry)

S4 – Cruise Tourism

S5 – Circuit Tourism

S6 – Nautical and aquatic sports tourism

S7 – Other segments

"Other segments" refers to the emerging niche tourism, such as marinas, scientific, religious, health and welfare, shopping, theme parks, and various modalities of active tourism, including sports.

The vision for tourism on the island of Santiago for the 2020–2030 time horizon takes into account the four fundamental pillars for the orientation of those public policies applicable to tourism in Cape Verde, as defined in the GOPEDS, as well as the main trends of tourism at the international level.

The vision for tourism of the island of Santiago in 2020–2030 states that "Santiago as a tourist destination of excellence with the capacity to attract a growing volume of visitors, which respects and values the natural, material and intangible heritage, with strong positive impacts on employment and local production, which should provide a majority of the goods and services that tourists consume, stimulating the local business, especially small and medium-sized enterprises and contributing strongly to eradicating poverty, and for the affirmation of Cape Verde, and Santiago in particular, as one of the main eco-tourism destinations in the world."

The following measures need to be taken into account for the realization and implementation of the vision defined for tourism on the island of Santiago:

- Value the island’s resources that potentiate the fulfilment of the vision, respecting the pillars defined in the GOPEDS and enhancing the segments identified;
- Define the objectives and targets to be attained for the 2020–2030 time horizon; and

- Identify the concrete measures and projects required to develop and/or support/encourage tourism stakeholders.

2.1 SWOT ANALYSIS

Based on the main results collected during field activities (i.e., meeting with stakeholders, technical visits, and interviews with local tourism players) and as a result of the analysis of the principal plans and documents, it was possible to produce the SWOT matrix presented below. This matrix identifies the strengths and differentials, opportunities, weaknesses and threats for the development of tourism in Santiago.

Strengths

- A mild climate, light, sun, and sea
- World Heritage Site
- The history of Cape Verde
- Geographic location close to major inbound markets
- Hospitality
- Security
- Authenticity
- Cuisine
- The number of Portuguese speakers in the world
- Social and political stability
- Festivals, supported by popular culture
- A predominantly young, affable, and welcoming population

Weaknesses

- A lack of articulation between tourism actors, with special emphasis on the public sphere

- Few tourism companies operate in the "Digital World"
- Very massified tourism which is concentrated in just a few inbound markets
- Little diversification of tourist products
- The high price of water, energy, transport, and communications
- An insufficient presence of international brands
- A low level of qualification in the area of tourism, with little of the workforce being trained in tourism
- The absence of tourist signage
- Regional asymmetries
- Seasonality
- A lack of cleanliness and good presentation throughout the island
- The lack of Wi-Fi at various points along the island
- Road insecurity

Opportunities

- Santiago is practically virgin from the point of view of tourist exploitation. There is no negative legacy from the past
- Good growth forecasts for tourism at both the international and regional level
- Changes in consumption patterns and the emergence of new receptive motivations for diverse, authentic experiences
- The growth of senior tourism – the 'Silver Generation'
- An increase in the frequency of childless couples (double income, no kids)
- Shared economics
- The possibility of promoting the "green economy" and the "blue economy"






- A growing demand for more sustainable products and destinations
- The adoption of agricultural practices that satisfy tourism needs
- The integration of renewable energies and more sanitation and reuse of wastewater for enhancing the landscape
- The increasing importance of the offer for consumers
- More informed and demanding consumers
- The impact of the millennials
- An expansion of social networks
- The increased coverage of destinations by low-cost airlines







Threats
















- An investment deficit in education and training that impacts Cape Verde's ability to compete in the global market
- Difficulty of external affirmation and the need to create a distinctive offer for the other islands of Cape Verde
- The growth in the phenomena of insecurity, criminality, and juvenile delinquency
- Uncertain economic growth in several countries
- Brexit and its consequences
- The concentration in the inbound markets
- Instability in several emerging economies
- The recovery of competing destinations which practice the policy of price dumping
- Unsustainable management of the building and intangible Heritage of Cape Verde













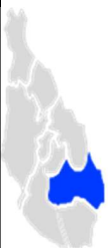







2.2 SANTIAGO'S STRATEGIC ASSETS

A characterisation of each municipality of Santiago was carried out to identify its strengths, weaknesses, and the potential for tourism.

Municipality	Strengths	Weaknesses	Tourism Potential
Praia 	<p>The capital of the country; Existence of international fairs and cultural events; Hosts the headquarters of the country's largest economic and administrative institutions; Basic infrastructures for the development of tourism such as the airport and port; Beautiful white sandy beaches (others are volcanic) and crystalline water; Architecture and statues in the city; and Hotel offer and other accommodation.</p>	<p>Low level of signage (streets, roads, monuments, and other attractions); Catering Services; Lack of leisure, culture, sport and trade equipment; Lack of infrastructures for water sports; Very poor urban planning and peripheral neighbourhoods, with too many unfinished houses; Water quality that reaches the consumer; and Unregulated fly tipping. Open-pit Garbage Recycling, with dirt road access to the old Town road.</p>	 Cultural Tourism  Business  Beach Tourism  Sporting events

<p>Ribeira Grande de Santiago</p> 	<p>Ruins of historical and religious value; Rurality and fishing villages; Good accessibility; Beaches; and Agricultural vouchers.</p>	<p>Weak level of signage for visitors; Lack of thematic trails; Accommodation and hospitality; There are no tourist information posts; Lack of structures to support the beaches; Insufficient information about the past; and The roads are in a bad condition.</p>	 <ul style="list-style-type: none"> Cultural Tourism Rural Tourism Tourism Scientific Interest-historical research Events Nautical Sports Ecotourism
<p>Santa Catarina</p> 	<p>Historical building heritage and the intangible-historic centre of Assomada and manor houses; Main road network; Biodiversity, especially in the Serra da Malagueta; Serra da Malagueta Natural Park; Waterfront; and Fishing communities – Ribeira da Barca.</p>	<p>Weak level of signage for visitors; Lack of thematic trails; Accommodation and hospitality; Rural roads are in a bad condition; A Municipal natural interpretation programme is missing; Lack of supply of goods and services in Malagueta Park; and Unregulated fly tipping of rubbish and waste.</p>	 <ul style="list-style-type: none"> Cultural Tourism Rural Tourism BTT Tours Species and wildlife observation
<p>Santa Cruz</p> 	<p>Beaches; Good accessibility – serviced by the national road network; The Community of Rebelados; Conditions for recreational boating and water sports; and Handicrafts.</p>	<p>Weak level of signage for visitors. Lack of thematic trails; Accommodation and hospitality; and Beaches which are poorly equipped for swimming.</p>	 <ul style="list-style-type: none"> Beach Tourism Ecotourism Turtle

<p>São Domingos</p> 	<p>Mountain Landscape and Microclimates; Popular Festivals; Handicrafts; Beaches; Biodiversity; Religious architecture; and sugar cane milling and distillation of cane spirit derivatives.</p>	<p>Weak level of signage for visitors; Lack of thematic trails; Lack of catering services and accommodation; Lack of equipment to support the observation of the landscape (viewpoints, binoculars, reading guides); Lack of infrastructures for water sports; and Poor supply of good quality water to the consumer.</p>	<ul style="list-style-type: none">  Rural Space Tourism  Beach Tourism  Cultural Tourism  Nature Tourism  Mountain Tourism  Cuisine  Camping
<p>São Lourenços dos Órgãos</p> 	<p>Rural; Good accessibility – serviced by the national road network; Waterfall (seasonal); Handicrafts; and The Botanical Garden.</p>	<p>Weak level of signage for visitors. Lack of thematic trails; Accommodation and hospitality; and Poor programme of municipal festivals.</p>	<ul style="list-style-type: none">  Ecotourism  Rural Tourism
<p>São Miguel</p> 	<p>Beaches; Rural; Good accessibility – serviced by the national road network; Handicrafts; and Popular culture (music).</p>	<p>Weak level of signage for visitors; Lack of thematic trails; Accommodation and hospitality; There are no tourist information posts; and Lack of structures to support the beaches.</p>	<ul style="list-style-type: none">  Nautical Sports  Ecotourism  Events

<p>São Salvador do Mundo</p> 	<p>Rural; Good accessibility – serviced by the national road network; and Biodiversity.</p>	<p>Weak level of signage for visitors. Lack of thematic trails; Accommodation and hospitality; and Rural roads are in a bad condition.</p>	 Rural Tourism  BTT  Tours and Trails  Species and wildlife observation
<p>Tarrafal</p> 	<p>Beaches; Rural location and fishing villages; Good accessibility; and The Resistance Museum.</p>	<p>Weak level of signage for visitors; Lack of thematic trails; Accommodation and hospitality; There are no tourist information posts; Lack of structures to support the beaches; Insufficient information about the past; and The roads are in a bad condition.</p>	 Nautical Sports  Ecotourism  Events  Rural Tourism  Cultural Tourism  Beach and Sea Tourism
<p>São Domingos</p> 	<p>Mountain Landscape and Microclimates; Popular Festivals; Handicrafts; Beaches; Biodiversity; Religious architecture; and Sugar cane grinding and distillation of spirit derivatives.</p>	<p>Weak level of signage for visitors; Lack of thematic trails; Lack of catering services and accommodation; Lack of equipment to support the observation of the landscape (viewpoints, binoculars, reading guides); Lack of infrastructures for water sports; and Poor supply of good quality water to the consumer.</p>	 Rural Space Tourism  Beach Tourism  Cultural Tourism  Nature Tourism  Mountain Tourism  Cuisine  Camping




<p>S. Lourenço dos Órgãos</p> 	<p>Rural; Good accessibility – serviced by the national road network; Waterfall (seasonal); Handicrafts; and The Botanical Garden.</p>	<p>Weak level of signage for visitors. Lack of thematic trails; Accommodation and hospitality; and Poor programme of municipal festivals.</p>	 Ecotourism  Rural Tourism
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Figure 4: Santiago's main strengths and weaknesses.

With a strong potential for rural tourism and nature, Santiago possesses other complementary assets for the future constitution of tourism, such as the segment of beaches, urban, cultural, events, MI, circuit, water sports, and mountain landscape.

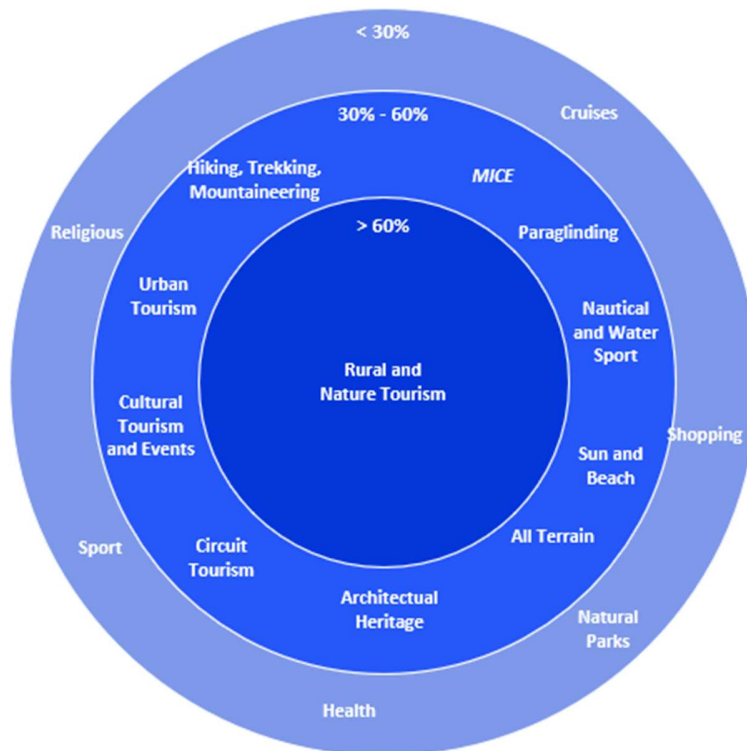


Image 1: Rural and nature tourism.

- When the tourism segments are analysed, there is a concentration of tourism potential at the Rural and Nature Tourism level (a 65% potential associated with this segment).
- Between 30% and 60% is accounted for by the following segments: sun and beach or mass tourism, "urban, cultural, events and MI", "circuit", "nautical and aquatic sport", "religious", "All Terrain", "hiking, trekking, mountaineering", "paragliding", and "architectural heritage".
- The mountain landscape and its associated activities, as well as rural tourism and the beaches all constitute the main assets on which the future of tourism in Santiago will be built.
- When analysed by the potential of each county, it is observed that Rural and Nature Tourism is a strategic segment for the municipalities of Santa Catarina, São Salvador, São Lourenço dos Órgãos, Santa Cruz, and São Domingos.

- Overall, the municipalities with the highest tourist potential are Santa Catarina, Tarrafal, Praia, S. Domingos, and Ribeira Grande.

Supported by the three pillars of sustainability (environmental, social, and economic), Santiago presents three main strategic segments around which other assets are clustered that are important for the development of tourism.

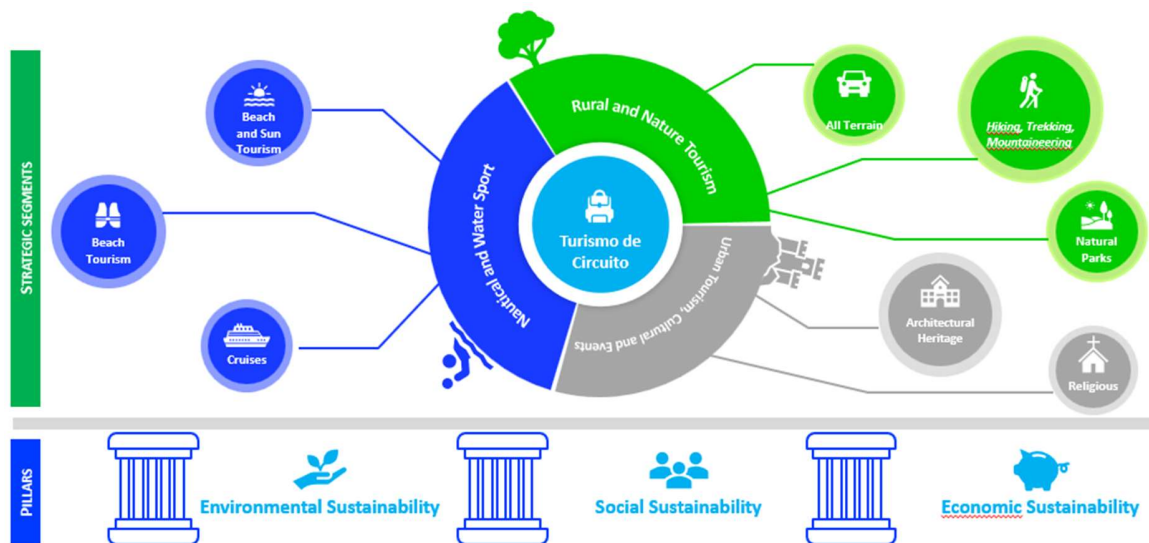


Figure 5: Pillars of sustainability. Source: Authors.

2.3 TARGET MARKETS

In general terms, the incoming markets of tourists to Cape Verde differ somewhat from the inbound markets of tourists to Santiago, the most notorious difference being the United Kingdom and Portugal.

Country	Santiago	Cape Verde	Percentage	
			Santiago	Cape Verde
South Africa	739	841	1%	0%
Germany	9 276	90 157	14%	13%
Austria	525	3 234	1%	0%
Belgium + Netherland	4 287	76 798	6%	11%
Spain	3 019	13 916	5%	2%
United States	3 175	6 886	5%	1%
France	6 778	77 127	10%	11%
United Kingdom	1 206	174 078	2%	25%
Italy	1 292	30 969	2%	4%
Portugal	20 731	70 974	31%	10%
Switzerland	1 923	10 292	3%	1%
Other countries	13 478	154 381	20%	22%
Total	66 429	709 653	100%	100%

Figure 46: Origins of non-resident foreign tourists, total and Santiago, 2018. Source: INE (2019).

- The main inbound market of tourists to the island of Santiago is Portugal (31%), followed by Germany (14%), France (10%) and "other countries" (20%).
- The United Kingdom market is the hegemonic provider of tourists to Cape Verde as a whole, albeit with very low expression in Santiago (25% nationally, compared to 2% on the Island of Santiago).
- The explanation for this different structure lies with the different current vocations of the islands, e.g., sun and beach in Sal and Boa Vista, and the important weight of business tourism in Santiago.
- Business tourism should continue to exist in Santiago, and it is really important to increase it. However, there is also a high potential for leisure tourism on this island, with the main goal being to increase business tourism quickly and strongly.

In addition to the main inbound tourist markets for the island of Santiago, it is necessary to take into account the growth of the internal market over the last 10 years.

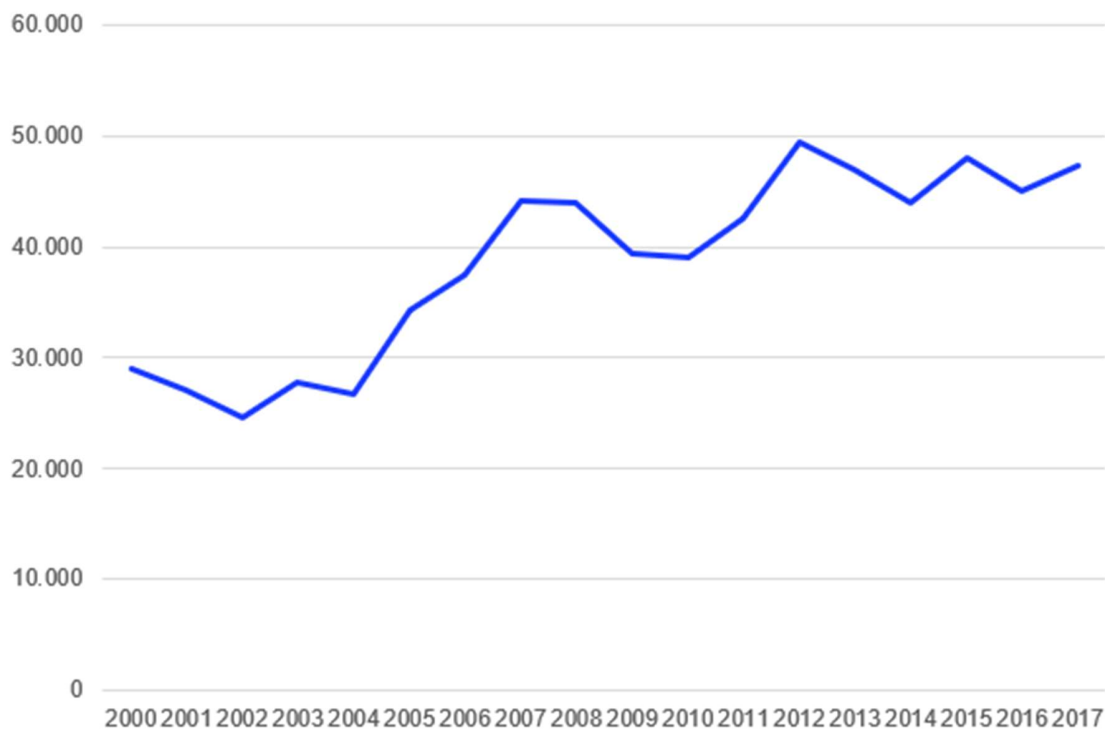


Figure 7: Evolution of the nationality of Cape Verde resident in Cape Verde. Source: INE (2019).

- The internal market of Cape Verde has been taking on a growing importance in the generation of tourism income flows.
- Despite some fluctuations, there has been a significant evolution since 2000, when there were approximately 29,000 national tourists, with this number rising to nearly 47,000 tourists in 2017.
- In 2012 there was a record number of Cape Verdean nationals who were resident in Cape Verde, with around 49,000 tourists.

- Accordingly, it can be observed that there has been a consolidation of this internal market, which should be used by the national entities in terms of the promotion of tourism on the Island of Santiago.

Cape Verde is a well-known destination, at least for Italy, Portugal, Germany, France, Belgium, the Netherlands, and the United Kingdom, and therefore Santiago can benefit from the existence of an already-known destination for these markets.




Types of markets	Segment Concept	Countries
Stabilised markets	The current inbound markets can seek other destinations from one moment to another, and thus strategies for their loyalty and expansion are crucial: - a strong flow of tourists to Santiago.	 Germany Portugal France Cape Verde
Nascent markets	Markets where there is starting to be a generation of demand, although such dynamics may not have any consequence: - a high knowledge of Cape Verde; and - the poor weight in Santiago tourism.	 Belgium Holland Spain EUA Switzerland Italy United Kingdom Austria
Emerging markets	New tourist-generating markets, but where Cape Verde and Santiago are still unknown: - countries which currently do not send tourists to Cape Verde; and - large providers of tourist flows that can be encouraged to visit Santiago.	 Brazil China India Japan Russia Sweden Ukraine

Figure 8: Types of markets and segment concept. Source: Authors.

2.4 STRATEGY, OPERATIONAL OBJECTIVES, AND MEASURES

The strategic objectives were defined on the basis of the three lines of strength, namely: growth in the number of tourists, boosting economic activity, and eradicating poverty.

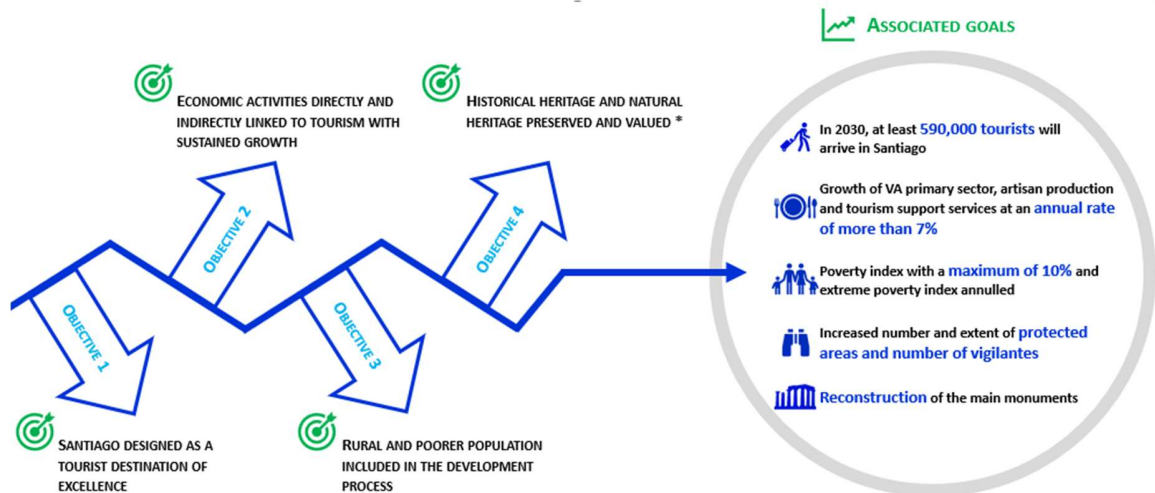


Figure 9: Strategic objectives. Source: Authors.

For the four strategic objectives identified, a set of operational objectives were established that need to be developed.

Strategic Objective 1: Santiago designed as a tourist destination of excellence.

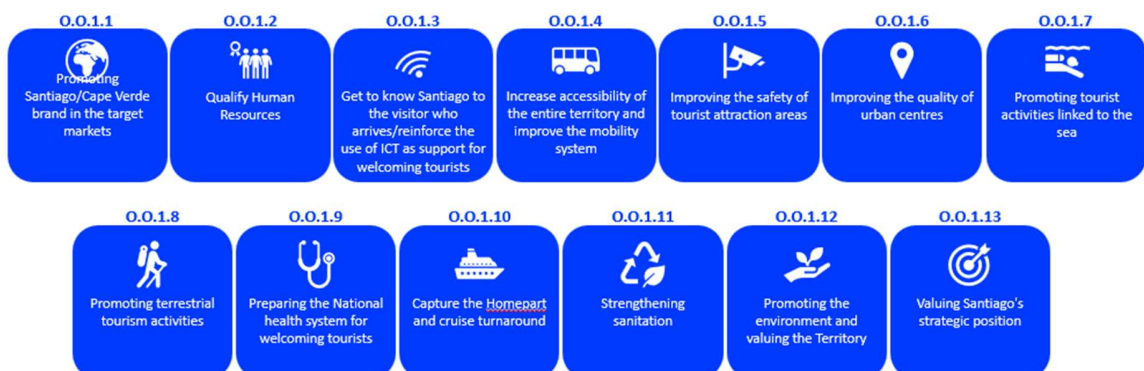


Figure 10: Operational objectives (O.O.)

Strategic Objective 2: economic activities directly and indirectly linked to tourism with sustained growth.



Figure 11: Operational objectives (O.O.).

Strategic objective 3: Rural and poorer population included in the development process.



Figure 12: Operational objectives (O.O.).

Strategic Objective 4: Historical heritage and the preserved and valued natural heritage.



Figure 13: Operational objectives (O.O.).

Operational objectives, in turn, are divided into a set of measures that need to be implemented in the short, medium, and long term.

The measures identified for the implementation and operationalisation of the Master Plan can be divided into short, medium, and long-term measures.

Given the importance and impact that short-term measures may have on tourism on the island of Santiago and for the sake of understanding, these measures were grouped by each of the defined operational objectives. Accordingly, the following pages refer to these identified short-term measures.

After the short-term measures are described, the medium and long term measures are presented. The list of measures for each of the operational objectives may not necessarily follow a numerical order:

Example



In total, a set of 210 measures were identified, of which 130 are short-term, i.e., to be implemented in up to three years, with the remaining 80 being medium and long term. For some of the short-term measures, certain international examples of successful implementation were provided.

All the measures were classified according to their impact (whether it is structuring or impacting on a specific product), and also whether the implementation responsibility lies with the public sector and/or the private sector.

The measures (m) of short-term operationalisation (to be implemented in up to three years) are characterised by the high potential attraction of tourists to the island of Santiago, contributing to attaining the goal of 590,000 tourists in Santiago by 2030.

Strategic Objective 1: Santiago designed as a tourist destination of excellence.

0.0.1.1 Promoting the brand of Santiago/Cape Verde in the largest markets

- M.1.1.1 – Maintaining the presence of Santiago at the main tourism fairs.
- M.1.1.2 – Create brochures with specific information about Santiago.
- M.1.1.3 – Enhance digital marketing: Web platforms, social networks, channels, mobile, digital content.
- M.1.1.4 – Build communication campaigns tailored to the specificities of each market segment.
- M.1.1.6 – Build a comprehensive, in-depth, certified, responsive, geo-referenced, interactive, connective, and technologically-evolved website (5G Technology).
- M.1.1.7 – Ensure the standardisation and permanent updating of content on the online channel.
- M.1.1.8 – Promote the realization of international events, e.g.: congresses, sports internships, sporting competitions.

M.1.1.9 – Valuing the destination Santiago with the diaspora and the internal market.
M.1.1.10 – Create an online marketing and promotion plan.

0.0.1.2 Qualify Human Resources

M.1.2.1 – Diversify the areas of personnel training specialisation.
M.1.2.2 – Increase the number of trained and qualified students.
M.1.2.3 – Increase the supply of executive training.
M.1.2.4 – Create an intern programme for the hospitality school students.
M.1.2.5 – Value professions through the creation and certification of a HORECA career.
M.1.2.6 – Include tourism in pre-primary curricular education through to university.

0.0.1.3 Qualify Human Resources

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M.1.2.4 – Create an intern programme for the hospitality school students.
M.1.2.5 – Value professions through the creation and certification of a HORECA career.
M.1.2.6 – Include tourism in pre-primary curricular education through to university.

0.0.1.3 Get to know Santiago for the visitor who arrives/reinforce the use of ICT as a support for welcoming tourists

M.1.3.1 – Provide tourist maps of Santiago Island in various languages at the airport and at other tourist information sites.
M.1.3.2 – Promote the passage to 4G technology and subsequently to 5G for the telecommunications operators.
M.1.3.3 – Significantly increase the territorial coverage of WI-FI networks.
M.1.3.4 – Map the territory using Google Maps and Wikimapia.
M.1.3.5 – Develop technological applications and digital media to enhance the tourism experience.
M.1.3.6 – Creation of a team responsible for the development and permanent response to social media groups.
M.1.3.7 – Increase the number of border police in departures and arrivals at the airport, and promote the screening of films about Santiago.
M.1.3.8 – Install audio guide equipment for buses and minibus tours.
M.1.3.9 – Develop duly certified tourist guide content in several languages.

0.0.1.4 Increase accessibility of the entire territory and improve the mobility system

- M.1.4.1 – Increase the number of direct air connections from the city of Praia to the main target markets. Ensure transport times at affordable and competitive prices.
- M.1.4.6 – Maintain roads in a good state of circulation, notably rural roads.
- M.1.4.8 – Develop road signage and localities for tourist orientation.
- M.1.4.9 – Reinforce horizontal and vertical signalling on national and municipal roads.
- M.1.4.10 – Encourage the emergence of inter-urban road transport providers with characteristics appropriate for the needs of tourism.

0.0.1.5 Improving the safety of tourist attraction areas

- M.1.5.1 – Strengthen policing in the main tourist areas (urban, beaches, and natural parks).
- M.1.5.2 – Adapt the national system for preventing and combating terrorism to the needs of tourism development.
- M.1.5.3 – Equip the main sites with a CCTV surveillance systems.

0.0.1.6 Improving the quality of urban centres

- M.1.6.1 – Simplify procedures for approving and conducting works in a "one-stop shop" logic.
- M.1.6.4 – Encourage the creation of banking financing instruments for rehabilitation and urban requalification.
- M.1.6.5 – Promote the completion and painting of houses in order to improve the aesthetic quality of the localities, notably through specific credit lines for this purpose.
- M.1.6.6 – Support the development of forms of urban art as a factor for improving the experience of the city and tourist attractiveness (paintings on building facades).
- M.1.6.7 – Increase the number of garbage collection points in the localities and ensure the daily collection of the same.
- M.1.6.8 – Promote the orderly growth of new urban areas, giving relevance to the creation of green spaces and leisure and walking areas.

0.0.1.7 Promoting tourist activities linked to the sea

- M.1.7.1 – Select and provide priority beaches with diverse facilities.
- M.1.7.2 – Construction of marinas on the beach.
- M.1.7.4 – Create a centre for the repair and wintering of medium/large-sized yachts.
- M.1.7.6 – Modernise the legislation on scuba diving.
- M.1.7.7 – Define protected areas for banning scuba diving.
- M.1.7.8 – Support the creation of certified diving schools.
- M.1.7.10 – Cruise Tourism: leverage Santiago as a cruise destination.

0.0.1.8 Promoting terrestrial tourism activities

M.1.8.4 – Mountaineering: select in the various municipalities the routes with different dimensions and difficulties.

M.1.8.5 – Mountaineering: identify the routes with appropriate signage.

M.1.8.6 – Mountaineering: create a site of Santiago with all the existing trails in each municipality.

M.1.8.21 – Business Tourism – MI (new term for MICE - Meetings, Incentives, Conferences, and Events): positioning Santiago as a main destination for Congresses.

M.1.8.22 – Business Tourism – MI: organise conference centres/rooms spread out over Santiago with the capacity to host major events.

M.1.8.23 – Business Tourism – MI: define complementary activities for business, namely the combination of holidays and business.

0.0.1.9 Prepare the National Health System

M.1.9.1 – Support the creation of medical centres in the areas with a greater influence of tourists

0.0.1.10 Capture the home port and cruise turnaround

M.1.10.1 – Promotion and capture of cruise routes and tourist operations, through effective interoperability with other means of transport and with hotel infrastructures and support services.

M.1.10.2 – Strengthening the attractiveness of tourist cruise ports.

0.0.1.11 Strengthening sanitation

M.1.11.1 – Approve a model for co-management between local and private authorities with greater proximity.

M.1.11.2 – Distribute Eco-points through the municipalities of the island.

M.1.11.4 – Distribute more waste bins to all municipalities, whose cleaning and collection should be daily.

M.1.11.5 – Promote the treatment and use of wastewater to increase the green areas.

M.1.11.6 – Create a system for the reuse of these waters for garden irrigation.

M.1.11.7 – Publicise garbage collection campaigns throughout the island with the aim to rid the island of garbage.

M.1.11.8 – Collect all the garbage on the beaches.
 M.1.11.9 – Build WWTP for reuse in all future hotel and business units.
 M.1.11.10 – Repair/rehabilitate water supply facilities throughout the island.
 M.1.11.11 – Rehabilitate water supply facilities to ensure the efficient treatment of drinking water.
 M.1.11.12 – Seek alternative solutions for the local private firms to manage, operate, and maintain water sources with state surveillance.

0.0.1.12 Promoting the environment and the land

M.1.12.1 – Work towards carbon neutrality, developing a long-term plan.
 M.1.12.2 – Value the land and its natural capital.
 M.1.12.3 – Promote increased biodiversity in protected areas.
 M.1.12.4 – Define an action programme to adapt to climate change.
 M.1.12.5 – Predict the definition of municipal and/or inter-municipal strategies for adapting to climate change.
 M.1.12.6 – Draw up a national chart of climate change risks, predicting its municipal and/or inter-municipal development.
 M.1.12.10 – Promote the use of renewable energies as the main energy source in order to reduce greenhouse gases.
 M.1.12.11 – Change the power generation matrix with the promotion of the use of renewable energies, especially for tourism.
 M.1.12.12 – Progressively aggravate the charges for the use of plastics.
 M.1.12.13 – Create tax incentives for replacing plastics and their reuse.
 M.1.12.14 – Introducing fines for throwing cigarette butts and trash on the ground.
 M.1.12.16 – Create initiatives that enable and promote the use of electric vehicles.
 M.1.12.17 – Adopt energy-efficiency goals for public services and tourism services.
 M.1.12.18 – Prevent, reuse, and recycle waste.
 M.1.12.19 – Seal dumps and landfills to prevent the contamination of soils and aquifers, as well as the dispersion of waste.
 M.1.12.20 – Construct a waste energy recovery plant.
 M.1.12.26 – Provide more and better coverage of mobile data networks in protected areas.
 M.1.12.33 – Promote the elaboration of environmental impact studies for the most relevant projects.

0.0.1.13 Valuing Santiago's strategic position

M.1.13.1 – Continue the modernisation process of the port of Praia, promoting its articulation with other modes and the localisation of logistical activities in the port city.

M.1.13.2 – Promote the air connections of the beach to the air hub of Sal.
M.1.13.4 – Define an ecologically-coherent national network of protected marine areas.
M.1.13.5 – Implement management plans for protected marine areas.
M.1.13.6 – Sensibilise the population to the importance of the activities of the ocean economy and the blue natural capital.

Strategic Objective 2: Economic activities directly and indirectly linked to tourism with sustained growth.

0.0.2.1 Promote the Cape Verde brand for products in Sectors I and II

M.2.1.1 – Strengthen the brand of Santiago in terms of the main attributes: sustainability, culture, nature, rurality, proximity and Morabeza.

0.0.2.2 Promote investment in restoration and quality accommodation

M.2.2.1 – Ensure that those projects that are already licensed, but are not yet built, will soon be built in compliance with the quality standards underlying the projects and within the agreed deadlines.
M.2.2.2 – Promote the creation of new quality projects to the limit of 30,000 rooms.
M.2.2.4 – Encouraging the opening of restaurants offering traditional gastronomy with an adequate level of quality.
M.2.2.5 – Promote investment in hospitality, notably in the areas of the interior of the island that are identified as tourist attraction poles.
M.2.2.7 – Support the creation of small/medium-sized hotel units, based on a national network of thematic hotels strategically located on the island of Santiago.

0.0.2.3 Promoting land-based tourism activities

M.2.3.1 – Define typologies of campsites and licensing mechanisms.

Strategic objective 3: Rural and poorer population included in the development process.

0.0.3.1 Increase the number of tourists who stay with local families

M.3.1.1 – Implement the "one family, one tourist" plan and monitor the results of the various initiatives implemented.

M.3.1.2 – Promote pilot areas for the inclusion of tourists in a rural environment.

M.3.1.3 – Develop cross-sectional routes/thematic circuits to the various municipalities.

M.3.1.4 – Create Access Signage.

M.3.1.5 – Identify and define the peers with whom protocols need to be signed.

M.3.1.6 – Create conditions for visiting these routes, creating physical accesses, car parks and points of sale on site that are certified by the governmental entities of Cape Verde, and train personnel.

M.3.1.7 – Develop gastronomic routes in the rural world in previously-enrolled private homes which are apt to provide this type of service, promoting conviviality with families.

0.0.3.2 Supporting small and medium sized agricultural and fish farming units for the supply of hospitality

M.3.2.1 – Promote logistics companies for the acquisition of agricultural, livestock and fisheries products, and their storage and transport for distribution to final consumers.

M.3.2.2 – Dynamise the project supplying market of Santiago-Central purchasing and the Industrial Park and Feira da Banana Pavilion in Santa Cruz.

M.3.2.5 – Value agricultural activity; promote regional products; rejuvenate entrepreneurship.

M.3.2.6 – Develop the fish processing sector.

M.3.2.7 – Strengthen the bet on conservation activity and innovative industries related with the processing of fishery and aquaculture products.

M.3.2.8 – Create a brand for the national fish.

M.3.2.9 – Implement a system of traceability and information for the consumer to identify the national fishery, ranging from production through to the final consumer.

M.3.2.10 – Certify and promote fishery and aquaculture products.

M.3.2.11 – Invest in aquaculture for both domestic and export consumption.

0.0.3.3 Encouraging the creation of small business to sell goods and services to tourists

M.3.3.1 – Support the creation of traditional shops in municipalities, with a specific brand for each one.

M.3.3.2 – Support the creation of sales outlets for food, beverages, and souvenirs in specific areas, such as natural parks.

M.3.3.3 – Create an integrated programme for the certification and promotion of regional products (agricultural, fish farming, etc.), especially for those who integrate handicraft techniques with innovation factors.

M.3.3.5 – Develop measures for the fixation and attraction of young people in rural areas.

Strategic Objective 4: Historical heritage and the preserved and valued natural heritage.

0.0.4.1 Adapt the number and extent of nature reserve parks and protected areas to preservation needs

M.4.1.1 – List the animal and plant species that require protective measures and delimit their location.

M.4.1.2 – Create safe, guarded, and well-signed routes for visitors to natural parks.

0.0.4.2 Qualify and promote material and intangible heritage

M.4.2.1 – Value the historical and cultural heritage of each municipality.

M.4.2.2 – Rehabilitate degraded monuments and create routes and centres for interpreting monuments.

M.4.2.4 – Create information boards/panels and an audio guide of the history of each monument in at least two languages.

M.4.2.5 – Create theme parks on history and nature.

M.4.2.6 – Support the creation of a smart phones application that enables tourists to obtain more specific information about the sites.

0.0.4.3 Preserving fauna and flora species

M.4.3.1 – Create protection zones.

M.4.3.2 – Control the activity of scuba diving in marine reserves, through the requirement of monitoring by professional guides.

0.0.4.4 Promoting the dynamisation of the circular economy

M.4.4.3 – Include the dimension of sustainability in the appraisal of projects linked to tourism.

M.4.4.4 – Promote the repair, recycling, and reuse of materials and products.

0.0.4.5 Preserving the authenticity of the island

M.4.5.2 – Prevent the degradation of historical heritage.

0.0.4.6 Preserving the island's culture

M.4.6.3 – Disseminate digital content in order that all citizens and tourists have access to all the cultural faculties from all over the island.

M.4.6.4 – Revitalise the rehabilitation of the churches in various municipalities, especially the most historical one, with the aim to create a 'churches route' and thus enhance and boost access to this heritage.

M.4.6.5 – Create a museum network in the various municipalities to encourage the qualification of museums and contribute to the preservation of cultural heritage.

In addition to the short-term measures, a set of medium and long term measures were also identified for each of the operational objectives, to be applied by the 2030 time horizon.

Strategic Objective 1: Santiago designed as a tourist destination of excellence.

0.0.1.1 Promoting the brand of Santiago/Cape Verde in the target markets

M.1.1.11 – Create a Customer Relationship Management (CRM) System:

- maintain email contacts with customers;
- create marketing actions for smartphones; and
- increase B2C and B2B Marketing.

M.1.1.5 – Create promotion actions for family trips and with opinion leaders, primarily at the digital level.

0.0.1.2 Qualify Human Resources

M.1.2.7 – Ensure equal gender opportunities in employment.

0.0.1.3 Get to know Santiago for incoming visitors/reinforce the use of ICT as a support for welcoming tourists

M.1.3.1 – Show in-flight films that promote Santiago (return).

M.1.3.3 – Promote the availability of national products in the duty-free shop (e.g.: handicrafts, food, beverages, etc.).

M.1.3.9 – Create studies on positive and negative comments and identify trends.

0.0.1.4 Increase accessibility to the entire island and improve the mobility system

M.1.4.2 – Complete the Santiago Norte paved ring road with the construction of the new route between São Miguel and Tarrafal.

M.1.4.3 – (Re) Construction of the Tarrafal aerodrome.

M.1.4.4 – Increase the size of the Nelson Mandela Airport runway to enable larger aircraft to land.

M.1.4.5 – Improve the operability of ports for inter-island traffic.

M.1.4.5 A – Study the construction of two ‘cabotage’ ports: Ribeira da Barca and Pedra Badejo.

M.1.4.7 – Create and ensure compliance with legislation in order to limit livestock straying on to the roads.

M.1.4.12 – Develop measures for disabled tourists, namely by eliminating physical barriers.

M.1.4.13 – Promote the use of bicycles for tourism through the licensing of companies for the purpose.

M.1.4.14 – Create pedestrian and bicycle corridors, promoting Santiago as a "Bike Friendly" destination.

0.0.1.6 Improving the quality of urban centres

M.1.6.2 – Transform the Plateau into a large tourist centre. Rehabilitate the Plateau, relocating the central and local administration services and reduce automobile traffic.

M.1.6.3 – Support the design of the multi-storey parking building next to the Plateau, as a means to inhibit automobile traffic in the historic area.

M.1.6.9 – Create a green park in the centre of the city of Praia for leisure: define the endogenous plants to be used; create an artificial lake with a water-retention lining (recycled water should be used); create trails for family bicycle rides and jogging; build skate park and swings; create support systems (e.g., cafés, sanitary facilities); ensure tight police security.

0.0.1.7 Promoting tourist activities linked to the sea

M.1.7.3 – Study the possibility of building marinas in other locations, namely in Ribeira da Barca, Pedra Badejo, and Tarrafal.

M.1.7.5 – Promote sport fishing events.

M.1.7.9 – Build natural swimming pools taking advantage of the coastline.

0.0.1.8 Promoting land tourism activities

M.1.8.1 – Mountain biking (MTB and cycling): define trails with different lengths and degree of difficulty.

M.1.8.2 – Mountain biking (MTB and cycling): create a website with information on existing trails and resting places and accommodation, etc.

M.1.8.3 – Mountain biking (MTB and cycling): define an evacuation plan for people in case of physical problems.

M.1.8.7 – Mountaineering: define an evacuation plan for people in case of physical problems.

M.1.8.8 – Astrotourism: identify the favourable areas for astrotourism in the various municipalities that can be complemented with other daytime activities to maximize the value chain.

M.1.8.9 – Astrotourism: provide telescopes for better observation.

M.1.8.10 – Astrotourism: create rules to avoid light pollution.

M.1.8.11 – Astrotourism: provide signage for the locations/parks.

M.1.8.12 – Astrotourism: create accesses.

M.1.8.13 – Astrotourism: select the favourable areas for climbing in the various municipalities.

M.1.8.14 – Birdwatching: select the favourable areas for viewing birds in the various municipalities.

M.1.8.15 – Birdwatching: provide signage for the locations/parks.

M.1.8.16 – Birdwatching: create support facilities for viewing wildlife (trails, hides, informative panels).

- M.1.8.17 – Birdwatching: create accesses.
- M.1.8.18 – Birdwatching: train expert guides.
- M.1.8.19 – Honeymoon tourism: integrate Santiago as a destination for honeymoons.
- M.1.8.20 – Honeymoon tourism: define complementary support activities.

0.0.1.9 Preparing the National Health System to welcome tourists

- M.1.9.1 – Create conditions for the promotion of health tourism.

0.0.1.11 Strengthening sanitation

- M.1.11.3 – Distribute Eco-points (to collect the "Butt") next to all cafés, bars, restaurants, etc.
- M.1.11.13 – Strengthen the capacity of the private sector through the training of local craftsmen to support the development of business and the construction of water tanks, latrines, washbasins, drinking fountains, water treatment, septic pits, and low-cost technologies to improve the collection, transport and conservation of waste.

0.0.1.12 Promoting the environment and valuing the land

- M.1.12.7 – Establish emergency plans for local authorities.
- M.1.12.8 - Implement disaster warning systems.
- M.1.12.9 – Strengthen disaster rapid reaction mechanisms.
- M.1.12.15 – Carry out experiments and pilot projects that position Santiago at the forefront of wave energy research.
- M.1.12.21 – Decide what to do with the materials resulting from the slaughterhouses, the waste from the tuna industry, and the treatment of the carcasses of dead animals on farms.
- M.1.12.22 – Promote the fixation of populations living in protected areas.
- M.1.12.23 – Encourage the introduction of sustainable development practices, notably in the agricultural and livestock sector.
- M.1.12.24 – Rehabilitate the deteriorated buildings in accordance with their original architecture, but with greater convenience and more energy efficiency.
- M.1.12.25 – Provide more and better information in several languages on the natural heritage of protected areas.
- M.1.12.27 – Progressively replace information in physical support by digital information.
- M.1.12.28 – Promote biodiversity conservation initiatives in an urban context.
- M.1.12.29 – Publicise the leisure spaces for public enjoyment.

M.1.12.30 – Rehabilitate riverside areas.
M.1.12.31 – Strengthen the operationalisation of other international funds to finance viable investments in urban rehabilitation, including for improving the energy efficiency of buildings.
M.1.12.32 – Stimulate the introduction of sustainability seals in different areas, including fishing, vessels, ports, marinas, biotechnology, and extractive activity, etc.
M.1.12.34 – Create new green areas with specific functions that simultaneously contribute to air quality and capturing carbon dioxide.

0.0.1.13 Valuing Santiago's strategic position

M.1.13.3 – Ensure an adequate sea defence and security capacity.

Strategic Objective 2: Economic activities directly and indirectly linked to tourism with sustained growth.

0.0.2.1 Promote the Cape Verde brand for products in Sectors I and II

M.2.1.1 – Strengthen the brand of Santiago in terms of the main attributes: sustainability, culture, nature, rurality, proximity and Morabeza.

0.0.2.2 Promote investment in restoration and quality accommodation

M.2.2.3 – Promote and legally regulate the local accommodation offer.
M.2.2.6 – Support the creation of boutique hotels for a demand with greater purchasing power.

0.0.2.3 Promoting terrestrial tourism activities

M.2.3.2 – Support the creation of associations, clubs, or companies that promote traditional song and dances.
M.2.3.3 – Support the creation of amusement parks, such as aquaparks or amusement fairs that comply with internationally-defined safety standards.
M.2.3.4 – Create showrooms, including cinemas.

0.0.2.4 Enhancing scientific research in all areas directly or indirectly linked to tourism

M.2.4.1 – Permanently update the Tourism Satellite Account (TSA).

M.2.4.2 – Create a tourism observatory with permanently updated information.
M.2.4.3 – Partnerships with universities and companies in the relevant sector for the development of research projects.

Strategic objective 3: Rural and poorer population included in the development process.

0.0.3.2 Supporting small and medium sized agricultural and fish farming units for the supply of hospitality

M.3.2.3 – Promote producer cooperatives (farmers and fishermen, for example) to negotiate the supply to large scale consumers.
M.3.2.4 – Stimulate the introduction of sustainability seals in different areas, including fishing, vessels, ports, marinas, biotechnology, and extractive activity, etc.

0.0.3.3 Encouraging the creation of small business to sell goods and services to tourists

M.3.3.4 – Increase the competitiveness of these products in the external markets.

Strategic Objective 4: Historical heritage and the preserved and valued natural heritage.

0.0.4.1 Adapt the number and the extent of nature reserve parks and protected areas to preservation needs

M.4.1.3 – Create interpretation centres in protected areas.

0.0.4.2 Qualify and promote building and intangible heritage

M.4.2.3 – Create permanent exhibition centres with an international relevance.

0.0.4.3 Preserving fauna and flora species

M.4.3.3 – Create turtlewatching centres on marked beaches: define the beaches; build support facilities with recyclable material and build accesses.

M.4.3.4 – Create a breeding centre for endangered species, especially turtles.

0.0.4.4 Promoting the dynamisation of the circular economy

M.4.4.1 – Create integrated reuse streams.

M.4.4.2 – Create projects that stimulate the reduction, reuse, recuperation, and recycling of products.

M.4.4.4 – Promote carpooling, car sharing, and soft modes in the urban environment.

M.4.4.5 – Promote the use of non-motorised transports.

0.0.4.5 Preserving the authenticity of the island

M.4.5.1 – Prevent the degradation of forms of popular culture resulting from the lack of development of tourism and a lack of historical knowledge.

0.0.4.6 Preserving the island's culture

M.4.6.1 – Develop schools for traditional music.

M.4.6.2 – Creating traditional dance groups.

CONCLUSIONS

As has been verified above, the creation of a Master Plan for Tourism appears to be a vital instrument that can both serve as a guiding document of reference for tourism, as well as allow a better articulation of the vision and objectives for the development of this sector.

Accordingly, it is essential that all the entities involved in tourism, be they public or private, have a clear vision of what they want to implement on the island of Santiago, as well as of the strategy for the execution and implementation of the proposals with the aim to attain new levels for the sustainable development of tourism.

This paper represents an initial instrument to bring together all the entities involved in tourism. Although it presents numerous measures and proposals, this paper does not pretend to exhaustively cover all the planning actions that can and must be carried out to achieve an adequate development and management of tourism on the island with the aim to benefit the Government, entrepreneurs, and the local community alike.

Several proposals were presented throughout this Master Plan that are designed to achieve an adequate development of tourism on the Island of Santiago, which are categorized as either Actions or Projects.

Naturally, the work does not stop here, and there is a need for those responsible for the Master Plan's implementation to possess the ability and the will to execute it. As referred to by the national authorities, the Government's vision of the future for Cape Verde attempts to overcome the challenges and traditional vulnerabilities facing the country by adopting the concept of the dynamic insertion of Santiago Island and thus Cape Verde itself in the global economy.