THE THIRD SECTOR (CULTURAL AND HERITAGE NON-PROFIT ORGANIZATIONS) – INTERFACE WITH TOURISM

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ABSTRACT

The tourism industry presents new trends on the demand side, namely, an interest in the discovering of new sites and heritages, frequent holidays throughout the year (short and city breaks) and search for active learning experiences. This new tourist is informed, more independent, flexible and more experienced.

As for the supply, it is possible to identify a set of trends that structure the tourist practices: an increase in air transport availability (low cost airlines), new tourism destinations, the fact that regions and cities are developing new tourist products based on cultural resources (architectural and industrial heritage, gastronomy, cultural traditions, events, cultural and creative industries), in order to differentiate their image.

Tourism and Culture are amongst the biggest growing phenomena of the second half of the 20th century. The changes registered in production and consumption has contributed to create new roles for tourism and for culture, as an essential cluster, in the context of the new characteristics of the post-industrial society. Arts and culture play a significant role within the tourism industry and are “a critical area of development”.

Also, the Third Sector (Cultural and Heritage Non-Profit Organizations) has played an important part of this since the early days of tourism. Non-profit organizations are commonly set up for non-commercial reasons, such as preservation of a resource, educating or informing the public, rather than for meeting tourist needs, however, their success as tourist attractions is often required to realize or continue their wider ambitions.

The main purpose of the research is related to the analysis of the symbiotic relationship that can be created between the third sector and the tourism sector in order to create new and innovative tourism products, as those organizations provide local flavour and character to tourism destinations. In the twenty-first century their role is central to tourism in many areas, despite that, its importance has not been fully recognised by the private and public sectors.

In the Algarve region (Portugal), tourism had its start in the sixties in the 20th century with a model of tourism development based in the product “Sun and Beach”. Forty years later, the region faces several problems (dependence of generating markets and products and seasonality).

The methodology used in the research process is based in both a qualitative and quantitative approach and includes a range of methods and techniques, from statistics to in-depth interviews with Cultural and Heritage Non-Profit Organizations leaders on a destination level, field notes and content analysis.

Key-words: tourism, culture and arts, third sector, social capital, employment.

1. TOURISM STUDIES

In spite of the shown multidiscipline the tourism as an area of knowledge is still relatively young. This fact doesn't allow for the clear delimitation of the tourist phenomenon. Butler (2007) identifies a group of disciplines that have contributed to the study of the tourism. More
recently, the tourism begins to be faced as an area of knowledge (Tourist Studies) on its own right.

**Origins of the study of the Tourism**

- Up to the sixties: descriptive studies (History, Literature), regional studies (Geography, Economy).
- seventies: Anthropology, Management Administration, Regional Development, Psychology, Sociology.
- since the nineties: Studies on Environment, Feminist Studies, Tourist Studies.

Source: Butler (2007)

Jafari (2001) identifies four platforms of thought in relation to the Tourism knowledge:

**Platforms of Thought of the Tourism**

<table>
<thead>
<tr>
<th>Platform</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocacy platform (up to 1960)</td>
<td>Context after the 2nd World War, economic development as the main factor. The Governments assume a role of “facilitators” of the tourist activity. Perspective “anti-management” characterized by a positive attitude with no critics in relation to the sector (recognition of the respective economic benefits).</td>
</tr>
<tr>
<td>Cautionary platform (1960 to 1980)</td>
<td>Emergency in the end of the sixties, the Tourism begins to be understood as a destructive force of the local cultures, which should be controlled and avoided. Increase of the number of articles published in magazines of areas not directly connected to the tourism.</td>
</tr>
<tr>
<td>Adaptancy platform (1980 to late 1980s)</td>
<td>In the eighties a development of efforts for the identification of ways potentially more positive for the reception communities (introduction of concepts as alternative tourism and ecotourism).</td>
</tr>
<tr>
<td>Knowledge-based platform</td>
<td>Change from an emotional and ideological speech to an objective speech. Adopts a holistic approach to the tourism while an integrated and interdependent system, in which the process of decision making depends on the application of scientific methods.</td>
</tr>
</tbody>
</table>


The author detects the appearance of a fifth platform, to which he calls “Public Platform” (Tourism going public). The first signs of this change can be observed in the sequence of events such as the terrorist attacks of September 11th in New York, the 11th of March, in Madrid, the atypical pneumonia and the Tsunami in Southwest Asia. As from this moment the word “Tourism” begins to be uttered by the politicians in their speeches. A sign of this change can also be registered with the passage of the World Tourism Organization to an United Nations Agency, which represented a reinforcement of the prestige of this entity. Jafari points out that the tourism, while a field of study, always benefitted from the “knowledge import” originating in consolidated disciplines, being now the time for the inverse to be verified. This new attitude can value the tourism as an area of knowledge.

The maturity of the tourist studies can also be evaluated by the number of academic publications. In this context it is possible to notice two different phases:

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
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<tbody>
<tr>
<td>From 1990:</td>
<td>appearance of new publications, many of these specialized (Journal of Travel and Tourism Marketing, Tourism Geographies, Journal of Sport Tourism).</td>
</tr>
</tbody>
</table>
The first newspaper to appear in the Tourism area was published in 1973 – Annals of Tourism Research. This publication sought, since the beginning, to position tourism in the perspective of the Social Sciences, assuming itself as a social-cultural phenomenon.

Leiper (1990) was the investigator that best explained the complexity of the tourism, through the presentation of the model of the tourist systems. The author points out the existence of five central and interdependent elements, in respect to the global tourism system:

<table>
<thead>
<tr>
<th>Element</th>
</tr>
</thead>
<tbody>
<tr>
<td>the tourist – human element, people and travels.</td>
</tr>
<tr>
<td>the tourism generating areas – geographical element, place where the trip begins and finishes.</td>
</tr>
<tr>
<td>the traffic areas – geographical element, places where the trip activities elapse.</td>
</tr>
<tr>
<td>the receiving areas – geographical element, places where the sightseeing/visiting activities elapse.</td>
</tr>
<tr>
<td>The tourism travel industry – organizing element, group of organizations managed in the extent of the tourism businesses that work together with the objective of supplying services, goods and tourist equipments.</td>
</tr>
</tbody>
</table>

The tourists' movement between the residence place and the destination (through the area traffic) constitutes the system’s main flow of energy. It is possible to recognize the existence of many other flows of energy (the change of goods and services in the destiny, for instance) and of many other external environment, with capacity to influence the tourism (involving human, socio-cultural, political, legal, technological and economic among others).

The stakeholders, the tourists and the tourist companies are predominantly in the central and denser area of the tourist system of Leiper. The governments and the communities are in the receiving areas. The nongovernmental organizations and teaching institutions can be found in any one of the areas.

Weaver and Lawton (2006:3) put the tourism in an involving context: “tourism may be defined as the sum of the processes, activities, host governments, host communities, origin governments, universities, community colleges and nongovernmental organisations, in the process of attracting, transporting, hosting and managing tourists and other visitors”. The authors introduce, as Leiper, elements such as the teaching institutions and the nongovernmental organizations, that have been playing a part more and more important, sometimes not recognised by the tourism sector.

The differentiating factor of the definitions presented by the authors relies in the fact that they integrate new dimensions and new “actors” in the tourist phenomenon.

Costa (2005) notices that to the end of the second quarter of the XX century, the tourism was always defined by the “demand side” (as it can be verified in the definitions forwarded by the renowned scholars of this area of knowledge and in the effort developed by UNWTO in the sense of working definitions essentially technical, with the intention of quantifying the tourist flows).

This tendency became prominent along the nineties (on the part of WTO), with the purpose of knowing the value and real weight of the tourism, while an economic activity. In this assumption, the subjacent methodologies have been the target of a strong attention by the scholars and investigators of the area. To be noted the effort developed by several countries, in the creation of Tourism Satellite Accounts (TSA), as well as the creation of a working group within UNWTO to proceed to the implementation of TSA at regional level.
The TSA methodology involves a group of activities that are structured in seven main areas: lodging, food and beverage, transports, services of travel agencies and tourist operators, rent-a-car, cultural services, recreational and leisure services (these last two categories corresponding to the socio-cultural activities, an integral part of this accountancy). In this context Costa (2005: 285) concludes: “The new definitions of tourism gives a new value to the area of culture and heritage, since that they became to be analysed in parallel with the business activity of the sector thus allowing for a better analyses of what they effectively represent in terms of generated value, as well as the budget importance that the governments attribute to them.”

1.2 TOURISM-INTERFACE WITH CULTURE AND HERITAGE

The prevalence of definitions under the optics of the tourism demand didn't allow the recognition of the importance of the culture and heritage in the tourism. This new approach (under the optics of the supply) allows the fulfilment of that gap.

Cultural elements are important in influencing the tourism attractiveness of a destination. These elements can be the handicrafts and traditions that characterize the region, the language spoken by residents, the gastronomy, the arts, the history, architecture, religion or even leisure activities that reflect the distinctive lifestyles of a region. The various special events offered by a destination create much of the dynamics and the uniqueness that make a destination memorable. In this context, it is therefore reasonable to equate the supply of complementary products that reflect the character and uniqueness of one region, as a means of differentiation.

Precedo Ledo (2000:124) states that “regions” and “places” face the need to adapt themselves to global changes. These strategies should be based upon their endogenous resources: “local development can also be a strategy to reach balanced territorial development, based on locally disposable resources”.

Rausch (2005) stresses the role of culture in the context of local development. The author defends that the notion of local development is, in its general terms, seem as referring to the process through which governments and communities try to stimulate or maintain productive activity and employment in their own community.

Macbeth, Carson e Northcote (2004) outlines the concepts of SPCC (Social, Cultural and Political Capital) as a base for tourism development and innovation, on a regional level.

The authors sustain that the traditional vision of the regional tourist development have been centered in the economic perspective (jobs/employments, real estate), neglecting the social aspects linked to the community (social and cultural capital).

An underlying assumption is that for tourism to contribute to sustainable development, the industry, NGO and corporate citizens have to accept contributory responsibilities in the regions in which they live.

Putman (2000:19), when distinguishing the social capital from the physical and the human capitals notes: “whereas physical capital refers to physical objects and human capital refers to the properties of individuals, social capital refers to connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them”.

Woolcock e Narayan (2000) categorise four approaches to social capital: communitarian (associates social capital with relationships between individual), the network (equates social
capital with relationships between individual), Institutional (views capital as institutionally generated and sees a primary role for the state), Synergy approaches (combines the network and institutional perspectives, emphasising both community and state involvement).

The concept “systems of innovation” has come to prominence in the economic literature and the regional development literature since the 1990. These systems can be defined as groups of organisations and institutional arrangements that work together the development of new initiatives. Such innovations depend implicitly on the social capital of the regional area as well as the complex relationships between individuals and organisations inherent in such a process (Bartholomew, 1997; Cooke et al., 1997; Freeman, 1995).

Putman (2000) defends that the social capital constitutes a crucial ingredient that can be found in the innovative and productive relationships.

The communities with a larger identity sense and that value its “own culture”, heritage and lifestyle are well positioned to conceive touristic products that are framed in the community's values and that can be attractive for the visitors (Macbeth, 1997).

This way, the social capital clearly constitutes an important contribution to the regional tourist development: “in our specifically regional tourism development context we would assert that for regions/communities to prosper economically and for development (of tourism) to be sustainable there is a need both for social capital and for tourism to contribute to that social capital (Macbeth et al., 2004:511)”.

As Coleman (1988) verifies, the social capital is a relational construction, as oppose to the human or economic capital: “it is non-material; it cannot be held in your hand or captured on your camera” (Macbeth et al., 2004:512).

The cultural dimension constitutes another important aspect that has been neglected on the part of the economical and of the theoretical models. This way, the cultural capital includes aspects as the ideologies, symbols, artifacts, historical and architectonic heritage, cultural enterprises, ideas and the “symbolic capital”: “culture is an important resource. It represents the accumulated capital of generations of skilled, creative, and innovative people and is made up of the historic records of our societies; it can be a source of inspiration for creativity and innovation” (2004:516).

Tourism can contribute to the increase of the cultural capital, in several ways: encouraging the interaction between people of different cultures and the inter-cultural exchange, encouraging the pride, the preservation of the culture and of the cultural artifacts.

SPCC can facilitate the creation of cultural activities that attract visitors: “in taking pride in local traditions and heritage, communities foster a sense of “character” or “ambiance” in their region that appeals to tourists and facilitates return visits” (2004:518).

2. THE THIRD SECTOR

The idea of civil society appeared from the need to create its own space, non governmental, for the participation in the collective causes (Martins, 2007). The organizations of the third sector remount to the XIX century and they fit within a context of initiative of the civil society. The
The evolution of these organizations did not follow a linear path, presenting different forms, in accordance with the traditions of the different countries.

The terminology has varied within the European institutions: Voluntary Organisations (DG V), Non-Governmental Organisations (Eurostat), Voluntary Organisations and Third Sector (Forward Studies Unit) and non-profit organisations (European Parliament).

The designation Third Sector is the one that gathers larger consensus at international level and among the investigators, for its open and integrator character (Quintão, 2004, from Defouny, Develtere, Fonteneau, 1991).

Rifkin identifies two characteristics of the third sector: its contribution for the creation of social capital and for its own economy/employment: “Every country focuses much of its public policy on the first sector – the market – and on the second sector – the government – and often take the third sector – the culture – for granted, not realizing the critical role it plays in establishing social trust and making markets possible” (Rifkin, 2001:46).

The governments’ and the companies disengagement relatively to the communities is leaving an institutional vacuum, which begins to be filled out by the third sector: “the real race, in every geographic region of the world, in the coming years, will be between the institutions of the third sector and the fourth sector for control over the geographic, in the wake of its partial abandonment by government and business” (Rifkin, 2001:47).

This sector has witnessed an important growth, particularly in the end of the twenty century, as a response to the economic, social and political changes (Parkinson, 2006 from Salamon et al., 1999) and have entered relatively late on the European Union scene (Kendall e Anheier, 1999).

One of the first references was presented in the Fontaine Report: “Europe needs inspiration to take a further step towards its destiny as a Community. Non profit organizations are an opportunity to be taken in this respect”.

Job generation represents a problem to the European Union. The vast majority of the jobs have been created in the public rather than private sectors. As well, employment growth has been significantly slower than other parts of the OECD (Campbell, 2004). The important role that the third sector can play in the field of local development and in employment has now been recognised by the European Commission (representing 6% of the employment in the EU).

**Figure 1 - Advantages of the third sector in local employment and development**

![Diagram](source: Campbell (2004:7).)
Because these organizations recruit, usually, from the communities they tend to know better the needs of their target groups. It could be argued that the third sector offers a new approach to local development. Innovation is many a time an interesting aspect associate to the third sector: “Their flexibility combined with their knowledge of local needs, enables them to test new ideas, methods, products and forms of service delivery” (Campbell, 2004:7).

According to a study published in 2000 within the frame work of CIRIEC (International Centre of Research and Information on the Public and Cooperative Economy), Portugal is positioned in a context of emergency of the Third Sector.

The referred investigation started with the analysis of a group of three criteria: (i) the connection among the several elements that compose the Third Sector; (ii) its recognition on the part of the public, institutional and legislative authorities.; (iii) the notability degree in the scientific community and in the media.

The analysis of these criteria allowed reaching the following verification/conclusions:

| Established Third sector | - internal networks established  
|                          | - political measures related to the sector  
|                          | - scientific and media recognition  
|                          | - the cases of Belgium, France and Spain.  
| Emerging third sector    | - internal networks not yet established  
|                          | - the cases of Denmark, Finland, Greece, Ireland, Italy, Portugal, Sweden.  

The literature review on the theme allows the identification of a group of aspects that can be understood as an added value of the third sector in the context of the challenges that are put to the contemporary society:

- the contribution for the creation of the local social capital (trust, relationships and interconnection among the social groups).
- the contribution for the reduction of the social exclusion (stimulating the participation in the society, for instance, through the volunteering work).

As for the challenges that are put to the Third Sector, several authors and entities are consensual when identifying aspects as (Feeney, 2004; Imagines Canada, 2006):

- The need to value its social and economic contribution (near the decision makers in the public and private sectors);
- The spread of “good practices”;
- The need to improve the management capacity and the know-how, through the investment in the creation and improvement of the qualifications.

3. THIRD SECTOR – INTERFACE WITH TOURISM

It is today relatively consensual (at a theoretical level) the recognition of the Third Sector as one of the “actors” of Tourism. However, its role has not been studied, particularly, in respect to the Cultural Associations role. In the field of the NGO connected to the Environment is possible to verify the existence of some research, as well as the implementation of initiatives as “NGO
Tourism Concern”, in the United Kingdom, and the creation of the Ecotourism Society (Holden, 2006).

The third sector (cultural and heritage organisations) qualifies the tourist supply on a destination level, with practical results such as: preservation of traditional techniques and knowledge as well as the cultural values, cultural events, among others.

These organizations add value and contribute to the distinctive character of the place: “What is unique about nonprofits is they provide public services that perhaps could be provided by government, but would not be provided by for-profits” Schaffhauer (2004:3).

To this purpose Gunn (2002:29) recognizes the need of its participation in the planning process: “planning that includes only business will not succeed in reaching desired tourism development objectives”. It means, therefore, that for the tourist system to work in balance it should integrate the politics and actions of the three sectors.

As analyzed in section 2 (The Third Sector) also in what it refers to the relationship of the Third sector with the Tourism it is possible to affirm that these organizations have not yet managed to have their perspectives/opinions in the extent of the politics and strategies of tourism.

In terms of international tourist flows, Portugal occupied the 15th position in the world ranking of tourists' international arrivals in 2007 (Portugal Travel Tourism Competitiveness Report, 2008).

The employment in the cultural sector in Portugal corresponds to a portion frankly reduced (1,4% in 2002) when compared with the total of UE (2,5%) or even with the countries with similar development levels like Greece 2,5% and Czech Republic 1,8% (Eurostat, 2005).

In relation to the cultural consumption per capita, it is higher in the Lisbon and Vale do Tejo (LVT) and Algarve regions (Table 1 and Table 2). In absolute terms, the North area stands out at the level of the number of Associations.

### Table 1
Number of Visitors of Cultural Spaces per Region (1995-2003)

<table>
<thead>
<tr>
<th>Region</th>
<th>1995</th>
<th>1997</th>
<th>1999</th>
<th>2001</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>59.7</td>
<td>128.0</td>
<td>179.1</td>
<td>322.0</td>
<td>332.1</td>
</tr>
<tr>
<td>Centre</td>
<td>160.9</td>
<td>206.7</td>
<td>248.6</td>
<td>225.8</td>
<td>449.3</td>
</tr>
<tr>
<td>Lisbon (LVT)</td>
<td>445.7</td>
<td>700.1</td>
<td>480.7</td>
<td>574.9</td>
<td>648.2</td>
</tr>
<tr>
<td>Alentejo</td>
<td>321.2</td>
<td>248.0</td>
<td>357.1</td>
<td>540.4</td>
<td>458.9</td>
</tr>
<tr>
<td>Algarve</td>
<td>305.7</td>
<td>851.7</td>
<td>817.3</td>
<td>520.2</td>
<td>659.5</td>
</tr>
<tr>
<td>Azores</td>
<td>170.7</td>
<td>70.9</td>
<td>80.1</td>
<td>225.6</td>
<td>366.1</td>
</tr>
<tr>
<td>Madeira</td>
<td>42.5</td>
<td>225.6</td>
<td>243.6</td>
<td>256.9</td>
<td>200.7</td>
</tr>
<tr>
<td>PORTUGAL (%)</td>
<td>231.5</td>
<td>237.8</td>
<td>324.8</td>
<td>405.2</td>
<td>474.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2.397</td>
<td>2.462</td>
<td>3.364</td>
<td>4.196</td>
<td>4.918</td>
</tr>
</tbody>
</table>

### Table 2
Attendants to Cultural Events* per Region (1995-2003)

<table>
<thead>
<tr>
<th>Region</th>
<th>1995</th>
<th>1997</th>
<th>1999</th>
<th>2001</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>45.8</td>
<td>17.1</td>
<td>112.0</td>
<td>242.7</td>
<td>251.7</td>
</tr>
<tr>
<td>Center</td>
<td>23.3</td>
<td>12.3</td>
<td>66.1</td>
<td>254.3</td>
<td>272.9</td>
</tr>
<tr>
<td>Lisbon (LVT)</td>
<td>195.3</td>
<td>292.2</td>
<td>186.6</td>
<td>460.6</td>
<td>695.7</td>
</tr>
<tr>
<td>Alentejo</td>
<td>57.9</td>
<td>56.0</td>
<td>121.3</td>
<td>278.1</td>
<td>476.0</td>
</tr>
<tr>
<td>Algarve</td>
<td>27.8</td>
<td>32.9</td>
<td>101.2</td>
<td>513.6</td>
<td>1080.4</td>
</tr>
<tr>
<td>Azores</td>
<td>16.5</td>
<td>8.3</td>
<td>16.5</td>
<td>16.5</td>
<td>78.6</td>
</tr>
<tr>
<td>Madeira</td>
<td>77.5</td>
<td>73.5</td>
<td>134.7</td>
<td>314.3</td>
<td>436.7</td>
</tr>
<tr>
<td><strong>PORTUGAL (%)</strong></td>
<td>92.0</td>
<td>112.1</td>
<td>127.1</td>
<td>280.9</td>
<td>447.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>953</td>
<td>1.161</td>
<td>1.316</td>
<td>2.909</td>
<td>4.633</td>
</tr>
</tbody>
</table>

* including theatre, opera, classical music concerts, ballet, folk and others.

A study by the Observatory of Cultural Activities (2005) shows the increasing leading role of structures of the Local administration and of entities of the Third Sector in the promotion and management of equipments and cultural activities (especially in the domain of the performing arts), as well as the tendency for the constitution of networks and partnerships involving entities of the Public, Private and Third Sectors.

A diagnosis at the level of indicators such as the Employment allows us to verify that the employment in the cultural sector is, in general, more qualified and younger than the employment in general, what represents an opportunity to invest in this culture and tourism relationship. Equally, the tendency of accelerated growth of the demand of cultural tourism is identified as an opportunity.

At the Associative level it is identified as a weak point, the shortage of qualified human resources in the cultural associations. However, the great support to the Third Sector on the part of the orientations and European Community policies summarized in the positive discrimination of the projects developed in the context of this sector can be understood as an opportunity.

The approach between Culture and Tourism, through the multiplicity of cultural offers and the variety of the demand, allows the perspective of a relationship with mutual benefits. The culture and the patrimony put in evidence the potentialities (endogenous) of the territories. When doing it, one is introducing a strong cultural component in the region “brand”.

It is important, therefore, to potentiate the capacity to promote the role of the third sector through either the revitalization and dynamism of traditional entities of this sector with relevant role in the social cohesion, or the incentive to the participation of the third sector in the decision making and in the implementation of public policies.

### 4. CASE STUDY - ALGARVE REGION (PORTUGAL)

#### 4.1 REGIONAL CONTEXT – ALGARVE REGION (PORTUGAL) TOURISM AND THE THIRD SECTOR (CULTURAL AND HERITAGE NON-PROFIT ORGANIZATIONS)

The Algarve is located in the southernmost province of Portugal on the occidental extremity of
the Iberian Peninsula. It confines with Spain and with the Atlantic Ocean, with a population of 400 thousand inhabitants and occupies about 6% of the country. The climate in Algarve is typically Mediterranean with long dry summers and 3600 hours of sun per year. The main tourist resources are concentrated in the coastal area and Tourism activities represent 44% of the wealth of the region.

The primary industries represented around 11%, essentially agriculture. The highest percentage of working population, about 72%, is concentrated in the tertiary services.

The Algarve was an isolated region until about half a century ago, for its intrinsic natural conditions (surrounded by the sea and the natural barrier of the mountains region). In the second half of the 20th century, the atmosphere of peace and economic growth lead to the tourist boom from the more prosperous European countries. The opening of Faro International Airport in 1965 made the region accessible to the main tourist generating countries, giving a new impetus to the tourism practice. The sixties were the turning point for the Algarve. In 1970 the RTA (Regional Tourist Board of Algarve) was created. By that decade tourism was considered vital to the region (Gonçalves e Águas, 1997).

Portugal doubled its market share in international tourist arrivals in 1990 (15th place in the world ranking). The Algarve was the major contributor to this increase. From that point onward, the model of tourist development has been based in the product “Sun and Beach”. In the eighties the growth of tourist demand and mass tourism started to get the attention of the local and national press. So, the most important tourism destination was and is very affected by rapid tourism development and new measures are crucial to avoid environmental, economical and social deterioration. In 2000, the Algarve represented 43.1% of overnight stays (national and foreign) on a national level. Its main generating markets in 2005 were: United Kingdom (46.4%), Germany (21.4%) and The Netherlands (9.6%).

According to Gonçalves and Águas (1997:20), the Algarve has all the characteristics of the consolidation stage in the product life cycle model. Although there were initially some signs of concern for implementation of quality tourism, the main tourist promoters increased the supply in such a way that urban, cultural and environmental balances were forgotten. Consequently, some signs of stagnation appeared: the image of the resort dissociated from the environment and lower occupancy rates. The greatest challenge is now to prepare the region for a long-lasting stage of stabilisation, with special emphasis on an effective planning orientation on the public sector level.

The “Regional Plan for Tourism in Algarve” (PRTA) assumes that there is plenty in the history of the region that represent a tourist potential: the strong positive focus on this product (culture) includes the historical nuclei of some centres, the promotion of traditional historic-cultural events at a regional level, the diversity of handicraft and traditional gastronomy and the existence of suitable facilities to support such cultural activities.

On the other hand, the weaknesses are: the deficient conservation of the heritage, and the fact that most of cultural events take place in a specific time of the year (high season). The cultural resources of Algarve, which do not constitute the main motivation for the tourists, comprise an important complementary role to the product “Sun and Beach”. An evaluation of the measures made in the PRTA points out to a degree of execution between medium and low, in specific matters related to heritage as a resource for tourism.

Furthermore, the analysis of the main regional dynamics makes one realize that tourism in the region maintains a character of seasonality, a dependence on the main generating markets and a spatial concentration. Fortunately, by facing this scenario, there were some changes in the
measures and actions taken towards the role heritage plays in fighting these disadvantages: 1) value and safeguard of the relevant places (development of studies focusing on sustainable tourism), 2) rehabilitation of the historical heritage, 3) revisions of urbanization plans (revision, development, and monitoring).

In the analysis developed by the General Directorate of Tourism (DGT) in 2002 it is considered that the Algarve should choose a model of tourist development that would value two fundamental issues - quality and differentiation: 1) enrichment of the product, which is excessively concentrated in the coastal tourism and in a limited range of activities, 2) enhancement of the market potentialities associated to the new trends of the demand (cultural and urban tourism, short breaks, seniors, sports and nature).

Concerning the process related to the built heritage in Algarve, according to the Director of Portuguese Institute of Built Heritage (IPPAR) “Built heritage is, in general, still degraded, despite a great effort from the municipalities to improve the situation” (Músico, 2001:11). The regional delegation of IPPAR (Portuguese Institute of Heritage) has been developing projects to register and value some relevant buildings, in a cooperative pioneering action between Portugal, Spain and Morocco entitled “Inquiry and Valorisation of Fortifications and Islamic sites in the Southern Iberian Peninsula”.

According to the official data (INE), the Algarve region detains 87 cultural and heritage non-profit organizations (Table 3), namely in areas such as: “Other leisure activities – not specified” (67), “Cultural Promotion” (29), “Heritage Preservation” (14) and “Handicraft” (13). In absolute terms, the North region stands out at the level of the number of Associations (Table 3).

<table>
<thead>
<tr>
<th>Region</th>
<th>Total</th>
<th>Per 100 thousands inhabitants</th>
</tr>
</thead>
<tbody>
<tr>
<td>North</td>
<td>1034</td>
<td>28,0</td>
</tr>
<tr>
<td>Center</td>
<td>887</td>
<td>49,7</td>
</tr>
<tr>
<td>Lisbon (LVT)</td>
<td>868</td>
<td>25,0</td>
</tr>
<tr>
<td>Alentejo</td>
<td>227</td>
<td>42,4</td>
</tr>
<tr>
<td>Algarve</td>
<td>87</td>
<td>22,0</td>
</tr>
<tr>
<td>Azores</td>
<td>125</td>
<td>51,7</td>
</tr>
<tr>
<td>Madeira</td>
<td>38</td>
<td>15,5</td>
</tr>
<tr>
<td>PORTUGAL</td>
<td>3266</td>
<td>31,5</td>
</tr>
</tbody>
</table>

Source: INE, (2001)

A great part of these Associations assume a local but not regional dimension, being relevant the relatively reduced number of Associations with a regional coverage.

The methodology used in the research process is based in both a qualitative and quantitative approach and includes in-depth interviews with Cultural and Heritage Non-Profit Organizations leaders on a destination (regional) level, field notes and content analysis¹.

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¹ The main results of the research will be presented in the VI ESADE International Doctoral Tourism and Leisure Colloquium.
The option for the case study method has been assessed as the most appropriate as a research tool due to the context rich and complex nature of the issues underpinning the phenomena (the study of the relation Tourism-Third Sector). This direction is supported by the work of Ragin (1987), Eisenhardt (1989), MacNealy (1997) and Feeney (2004). These authors have been strong advocates of case study research and have countered criticism of the methodology by highlighting its benefits across a diverse range of uses from theory building to offering rich descriptions of phenomena.

The results obtained in the first phase of the investigation through interviews to the leaders of cultural associations demonstrated a recognition of the tourism as an important economic activity to the region, the existence of regular contacts between the third sector and organizations connected to Tourism and a good receptivity on their part to their activities (including existing partnerships at regional level). It is also to be registered a predisposition for a more active participation in the Tourism.

However, it is also possible to notice that these associations do not integrate international and national networks related to the tourism. Their future challenges are centered in aspects linked to the needs of financing and of collaborators (volunteers) in order to continue the proposed goals.

5. FINAL REMARKS

At a global level we see a reinforcement of the Third Sector role along the last decade (due to economical, social and political changes/reduction of the State’s role in society).

The tourism (as an industry) is in transition. Both the business tourists and leisure tourists are more sophisticated, seeking personalized experiences. In the speech of the different investigators in the Tourism area it is noticeable common lines that point to the need to integrate “uniqueness” in the perspective of the tourism destination.

It was possible to identify several convergent arguments that seem to point to a joint pathway for tourism and the third sector (cultural and heritage non-profit organisations). Despite this, in Portugal, there still seems to be a long way to go, regarding the implementation of an effective joint policy amongst the cultural, heritage and tourism sectors.

The challenge lives in the capacity to create and potentiate synergies between the industry and sectors that are in the periphery of the central tourist system (the Third Sector, among these) that were not yet considered as actors with an active role to be carried out in the tourism.

The synergy between Culture, the Third Sector and Tourism can be potentiated at several levels:

- Intensification of the tourist activities through the promotion and organization of cultural and artistic events/activities (shows, guided visits, displays, itineraries, etc.);
- Implementation and financial support to projects with a strong integration of the cultural components in the interventions of urban rehabilitation (investment in the “cultural quarters” brand as an attraction factor for cultural tourism, adaptation of rehabilitated spaces to headquarters of cultural activities – studios, artistic laboratories, artistic residences and cultural Organizations).
REFERENCES


