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STRATEGY TO COPE WITH TOURISM IN THE DEVELOPMENT  
OF AN AGRICULTURAL VILLAGE IN NAZCA - PERÚ

POST GRADUATED CENTER HUMAN SETTLEMENTS - K.U. LEUVEN

PROMOTOR: PROF. JEF VAN DEN BROECK - PROF. HAN VERSCHURE

READER: PROF. HILDE HEYDEN

INGRID OLÓRTEGUI GUZMÁN

AUGUST 2001

Post Graduate Centre  
Human Settlements

Department of Architecture  
Urban & Regional Planning  
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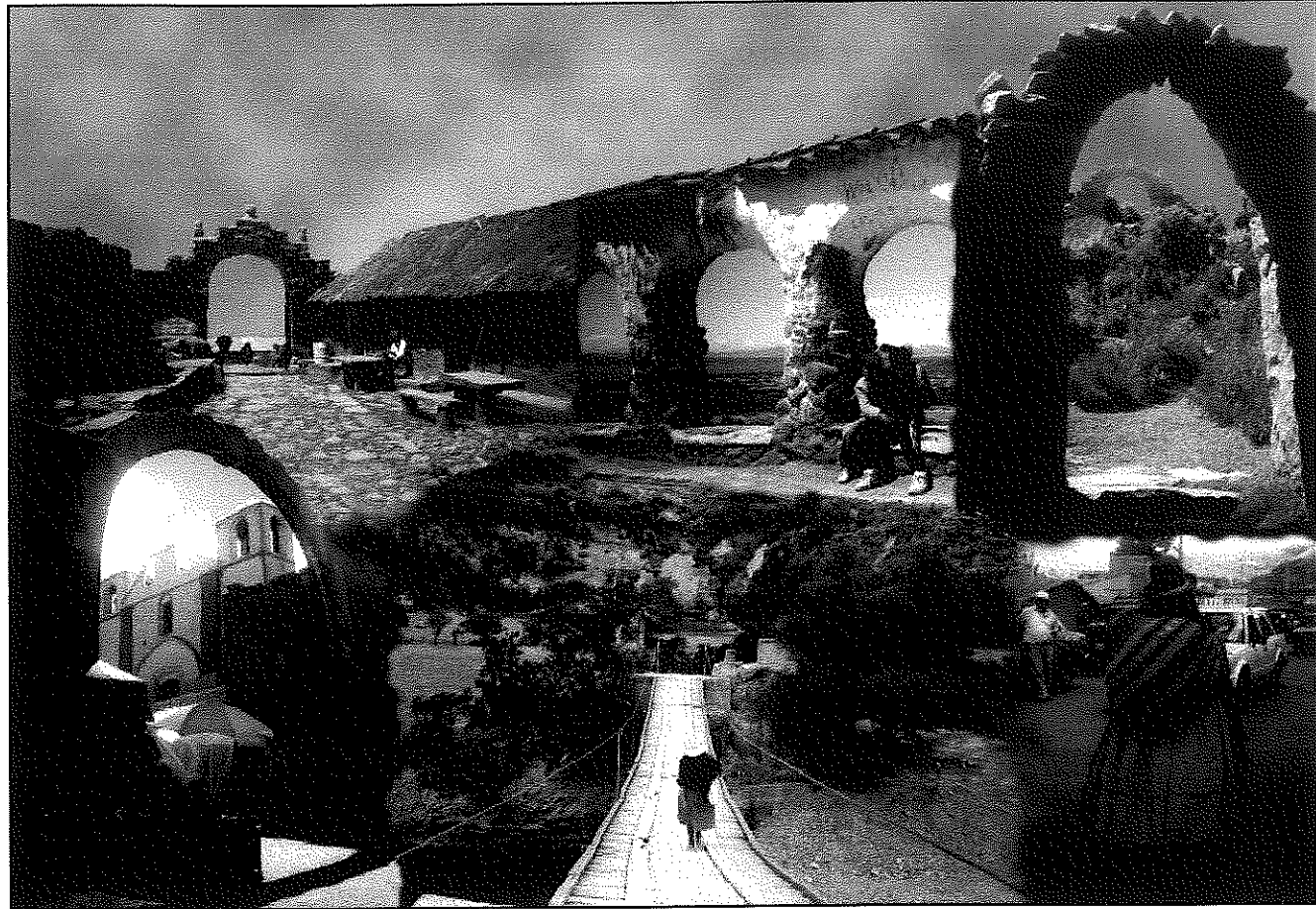
Department of Architecture, Urban and Regional Planning - K.U. Leuven, Belgium.

STRATEGY TO COPE WITH TOURISM IN THE DEVELOPMENT OF  
AN AGRICULTURAL VILLAGE IN NAZCA - PERÚ

Master Thesis by Ingrid Olórtegui Guzmán

Submitted to the Post Graduate Centre for Human Settlements of the  
Department of Architecture, Urban and Regional Planning at the Katholieke  
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Master of Architecture in Human Settlements.

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## 1.1 THEME

The present subject consists in the analysis of the present situation of the rural village San Pablo and its surroundings. The main purpose is to develop a proposal that makes use of the resources and potentialities to generate alternative economic activities on the base of the planning and organization of the territory, for a consequent well being of the population.

San Pablo is a rural village located at 37Km from the city of Nazca, in the Ingenio Valley. It is placed next to the zone of Pampas where the <sup>Nazca</sup> geoglifos of Nazca are located. The interest to develop a proposal in this site arises from the earthquake on the 12 of November 1996, where as a result of the disaster, the situation of vulnerability was extended from the economic to the physic aspect of the constructions.

This situation far from improving continues without solution because the population, while practicing a subsistence economy, is not capable to satisfy its primary basic necessities. Resulting from the awareness of the reality, the subject of the proposal makes special emphasis in the contribution of the architect in the solution of a planning proposal that considers the management, economic growth (general well-being) and sustenance to help in the future solution of the integral problematic in the site.

Considering the economic potential of the region, and the similarity of characteristics between the neighboring towns, the final intention of the proposal is <sup>if possible</sup> the possible application of the methodology, theories and concepts used in the thesis, for an intended integral development of the area. The subject will be developed under a general view of the Rio Grande basin to have knowledge of the zone of study, but focusing in the Agrarian Cooperative San Pablo, site of the proposal.

## JUSTIFICATION

At present it is common that the settlers of the countryside and urban-marginal of Peru do not count on suitable conditions of security and salubrity. They lack basic services and are continuously exposed to risks due to the unplanned location and precarity of the construction of their houses. According to the data of the INEI in the 1993 census, from this marginal population, 41% inhabit in countryside and 23% in urban-marginal zones, resulting in 64% of the total national population.

In the cities, the migrants have different habits and go through a violent adaptation to a new reality, and in the countryside the population is generally forgotten. The projects that reach these groups are preconceived urban solutions that do not consider their requirements, resources, nor traditional knowledge; in addition they themselves, influenced by external means, look for a superficial modernization that adopt techniques from different realities in spite of the economic cost that it represents.

The INEI in their report on the System of Social

Indicators and Poverty of 1993, considers the importance of the indicators of organization and social participation representing that development is not only based on economic growth. but also, in the capacity of the population to organize themselves and to participate in the solution of its problems [...] demonstrating the potentiality and effectiveness in the latest implementation of the social support programs. This recognition represents an advance in the organization of these groups but not a total reward: now tangible support is needed to obtain the effectiveness in the solution of its problems.

Since the situation of this sector of the population is not very hopeful, this work is oriented to raise an alternative solution for a sector of this group i.e., the rural communities. The growth needs to have a solid base on which to maintain it, and that is what it looks for to obtain when considering the productive aspect like departure point of the proposal. « If a project or program considers the environmental antecedents, the economic references, the social preoccupations, the necessities of the whole community and involve the participation of it, can be considered satisfactory to all the requirements to obtain the sustainability « (1). It is necessary to learn to consider the expectations of the population, their interrelations and necessities, to put in action a series of capacities, knowledge and generally underestimated initiatives and until certain point forgotten. Impelling the dynamic ones and local antecedents well known and assimilated by the population, the projects can be sustainable in the time and to generate growth. In a rational and coherent use of the human and material resources, and local knowledge in an appropriate planning, we can have some options for change and development without dependency.

*What is Sustainable Development?*

1) [www.eeee.net](http://www.eeee.net) - ¿Qué es Desarrollo Sostenible?  
INEI: National Institute for Statistics and Informatics.

## 1.2 OBJECTIVES

### GENERAL OBJECTIVE

Develop a strategy of sustainable development for an agricultural village in a rural area in Peru, considering tourism as a possible alternative economic activity in the area.

### SPECIFIC OBJECTIVES

1. Define the theoretical base to justify all proposal appropriate to the site.
2. Develop qualification programs in order to strenght the villagers' carrying capacity and self-confidence to practice of the traditional economic activities and assume new activities and in the ones.
3. <sup>Define the</sup> Implement project to improve the existing physical conditions in San Pablo, which are directly related to the <sup>existing</sup> main economical activity: agriculture.
4. Analyze the available and latest proposals for tourism development in the country and in the site, aiming to integrate and relate the project to them.
5. Evaluate the resources and existing conditions in the site; in order to define

the proposal considering their utility.

6. Establish the considerations for the proposal based on the theory previously specified.

7. Evaluate critically the previous project in the area in order to adequate it to the considerations previously defined.

8. Define a strategic planning approach for the site.

9. Define the viability of the proposal and the methodology to develop it.

7. Develop an implementation strategy which consider the existing and potential village carrying capacity in the presence of the traditional or alternative economic activities

### 1.3 SCOPES AND LIMITATIONS

- The viability of the proposal will be defined considering the costs and complexity of the negotiations to execute the proposal. This aspect will be elaborated depending on the time and information available.
- From the proposals defined in the *Master Plan Study on National Tourism Development in the Republic of Perú*, only the ones considered relevant and compatible with the thesis will be taken in consideration.
- The development and execution of the planning proposal should be defined and specified by the community considering the present work as basis.
- The proposal will evidence the aspects applied from theories considered as universal, and the ideas aspects oriented to reinforce a desired objective (rural - local management). Justified by the benefits obtained, the proposed methodology should be flexible enough to allow periodical discussion, evaluation and improvement in the project.

### 1.4 HYPOTHESIS

If a conscious planning strategy is considered, the development of tourism activity in San Pablo is suitable and positive because of:

- the use of the existing tourism resources, will be used
- the considerable amount of tourists visiting the area that will be interested in visiting San Pablo and participate of the tourism circuits,
- the capability of the population to organize and implement projects as a community will be considered and
- the necessity of alternative economic activities that makes use of existing resources to generate additional incomes will be satisfied

## 1.5 RESEARCH QUESTIONS

- Which <sup>is</sup> the purpose of the sustainable development theory in planning, <sup>conceptual</sup> and what would sustainable tourism mean for an appropriate development?
- Which <sup>is</sup> would be the best approach to integrate a tourism proposal, <sup>with</sup> considering the existing governmental strategy and the <sup>the conditions</sup> present situation and resources in the site?
- Which <sup>How can the</sup> are the possible consequences of the tourism activity in a rural area, and how can the negative effects be managed?

## 1.6 METHODOLOGY

### Definition of the proposal

Select the base information from the thesis: *Propuesta de Planificación Rural Sostenible en el Caseno San Pablo - Nazca*, in order to define the case study to be evaluated and processed in the present work. (Abitegui, 2007) <sup>in a practical approach.</sup>

### Definition of the topics to study

Collect information from the available bibliography, about the topics considered problematic or challenging from the <sup>previous</sup> evaluation. These concepts will be later organized to form part of the study. The following ideas are considered for discussion: <sup>evaluation</sup>

STAKEHOLDERS	relationship – frameworks
PLACE-CHARACTERISTICS	environmental concern – resources conservation
VISITORS	type of tourists – impacts
ECONOMY	appropriate orientation
TOURISM	rural tourism – agro-tourism – sustainable tourism
LOCAL POPULATION	socio-cultural aspects
PLANNING	strategies – approaches
SUSTAINABILITY	sustainable development theory – evaluation

The first action is the definition of the topic. Within the basis of the different existing concepts of sustainability and sustainable tourism, one appropriate theory suitable to the proposal will be developed. Immediately after it will be necessary to define how these vague ideas can be solved in the practice.

### Research tools and sources

Due to the limited time to develop the proposal, the information was collected from local Belgian libraries and available Peruvian documents. Some contacts and communications were established with people experienced in planning, development and tourism in Belgium and Peru.

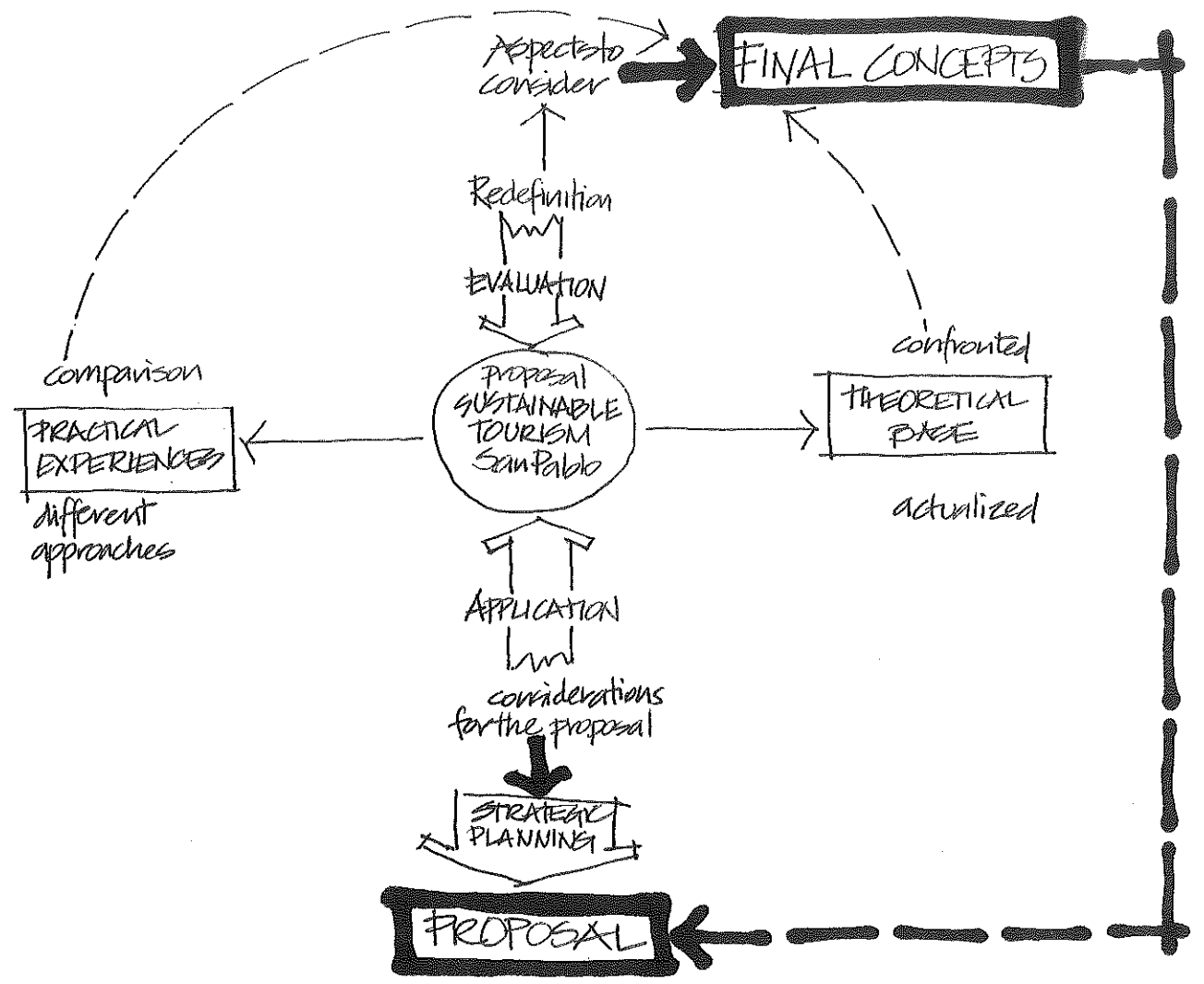
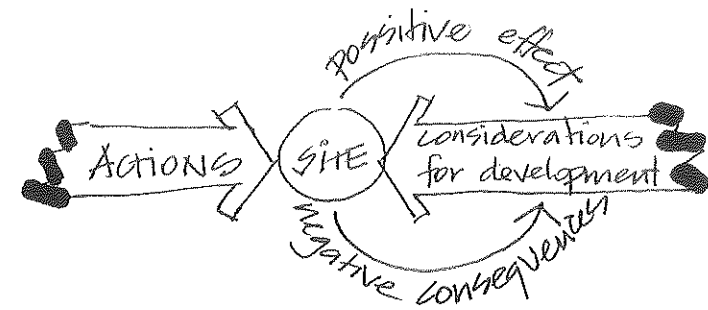
*and related to the tourism  
Act in Peru's the conditions  
in San Pablo to define a pro-  
Set*

By applying the theory and practice, the study will be made a theoretical development and practice.

The documents reviewed are conformed by books, thesis, magazines, and informative pamphlets.

Study process.

- After having a previous working relation in the site of the proposal, the information about the site is available and almost actualized. The main information to collect at the start of the thesis is about the theory to define the conceptual base of the work, and the way to develop the proposal.
- Once the theory is defined, the next step is to analyze and evaluate a case related to the topic of the thesis. In this case the strategies and policies from the *Master Plan Study on National Tourism Development in the Republic of Perú* will serve as a reference for the proposal in San Pablo.
- The evaluation of the case study will derive into general recommendations/guidelines for the proposal.
- The application of the theory according to the specific guidelines for the site will define the strategies for the development of tourism in San Pablo.
- This proposal will be evaluated as a kind of final conclusion. It will confirm or deny the initial hypothesis.



## 2. GENERAL FRAMEWORK

### 2.1. SUSTAINABLE DEVELOPMENT

Considering that the major needs of people in Perú are related to the economic activities, tourism ends up being an ideal and easy activity to increase their income. There is a global fear to disturb traditional cultures, but it can be considered utopia in most of the situations, as most of the places in the world are already related to massive communication media, and the experience of joining different cultures cannot be a big problem as soon as both visitors and guests maintain a base of respect.

*"Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecologic processes, biological diversity and life support systems."* (WTO, 1998, p.21)

*Sustainability is ideological... it is largely from the First World that the conscience and mobilization... have been generated and... serves the interests of the First World...* (Mowforth & Munt, 1998, p.38)

There is a broad distribution of information about development defined by worldwide organization all around the world. This information tends to be clear, detailed, easy to understand and oriented to specific targets, so it results to be the most accessible and easy to handle information. Besides, it presents basically humanitarian characteristics that most of people support without criticism, even when some of the measures proposed are not consequences with the local traditions related to an specific (behavior or belief), that can be interpreted as a problem from a foreign perspective.

*... for every 'good' sustainable project and practice... there may be as 30 examples of 'bad' sustainable tourism... the overall effect of sustainable tourism is negative not positive. The response of this... is an exhortation to eliminate any rogue practice. As if this were possible." (Wheeler, 1997, p.45)*

As a general conclusion we can say that current tendencies of tourism go in opposite directions. Most of the times they are oriented from the perspective of industrialized countries, which compose the biggest group of tourists all over the world. These theories defend their leisure interests and the rights of the local population under their own perspective of wealth. The final result of this situation always aims to receive the major benefit from the tourism activity.

Prof. K. T. Ravindram affirms that the ecological tendencies are concerned about the physical aspects of the tourist sites, "... tourists come for the environment; if it is well maintained they will come..."

For the developed countries, their growth of



society has a different meaning than for the developing countries, basically because their needs and resources to cope with them are different. Considering environment within the specialized recycling practices increase the costs and results not to be practical weather in other context results economical and environmentally beneficial.

It is different to prioritize the evolution of the environment or the population needs. The preservation of the environment is related to ecosystems with a natural and spontaneous evolution and growth, if it is respected, its evolution will be natural and harmonic. The references to societies have different characteristics; human development is based on relationships, evolution and fusion. Societies evolve and require motivations for it; these can result positive or negative to the different aspects of their lives.

The relation between agriculture and tourism is mostly referred to the consumption of local food and the supply of local products for the tourism industry, which in most of the cases is related to international enterprises. It can be considered an immediate and simple approach, as the agriculture activity in plenty of tourist destinations is the base of its economy and the relation could be stronger and aiming to a longer benefit.

#### AGRICULTURE

In the general characteristics of the rural communities' agricultural productive system, the destiny of the production is a very important part of the process. The purpose of the changes in the type of culture and application of technological innovations are to increase the competitiveness within the market, but certain criteria should be considered to assure an integral development in the communities.

According to A. Yurjevic in the Seminar "Agroecology and Sustainable Development" (November 1996), the main means to consider for the actions in agricultural villages are:

- o the agroecological knowledge or functional base organizations

- o the information on markets: legislation, base materials and products
- o the credit to groups and families or the financing for investments
- o The technical support to the familiar property.

In the process of production and commercialization, the farmers work in a spontaneous way without considering the direct costs of the manual labor, raw material or used tools. According to the Dr Julio Toledo, Professor of the Horticulture Department at the UNALM, Lima, the postharvest management is an important aspect that must be considered to achieve a successful commercialization process.

COMMERCIALIZATION: it is influenced by the seasonal and variety of the production, and the type of producers for each season.

ECONOMIC INFORMATION: about the available capital and the capacity to obtain to a credit, these are the aspects to consider:

- o The variation of the prices to by greater, to by minor and in the market

- o The conditions and periods of sowing and its harvests like productive potential
- o The behavior of the markets
- o The relations between amount of population, area of production and geographic distribution of the cultures and villages.

COMMERCIALIZATION REAL COST: it is product of the relation between the cost and the yield of the harvest, quality and forms resultant of the transformation or processing of the production as well as the time of storage.

ESTABLISHMENT OF PRICES: results of the addition to the farmers' production costs of the following items: the arrangements of the collector, transport costs, storage, and payment of the location used by trader for the wholesale.

All these components must be considered at the time of raising the commercialization strategy, being the most important aspect the organization of the community and its interest to participate in a system different from the traditional ones. They imply an initial risk but they mean an enormous benefit in the long term.

This subdivision of the land and the existence of a great amount of independent farmers generates problems to them during the commercialization stage, when the buyers take advantage of the dispersed supply. The associations are very important as a starting point to unify criteria in the production and commercialization. The main plans and proposed activities by the associations of agriculturists are:

- o To regulate the production of some cultures
- o To take care of the trade union subjects or to buy the basic products
- o To form committees by products in order to determine the areas for each campaign
- o To agree about the sale prices at a region level.

*It is the intensity of the impacts rather than their nature that alters from one destination to the next, according to a set of characteristics that set the context for tourism development and help to determine whether or not it is a 'good thing'. (France, 1997, p.10)*

*... the superficiality of eco-sustainable tourism, where philanthropic aspirations mask hard-nosed, immediate self-interest. (Wheeler, 1997, p.45)*

*... conservation measures designed to maintain ecological biodiversity [by international organizations] have frequently been 'contradicted' by the priorities and aspirations of local communities attempting to secure their livelihoods... (Mowforth & Munt, 1998, p.36)*

*... the more established a country becomes as a tourist destination, the greater the proportion of revenue which leaks away... (Hemmati & Koehler, p.25)*

*... circulation and acceleration... not only capital... but places too... the growth and*

*development of Third World tourism may be another manifestation of time-space compression with the logic of capital accumulation... (Mowford & Munt, 1998, p.30)*

✓ *... jobs available and new employment possibilities... most of these jobs are menial, poorly paid, seasonal and not unionized... (Barnett, 1999, p.50)*

SOCIAL  
The existing attitude about social and cultural deterioration is exaggerated, and seems to arrive from the idea of a magic town lost in time. To believe in it means also to lack of confidence in the capacity and necessity of evolution in these places. Globalization has captured the whole world, and even small villages are implicated in a direct or indirect way; pretending to maintain them far from reality is a harmful attitude, even more than introducing them to "modernity", in any case to facilitate the means to cope with it is the best action to support them. It is reasonable to offer everybody the same opportunities to make use of available technology, to facilitate their living and improve their quality in life and work. The broader perspective of people in small communities is concentrated in their living place, but influenced by massive communication media. This illusion of wealth is guiding the development of the smallest and dependent communities.

✓ *... socio-economic impacts are generated by all types of developments and special exposure of traditional societies to modern media... (WTO, 1998, p.121)*

✓ From the text of Shaw & Williams (1999, p.109), two areas of concern have been identified from the anthropological studies: the acculturation process between guests and hosts, and the marketing and commodification of culture referred to local rituals and emphasized in the authenticity aspect. The example of the Inca Festival in Cusco (p.110) was referred as a positive influence of tourism in the revaluation of traditional values and identity.

The concept of authenticity related to tourism is hardly measurable, especially when the tourist visit is an organized activity made by lots of people during long periods. If a close and nice relationship can be established during and afterwards the visit, it itself means a great result of the travel.

*Cheap radios and cassettes have brought world news and rock singers into native huts and heightened local awareness of, and demand for, roads, clean water, better medicine, electricity and entertainment, the facade of cultural homogenization... (Smith, 1999, p.122)*

*... the elevation of culture is a Western liberal concern... [people lacking of economic wealth]... aspire to a greater level of material wealth... strive to free themselves from poverty and drudgery... (Butcher, 0117, p.36)*

[Social problems]... *not necessarily caused by tourism per se - are increased by the presence of outsiders... children who 'beg' at airports and attractions often earn more cash in one day than their farmer-fishermen parents can*

earn in a month... (Smith, 1999, p.122)

✓ If it is the community who define what, how and why to develop tourism activity, and work with an appropriate technical advice, ~~so~~ the results will be positive. The consumers (tourists) visit some places because they have interest in it, their concern about authenticity is preventing them to simply enjoy a different place and the company of people with different customs.

✓ The changes in social and cultural aspects of population are a great concern in tourism activity, but societies evolve and the process can be radical or sustained. One of the best examples of real evolution of culture is the Bhutanese, and as a consequence of this conscientious evolution, the measures this country is taking to preserve its identity are admirable.

✓ According to Mowforth & Munt (1998, p.32), as part of the postmodernism argument, the increasing globalized world is affecting the emerging process of a global culture, which tourism commentators regret because of the inability of Third World communities to sustain their traditional lifestyles in the face of an imposition of western values and beliefs.

... *guests become dehumanized objects that are tolerated for economic gain, tourists have little alternative other than to look upon their hosts only with curiosity, and, too, as objects... alternative tourism feature one-to-one interaction between hosts and guests...* (Smith, 1999, p.123)

✓ ... but what is really so wrong in aspiring to own a camera and wear fashionable clothes? Clearly the indigenous people sometimes have less 'respect' for their own culture than tourism academics would wish. (Butcher, 1997, p.29)

Cole (1997, p.228) refers <sup>to</sup> that the communities that have minimal education and little previous

<sup>to fulfill</sup>  
experience of tourism, it is unlikely that goals of community planning and control of tourism can be fulfilled. To have an initial positive experience of tourism will give the communities the confidence and desire to plan and control tourism in the future.

When a place grows into tourism by foreign intervention, the development usually turns to result chaotic. Each of the investors manage its business with the aim to perceive the highest benefit without taking real care for the existing site in its physical or cultural aspect, and usually apply foreign models for it.

Most of small rural areas developing into important tourist places are supported by foreign capital guided by foreign patterns that generate a great loose of the existing characteristics. It is very difficult for local people, who usually practice a survival economy, to start a large enterprise during the first stage of the tourist development, and if they manage to make so later on, they compete with the foreign existing models by their own or associated to foreign capital. In both cases the perspectives to implement an alternative

with no regard  
to the local  
perspective

model of tourism are very few.

Farr et al. (1997, p.78) refer to Lane when describing rural tourism as developed in small settlements having weak infrastructure, small establishments, local ownership, few guests and amateur management. Under these characteristics it results difficult to compete with professionally managed tourist industry in international markets, but their explanation to it is related to:

- o A full time, single purpose tourism that results profitable
- o Rural development initiatives based on an endogenous model which can be hardly imitated
- o The market conditions that demands for 'authentic' experiences
- o The facility to develop new tourism in undeveloped tourism destinations than to revitalize old infrastructure in traditional ones.

Farr et al. set that <sup>rural</sup> this type of tourism should <sup>start motivated</sup> also be developed justified by economic reasons <sup>rather as well as by</sup> than the ideal of satisfying the development needs of rural regions, and he proves it by comparing 2 cases of soft and large scale tourism. Because of the characteristics of rural tourism, ~~this~~ activity is ~~more~~ related to the site, consumes local products and is developed almost exclusively by local people, which increase considerably the economic fluxes in the site. <sup>As a</sup> The conclusion <sup>we might say</sup> to this analysis is that small-scale soft rural tourism can <sup>help to</sup> be an element to support the development of rural economies and <sup>be</sup> an alternative source of well being for households with diminishing returns from traditional activities.

The tourist services <sup>rural</sup> offered should be defined according to the ~~existing~~ possibilities of the population to support it. Local tradition should be preserved as long as it responds to local needs, if there is a possibility to improve technology, infrastructure, education, services, or some other aspect, they themselves should incorporate it to the community. Their willingness should be supported by the possibility to acquire and preserve changes without forcing their

own capacity.

In the countries where tourism activity is well organized and presents a massive development, there is well-documented information about the projects, which are planned according to specific policies and regulations. Contrary to the usual situation in <sup>Peru</sup> South America, where foreigners develop the most serious studies about tourism, and local information has <sup>marketing</sup> publicity characteristics. The tourism approach to the sites have a marketing orientation which emphasizes the adventure aspects, they show lost paradises available to be discovered (exploited), and cultural aspects are left aside in the tourism practices and in the policies and plans for the population in the site. In general, the latest plans and policies tend to reinforce the cultural and social aspects, and Perú has an interesting program, but implementation is slow and sometimes strongly influenced by economic aspects.

If considering under the perspective of host countries, the actual tendencies of "responsible tourism" are radical when considering negative the evolution of traditional sites. If it benefit

the population it should be considered as a positive aspect, and it should be encouraged.

Small-scale tourism development if related to other aspects of tourism products can help reduce out-migration and economic leakage, but rural development agencies are more involved in the construction and operation of tourist accommodation than in supporting local community to integrate the tourism industry. (Hamzah, 1997, p.213)

According to Cater (1999, p.70) the most important repercussions of Ecotourism based in small-scale and locally owned activities, are: simpler and less expensive facilities' infrastructure, no necessity to conform with 'western' identity concerns and have a higher input on local products, material and labor; and the profits made accrue locally.

Soft tourism is seen as a means of maintaining cultural landscapes and semi-natural ecosystems associated with extensive farming, a means of valorizing a way of life threatened by a combination of socially, politically and economically induced changes. In an agricultural context this might be interpreted as a need to retain the richness of understanding in local knowledge systems relating... to traditional agricultural practices and food processing... (Farr, Slee and Snowdon, 1997, p. 77)

Challenging the "western academics" about the pressure of the cost of tourism, France (1997, p.10) quotes Cater by saying that 'There is one thing worse than being exploited - not being exploited' that she interprets as the willingness to accept any costs in order to perceive benefits.

The alternative to minimize leakage by consultation and decision-making processes at the local level proposed by Hemmati & Koehler (p.27) considers:

- o To increase ownership of tourism related business

- o To build up tourism infrastructure using local investors

- o Avoid purely foreign investment

- o Decrease import

- o Use local materials for building

- o Use local food production

- o Support community based business initiatives

- o Increase their access to the market

- o Invest in education and training for local people (marketing, management, foreign languages, women participation)

[VISITORS]  
... it has been suggested that controlling the volume of tourism [by the means of mass tourism] might alleviate the situation [negative effects of tourism in the destinations]... (France, 1997, p.15)

... the tourist would like to spend as little as possible for his holiday trip and... get an idea of the main local points of interest as quickly as he can... (Marfurt, 1999, p.173)

Bringing up Farr, Slee and Snowdon (1997, p.72), the main characteristics of rural tourism are referred to its heterogeneity and its core

components which are tourist-related with other zones on which tourism has influence. The differentiating features are:

1. its association with the quality of the bio-physical environment
2. the probability of a higher degree of pluriactivity in wider businesses
3. local culture is vulnerable to external influence from tourist activity and tourism product
4. the fragility of rural economies.

About the "Integrated Support Programme for the Development of Tourism in Perú" developed by the public and private bodies, the local associations and the rural communities; Gonzales de Remoué (1999, p.34) explains that this program in Perú aims to extend the sphere of influence of the important tourist sites to some less known attractions, expecting for the medium and long-term stage the recognition by the government of tourism as a major economic activity in order to achieve a "tourism with cultural identity".

As Wilson (1997, p.189) refers from the case of tourism in Goa, India, the option of cheap tourist packages are a positive option as it effectively contributed to improve the economy of many poor families without creating hostility among local people and visitors, as the former appreciate the incomes received by the latter. Wilson asserts that local inhabitants will be willing to develop tourism if they perceive the benefits in its majority and not just the elite groups, he explains how the local government actions plus the physical and cultural factors are the ones who define the effectiveness of any tourism strategy, which is not always the up-market option.

Concerning about the importance of the tourism activity, if it represent an investment in a community as well as the built fabric when implemented, the implications of the decline will be more severe... there is a need for long term planning at tourist destination and a recognition of the lessons of the tourist area life cycle. (Cooper & Jackson, 1999, p.57) The best option

is to consider any treat tourism as an additional economic activity in the same way that any other enterprise will be considered. To measure risks and benefits and mainly to consider a flexible business, better if associated with traditional activities i.e. guesthouses or workshops that can flexibly transform and 'recycle' the space.

## 2.2. ALTERNATIVE TOURISM

For the present study, the characteristics of tourists considered for rural areas can be classified as follows. By their personal characteristics: elite tourists or travelers, and considering the type of place they are looking for it can be: agro-tourism, Eco-tourism and cultural tourism.

*Besides the major trends that orient the direction and growing of tourism, the tendency among the "new tourists" to be different from the crowd, to assert their individuality, and be in control; for them the quality and value for money are a premium.* (Poon, 1999, p.51)



Two tendencies are driving the development of sustainable tourism: the new tourists, and new private sector initiatives. The new tourists are waking up to the calls of NGOs... the new sector... is heeding the demands of the new tourist... (Poon, 1999b, p.66)

According to France (1999, p.22), the major difficulties for implementation are: the numerous 'experts with too much advice' and the few agents, few resources and little time to act; the pressure for demand and increasing importance of travelling; the 'hedonistic philosophy' of living life to the full; and finally the profuse theory and talk and isolated changes of attitude to achieve environmental and social tourism development.

... Third World tourist infrastructure oriented towards international standards... has been created with cooperation of the industrialized nations... (Marfurt, 1999, p.175)

According to Tregear et al. (1997, p.122), tourism should be related to the provision of quality services to the visitors, but also to marketing as a tool to promote the site and to define the characteristics that the product should present in order to front competition and even define the identity of the site.

**The Major Characteristics of Alternative Tourism**

MASS	ALTERNATIVE	SUSTAINABLE
tourist	traveler	
large firms	independent	
large-scale	small-scale	appropriate scale
multinational hotel chains	small-scale accommodation	
rapid development without planning	slow & controlled development	planned
multinational decision making	local decision making	local decision making
effects ignored	minimizes negative effects	growth at agreed price
fuel ineffective transport	often ineffective fuel-wise	
resorts space-efficient		

Source: Lane 1990, Wheeler 1990, Heritage Coast 1992, in: France 1997, p.16)

In preparing marketing strategies and promotion programmes, local authorities should review the marketing plans of their national and regional tourism offices... to complement the national and regional programmes. (WTO, 1998, p.115)

The differentiated rates for locals and visitors should not be considered as an unfair attitude, its aim is to allow local people to benefit from the attractions as it used to be before turning in into important tourist places, and the amount charged to foreign visits should be fair but sufficient to maintain the site, make improvements and preserve it considering the increasing amount of visitors to them. Foreign visitors usually feel discriminated, but they should be aware and conscious of the changes that the increasing amounts of visits means, and also be glad to cooperate in its maintenance.

As... mining companies... foreign tourists should be charged for extracting the benefits of an ecotourist site... this view may be naive in the case of the tourism industry... the question [is] whether those working within the

industry are really willing to make short-term economic sacrifices to ensure the long-term achievement of sustainable development... (Fyall & Garrod, 1997, p.55) This situation that requires special considerations is feasible, necessary and justified when it means an investment or a cost for long term benefit. This is the case when the community itself develops a tourism project.

Tourism planning is carried out according to a systematic process of sequential steps (WTO, 1998, p.41):

- o Study preparation
- o Determination of tourism development objectives
- o Survey and evaluation of the relevant elements
- o Analysis and synthesis of the survey information
- o Formulation of the tourism policy and plan
- o Formulation of other recommendations
- o Implementation and management

### 2.3. PLANNING

... the tourism planner has a little guidance as to what overall goals should be pursued... tourism plans focus specifically on tourism goals with little direct reference to broader issues... (Pearce, 1999, p. 215)

... the meaning that politicians give to 'community' is framed by notions of cooperation and power... (Taylor & Davis, 1997, p.327)

According to Ireland (1997, p.247), when a project is developed, the guarantee for the developer to accomplish its obligation of preserving the site can only be managed by regulations. The magnitude of the project will define the level of intervention of the government; the environmental and archaeological aspects should be studied carefully at the national level.

The best prospects to achieve sustainability in tourism lie with the local partnership strategies for visitor management at specific destinations... the partners are regulators and planners... partnership is based on recognition that there is a joint responsibility... which generates and sustains vital economic activity. (Middleton, 1997, p.141)

According to Pearce (1999, p.218) a major concern at the national level is to determine the most important regions to develop. When the tourist industry is not highly developed the examination of the resources, assessment of likely demand, and delimitation of areas to develop is required. He considers that the identification and rectification of bottle-necks and deficiencies is more important than promoting new areas. He considers that the spatial co-ordination with other sectors is important, and that the implementation of infrastructure should be useful for tourism as to other sectors as agriculture or manufacturing.

The definition of the problems and opportunities in the site is the starting point for the proposal,

*then understood and verified by pursuing an evolution process at the research site and surrounding areas*

in order to provide an appropriate and sustainable answer according to a plan to avoid the disorders caused by a spontaneous growing and is helpful to optimize benefits.

Tourism management in the places like United State or Europe has developed by planning in an effective and organized way. Travelers from these countries look for « spontaneity and authenticity » in their experiences, but they also find at the same time the typical disturbances of a disorganized administration that is consequence of complex socio-economic problems. It is considered that within an appropriate plan, tourists and local population will be able to benefit from traditional existing activities and generate fair incomes.

In the economic aspect, when tourism activities or services are planned and its price is justified, the tourists accept to pay a higher price for the quality of the acquisition. Costs should be predefined considering the benefit for both parts, and this calculation should not be rigid but logic.

Tourism planning and development should be integrated among all these levels so to reflect the relation between them, although each level must take initiative to develop its tourism sector. The different levels of planning considerations by the W.T.O. (1998, p.24-25) are:

§ International. Concerned with international transportation services, tour programming, and marketing. International organizations participate and they establish global and regional tourism policies and standards.

§ National. Concerned with national tourism policy, structure planning, international access to the country, and major transportation networks.

§ Regional. Is concerned with regional tourism policy, structure planning, regional tour programs, regional access, and transportation network, policies, marketing, and education and training programs.

§ Local or community. Includes tourism planning for local areas. Is concerned with

comprehensive tourism area plans, and land use planning for facilities.

§ Site planning. Refers too planning the specific location of buildings, structures, facilities, and conservation of landscape.

§ Architectural, landscaping and engineering design. Specifies the precise design of buildings, structures, landscaping, and so on.

According to the WTO definition (1998, p.43), Planning is about organizing to achieve certain objectives. Plans are usually prepared for a specified period so that there is a time framework for establishing development targets and monitoring the progress of tourism. They also defined the following as the basic tourism planning approaches:

o Continuous and flexible. Should be responsive to changing circumstances, but any modification should be made within a framework of sustainable objectives and concepts.

o Comprehensive. All aspects of tourism development should be considered in the planning process.

o Integrated. Tourism is integrated as a system, tourism sector is integrated into the overall development policies and plans, and

local plans are integrated into the national and regional policies and plans.

- o Environmental and sustainable. Tourism is planned in an environmental sensitive manner so that its natural and cultural resources are conserved.
- o Community-based. There should be maximum involvement of local community in the planning and development of tourism, with benefits accruing to them.
- o Implemental. Tourism is planned so that development can be implemented, and implementation techniques are considered throughout the planning process.
- o Strategic planning. Focuses on identification and solution of immediate issues. Is action oriented and emphasizes how to cope with changes organizationally. It may be effectively used within the framework of a long-term policy and planning.

STRATEGIC STRUCTURAL PLANNING is a legal translation of the physical plan, it considers:

- o an indicative frame- defined by the concepts and vision of the project, it is an scheme / symbolic diagram
- o a package of actions – such as projects, standards/laws, plans, criteria to guide uncertainty, and studies – they are urban pacts / written contracts.

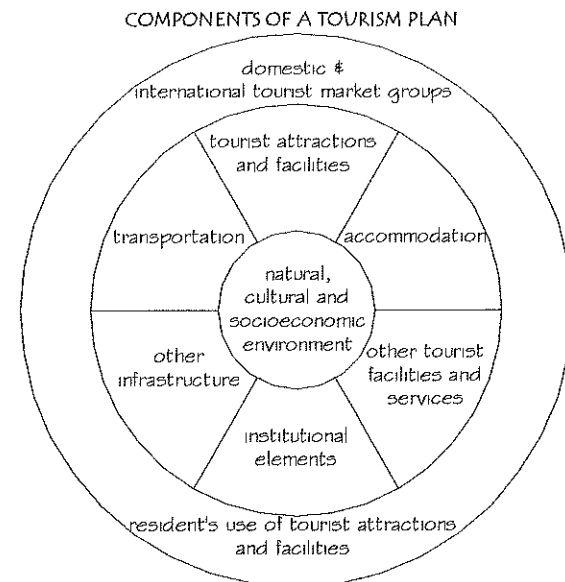
The physical aspect of planning is related to the reduction of risks and best use of existing natural resources by means of a coherent land use plan and a logical strategy where the social and economic factors are considered.

The participation of the community is considered as two basic types:

- As entrepreneurs, resulting from a period of evolution and consolidation of a project with defined objectives and organized structure. This activity can result in a big success<sup>N!</sup> if it is well planned and accepted by the whole community.
- As workers in a major project managed by bigger groups or organizations. A possible consequence is the dependency of the whole community to the results of the project. The

population will mainly realize specific labors and become specialized enough to develop a communal or familiar enterprise if administrative aspects are solved.

According to Prof. Ravindram's experience on sustainable planning for tourism, the planning should consider the physical provision and social strategies to manage the investment in food, facilities and services. The physical plan should



Source: Tourism Planning: An Integrative and Sustainable Development Approach, Edward Inskeep, NY, V. N. Reinhold, 1991. In: WTO, 1998, p.44

be developed in a participative process, providing the local population the options to choose the land use considering technical criteria set up.

develop short term actions into long term perspectives, will help improve the decision making in its priorities, and the implementation will remain related to the plans.

Stages for planning:

1. Resources + methodology = physical plan + plan option
2. Community interaction
3. Action plan

*... significant trends in tourism... disperse tourism into the countryside and small towns, to better distribute its economic benefits... identify potential tourist use, to develop marketing plans that will maximize benefits without negative sociocultural impact... (Smith, 1999, p.127)*

#### 2.4. PROPOSED THEORETICAL BASIS

As the main objective of the proposal, the carrying capacity of the population and the natural resources available should be considered key elements at the moment of planning. The developed plans should provide to the local economy systems to generate activities for the population.

Considering the existing situation in Perú, and the actual characteristics of San Pablo, the planning approach implemented should not be rigid and should allow the incorporation of new elements in the planning process during time. In order to receive support from major organizations, it should be integrated to major planning and policies. The actions, responsibilities and functions of all the stakeholders should be clearly defined in order to facilitate its implementation and avoid misunderstandings.

The characteristics mentioned above, should be considered for the Strategic Planning Approach, but special conditions as flexibility, sustainability, and community participation should be included in the strategy. This type of planning will also involve the community, become a frame to

### 3. ANALYSIS OF TOURISM ACTIVITY IN PERÚ

The following chapter will analyze the *Master Plan Study on National Tourism Development in the Republic of Perú* elaborated by the Japanese International Cooperation Agency (JICA) for the national government during 1999.

#### 3.1 GENERAL EXISTING CONDITIONS

Peruvian tourism has a middle market orientation that attracts to people interested in Peruvian culture and ecology, but reluctant to travel actually due to travel conditions and ~~its expensive~~ <sup>tourist</sup> tourism offers and low quality products that

This study has identified the <sup>character and</sup> types of tourism practiced and its characteristics in the country in order to define differentiated policies and strategies for them. The types of tourism identified were:

- Archeological tourism
- Nature tourism
- Cultural tourism
- Resort tourism
- Colonial cities
- Ecotourism and soft adventure

In the physical aspect, the study has identified the structure of the destinations, recognizing the sites, routes and physical relations. This analysis shows the potential attractions and outlines the alternative integration to the existing routes.

The economic implications of tourism have been seriously considered in the last years <sup>for the country's development</sup> because the increasing number of visitors favors the raising of the <sup>new</sup> investment, and facilitate the generation of employment.

<sup>Since</sup> ~~Once~~ tourism becomes a major national <sup>income</sup> ~~activity~~ <sup>objective for the</sup> economic activity, the analysis of the tourism activity results critical because its spontaneous growth during the past years generates problems or limitations to a formal development. According to the JICA study <sup>term</sup>, the analysis of the existing situation in Perú bring about the following aspects:

⊗ Concerning to the tourism market, there was <sup>an</sup> integral plan to attract an elevated number of visitors and promote the attractions to foreign markets or establish contacts to strength relations with neighboring countries. <sup>but</sup> The tourist sites and circuits have been hardly actualized or developed, and the quality is low.

⊗ Concerning to the tourism facilities, the

implementation of accommodations and infrastructure have not been strictly regulated or planned so they do not satisfy the demand during the high season. This seasonal tourism do not justify the construction of new infrastructure, but the improving of the existing ones or the <sup>promotion of the use</sup> profit of appropriate <sup>existing</sup> buildings such as old houses should be promoted. Numerous interesting tourism attractions are being misused and some of them even spoiled. The transportation facilities are not appropriately implemented and in some cases the quality of the services is also deficient.

• The existing <sup>road</sup> infrastructure in most of the cases is in bad condition or at least part of the route ~~between tourist attractions~~, making it more difficult to access the <sup>further</sup> least-known sites. The aerial and railway infrastructures are not extensively proper and this fact contributes to the congestion of the traditional ways.

• About the environmental conservation, the measures and actions taken in the Peruvian context are still limited; most of the organizations and institutions related to environmental aspects as such were founded in recent times, so the coordination and relationships between organizations and within the projects are usually deficient. The inclusion of an administrative section at the national government level could take charge of evaluation, monitoring and political aspects of environmental practices. There are great limitations about economic aspects and knowledge to implement Ecotourism, and environmental issues are not yet a common topic for the general population.

• In relation to the cultural and historical tourism resources, the managerial aspect is not sufficient. The main justification for it is the lack of budgetary resources at the national and local level of government because there is no coordination with the private

<sup>which are a part</sup> sector, and very little and selected interest of private in it. In the same way, the population living nearby the historical places is not identified with them or with the projects and <sup>the resulting benefits</sup> profits resulted of them, and consequently these places represent an opportunity to benefit from loitering. As a <sup>the situation</sup> result of it, plus the <sup>bad condition</sup> lack of maintenance, and <sup>situation of the site,</sup> the condition of most of the sites is irregular or bad, and the opportunity to profit from them is wasted.

• Related to the villagers in the site, the social aspect tends to be problematic most of the times because the economic situation in the country forces people to accept all kind of jobs under any condition or to start in experimental activities without major preparation. This results in low quality products and services, and <sup>due to</sup> besides, their lack of knowledge about management or marketing <sup>difficulties</sup> their possibilities to integrate the tourism industry with agricultural or handicraft <sup>activities</sup> products: <sup>is difficult.</sup>



⑥ The administrative aspect of tourism reflects and is oriented by the administrative situation in the country, the responsibilities are delegated to different authorities in different sectors not necessarily skilled ones, and the coordination between them results in difficulties and even discourages the accomplishment of new projects. Also the private associations carry out limited activities that are usually related to its interests. The information about the tourism attractions or potential sites is barely distributed publicly, besides it is <sup>SCARCE</sup> few due to a lack of budget and other priorities of the local governments. Concerning to other institutions related the tourism such as the Municipal Police or the private and public Museums, their cooperation, interest and actions in relation to the tourism activities is very limited.

⑥ The promotion aspect has been scarcely considered in tourism development in Perú, and consequently there is not much awareness about the attractions in the

country, or the vision is negative. Also there is minimum promotion and poor relations and coordination with the appropriate institutions, and lack of interest from the private sector or the local governments. There is a great lack of efficient strategies, no market surveys are made, the local festival and events are not used, the potential tourists are not attracted, there is no adequate promotion material, and the promotion and presentation of the attractions in the site is poor. The visitors are not accurately informed and they are poorly received.

### 3.2. EVALUATION OF TOURISM CONDITIONS

Based on the analysis of the tourism conditions, the JICA evaluation result is identified as follows:

#### STRENGTHS

- Peru has a number of renowned archaeological sites that are very competitive in the global tourism market
- Peru has competitive nature-based tourism resources thanks to its diverse geographic conditions.

#### WEAKNESSES

- Among numerous cultures flourished in Peru over the millenniums, only the Inca culture has market awareness
- <sup>the security problems attributed to Perú</sup> Admitting that Peru has ~~problems~~ <sup>about</sup> in security, it is often exaggerated due to insufficient provision of information on the existing situation
- <sup>the</sup> Tourism promotion is insufficient due to the limitation in budget
- <sup>the</sup> Quality as well as quantity of accommodations are insufficient, in particular, in rural areas that have a great tourism potential

- Supporting <sup>for</sup> tourism infrastructure is generally poor, <sup>the</sup> In particular <sup>poor</sup> road network <sup>is</sup> increasing the travel cost
- Insufficient management <sup>of</sup> and guidelines to manage <sup>x</sup> natural areas
- Economic linkage between <sup>the</sup> tourism site and surrounding local community is poor
- Insufficient local initiative in nature and cultural conservation leads to poor awareness of the importance of <sup>the</sup> cultural and natural heritage
- Tourism administration is distributed among several agencies, in spite of this, there is no organization or mechanism that rules over the tourism-related agencies.
- The potential volume of culturally motivated tourists from the long-haul market that currently constitute the core of the tourism demand to Peru may not be very large.

#### OPPORTUNITIES

- Peru abounds in opportunities to develop tourism products based on the "alternative tourism" concept, which is expected to increase importance in the future, such as Ecotourism, soft adventure, and magical and mystic tourism,
- Peru has <sup>the</sup> an opportunity <sup>to develop</sup> for beach resort tourism in the northern part,
- Peru is located close to Chile, and the MERCOSUR countries that are relatively affluent in Latin America, which implies the possibility to further develop the short-haul market through development of reasonably priced tourist facilities and attractions.

#### THREATS

- <sup>the</sup> Security and safety problems, <sup>if they</sup> remain to be unsolved, <sup>will be scared away</sup> would scare away tourists from Peru.
- Peru's wildlife as well as archaeological sites could be damaged if it fails to establish a socioeconomic system <sup>x</sup> in which tourism would benefit local communities.

#### EXISTING VISION OF TOURISM

The existing vision of tourism resulting from the previous analysis shows numerous problems and deficiencies in the tourism development in spite of the important potential available. Most of the mentioned problems require strategies for development that consider multidisciplinary actions and direct coordination and organization of the implicated institutions.

The strategies to improve the existing condition require the definition of stages and a close coordination at different levels (local, regional, national, and international) in order to maintain the same orientation in the projects and to extend the benefits to other aspects.

The tourist activity is projected as an opportunity to improve the economical, physical and social situation in the sites. This process is estimated in a long-term perspective ~~process~~ that starts with the improvement of the existing infrastructure

that who

and services <sup>and it is not</sup> until it reaches the implementation of further requirements.

### ASSESSMENT OF TOURISM PRODUCT SEGMENT

Considering the different type of attractions in the country, the Tourism Master Plan proposal has defined 7 segments in order to organize the tourist activity. they are:

- Archaeological tourism
- Nature tourism
- Cultural tourism
- Resort tourism
- Colonial cities
- Cruise ship tourism
- Ecotourism and soft adventure

The basic idea when defining these segments (explained in the annex) is to diversify the products and to combine them in order to increase the interest of the visitors and promote interesting but unknown attractions and extend the duration of the trip or offer complete tours. By defining the segments, it is also easier to define policies or concrete

intervention strategies according to the priorities of the site, or to identify specialized areas for the attractions.

### 3.3. CONCLUSIONS

Investment in tourism in the southern region is already going on, as many well-known tourism products are placed in this area and the tourism activity is part of the economic dynamic.

Related to the tourism development, the JICA Study Team defined a series of issues and actions to be taken (which are detailed in the annexes) related to the following aspects: About the Tourism Administration, the main issue is concerned about the coordination between the governmental organizations aiming to a decentralization process, the specialization of the activities, and quality improvement.

Concerning to the environmental and social considerations, the administrative aspect should be reinforced by the appropriate institutions by means of measures and guidelines to integrate the villagers into practice.

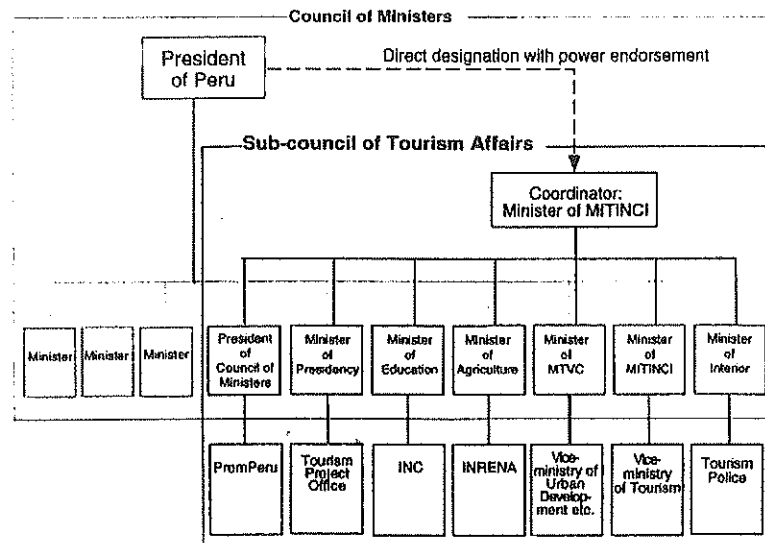
About the tourism development, the aim is to diversify products and markets and promote pilot projects to provide alternatives, take actions to improve infrastructure, integrate community into preservation measures, regulate private development, and encourage visitors satisfaction.

### 3.4. EXISTING PROPOSAL

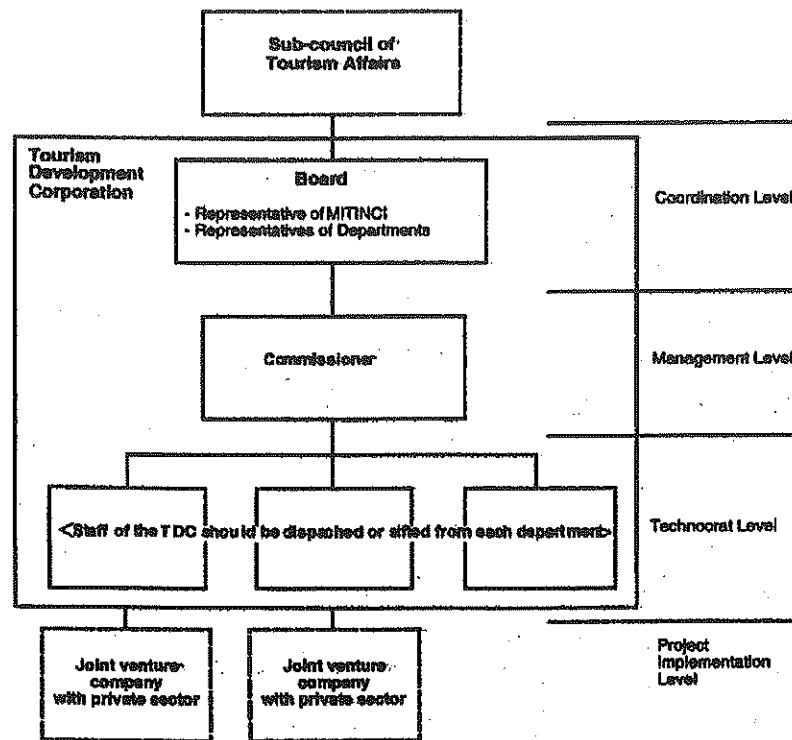
The programs and projects proposed by the JICA Study Team are recommended to be reviewed and corrected by Peruvian side, since <sup>to be</sup> ~~as~~ <sup>jointly considered the</sup> it is base for a deep and local oriented development.

<sup>through the sub-council of tourism affairs,</sup>  
The organizations working in the multi-sectorized activities of tourism belong to different governmental bodies, as a coordination mechanism among tourism organizations (the proposed initial solution is the establishment of the Sub-council of Tourism Affairs, related to the Council of Ministers.

Physically, the territory would be subdivided into Tourism Regions, which should not only be a spatial tourism structure but also an administrative unit. <sup>JICA Study Team</sup> proposes to introduce a tourism administration system for respective Tourism Regions. These organizations <sup>are recommended to</sup> ~~should~~ keep close cooperation with the private sector, and have a certain level of autonomy from



source: JICA Study Team  
Master Plan Study on Tourism Development in the Republic of Peru  
chapter 4 Development Measures p. 89



Source: JICA Study Team  
 Master Plan Study on National Tourism Development  
 in the Republic of Peru. Chapter 4 Development Measures  
 p. 91

the central government for "vertical decentralization".

*By the way, USA*  
 This proposal will be easy to implement because it is based in the existing structure at the governmental level, and it will be closely related to the other ministers in an horizontal way, so the decisions can be managed by all the authorities. At the corporation level, the structure is simple and includes coordination, management and a technocrat level where all the ministries participate.

Considering the role of tourism as a means to achieve economic and social development and an incentive for natural conservation, the strategy for development is directed towards the effective participation of local population, the improvement of the quality and diversity in the products, and the preservation of the attractions.

The establishment of the tourism structure is based on a hierarchical system based on

the difference of visitor's preference for travel patterns by market segments. The definition of levels for the proposals was based in geographic market segments as follows:

*Level 1: Tourism Center*

*Level 2: One-day Trip Area*

*Level 3: Short Excursion Area*

*Level 4: Touring Area (Tourism Circuit Area)*

The size of the site to visit and duration of the travel define the circuits in these levels, and the lower levels can be part of the major ones. The levels are useful to define the target tourist and the characteristics that the circuits should have.

#### SPATIAL STRUCTURE DEVELOPMENT DIRECTION

Considers the gateways, regional tourism circuits, and the supplementary corridors.

Geographical regions organize the proposed tourism circuits considering these aspects, and for the project <sup>in the</sup> ~~site~~ the Southern Tourism Circuit will be explained.

The time of implementation of the proposals has been defined considering the transport networks and its relation to the tourism resources, so they can form circuits reducing the investment in a short-term perspective. The tourism structure for the long-term will also be related to the road infrastructure, but taking in account the <sup>national</sup> plans previously developed for its improvement. So far, in these proposals Lima is considered as the starting point of arrival to the country, limiting the possibilities of concentrating the whole trip in another region.

The Southern area in Peru holds the most visited and well-known attractions of the

country, and this should be profited to benefit the neighboring resources.

The Action Plan Strategy proposed for the short-term (year 2005) considers the circuits according to the available road infrastructure and the aerial connections to the further locations. The accommodation capacity should be increased and the quality improved, especially in the promoted sites; and the establishment of the Southern Tourism Region Development Corporation is an urgent necessity to initiate the visitor facilitation program.

For the long-term strategy (year 2015) the extension of the circuit will be oriented towards the Amazon basin and consequently the natural tourism will be integrated to the traditional archaeological tourism in the area.

#### 3.5. DEVELOPMENT MEASURES

Considering the existing resources and potentials in the country, the following aspects were taken from the JICA Study

Team to consider as a starting point for developing tourism in San Pablo:

- Tourism circuits
- National Transport Network
- Encouragement of Local Participation
- Conservation with Self-sufficiency

The implementation of these measures aims to benefit the physical conservation and maintenance of the sites and infrastructure, to benefit the villagers, the tourists, and improve of the national economical situation. The initial investment in the development of these aspects is justified with the multiple benefits that will be obtained from it; one of them is the use of the resources and their preservation.

The participation of local population in tourism is an alternative livelihood for people and is also a measure to incorporate local characteristics into tourism products thus increasing their competitiveness. The enterprises developed by the villagers should be supported by the related institutions, one of these enterprises could be high quality handicraft or the management of village tourism where local and tourism related activities appropriately skilled could be combined. The involvement of the villagers in the activities will reinforce identity of the population with their surrounding site, and their interest and participation in preserving the resources will increase.

The archaeological sites are important attractions in the Peruvian context, and a valuable component of the tourist attractions. Some interesting alternatives for their preservation proposed by the Japanese International Cooperation Agency (JICA) are the creation of the National Archaeological Park System, the promotion of Volunteer Tours, the

development of a virtual Museum Network, and the introduction of an Ecotourism Certificate system, which consider the preservation and administration of the sites and the participation of the institutions involved. The detailed information about it is presented in the annex.

### 3.6. LESSONS LEARNED

According to the *Master Plan Study on National Tourism Development in the Republic of Perú*, the development of tourism focuses in:

- The use of existing physical and natural resources
- A big awareness about the preservation of the natural and historical resources
- The participation of the local population in all the aspects of the tourism activity
- The coordinated participation of the local and national government and institutions in the administrative aspects
- The incentive for alternative economic

Handwritten notes on the right margin, including the word "explain" and some illegible scribbles.



activities and greater participation of the small producers.

To briefly explain its different characteristics cases from different context will be presented:

### The Peruvian case

The main positive aspect extracted from the study is that the orientation of the policies allows a gradual growth of the tourism industry and promotes its local implementation and management.

Besides the recent plans and policies of the government, certain communities from the Andean zone have been managing rural tourism integrating the visitors in their daily activities of work, leisure and familiar meeting.

In the other side, the decision power at the national administration level under the present situation of the public sector in Perú can become a limitation for the execution of the small projects, which do not represent a great economic benefit for the government or big investors but means a local and progressive development in the villages.

A strong community organization has been the starting point of these enterprises, and they have always received the support from foreign organizations from the public and private sector. Recently, the national tourism promotion organization PROMPERU is promoting and supporting this type of tourism activities.

### OTHER CASES

From some personal experiences and fieldwork, the following cases can be examined considering the actual tendencies of the travelers towards alternative tourism. Rural tourism activities can be found with different characteristics all over the world.

### The Indian case

Tourism in India is an important national activity, and in some specific areas it is the main economic activity, and the tendency is growing all around the country. Most of the tourist activities are related to leisure and religion, and recently rural tourism is being considered as an important activity especially in the region of Rajasthan. From my experience in two rural tourism projects, although the basic criterion for development is

Lesson  
Lesson

Andean zone

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economic

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one, with a

the benefit and participation of local population, the results and strategies are different.

*Looking at the*

*↳ PRIVATE INITIATIVE*, The Chamber of Commerce & Industry of Udaipur (UCCI) has developed an important marketing program to promote rural tourism in the area of Udaipur. This association joins the large, medium and small industrialists of the area, and works in direct relation to the local government. Its activities go beyond the industrial ones, *industry and even* and one of their projects, the *Human & Institutional Development*, act as an NGO and gives support to small entrepreneurships in the area.

The main economic activities in the area are agriculture and mining, but there are small villages where pottery and textile activities are becoming abandoned and the projects' objective is to incorporate them in specific circuits so tourists can visit the place and consume the products.

The administration of these packages is derived to private tourism agencies, and the prices from the tours go from US\$ 15 to 35, depending the size of the group. This experience started experimentally in the year 2000, and is still in the evaluation period.

*What villages receive tourists*

*↳ NGO ALTERNATIVE*. The best base to develop the proposal of the M.R. MORARKA - GDC RURAL RESEARCH FOUNDATION (NGO) is the effective knowledge about the site situation, *in the site* and the best way to achieve it is by living and working there in order to be related with all the aspects of life and consider them in the new proposal. The studies were related to *relation to the site* setting up an organization, defining model villages to promote arts & crafts, *the visits were basically* and so on!

Following this line, the strategy for tourism developed by MORARKA is: the promotion

of the site, the collaboration between partners related to the actual labors, the identification of the possibilities of action in the community, and the introduction of the communities into tourism while maintaining the relations with private and public institutions.

The methodology applied to structure the MORARKA proposal considered: the definition of the organization of the project, the definition of the partners and its responsibilities and roles (specification of the benefits - economic, relations, publicity, knowledge and so on - for each of the participants), a multidisciplinary teams work with consultants for specialized aspects, the definition of the local entrepreneurs, help, basic facilities and technical advice required; the definition of the training capacity, and the orientation towards low cost packages available for regular young tourists.

The final idea developed for rural tourism and community is the *farm tourism*, where

farm owners' guesthouses become alternative types of lodges that operate parallel to hotels and supply basic facilities to a specific group of tourists with a great interest on cultural aspects in the destination sites. Farm tours in Shekawati consider mainly the transport, lodge (electricity, water, toilets, communications), meals and extra activities as camel rides.

#### The Bhutanese case

**GOVERNMENTAL INTERVENTION.** As a brief but remarkable example of a conscientious governmental intervention, the case of Bhutan mentioned by Douglas Pearce in his *Planning for Tourism* article. It shows how even radical preservation policies can have the most desired results.

At 1974, Bhutan opened his doors to tourism aiming to generate revenue, publicize the culture of the country, and play an active socio-economic role. By 1984, the national tourism development plan differentiated the type of tourism according the geographical

zones of the country, its attractions and activities. The plan was implemented gradually as the required infrastructure was developed. It considered controlled tourism as an important vehicle for conserving and enhancing the cultural assets in the country.

The strategy contemplated three time phases for periods of 5 years. The short-term intervention considered the improving of facilities and use of the existing infrastructure. The medium-term stage aimed to expand the tourist area and develop new facilities and infrastructure. The long-term stage considered the expansion of tourism development and the development of wildlife tourism. The policy for the architectural design of the new development required the use of traditional design motifs and building materials, and aims a strict conservation of the natural environment.

To control the affluence of tourists, pre-arranged tours were required. Higher prices aimed to control the movement of tourists

and compensate the limited number of tourists. It also included a strong involvement of the government and religious leaders in the management and planning process so they received a good support from the population.

#### The European case

Rural tourism in Europe is highly developed, it is related to many different kind of activities such as history, agriculture, handicraft and so on, and can be developed in a traditional basic way or with high quality and elegant accommodations and services. There is always plenty of information available in the tourist offices respect to accessibility, attractions and activities, accommodations and services. Its organization is structured in a way that it allows the independent arrangement of the journey considering the services and facilities available, but complete tourist packages can also be found.

The families interested in developing rural tourism can easily access to technical,

administrative and legal information. or they can contact the institutions in charge of these activities and receive advice and be included in the relation of rural tourism services or accommodations. Private and public institutions also participate in this sector, so all kind of qualities and prices are available for the tourists. The main consumers of rural tourism are family groups looking for a quite visit to the nature or a leisure weekend.

Following, the lessons learned from a couple of experiences that evidence the possibilities of rural tourism to improve the situation of a village, and to feed the soul of travelers. These short stories are only a small part of what someone can learn in the field. the consideration of them will be reflected in the proposal for the village San Pablo in Perú.

*The tourism case*

#### PRIVATE INITIATIVE

*During the low tourism season there are few "alternative" tours available, the existing ones are oriented to local people, and the attractions offered are different. The hiring of a private transport service result expensive compared to local ones, i.e., one tour through some rural villages wil cost US\$22 and the same one with a religious orientation for local people will cost US\$3.5. The bus is not luxurious but comfortable, and not so many people takes them. The trip starts at 9h and finishes at 19h30, and it crossed approximately 120 Km.*

*The experience is unique, cause people are very friendly and social despite the language problems. The temples and the ceremonies are impressive, and even there is no visit to handicraft villages, it is possible to experience one of the main aspects of rural and urban Indian society: religion.*

*These tours show the interest of tourist concentrated in the well known or well promoted places. Even local tours are available, foreign tourists prefer to follow their guidebooks or hire large tour agencies that are not available for all type of tourist because of their high prices.*

*Line in between  
↓ Lamprognat? ↓*

#### NGO ALTERNATIVE

*Some local institutions are actually going into rural tourism, one of them is the M.R. MORARKA - GDC RURAL RESEARCH FOUNDATION (NGO). Their background in rural development is the basis of the interest in tourism and their interest in developing this aspect as a part of the local potentials took them to study the possibilities of tourism and the relation to the site since six years before, and the latest proposals are the result of an evolution of the ideas resulted from the work in the field.*

*Their participation in the tourism activities is more related to promotion and advise, so they do not managa the tours, which are not easily available out of tourism season, but they warmly welcome and support all kind of researchers or people interested in their activities. The aspects they aim to develop in tourism is the architecture of the Havelis (merchant's houses) decorated with amazing frescoes, and the participation of the farmer families in the tourist program; this besides their support to agricultural activities.*

*The local villagers are actually interested in tourism and their benefits and they are able to show the visitors what rural life means to them. In these places it is possible to learn whether people in tourism or not has to offer to the foreigners.*

## 4.1. SOCIAL CHARACTERISTICS

### POPULATION

According to the 1993 national census, the population of the Ingenio district is composed by 39.7% of urban population and 60,3% rural. The density average by inhabitant is approximately 5,10 Km/hab. The rural villages are more numerous than the urban ones, but at the same time they are smaller, dispersed, and with minor amount of inhabitants. The rural villages develop the main productive activity in the area: agriculture.

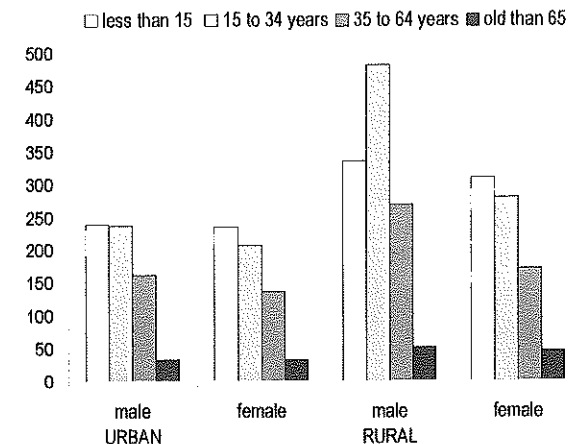
The population in Ingenio district is mainly young, concentrating the 37,5% of the total between 15 and 34 years old, followed of the younger than 15 years with the 34.72%. The population older than 65 years represent 5%, and the adults between 35 and 64 years represent only 23% of the population. Nearly 60% of the population is in a fit age to work. The permanent population in San Pablo is composed by 420 persons or 80 families, 52,5% males and 47,5% females.

Within the male population 63% live in the countryside, as well as the 58,3% of the females. Women represent an important group within the productive activities and the amount of women leading the home varies between 20 and 30% of the total population.

As a result of the Agrarian Reformation applied in Perú during the Seventies, the former workers in the Hacienda San Pablo acquired the property of the land as a part of its social benefits. From the total of the partners of the actual Cooperative San Pablo, 17% of the land owners are women, and also work in the fields.

The population older than 40 years that inhabits in the countryside of the Ingenio valley is original from neighboring Departments, as Ayacucho and Huancavelica. The main cause of migration from these places were the terrorism problems in the Andean countryside, the lack of support from the government and the difficult economic situation in the small villages of the country. Until 1975 the agricultural activity in the area was considered as a good opportunity of work, and the young families of the Andean zones arrived to the coast working like laborers. The phenomenon of emigration in Ingenio affects

TOTAL POPULATION BY URBAN AND RURAL AREA AND SEX BY AGE - INGENIO VALLEY



Source: INEI - Censo 1993

about 12% of the population, this process is more frequent between young people that decides to continue with superior studies or look for working opportunities after completing the secondary school. Lately, during 1983, 1990 and 1992 severe droughts forced many agriculturists of the valley to emigrate to the provinces of Palpa, Nazca and Ica, where they were dedicated to work in domestic tasks or in the ambulatory commerce to subsist.

### EDUCATION

The educative level reached by the farmers is almost similar in all the region. More than half of the farmers only studied the primary level, and approximately 25% have completed their school studies. Only an average of 10% of the population dedicated to agriculture followed superior studies and a similar amount did not study at all.

To have a low educational level can mean an important disadvantage for the producers, because they lack of tools to make innovations or evaluate their projects. This situation also generates distrust towards new projects, and a lower participation in processing steps of the production.

According to the results of the national census in Perú for 1993, an average of 85,73% of the population in the Ingenio district is alphabetized. Generally the older farmers that migrated from the Andean zones do not know how to read or write, and consists of 14% of the population in the district. In the present time almost all of the children in school age complete their studies, without significant differences between men and women.

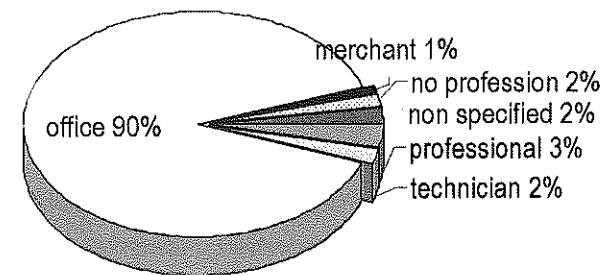
There is an increasing interest between parents and children to continue with superior studies in the capital cities nearby. Most of the studies followed by the population are not related to agriculture. This reflects the interest tendency in other type of studies, as computer science, military studies, and infirmary as the more popular. Mainly the families perceiving higher income or related to people in the cities consider university studies as an option.

The valley has an appropriate educative infrastructure supply at school level. If possible, parents send their children to study in Ingenio or Nasca because it is considered there is better education and better infrastructure at all the levels.

### FAMILIAR COMPOSITION

Generally the families are composed by 6 or 7 members, it is not common to find families with a single parent or couples without children. In few cases grandparents live with their children in the familiar nucleus. When reaching the adult age, the children form a new family and generally move to a different house working in agriculture with their parents. There is an increasing

### PROFESSION OF THE INDIVIDUAL FARMERS NAZCA PROVINCE



Source: INEI - III agriculture national census 1993

tendency towards the independency of the male children to continue with superior studies in another province or department, and if possible to settle down in a bigger city. The young women barely aspire to superior studies, they prefer to marry and to settle down with their own family in the same valley where they grew. The children in school age live with their parents and study in the same village or in the surrounding cities if transport is available.

### *ROLE OF MEMBERS*

Most of the year the adult men are in charge of the agricultural work and participate in communal work. The women fulfill an active work being in charge of the household and of the communal organization groups, and also participate in the agricultural task during seedtime, irrigation and harvests, and in the communal work. During the periods when there is more work the older children in school help in the field under the direction of their parents. The smaller children are dedicated to their studies and support in the household activities as can be possible.

### *ECONOMIC CHARACTERISTICS*

The average of economically active population in the Ingenio valley considered since 15 years, is 41,26% of the total. In this group, approximately 75% work in the traditional agriculture, cattle ranch and mining activities, and perceive regular income; the non-traditional activities such as services, education, administration and transport occupy 7% of the population, mainly people between the age of 30 to 44 years. Approximately 80% of the population consider that their basic necessities are unsatisfied with their current income.

According to branch of activities in the valley, near 70% are small farmers, 20% are dedicated to the mining activity, and 10% work in services. The housewives and students represent the 60% of the population and they do not perceive economic remuneration in spite of to collaborate in the workings in agriculture during the seedtime and harvest, or in the milling of the material to produce gold.

The population economically inactive represents more than half of the total, it is composed mainly by the children and the old people. From the latter, only 2% receive income by rents or retirement, the rest depend economically on the rest of the family. In all the villages within the valley the students form the larger group, followed by the agriculturists, main sustenance source.

From the different activities that employ the population in Ingenio, agriculture continues being the main one, and it is the economic base. The mining activity is growing in importance between the youngest population that looks for a profitable alternative. The consequences of the dangerous work in the mines are not considered, the artisan work expose miners to contamination, landslides within certain mines, and also premature death because of chemicals. In few cases the service activities are considered as an alternative because they require skilled people. The lack of capital to establish a suitable business or small company is an important restriction, as it is also the lack of knowledge on alternative labors.

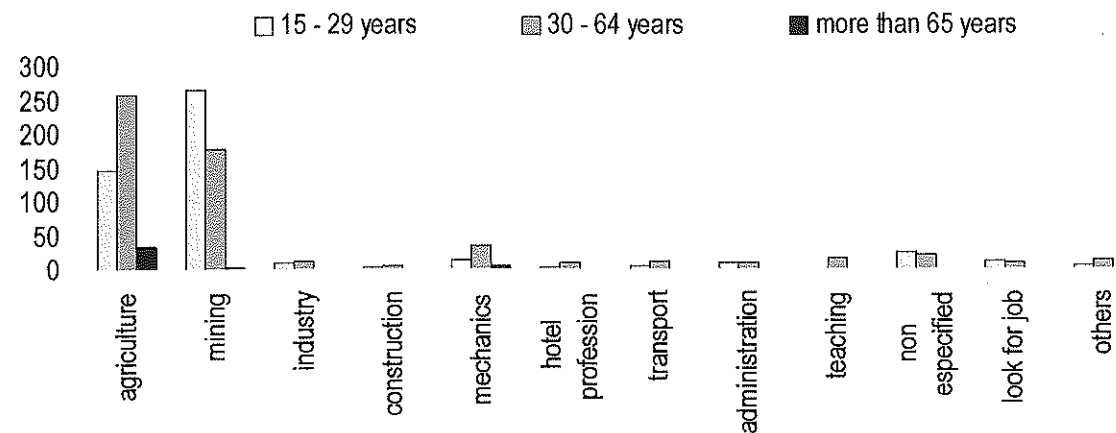
In San Pablo the landowners form the group of the cooperative members who were working in the Hacienda when the Agrarian Reformation took place. They received this property like payment of social benefits of the cooperative. At the present time the head of the family is the one who works permanently in the small farm, but all the family participates in the harvest process, including the wife and the children when the workings are harder. The temporary workers form 41% of the population, most of them are the children of the cooperative members who work in the lands of their parents, or young families that arrived at San Pablo looking for work; they do not have the property of his houses or culture lands, and work for the cooperative members. They work mainly during the periods of sowing and harvests although during the rest of the year they support in the difficult work. They earn approximately US\$ 3.00 daily, which is the equivalent to a wage of 10 hours.

The agriculturists obtain income twice a year, during the time of harvest. The rest of the year they live on their savings, making only the minimum and necessary expenses. Less than

10% of the families are dedicated to other activities such as commerce or transport. According to them its average income is similar to the farmers, who are their only clients. The general level of income of the population is low and uniform; it is related to the production obtained in each period, usually conditioned by natural factors.

A feasible alternative to generate higher income is to share agriculture with other activities. The enterprise capacity of the farmers varies according to their level of education, which is hardly specialized. The economic problems related to agriculture are based in a deficient knowledge for its management, without a suitable qualification this situation will remain in subsistence. It is needed to generate extra benefits to consequently improve the working level and the quality of life of the population. At

### ECONOMICALLY ACTIVE POPULATION BY AGE AND ACTIVITY - INGENIO DISTRICT



Fuente: INEI - CENSO 1993



present time the Ministry of Agriculture and some organizations such as NGOs, work with selected populations in experimental projects mainly related to agriculture. The participation of the population is still reticent because of the lack of experience and results, but the interest is being seeded, hopefully in integral and appropriate proposals.

## COMMUNAL ORGANIZATION

In San Pablo the population is organized in Local Committees which are in charge of the administration and organization of the town. The members are elected between the population in the community. The Director of the Administrative Advice organizes the Agrarian Cooperative San Pablo; voting among the cooperative members elects him. The main task of the director is the accomplishment of the annual plan of cultivation for all of the members. The local organization is well structured, and has obtained several important profits during the last years, being the most important:

- The management team of the central organization committee obtained the legalization and update of the land property titles of the community territory during 1999.
- The culmination of the project of potable water dowry at home by means of the joint work of the community, FONCODES, SUM-CANADA and the Ministry of Health in 1995.
- The pavement and renovation of the main public space in the village supported by the Municipality of the district during October 1998.

The fix up and maintenance of the gardens, the cleaning of the streets, as well as the support in the plantation of small gardens in certain sectors of the town is a communal task for the population. The participation without being obligatory occurs in massive form. Some other tasks to be considered are the cleaning of the drains before the arrival of waters of the river, the channeling of the river shore – made in an artisan way and in certain occasions with support of machinery of the government.

The population gets together with a regular frequency of 15 days to treat general subjects, and with different frequency when the work groups of the community consider necessary. Each one of these groups has representatives chosen by popular voting, with renewed positions periodically. At the moment, a group of members of the cooperative has in mind the idea to develop a small manufacture industry of orange liqueur making use of the electrical supply and the existing facilities in the village.

## RECOMMENDATIONS

There is an existing organization force that is recognized and considered by all the population in the village that should be supported in the future projects in the village. Its management capacity is effective, but some technical qualification might be necessary in the aspects where they consider necessary.

The amount of population able to work is high, and considering the difficult situation of the agricultural activity their willingness to

experiment alternative working possibilities is high. In the other hand, the reinforcement and improvement of the traditional agriculture activity will strenghten its importance and the options of the populaation to improve the benefits obtained in an activity well known, and where the basic resources are available.

The educational aspect should be prionized, and specialized studies related to the potential economic activities in the area should be promoted. If the cooperative is composed by specialized and skilled people, the development can be discussed by the whole community and the strategies, plans and decisions developed by them, and the benefit can be shared by everybody and reinvested for future improvements.

## 4.2. PHYSICAL CHARACTERISTICS

The Agrarian Cooperative San Pablo possesses the category of rural town. Its extension is 3.741,9 Km<sup>2</sup> in which 84% are agricultural lands. The Ingenio River limits its relation with the rest of the valley.

The ingenio valley comprises the Rio Grande river basin and belongs to the province of Nazca, in the department of Ica. It is located at the 416 Km. of the Southern Pan-American Highway, between 350 and 600 meters high. It is located in the coordinates: South Latitude: 14°38 and West Latitude: 75°03. The province of Nazca occupies the Southern part of the department of Ica in the Southern Peruvian coast.

### HYDROLOGY

A general feature of this desert area is the main river basin, composed by meridian rivers originated in the mountains and fed by rain water; each one of the rivers is originated in a different region of the mountains and they are not loaded at the same time. In the Ingenio valley, the rainy season is during summer, so the river brings water from February to May, and becomes dry during June and January.

The rivers are separated by narrow mountain ranges or sections of desert; each passage through the fluvial system is impressive, with hills or repeated barren plains that give rise times to green irrigated valleys. The river basin does not present the typical delta or alluvial deposits in other rivers of the coast; rather the sediments are deposited in the medium sector of the river, which constitutes the richest sector of the river basin.

In the province of Nazca the most important rivers are the Rio Grande, Palpa, Viscas and Ingenio, whose contributions altogether contribute 84% of the superficial water resource

available. In compensation to the dry times, in the low areas of some rivers, and towards the west of the city of Nazca, throughout approximately 10 km, underground water can be found. The pre-Hispanic settlers of the area have taken advantage of it by means of a system of underground galleries of filtration, deposits and build drains. The depth of the underground water varies from 5 to 300 meters, and the water is used for human consumption or irrigation of the fields. Actually in San Pablo the volume of stored water is so low that its use is minimal.

The water required for agriculture is obtained from the build drains supplied by the Ingenio River. The design and maintenance of this infrastructure is deficient, and it generates important losses of water.

### CLIMATE

The predominant climate for the river basin of the Rio Grande is warm and dry, with 19.5°C average temperature. The variations range from a maximum of 32.3°C in January and a minimum of 6°C in July. The proposal is located in a desert site characterized by a semi-warm

climate, with extremely little precipitation, which oscillate between 3.3 mm annual in the valley and 125 mm in the higher lands. The Ingenio valley has the following basic characteristics:

- Temperature between 18.3°C and 29.5°C
- Humidity between 20 and 80%
- Wind speed from 0,6 to 1.6 m/sec. with direction S-W and exceptionally towards S-E in summer. The wind level are comfortable to people.

#### TEMPERATURE

The temperature variations are related to the altitudinal factor, displayed from the semi-warm type (21.3°C) in the coastal valley up to the frigid type (4°C) in the highest zones of the sub-alpine desert. The regime between average and maximum temperatures appears regular and stable in its variations, resulting the area of the valley in a semi-warm climate. Two noticeable periods appear affluent:

- In summer (February) the maximum average value is 25.4°C, the minimum average is 18.4°C, and the daily average temperature is 20°C at 7:00, 32°C at 13:00, and 24.9°C at 18:00

- in winter (July) the minimum average value is 16.3°C, and the daily average temperature is 9.4°C at 7:00, 25°C at 13:00, and 20.5°C at 18:00. During this season the temperature descends under the 5°C, which is a negative factor for agriculture.

#### PRECIPITATION

In the desert Coast next to the sea the annual pluvial precipitation is of 3.8 mm in average, increasing to 3.8 mm in the highlands of the Rio Grande basin, located over 4000 m high. The annual rain average is 19.5 mm for the coast. From the nearest meteorological station, the minimum precipitation is registered from January to March, with values between 0.1 mm to a maximum 7.7 mm in February.

In the Rio Grande basin rains tend to fall back towards higher zones. In the zones lower than 2000m height, the annual rain average is 19.5mm during the summer time (January to March). In the highest zones, up to 3200m high, the average of rains oscillates between the 25 and 250mm.

MONTHLY AVERAGE CLIMATIC CHARACTERISTICS - INGENIO VALLEY

MONTH	TEMPERAT.	HUMIDITY	WIND	RAIN	INSOLATION	RADIATION
January				8 mm		
February	25.4°C	35%		8 mm		
March	26°C	64%	low	3 mm	high	medium
April	22.5°C	38%		2.4 mm	max	
May			medium S-W			
June	16°C	75%				greater inclination
July	9.5°C	95%			min.	
August						
September	18°C	70%	Parabols	nule	medium	average
October		32%				
November	22°C	98%				
December				2.0 mm		
Own processing on the information of ONERN and INRENA.						
* speed of 4 to 8 knots during 8 hours per day.						
minimun average level		in a similar average (BNC)				

The coastal zone of the Ingenio valley has a summer regime with little rain between January and March.

Because the existing meteorological stations are very few, the information is referential and emphasis in the ecological observations, being the recognition of the natural vegetation a better indicative of temperature conditions.

## ACCESSIBILITY

The Pan-American Highway, the most important road in Perú, integrates the valleys of the Rio Grande basin with the province of Nazca, the pacific coast of the country and South America. The most fluid connection in San Pablo is to Nazca, capital of the province located at 144Km from Ica and 452 Km from Lima. These connections allow the transport of passengers and the easy commercialization between the centers of production with the more important centers of consumption at the national level.

The highway towards the highlands is another road that allows a direct communication with an extensive area. It starts in the south of Nazca and goes to the west, crossing the

locality of Galeras until Puquio to 162 Km, in Ayacucho. It crosses through Abancay and Cusco before arriving to the Peruvian forest.

The small villages of the Ingenio valley communicate with the province of Palpa by a 24 Km basic road and 32 km in the Southern Pan-American Highway. Towards the capital city of Nazca there is a 24 Km basic road and also the Pan-American Highway. The distance to Ica, the capital of the Department, is 123Km until Ica, and 431 Km to Lima, the capital of the country. The basic means of transport between the communities, districts, small villages and productive areas are the basic roads and pack animal roads, constituting the only means to transport passengers and product commercialization.

## INGENIO VALLEY ROAD

According to the project profile from the Ingenio government to request for the paving of the main road, this way connects the districts of the Ingenio with Otoca. This access highway in its 60Km extension brings together the departments of Ica and Ayacucho. The traffic in this road is larger than 200 daily units. The main routes of public transport communicate the villages in the Ingenio district with the Pan-American Highway, and with the cities of Nazca and Ica.

## TRANSPORT ALTERNATIVES

The alternatives to the terrestrial transport are almost null; the commercial aerial transport is exceptional and small planes use the existing landing strip in the city over flight the Nazca lines and for emergencies. One important landing field belongs to the Marcona Mining Company, and is used by the mining company for the transport of passengers and load towards Lima. The most important agricultural properties count on small landing fields used for the fumigation of the cultures. Also San Pablo counted on a small landing field for the agricultural workings.

During the Spanish colony, the agricultural production in Ingenio was sent to Lima or Central

America by sea from the port of Punta Caballa, located to approximately 82Km of the Ingenio capital. The marine transport is used only for mining transportation and the only working port is San Juan, located approximately 100Km from Ingenio.

## NATURAL RISKS

According to the studies of Risk Management of ITDG, in order to obtain the control of the effects of the threats on the population a previous study of the physical threats is necessary.

In San Pablo

recognized by the population in the territory of. On them a brief explanation follows:

### SEISMIC MOVEMENTS

The seismic history of Nazca and the information from INDECI and ITDG about the earthquake in Nazca during 1996, relate the seismic characteristics to the dynamics in the zone of interaction between the tectonic boards of Nazca and South America. This zone comprises one of the more important seismic regions of the planet, well known as the Pacific Belt that closely passes near the Peruvian-Chilean coast. The data registered in the Seismic Catalogue of Peru in the period between 1900 and 1984 indicate around 558 earthquakes with epicentric areas located in the zone of Nazca. The registries indicate that most of these seismic events were of moderate magnitude.

### FLOODS

Flooding in the department of Ica is an important cause of emergencies. This recurrent phenomenon takes place during the summer season, in the months of February and March, as a result of intense rains in the mountain area. The most important damages are registered in the rural populations, affected by the loss of the agricultural areas, housing and public equipment.

In very few cases they have registered deceased. In the Ingenio valley the villages are usually

located far from the creeks of the river, so the overflowing do not repel directly to the housing, contrary to the culture area and the build drains that obtain the water directly from the river.

In San Pablo during the last years the growth of the river has originated the lost of an average of 50 Ha of cotton lands. In spite of the preoccupation of the population to protect the river shore, the lack of budget to acquire suitable materials forces them to construct weak defenses using trunks and stones. This solution is not effective and in addition it produces serious problem of deforestation.

### SLIDINGS

The problem of the sliding and floods is more frequent and devastating because the new settlements do not consider the ravines and floods when locating.

Nazca limits to a mountainous area that during the rainy season drains from the high parts of the rivers towards the coast through the ravines, flooding even certain zones of the Pampas in its way. In San Pablo the problems

of sliding and floods are common during the rainy seasons. The agriculture lands are have a greater risk and sliding antecedents, but the village do not present problems of sliding.

## ENVIRONMENT

The fog deposited in the base of the hills without transforming into precipitation favors the growing of spontaneous vegetation during the winter, specially *huarangos* and *espinos*. The *huarangos* formerly constituted forests able to retain the humidity of the ground and to determine an ideal microclimate for the flora and fauna, but now the population is deforesting them to use as firewood.

After the droughts in the coast the extensive use of wells and underground water was increased; but also the demographic growth, the indiscriminate cutting of wood, and the introduction of the cattle ranch accelerated the drying process near the desert areas.

Around the 800m high in the places where the application of irrigation has been feasible, have developed a highly intensive and is high-technology diversified agriculture, whereas in the small flat areas of the Andes it is rather semi intensively and basically of subsistence.

The ecological configuration in the area is basically positive for the expansion of agriculture, but it requires the implementation of special irrigation systems, which are not possible to implement in the small villages due to the lack of financial means. The optimal area for the development of agriculture represents only 8% of the lands, and it is intensively used. Technical studies show there is an important natural productive potential, but it requires specific technical advice and infrastructure.

### 4.2.1. HISTORICAL ANALYSIS

The cultural legacy in the Nazca province is recognized for the Geoglyphs in the Pampas commonly known as the Nazca lines, and also for its valuable ceramic and textile heritage. Unfortunately the vast area where the Nazca

## ECOLOGY : DESERT

SECTOR	USE OF THE RESOURCES	
	PRESENT	POTENTIAL
AGRICULTURAL VALLEY - 8%	Agricultura / ntensive and diversified. Permanent irrigation. Deforestation.	Exelent. The increasing of the productivity requires irrigation improvement.
HILLS - 3,42 %	Temporary pasturing of bovine and goat.	Medium. Better use of vegetation by pasturing control.
UNCULTIVATED PAMPA - 53,31%	No use.	Good. Feasible to irrigate for agriculture or forestation.
ARID MOUNTAINS 35,31%	Temporary pasturing of bovine and goat. Deforestation.	Poor. Vegetal resources can be improved by forestation and pasturing systems.

Fuente: Mapa Ecológico - ONERN 1971

culture was developed is not very well known. as it was a very important administrative and religious center. After Spanish conquer, this territory still conserved its importance because the Ingenio valley represented its more valuable property for the Jesuits due to the enormous income that the agricultural production and wine industry generated. Following a brief review of the historic evolution:

#### PREHISPANIC TIME

The National Institute of Culture in the Inventory of Archaeological Sites for the Nazca Province indicates that the area was inhabited by local population since the 4000BC during the first pre-ceramic period until the year 1543, at the end of the Inca domination. The most important group settled was the Nazca, who develop an important, powerful and well-organized society in a vast territory.

#### COLONIAL TIME

During the colonial times the Nazca territory was subdivided by sales and inheritances that the Spanish people made in the lands they appropriated. At 1619 the Jesuits bought the lands in the Ingenio Valley increasing its

value and importance by setting vine plantations and a wine and brandy industry. By that time the population was mainly composed by black slaves, whose participation was fundamental in the economic, social and cultural development in the site. In San Pablo, *La Ventilla* property was dedicated to seedtime of vines and wine processing.

#### REPUBLIC

After the Agrarian Reform the old laborers in the *Hacienda* received the land property, and since 1970 they are organized as the San Pablo Agrarian Cooperative of Production. in the whole Nazca region, the agriculture activity has always been the base of its sustenance, since the production of grapevine, cane, and cotton, to its actual diversity of vegetables and fruit trees. Actually the situation in the Ingenio Valley is quite stable and calm, but in the decade of the 80, the district was victim of two terrorist incursions, leaving some dead people and the destruction of the institutional buildings.

#### NASCA ART

Since the existence of the Nazca culture to the present time, the artistic vocation of the population has been lost gradually, and nowadays it is very difficult to find craftsmen in the zone. The peoples' lack of identity is the main cause of this. From the colonial times, when the population was conformed almost exclusively by enslaved workers of the Andean zone, until today the population has been conformed by a considerable amount of foreign workers with almost null artistic manifestations. The main artistic manifestations and actual cultural attractions in the region will be presented next:

#### THE NASCA LINES

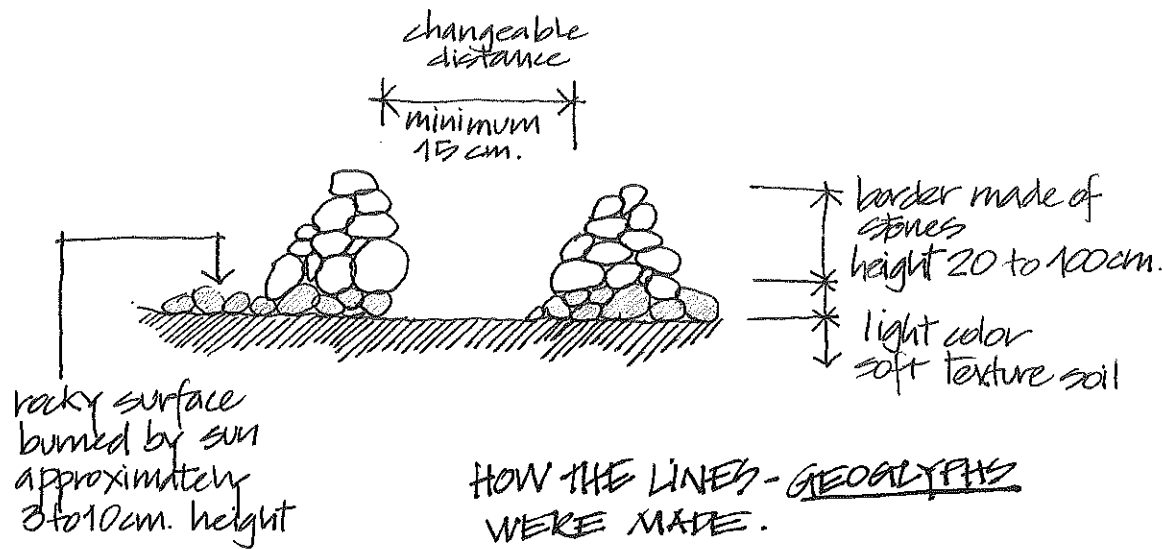
Considered like the most important manifestation of the Nazca culture and one of the most enigmatic performances of the old Peruvian cultures. Following, a hypothetical explanation based of the most recent investigations made in the area:



What are the lines?

Using contemporary concepts of the Andean society, Silverman explains the geoglyphs as social territories established during the times of obligatory communitarian work that served to create a social territory from geography and becoming part of the Nazca religion and the routes of pilgrimage. Previous researcher defined the lines as ceremonial or religious paths associated with irrigation systems and Cemeteries. They were also interpreted as astronomical objects or an agricultural calendar where the figures of plants and animals could mean totems or images of constellations.

According to Silverman, many of the geoglyphs of the valley seem to be oriented to the old water routes and other significant topographic characteristics. She considers that the geoglyphs located nearby the Cahuachi Temple were comprised to this ceremonial center as part of a cyclical, ritual and political calendar. part of the Nazca religion and its route of peregrination.



HOW THE LINES - GEOGLYPHS  
WERE MADE.

Based on the studies of M. Reiche

Reinhard's hypothesis reinforces the idea, relating the geoglyphs to the mountain cults for fertility. The linear geoglyphs would have been sacred footpaths towards the sites where the fertility rituals took place, and the triangles and rectangles could have served as symbolic connections with water sources, constituting sacred areas where rites were made to invoke the water and the fertility. At the present time David Johnson is making studies to prove that some geoglyphs and lines would indicate the underground water sources. the points where they are blocked and also the zones where it is not possible to find water drains.

None of the presented theories has been confirmed, but all the made studies approach the knowledge of the culture and technologies of the old settlers of these zones.

Who made the lines?

According to Silverman, a social group or political unit partner made each line at a certain moment, becoming related sacred objects to them. Each geoglyph or group of them should have been made and used during a specific period and left to repeat the cycle.

How were the lines made?

Maria Reiche proposes that rocky areas of the Pampas were cleaned by moving rocks, whose exposed surface has a dark varnish that contrasts with the slighter texture and clearer color of the discovered surface. The figures have a rock edge between 20 and 100cm. of height and are protected of the wind by a warm air cushion created by the heat absorption properties of the rocks in the Pampa.

When were made the lines?

For Silverman, the association of the geoglyphs to the rest of ceramics founded in its surface is the safest technique to determine the antiquity of the geoglyphs. She considers its construction since the 800BC. to 200BC until the 1000 to 1476AD, when the Inca's domination started.

#### MAIN VESTIGES IN THE STUDY AREA

After the research made at the Ingenio valley and mainly in *La Ventilla* site, important evidences of its importance in the past were demonstrated. This information is not easily accessible and most of the villagers do not known about it. Next a brief review about the

historical development in San Pablo territory.

#### PREHISPANIC TIMES

In her latest research in the Rio Grande basin (1988-1989), Silverman discovered in San Pablo a settlement whose occupation dates from 800BC to 200AD and its apogee from 200AD to 600AD. It was called *La Ventilla* and is connected to Cahuachi by a linear geoglyph that crosses the Pampa. This settlement comprised 2 to 4 Km that included densely agglutinated walled architecture, domestic terraces, and artificial knolls. At the moment one is damaged by agricultural expansions and little evidence is left. Some studies indicate the possibility that the population that was not found in Cahuachi lived there, but the history of its occupation and functional organization as well as its relation with Cahuachi or other Nazca sites will be defined in future studies.

#### COLONIAL TIMES

The most important evidence of the colonial period in San Pablo is the productive infrastructure where wine and brandy were processed. It is also culturally important the evidence of the traditional architecture in the design and constructive systems and materials of the constructions, and also the village configuration, which reflects the functional use of spaces related to the productive activities.

At present the local villagers inhabit *La Ventilla*; some productive equipment has been adapted for housing, deposits at times of harvest, and as cattle yard. The buildings were constructed with earth and covered with ceilings made of cane, mats and mud. The productive equipment was built in brick and is still preserved in bad conditions due to the lack of maintenance. The villagers ignore the age of these constructions, its early importance, and the productive potential of the facilities.

river cuts the access in the other road. Within the San Pablo settlement, the roads are well organized and communicate all the agricultural lands.

#### EXISTING SPATIAL STRUCTURE FORCES STRUCTURE

Generally the rural villages in Perú are not considered in the national or even regional plans and programs of the government. The local organizations are the ones working for their own development, and the tools they use are the ones traditionally known by them. In the case of San Pablo, the most feasible option for the population to develop by their own means is the improvement of the agricultural activity in a traditional way.

#### TRENDS INFLUENCING

The Nazca region is characterized for tourism in very specific sites, and fruit and cotton production. The economic activity is oriented towards this direction, and consequently the development policies implemented by the government are mainly oriented to improve these aspects.

#### Analysis and proposal in San Pablo

The analysis of the different aspects of the site and its relations to the theory will define the direction in which the proposal should evolve.

The proposal attempts to solve the problems making use of the existing alternatives. In San Pablo we can consider the natural and social resources, the human capacity (organization and experience of the population), the possibilities to fulfill an objective, and the willingness of the population.

After the definition of the economical aspect as the most important concern for the population, the alternatives to cope with it consists basically in the improving of the existing activities and the introduction of new alternative proposals.

#### PROPOSAL

An interesting activity that should be consciously evaluated by the archaeologists before its implementation in the area is a "water pilgrimage". It is the ritual pilgrimage that the ancient Nazca people made in the desert and through the geoglyphs, to offer their prayers to their Gods. This alternative represent an authentic and typical ancient local activity.

The formal characteristics of San Pablo are typical the colonial Haciendas, and in the Ingenio valley it is the only village showing this typology. The population in the whole valley is interested in the reconstruction of their traditional earth houses in brick and cement, and the only village that considered the reuse of earth as an alternative is San Pablo.

In view of the economic resources of the population and the interest of visitors in local architecture, this proposal promotes the use of earth because of its economy, availability, and comfort capacity required in the site, and the preservation of the basic typology of the constructions as a reference to the past and exclusive characteristic in the area.



Cahuachi Temple



Reiche Museum



Ventilla Wine



Cemetery



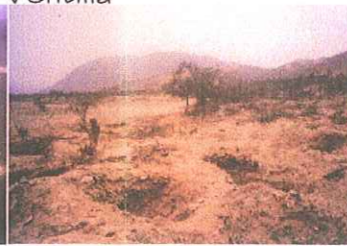
Ventilla Site



Geoglyphs



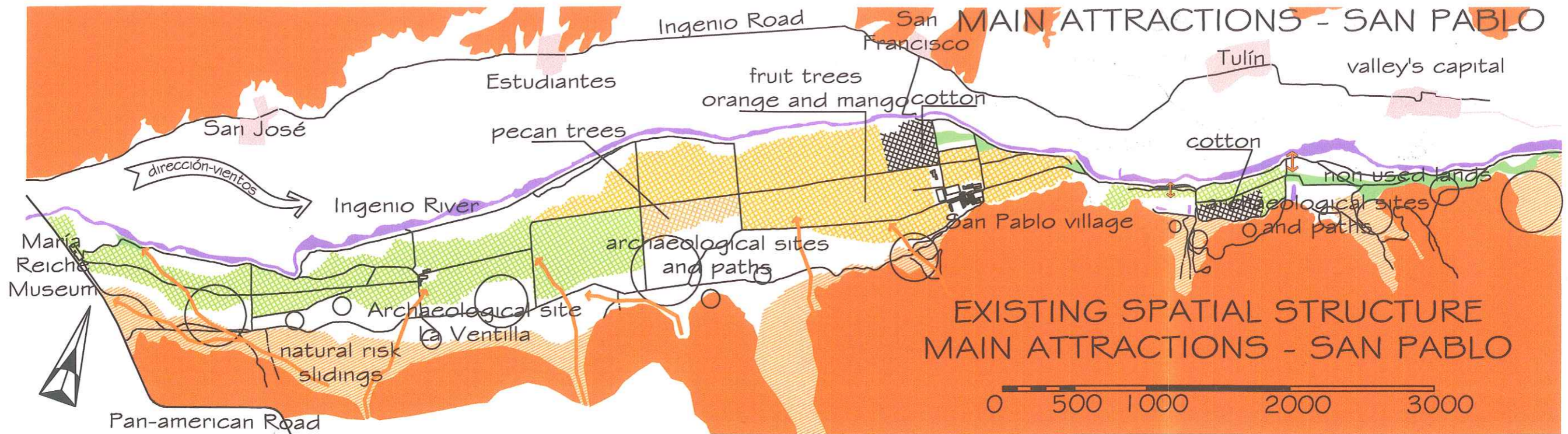
Ventilla



Ventilla



Ventilla







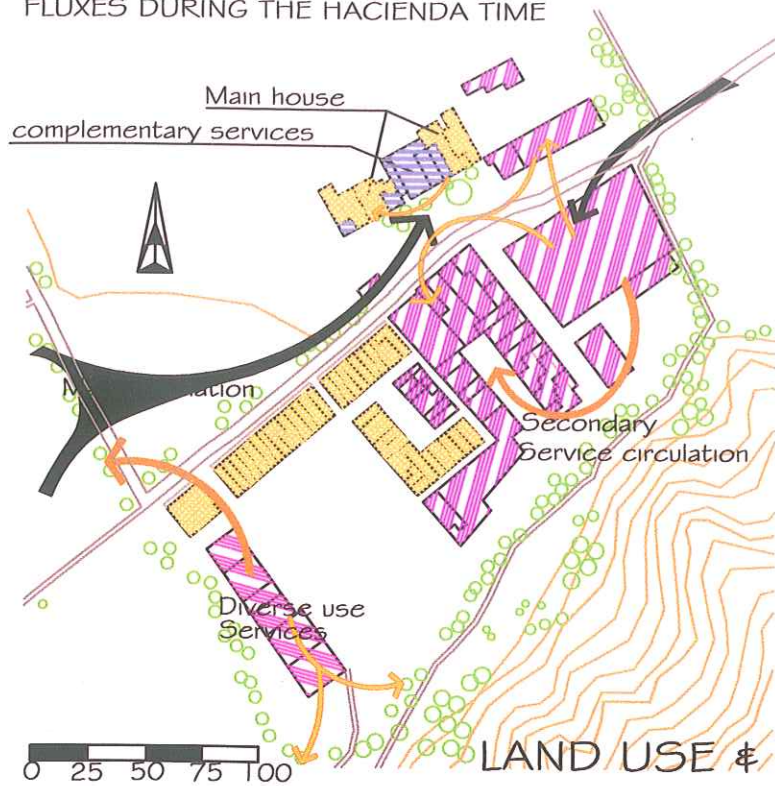
Typical back side street

San Pablo's Central Space - Plaza

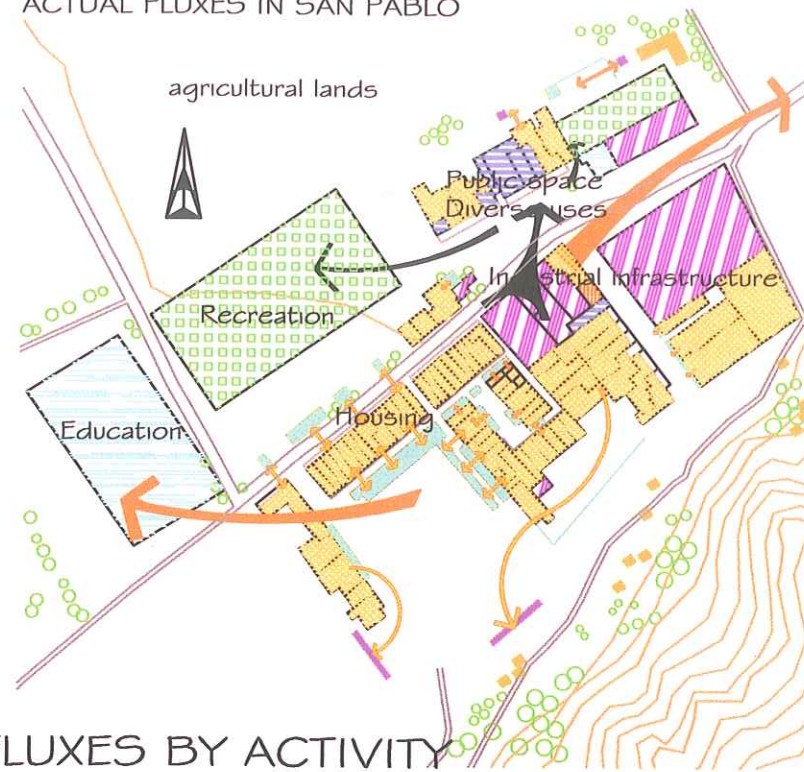
Use of public spaces

Community's meeting place

FLUXES DURING THE HACIENDA TIME



ACTUAL FLUXES IN SAN PABLO



LAND USE & FLUXES BY ACTIVITY

### 4.3. ECONOMICAL CHARACTERISTICS

The department of Ica is characterized by its tourist attractions and agricultural activity. Due to its proximity to the city of Lima it has fluid communications and a good supply of public services.

Since 1993 the economic situation in Ica it has improved as a result of the increasing tourism activity and to a lesser extent because of agriculture and the manufacturing industry. The tourism activity has been impelled during this last year in the national policy as it is considered potential for development, but still the tourist services implementation has been managed without a suitable planning or regulations.

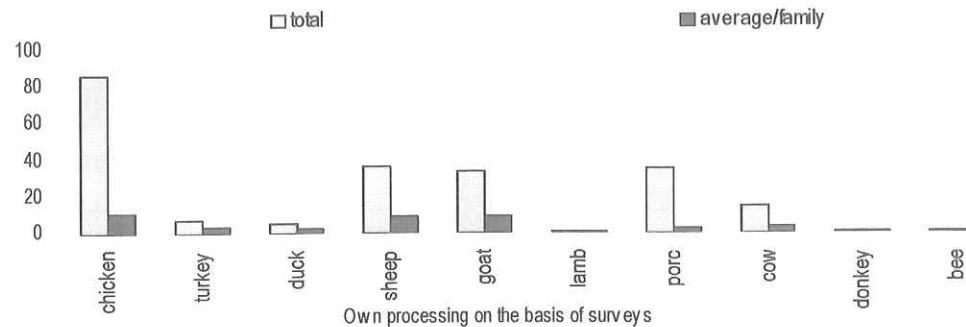
There is a great dependency on the state support that in the last years has invested in education, health, communications and transport, but the greater support has been given to agriculture and mining in the governmental strategy for local growth.

Some other activities practiced in small scale by the population are artisan mining, cattle raising, handicraft and transport. Most of them are practiced and generate minimal income but result to be an effective alternative to the agriculture activity. The cattle raising activity generates little benefits and require big area and dedication, so its practice is limited or few families.

### AGRICULTURE

In order to understand the characteristics of the agriculture as main economic activity in San Pablo, we will go back to its historical evolution. The pre-Hispanic economy in the Peruvian territory was based in the agricultural activity established within a social organization where the collective and rotating work directed. With the arrival of the Spaniards in 1530 that working organization was lost, and the native population was forced to make diverse labors within an exploitation system, which remained after the Independence of the country in 1821 with the privileged situation of the land tenants over the indigenous population. In the XIX century with the height of the guano and saltpeter, the demand for sugar and cotton increased, and agriculture was oriented towards the coast. Towards the seventies the popular governments applied the Agrarian Reformation, expropriating lands, cultures and properties from the

**FAMILY CATTLE RAISING IN SAN PABLO**



landowners to distribute among its workers, whom in a disorganized way and without any specialized knowledge assumed the land property and responsibilities.

According to the farmers in San Pablo, this measure resulted in a great loss of the infrastructure and administration and organization methods of the production. They explain that the lack of resources, technical knowledge and inadequate administration forced them to change many highly productive cultures such as cotton and fruits, for vegetables that do not generate major income. The prosperous economic situation that the farmers inherited was lost because of an irrational use of the property. With this policy they lost the security and economic tranquility they enjoyed when working at the Hacienda.

#### CULTURES IN SAN PABLO

In San Pablo the type of soil and climate favor the growth of a great variety of products such as fruit trees, vegetables and cotton. The fruit trees and the cotton plantations remain from the Hacienda and the vegetables are cultivated recently as an alternative of the farmers, whose

economic capacity to assume the cost of maintenance of the fruits and the cotton is very low. The income obtained with the production is not stable, varies according to the market supply, the harvest, or the situation of the culture in the season. The water plagues and shortage are the main problems that affect the production. In each parcel, the culture of vegetables for self-consumption represents 10% of the total culture area.

Next it is shown a reference table about the most common products in San Pablo. If the information is compared to the rest of the valley and the region, we will see that:

- the time of harvest for each product is the same in most of the farms and this creates an abundant offer that merchants profit for lower prices
- the production of each farmer independently is not significant for the merchants because their properties and area cultivated for each product is not so big
- The price that the farmers finally obtain represents only the 75% of the final price of the production in the regional market.

#### DYNAMICS OF COMMERCIALIZATION

Within the agricultural productive system, the producers, intermediaries, and retailers in the final market develop the commercialization. The latter set the rules for the prices and conditions of the transaction, and the farmers have to accept them in order to sell their production. The

PRICE AND PRODUCTION OF THE MAIN CULTURES - SAN PABLO

CULTURES	SOWING	HARVEST	PRODUCTION	PRICE IN FARM
COTTON	August	April-May	30 quint/Ha low season	US\$ 30 quintal
			70-100 quint/Ha high-season	
			120 quint/Ha 50 years ago	
ORANGE	August	June	10000 Kg./Ha	US\$ 0.29 Kg. - 1998
			8000 Kg./Ha	US\$ 0.19 Kg. - 1997
PECAN	August	June	1500 Kg./Ha	US\$ 1.71 Kg.

Source: self-making interviews. Nov-1998

subdivision of the land with different products and the existence of a large amount of independent farmers generates them problems during the commercialization stage, when the buyers take advantage of the disperse supply.

The associations or groupings of small farmers are an important starting point to unify criteria about the production and commercialization. The Agrarian Cooperative in San Pablo is active since the Agrarian Reform and legally works as an association in the administrative aspects, but for the production and commercialization each farmer works independently. The attempts made to work altogether have not been successful due to the lack of knowledge and advising of the population to manage its questions and differences.

#### MARKET AND COMMERCIALIZATION SYSTEM

Nazca is located between two important centers of commercialization towards the south and north, and on one important national and international communication way that allows to have great possibilities of distributing and of receiving products for their consumption. The main centers of consumption of their agricultural production are the metropolitan markets in Lima, the international markets for cotton fiber, and the largest markets in the region.

In the present commercialization process in Nazca, it was identified the participation of the following agents: the producer, that participates its supply and makes specific the operation with the retailers, or counts on a position of sale in the highway or wholesale retailers, ordered of the harvest, transport and distribution to the consumption or only of the distribution in the case of buying by weight or local retail retailers, who sell in positions of the highways and in the local markets or trading retailers of the markets outside the zone. These agents have a behavior different according to the commercialization system of each type of product. In the zone of study, due to physical, climatic and antecedent the characteristics productive one will consider the cotton, menestras and fruit products to define the main considerations of the system.

The most important technical aspects to consider in the commercialization process are related to:

- An appropriate supply and distribution of the products for local consumption
- Lack of storage techniques and infrastructure to deal with problems of expiration, diversification and volume of the production
- Lack of primary processing centers, specially for the small and medium producers
- Costly transport process that increases the final price of the products.

#### COMMERCIALIZATION IN SAN PABLO

The following information was collected through interviews with some producers of San Pablo and confirms the relationship with the system in the region. In San Pablo the owners of the parcels are small independent producers and the commercialization is made in the farm during the harvest of the production. The farmers sell the production to the wholesale retailers, who transports and sells it to the bigger markets in the region.

In the neighboring local markets like Nazca or



Palpa, the farmers commercialize some temporary products such as chickpea, transporting them in small trucks rented or borrowed. The farmers do not count on deposits for their products neither in the parcels nor in the houses, and the sale of the harvest is conditioned to the time it can last fresh in outdoors conditions, the availability of a storage for the harvest and the possibility to process it at least in a primary level would allow the farmers to obtain better prices and increase their incomes.

## TOURISM

### TOURISTIC ACTIVITY

The tourism conditions in the country at the present time are improving, but still the infrastructure and its maintenance is deficient. Numerous campaigns are made to promote it because of the economic possibilities that it offers.

For the tourists, the most important aspects of the trip are related to the logistics, like the reception at the airports, the punctuality, the security and condition of transport and the condition of the tourist attractions. Actually the tourism activity in Perú is considered to be deficient in the information offered to the tourists and appropriate indications in the site, the breach in the schedules, as well as the bad condition of the transport. The tour guides have suitable knowledge about the attractions, but they need better qualification in languages.

### PERMANENCE AND ACCOMMODATIONS

In the city of Nazca the accommodation alternatives are ample and varied. The quality of the service is good and the infrastructure is generally comfortable. Actually two hostels concentrate most of the tourists, overloading its capacity during high season because they have a good attention, suitable infrastructure and effective marketing.

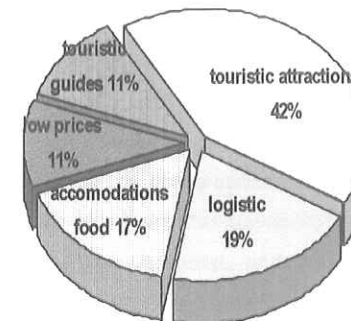
Nowadays, new modalities of accommodations as lodges, tourist camping and guesthouses

ACCOMODATION CAPACITY - NASCA 1997

ACTIVITY	category	quantity	n° beds	n° rooms
HOTEL	2 star	2	34 a 64	29 a 33
	3 star	2	60 a 83	32 a 38
HOSTEL	1 star	7	12 a 52	6 a 34
	2 star	5	18 a 56	9 a 39
	3 star	4	8 a 30	16 a 57
PENSION	1 star	1	12	6
	2 star	1	16	8

Source: SIEM - MITINCI

IMPORTANT ASPECTS  
CONSIDERED FOR THE TRIP



Source: Prom Perú - Profile of Foreign Tourist 1998

are available for visitors. A special guesthouse program for guesthouses implementation was developed by the government, it aims to increase the accommodation offer and create self-employment for the hosts. The most interesting aspect of the program is the support of the National Institute of Culture to preserve the traditional design and the harmony with the site.

The initiatives that contribute to improve the quality of life of the population and the services to the visitors should be promoted and developed respecting the norms and directions to make it suitable and efficient.

#### TOURISM IN SAN PABLO

As consulted in the main accommodations in Nazca the affluence of tourism is increasing, and during the highest season (June to October) the arrivals reach 1,200 tourists, the average amounts to 800 tourists, which means a minimum arrival of 40 tourists per day.

The information collected from the Museum Maria Reiche, located in San Pablo, indicated a permanent flow of visitors between 6 and 10 people as minimum and during the high season between 40 and 50 people per day. During the weekends the amount of visitors increases in 35% approximately.

#### EXISTING TOURISM CIRCUITS

Consulting in the tourism agencies that offer tourist circuits from Lima or Nazca, the itinerary concentrates the activities in one day. Some important agencies in Lima consider Nazca in their circuits only to over-fly the Pampas, increasing the costs up to 120% from the normal price in Nazca.

There is little interest and possibilities from the government in studying the existing archaeological sites continuously deteriorated because of the little protection the authorities give to them.

The maintenance of the tourist sites is limited in spite of the income perceived from their use.

#### RELATED ACTIVITIES

Farmers from the different communities in the district integrate the artisan activity in Ingenio district which has been declared as a potential productive area, the manufacturing cottage industry. In these cottage industries the women make hand embroidered articles that they sell to the U.S.A. and to Germany. In addition to this activity, there is a small presence of craftsmen and little information about the work they make in the valley.

The ceramic and textile tradition of the ancient Nazca people is lost, and the villagers are no more related to the themes and iconography, except for the figures of the geoglyphs in the Pampa. Most of the population ignores the importance of the artistic manifestations of the Nazca culture in the zone, and even destruct them by looting in the archaeological sites.

The numerous tourists that visit the area represent a potential market for the handicraft.

In the city of Nazca the souvenirs have a poor quality, but in Poroma, a town located to 20Km of Nazca, tourists visit familiar workshops of ceramics as a part of the tourist circuits where the produced articles are sold.

The artisan activity in the zone should be stimulated with instruction programs and consequently the identity of the population increased. The orientation to develop the handicraft activity can become an interesting economic alternative for the population.

### RECOMMENDATIONS

There is a strong and clear orientation towards the development of agriculture and tourism as the main economic activity sources, in both cases the natural and human resources are available, but the organization and implementing them is missing.

For the agricultural activity, the population itself is conscient about their resources, problems, capabilities and basic strategies to deal with them. These aspects have been presented through the whole analysis of the site, resulting from the lack of economic resources and specialized technical advice and this is the major limitation to implement their strategies.

The tourist activity represents a feasible and accessible potential that must be carefully implemented to assure the maintenance and improvement of agriculture and the employment that it gives to the villagers. The handicraft and service activities should be part of an organized strategy and included into the "local" services, so the population gets benefited and the visitors just take part of the existing dynamic.



Agriculture



Agriculture



Agriculture



Agriculture



Cattle raising



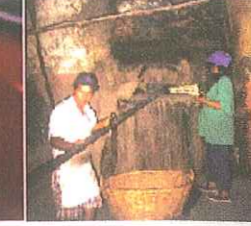
Cattle raising



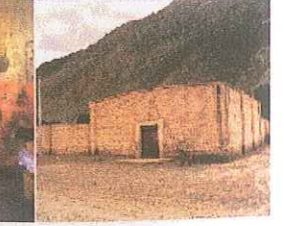
Gold mining



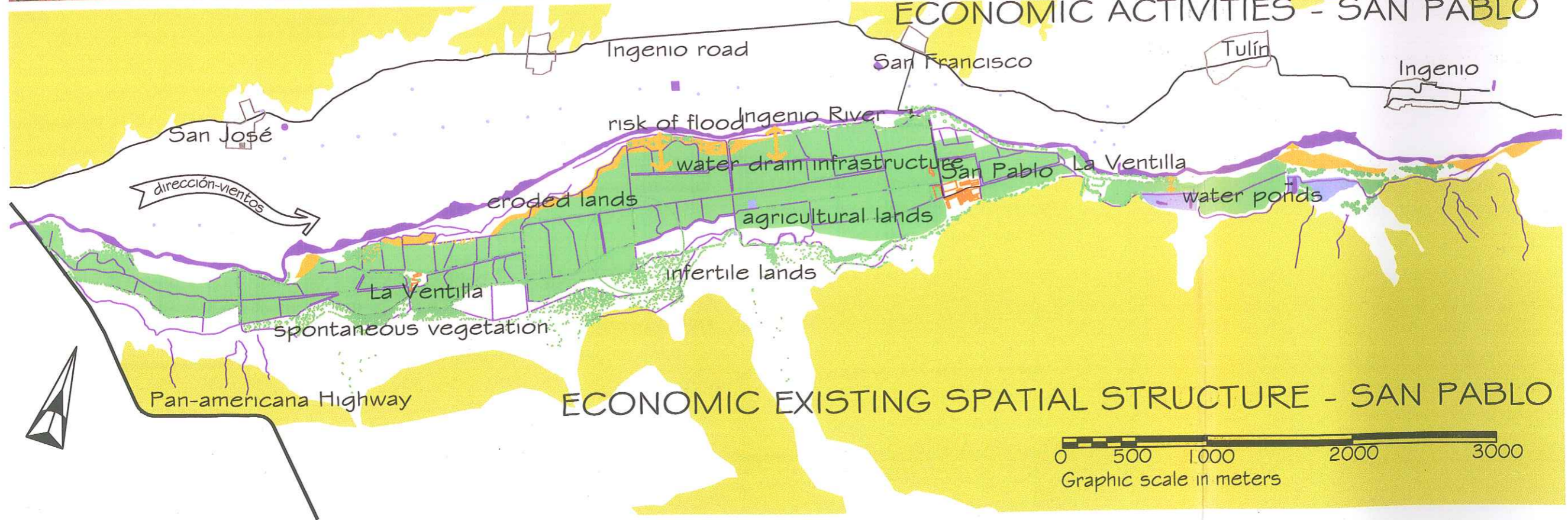
Bakery



Wine press



### ECONOMIC ACTIVITIES - SAN PABLO



### ECONOMIC EXISTING SPATIAL STRUCTURE - SAN PABLO

0 500 1000 2000 3000  
Graphic scale in meters



## 5. PROPOSAL

### 5.1. APPROACH

The proposal will be developed in a sequential way considering the following stages:

1. Definition of the <sup>basic</sup> criteria to set the proposal, which resulted from the analysis of the site, the consideration of the governmental policies and plans in the area, and the theoretical base.
2. Definition of the proposal, which contains the Intended Spatial Structure and the Strategies for its application.
3. Organization of the <sup>actions</sup>, when the responsibilities, basis for the execution and management of the project ~~are set-up~~. At this <sup>point</sup>, the role and responsibilities of each partners is defined.
4. Management of the project. The community, supported by the other stakeholders, manages the execution of the proposal, and periodically evaluates ~~it in order to confirm or~~ modify the responsibilities of the partners, or the characteristics of the project.

An interesting activity that should be consciously evaluated by the archaeologists before its implementation in the area <sup>is a</sup> "water pilgrimage"; <sup>it is</sup> the ritual pilgrimage that the ancient Nazca people made in the desert and through the geoglyphs, to offer their prayers to their Gods. ~~This alternative represent an authentic and typical ancient local activity.~~

### ACTION PLAN STRATEGY

The considerations to improve the existing <sup>economic</sup> activities are:

- The <sup>study</sup> consideration of the existing situation
- The analysis of the existing problematic
- The <sup>search</sup> for specific solutions ~~to them~~
- To manage <sup>the</sup> the implementation of the <sup>actions</sup> related to land use, infrastructure, and

organizational aspects of the project, and

- Define an effective running, supervision and maintenance of it

The considerations to introduce a new proposal are:

- Define the characteristics of the proposal
- Establish the limits of the intervention (cycle - lifetime)
- Organize the managerial and administrative aspect
- Establish the partnership characteristics and responsibilities
- Define the action plan strategy
- Manage the implementation of the project
- Define an effective running, supervision and maintenance of it

If the living conditions of an existing place satisfy the needs of the population, this should also be enough to satisfy the visitors' needs. If the infrastructure, services and products offered are managed according to the visitors' requirements, it can result in a lost of investment when tourism activity does not succeed. The infrastructure proposed in San Pablo should be focused mainly in agricultures'

commercialization, administration and/or processing aspects; and the management of them should be based on local criteria, but flexible enough to be understood and applied by foreign people.

Related to the implementation of infrastructure, there is an existing and increasing interest in the economic aspects by which people is losing the sense of quality in service or consideration to the tourists.

The formal characteristics of San Pablo are typical the colonial Haciendas, and in the Ingenio valley it is the only village showing this typology. The population in the whole valley is interested in the reconstruction of their traditional earth houses in brick and cement, and the only village that considered the reuse of earth as an alternative is San Pablo.

The housing aspect is considered to be an independent activity for each villager. General regulations will be proposed in order to maintain the existing positive characteristics of the village and to avoid the problematic ones. Specific recommendations will be defined to give advice to the villagers about constructive systems, materials, comfort criteria, esthetic considerations and economic criteria.

The recommendations are oriented to the preservation of the typical characteristics of the site because they are considered to be formal, climatic and economically appropriate; because they represent a relation to the past, and this is an interesting aspect considered by the visitors.

In view of the economic resources of the population and the interest of visitors in local architecture, (this proposal promotes the use of earth because of its economy, availability, and comfort capacity required in the site, and the preservation of the basic typology of the

constructions as a reference to the past and exclusive characteristic in the area.

Considering the existing characteristics in San Pablo, the starting problem for the implementation of a proposal in the site is the requirement of external support in technological aspects. There is a strong community organization and disposition to work in San Pablo, but not enough qualification to solve all the problems by themselves, nor economic resources. If some external support is introduced, the work should result from a previous relation with the population, otherwise the interchange of experiences will not be a process of evolution but an insertion of information.

The proposal for San Pablo considers as the key issues the existing problems and potentials to elaborate a project for improving the economic situation in the village, which is directly related to the agricultural activity. In the following stages tourism could be incorporated, once the situation in the village is more stable and the population has already assimilated and developed the project and

implement the basic infrastructure required.

### GUEST HOUSES - ACCOMMODATION

Concerning to the lodging, tourist expect available and cheap accommodations, with toilets and beds. When tourists look for the general characteristics of the site to visit, it is more important the quantity of options with different prices, rather than a high quality in all of them. In some cases it is also appreciated the location and variety of places to eat nearby, and the formal and physical characteristics of the building, in relation to the traditional architecture type, furniture and materials used.

The family guesthouse business is mostly oriented to foreign tourists because of economic reasons. It is characterized by a close and almost familiar relation between guests and hosts, but this is appreciated only in some cases, specially by families or between young hosts and guests, the relationship should not be forced, and privacy of guests and families should be respected.

It is useful to count on a skilled person for the management of the business helped by the rest of the family in its maintenance, and at the local level, the organization between guesthouses should be organized in order to manage the distribution of clients and contact with tourists in a friendly and respectful manner.

People interested in running a family guesthouse usually start looking for the characteristics of tourism activity in the place and even though its seasonality, they start arranging the accommodations, basic or complex according to their possibilities. The main precondition is an existing local tourism market. Under this condition of seasonality, it is necessary that the rest of the family keep their own work and not to depend exclusively in an uncertain activity.

Besides the accommodations and other facilities, it is necessary to consider the leisure activities to offer to the visitors, which are the reason they travel for. These can be places, physic objects, festivities, special activities or recognizing visits to some group of people.

### TOURISTS' ATTRACTIONS

A special physical characteristic in the site is the mystery that the geoglyphs transfer to it. In most of the archaeological sites in Perú, visitors look for the mystic attributes and special characteristics of the landscape, in the case of Nazca it is the huge flat desert interrupted by oasis of rivers and valleys.

### 5.3. CONTEXTUALIZED PROPOSAL

The physical tourism attraction are related to the characteristics of the landscape related to the geoglyphs and the mystic attached to them. Also the architecture of the Hacienda typology and the use of traditional materials are interesting characteristics for the tourists to see and experience.

The spatial requirements of the villagers for their houses have changed during time, and

the involving of the tourism activity as part of their functions require additional modifications in the original design. The following criteria will serve as a base to define specific regulations to preserve the main physical characteristics of the buildings:

1. Open and semi-open spaces should be considered in the front and back façades.
2. The transition space to the interior of the house in the frontal façade should allow its use as a semipublic meeting space.
3. The humid areas of the house should access directly to an internal open space in order to allow ventilation.
4. The private areas should be provided with windows to assure an appropriate illumination and ventilation.
5. The guest-rooms or workshops in the houses should have a direct access to the exterior, and should be supplied by accessible services (toilets).

In the graphics a model of the original structure of the houses and an alternative proposal considering the requirements explained before, will be shown.

The original fabric in the village is an existing clear reference to the hacienda activities. Its characteristics and definitions of spaces are useful for the optimal use of the infrastructure; and for the visitors, it can represent an interesting testimony of the past. The following spatial considerations aim to preserve the village structure:

1. Maintenance of the basic spatial structure of the village. E.g. main square, main roads.
2. Maintenance and restoration of the haciendas' most important infrastructure, considering its relation to the past and potential utility in the economic activities of the villagers.
3. Use of the available materials in the site for the pavement of the roads and public spaces implementation. E.g. stone, earth, wood.
4. Implementations of a forestation and green areas program, in order to preserve the natural water sources and provide a comfortable environment.
5. Maintenance of the uniformity in colors and textures in the façades of the houses.

Besides the information provided by bibliography and guides, talking to travellers while they are in the journey can be much more helpful, as their requirements at the moment of travelling are suitable to the place they are in. Following, a compilation of the most important considerations about the main services that should be available in a tourism travel are:

- available information,
- accessibility and communications,
- appropriate infrastructure and accommodations, and
- a conscientious management and care for visitors at all levels.

#### BASIC REQUIREMENTS FOR TRAVELERS

Transport is a very important aspect to consider. The arrival and departure to a new destination, and also the displacement to the different attractions are part of it. The communication should be complemented with appropriate informative signs in order to be oriented, and it is appreciated to find facilities such as small shops for food and souvenirs (music, handicrafts, postcards) in



the roads and ways, the accesses should not lack of life.

The tourist attractions should have a clear and complete written explanation about the objects and monuments, they should be easily reached and information about them available in tourist information centers. For the visits there should be skilled guides available with a good language knowledge.

## 6. PROPOSAL

The problematic defined in San Pablo is very similar to most of the villages in the Rio Grande river basin area. Considering the adaptation of a similar strategy to all of them can result in a feasible solution to the main problems in the area: a very low income received from work. This proposal is expected to be used as a model of rural tourism for other areas in Perú, but in all of the cases an extensive study of the site is necessary, in order to implement a locally oriented and effective proposal.

In San Pablo, tourism is considered as an alternative to improve the economic situation of the community. The emphasis and major investment should be oriented to improve the existing activities - agriculture and services - according to the recognized requirements of the population.

### AGRICULTURE

The implementation of irrigation and processing infrastructure for agricultural labors in strategic places of the site, as well as the insertion of the archaeological sites in the dynamics of the villages, are the main elements for the proposed local strategy. The implementation of these actions should result in the best use of the existing resources and the treatment of the areas threatened by natural risks.

As shown in the plans -- -- of the  
For the proposal at the regional level, the main goal is to define strategic trading centres where the villages located nearby could organize the production and make the trading transactions organized as a solid association; and to relate the villages with the archaeological resources in tourist circuits that consider the traditional characteristics of the rural villages as an important part of the attractiveness.

At the local level, the main goal is to define the best alternatives to develop the site by the

use of the existing resources, and to define the most suitable strategy. The base activities to start the project are agriculture and tourism.

The main assets to be considered are the ones related to the existing infrastructure, mainly the condition improvement and integration of the roads into networks, and to consolidate, strengthen and extend the organizational capacity of the population at the regional level.

The main considerations for the proposal are the modifications in the land use, which will be flexible to allow the implementation of tourist circuits through the agricultural fields, village, and archaeological sites. The formal characteristics of the infrastructure in the proposal will be set up by general guidelines defined by the population in order to allow the flexible implementation of the constructions according to their possibilities and preferences.

### VISION AND INTENDED SPATIAL STRUCTURE

The most important considerations for the macro levels are the physical and geographical configuration of the area, because it is useful

to identify the resources and characteristics of the strategies and development plans specific for each site. When a region presents similar physical, social and economical characteristics, it is feasible to generalize the general planning, but the detailed proposals should be specific to each site.

The main vision of the proposal is to include the tourist activity in the existing economic structure as a complementary activity. The natural components are the agricultural fields and the archaeological ruins located in the territory of San Pablo, and the social component is conformed by the population and its rural style of living.

The main concept is to take advantage of the physical and cultural characteristics of the site in order to generate benefit to the population making a basic economical investment, supported by a solid organization.

To define the proposal for the Spatial Structure in San Pablo two main steps should be considered:

- The definition of the intervention area, and
- The identification of the centres or points of integration. They should be defined considering its economical, geopolitical and physical importance in the area.

The main problems in the site are the natural risks and the lack of relations and organization between the villages dedicated to the agricultural activity most of them.

*(Balance proposal)*  
**RESOURCES AND BASIC CONDITIONS**

The main assets *to include in the project* *vestures* are the archaeological resources located extensively in the site, the water *for human consumption & agriculture* resources, the existing road infrastructure appropriately located, and the *well structured* continuous relation of *access*

the agricultural areas to the villages.

There are scarce natural resources in the site, and the use of them actually is rationalized. Special attention should be taken in this aspect, being the main aspects considered in the tourism activity:

- ~~Water supply~~. Should be supplied from underground sources, but its preservations should be taken into consideration. *the supply is variable according to the rainy season.*
- Sanitary facilities (toilets) and drainage. *should be provided by* An alternative sanitary system (septic tank) will be implemented, in order to avoid the pollution of the river or underground water resource.
- Waste disposal: organic (compost), plastics (handicraft), metal and paper, etc. Recycling practices will be promoted, and a limited amount of packaged products will be allowed, *and* local *products* product will be promoted.

*Within* If there is an organized system for waste disposal (consider quality / type of / organization in charge of management), waste problems can be managed appropriately, or at least its negative effects reduced. *total population*

should be familiar with the systems at the moment that visitors arrive, because they will be in charge to maintain and show them the system.

Lamentably, the negative impacts are unavoidable, and in most of the cases they are consequence of the action of greater enterprises, which do not benefit in any aspect at the local population or the preservation of the site. It makes no sense to carry on with local population as an additional weight if it is the best to work with them in the same conditions of associates of an enterprise, with equal responsibilities and rights.

The youth tourists are not really concerned about contact with local population, they prefer instead to enjoy their trip according to their own way of life. In the other way, their requirements for comfort are minimal, and contribute easily and directly to the communities' income, as they make massive use of the services offered by them.

The proposal in San Pablo will be mainly oriented to offer quality services to visitors, and not focus to offer social relations, they will appear if there is a good understanding between guests and hosts, but should not be forced by any side.

To achieve a broader and better quality tourism, and allow the modification of the existing buildings, the local government should define clear regulations concerning to architecture, type and characteristics of the activities allowed, control of the energy consumption, and organization of the waste disposal.

### STRATEGIES

At the local level, the region should count on strategic centers to organize and coordinate the actions. These centers should be defined according to its importance and relation to the

region, as well as their resources and potentials. To be considered as coordination centers, the accessibility, decision power of its authorities and service supply must be well developed.

The last level of intervention is composed by the small villages and isolated houses located in the fields. These sites lack of facilities and face multiple physical and economical problems, which could be improved with a tourist development.

### PROMOTION

The promotion of tourism should not be only for foreign visitors or differentiated by the possibilities of investment. This attitude creates divisions within the population and also in relation to visitors.

In the case of India, local people travel because of religious reasons, and with it they support their maintenance and use. In the case of Peru these practices will be related to cultural tourism, as it is the best way to know and understand the past, and this will even reinforce the identity of people and its relation to the sites.

\* The type of tourism proposed can be interpreted as a means to keep the use and support the maintenance of the sites. In India we can see that...

## EXECUTION

The proposal should be available for the villages in the area interested in its implementation as a model. The basic guidelines and methodology should be considered at a general level, and their detailed components should be flexible enough to allow a local application. To accomplish this objective it is necessary the participation of the government as a national normative institution accessible to all the population, and responsible for its development and support.

To achieve ~~the desired~~ flexibility in the proposal for San Pablo, it should be based in creating a strategy to limit the project with specific regulations, and to orient the project towards an orientation defined by previous evaluations ~~and~~ aiming to benefit the local population in first term, by incentives to the stakeholders.

The existing organization of the population in San Pablo, and their actual projects and activities are useful to define the needs, requirements, strengths, weaknesses and resources to achieve them. The introduction of tourism is an actual polemic option, which should be deeply analyzed in order to anticipate the possible positive and negative effects and evaluate its inclusion within the existing activities.

From the global proposal, the main aspect to develop is agriculture as the existing main economic activity and sustain. The agriculture activity will be focused as a strategy; specialists should develop the technological and productive procedures based in basic guidelines.

The social characteristics of the community are favorable for tourism because most of the population is related to bigger cities, and they are social persons that enjoy that appreciate foreign visits and share with them. This characteristic is related to the relation they have with the main national highway, and all the activities related to the capital city of the region.

tourism activity, young people are ideal for social relations, as they easily relate to strangers, while older people prefer to remain in their common activities.

To define the limits of the tourism activity, it should be considered the resources to supply services, food and lodge, and continue practicing the traditional economic activities. It should be considered the periods of the year when additional help is required for the harvest, and also if it will be necessary the support of foreign workers, cause it means that some additional expenses will be made to pay them.

The urban and architectural regulations should be oriented to allow a moderated growing of the buildings, and considering the size of the site and its proximity to the capital city of the region, the implementation of services and infrastructure for the economic activities.

The following table indicates the aspects, and the levels of intervention considered in the site considered for the planning definition.

## HOW TO INCLUDE GOVERNMENT AS A PARTNER

The participation of government in tourism and in the general development of the country is important and necessary especially in the following aspects:

- 1. Regulations, considered during the first planning stages, when the plan itself and the strategies are defined.
- 2. Financial Support should be demanded during the implementation, and mainly during the presentation of the proposal as a project, at the moment when the actors and responsibilities are defined.
- 3. Diffusion of the positive ideas and plans. Once the government is part of a project and if it result to be successful, it is easier to promote and support the implementation of the experiences to similar areas, or make it available to other communities interested in it.

The relation between the stakeholder, individuals or groups, should be based in the participation and decision power of them all to coordinate and organize the project. The direction/management of the execution should

be a temporary and rotating position in order to assure a massive participation.

During the first stages of the project

the responsibilities will be assigned according to the capacity of each group to perform their duties. The following table will present a tentative approach to define these charges:

LEVEL	Land use planning	Management	Specific activities
Landscape - site	Intended spatial structure	Zoning regulations	Institutional planning
Village	Infrastructure location Section of roads * Plot distribution	Zoning regulations Plot size regulations	Local government application of plan
Housing	Functional housing type options	Set back regulations * Façade regulations	Individual application of regulations

This table can be used to redefine the roles and responsibilities of the stakeholders; it will also evidence the evolution and tendency of each group.

## ADMINISTRATION

The proposal should be considered as an enterprise that will be managed aiming to obtain communal benefits and taking into account the quality of the product offered, as well as its preservation. People involved in a project, at all the scales, should define and manage their work and property, as it is the only way to obtain effective and real results.

The government should be in charge of the planning of tourism development of an area,

PROXIMA ACTIVIDADES Table 77

ACTIVITIES	Local population SMALL FARMERS	Public institutions LOCAL GOV.	Private institutions BIG FARMERS MERCHANTS	NGO
Ideology	Open minded	Politicised	Radical	Flexible
Skilled people	Few	Few	Plenty	Available
Autonomy	Independent	Dependent	Independent	Independent
Interest in project	High	Relate benefits	Relate benefits	Relate demands
Econ. resources	Scarce	Scarce	Plenty	Available
Human resources	Plenty	Few	Plenty	Available
Influence level	Low	High	High	Medium
Relationship power	Few	High	High	Medium

considering the main characteristics and attractions, in this case a cultural resource related to an economical activity that involves nature and local population. The government should not avoid its responsibility to protect

TOURISM	Human relations	Organization	Service quality
Small scale	Direct contact	Spontaneous	Do not consider details
Small scale	Direct contact	Planned	Use local details
Big tour operators	All predefined	Well organized	Use universal details

the public's interests. Plans should take advantage of the political structure.

The local administration should decide and define what should be considered and how to implement the plans, even it is the last level of national decision.

NGO's activities should be specifically defined when it support is required. Their actions are usually localized, and their work is mostly oriented to specific targets. Its activities are oriented to a globalized way of thinking, and even their objectives are focused to benefit

the population, they do not have a real responsibility to them.

People involved in tourism usually select this activity as a specialization within a diversity of options. A previous definition of their capacity limits should be defined according to the existing activities (agriculture, commerce, processing, handicraft, tourism - lodge - guide, administrative charges) and the capacity of supplying services and availability of population.

The managerial aspect of a project consists of different activities that require from specific abilities that determine its success or failure. Education is a key aspect in these cases, and most of the times lack of education is related to poverty and development results to be part of a vicious circle difficult to break. A common view of poverty in developing countries refers that the lack of resources and means to get a productive work forces poor people to be exclusively dedicate to work in order to satisfy their basic needs. Consequently their expectations are covered with any improvement they achieve, and their aspirations become very limited.

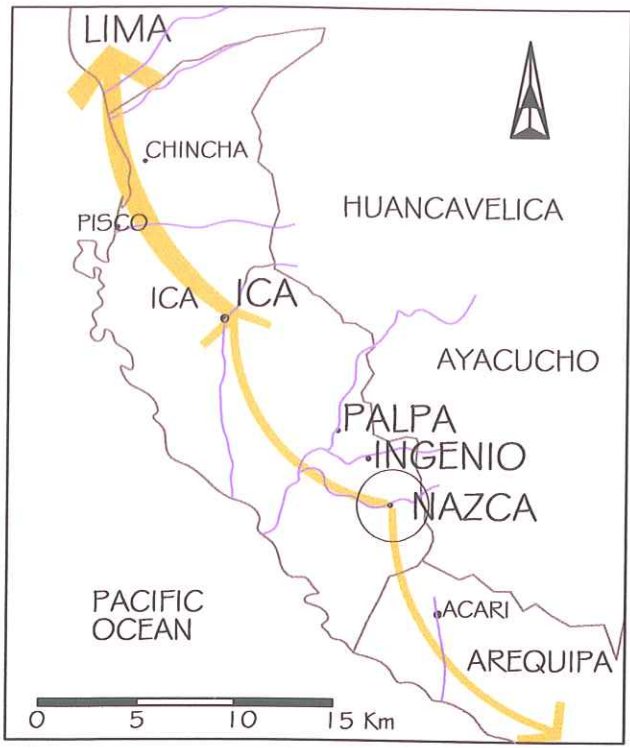
define in specific admin. related plans.

**TOURIST ACTIVITIES PROGRAM  
RIO GRANDE BASIN REGION**

	PRIMARY COMPONENT - ATTRACTIONS	PRIMARY COMPONENT - ACTIVITIES	DERIVED COMPONENTE - SERVICES
PRODUCT	San Pablo Village Nazca & Trancas Valleys Nazca & Río Grande Valleys Changuillo & Palpa Valleys Ingenio Valley	trekking - educational visits	transport - tourist información
PHYSICAL ENVIRONMENT	TRANSPORT		TURIST CENTERS
	internal	at each site	attractions of each circuit Río Grande basin zones national territory - neighbourh countries
	local	short regional circuits	
national	arrivals and departures		
STRUCTURE	TYPE OF ACTIVITY	USERS' NATURE	DEFINITION OF ACTIVITIES
	recreational cultural visits	protagonist spectator	trekking+ informative stops + local handicraft souvenirs or local food production buying visit to the archaeological sites with specialized guides
PROGRAM COMPOSITION	COMPONENTS		AVERAGE PERMANENCE
	cultural	visit to archaeological sites	4 to 6 hours 4 hours or one night stay
	social	visit to the villages	
		main attraction secondary attraction	

Source: self making based in the research on the site

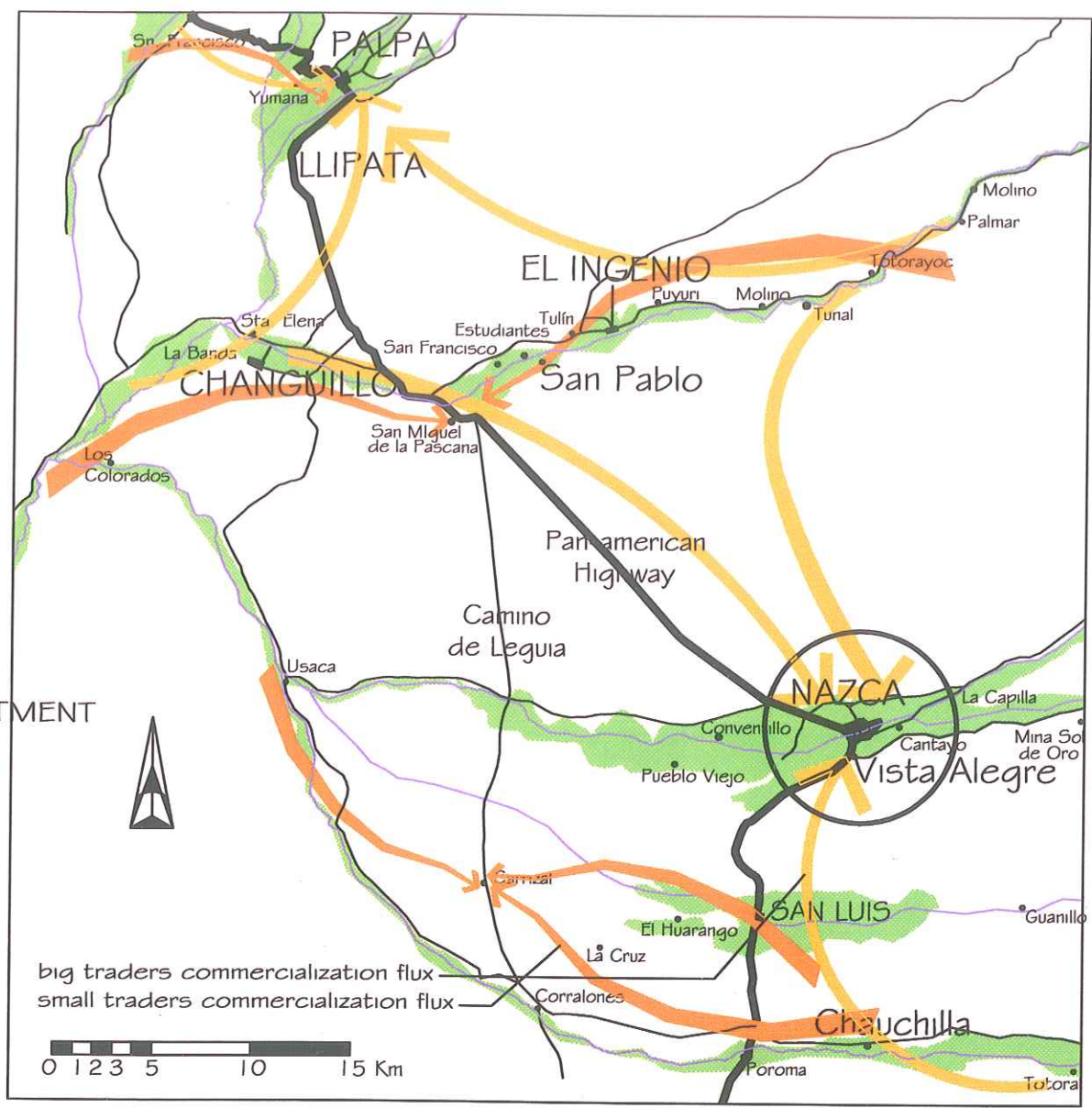




MOST IMPORTANT MARKETS IN THE DEPARTMENT

*comercio FP-120, 42*

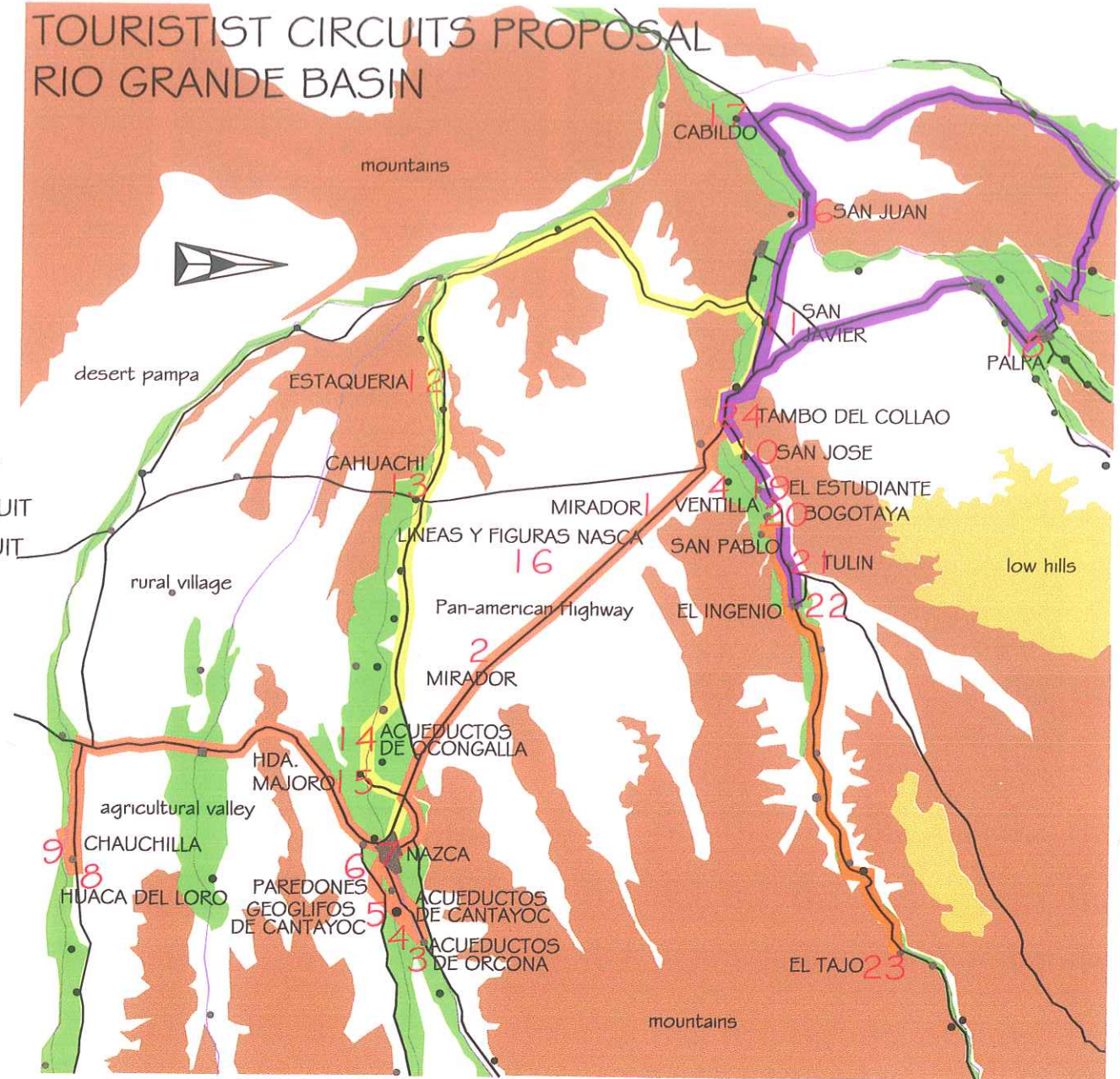
# AGRICULTURAL DYNAMICS PROPOSAL



MOST IMPORTANT MARKETS IN THE RIO GRANDE BASIN

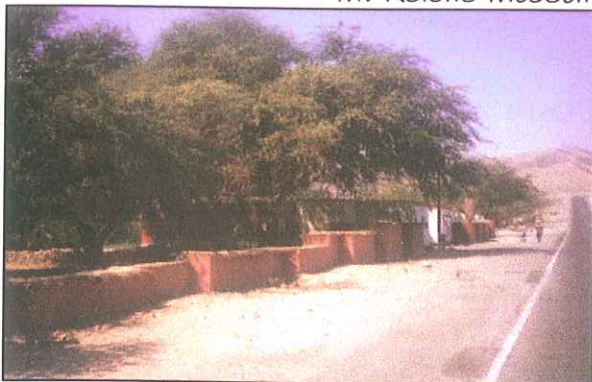
# TOURISTIST CIRCUITS PROPOSAL RIO GRANDE BASIN

- NASCA & TRANCAS VALLEYS CIRCUIT
- NASCA & RIO GRANDE VALLEYS CIRCUIT
- CHANGUILLO & PALPA VALLEYS CIRCUIT
- INGENIO VALLEY CIRCUIT





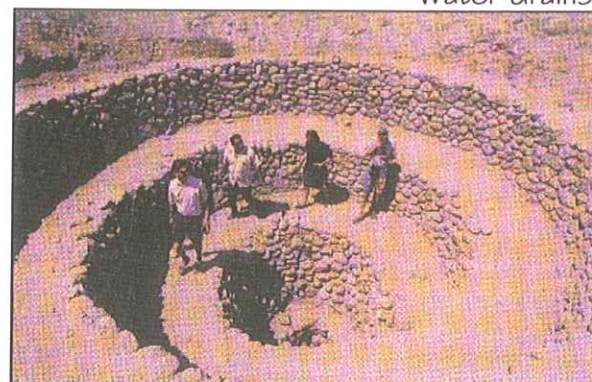
M. Reiche Museum



Ventilla wine press

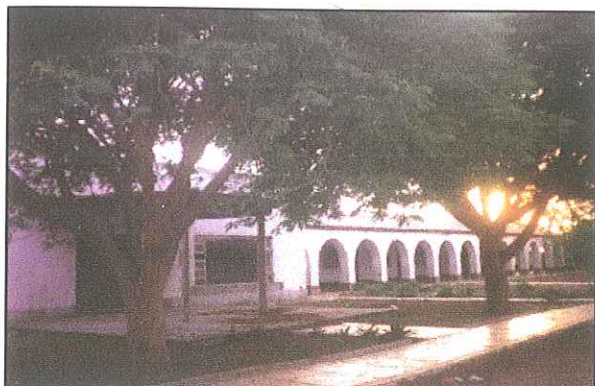


Water drains



### MAIN TOURIST ATTRACTIONS NAZCA

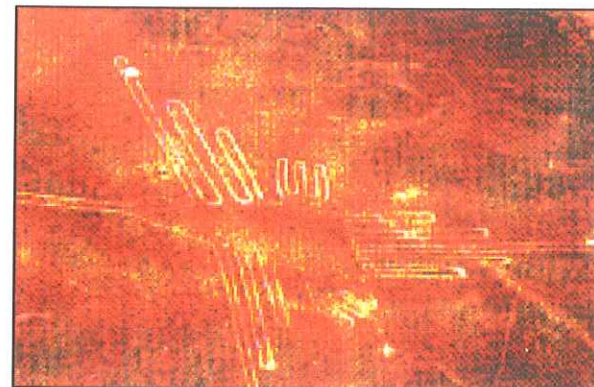
Image of some important attractions in Nazca and some potential ones. The archaeological sites and existing architecture are the main attractives in the site.



Cantayo tourist Hacienda



La Borda tourist Hacienda



Geoglyph Nazca

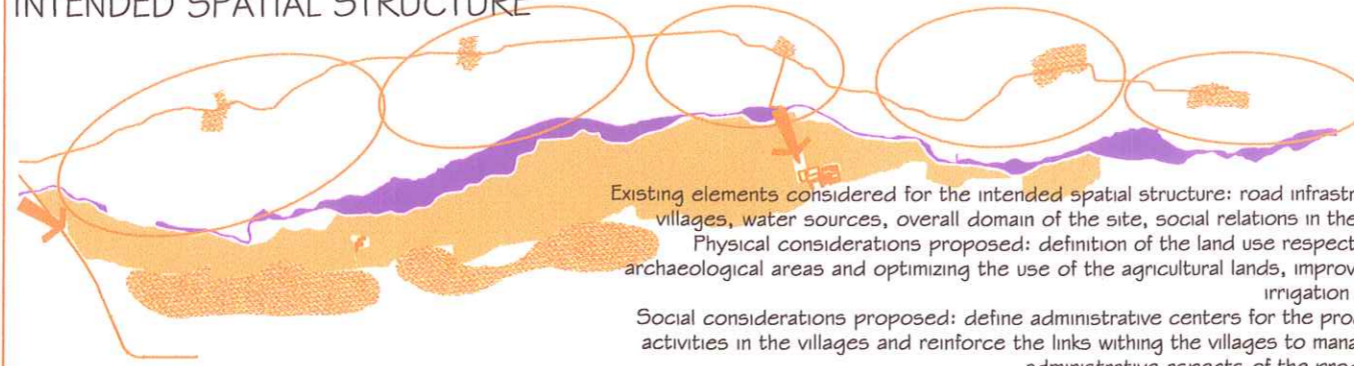
**PROGRAM FOR TOURISM ACTIVITIES  
SAN PABLO VILLAGE**

	MAIN COMPONENT ATTRACTION		MAIN COMPONENT ACTIVITIES	COMPONENT DIVERTED FROM SERVICES
PRODUCT	M. Reiche Museum La Ventilla Hacienda La Ventilla Archaeological Site San Pablo village Water sources and parks Agriculture fields		educational visits trekking + food + buying trekking + educational visits buying + food + accommodation trekking + resting + accommodation trekking + buying	tourist information + souvenir selling transport + food + souvenir sale transport + tourist information souvenir sale + food + accommodations transport + places to stay + accommodations transport + local production sale
PHYSICAL ENVIRONMENT	TRANSPORT		TOURIST CENTERS	
	internal level	San Pablo attractions	primary component attractions	
	local level	regional circuits	Río Grande basin zones	
	national level	arrivals and departures	national territory and neighbour countries	
COMPOSITION	USER	SPECIFICATION OF ACTIVITIES	DEFINITION OF ACTIVITIES	
	protagonist	recreation	trekking + informative stops + handicraft souvenirs and local food production buying	
	spectator	cultural visits	visit to the archaeological sites with specialized guides	
	protagonist	visit to natural sites	trekking or resting in green areas near to water sources (ponds, river, etc.)	
	spectator	programmed events	lunch + traditional dinner + shows performed by the villagers	
PROGRAM CONTENTS	COMPONENTS		ATTRACTION'S HIERARCHY	AVERAGE PERMANENCE
	cultural	archaeological sites	main attraction	4 to 6 hours
		shows and traditional meals	secondary attraction	4 hours
	social	visit to villages	secondary attraction	4 hours or one night stay
		sales of local products	main attraction	3 hours
recreational	trekking and natural amusement	tertiary attraction	1 day	

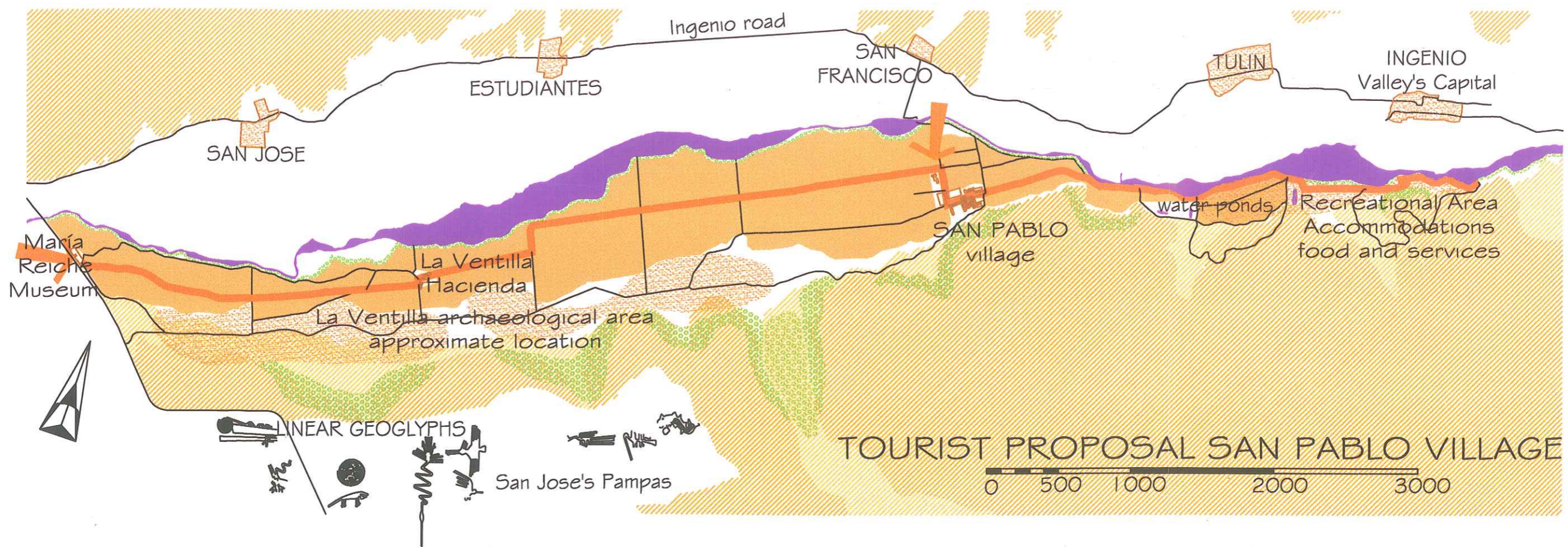
Source: self making based in the research on the site



INTENDED SPATIAL STRUCTURE



Existing elements considered for the intended spatial structure: road infrastructure, villages, water sources, overall domain of the site, social relations in the valley.  
 Physical considerations proposed: definition of the land use respecting the archaeological areas and optimizing the use of the agricultural lands, improving the irrigation system  
 Social considerations proposed: define administrative centers for the productive activities in the villages and reinforce the links withing the villages to manage the administrative aspects of the production.



ANEXO 1. MAPA 1.1



**TOURIST CIRCUIT SCHEDULE**

HRS	DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
1	Arrival to M. Reiche Museum				Breakfast in San Pablo
2	Breakfast in Ventilla Hacienda			Overflight to the Nasca Lines	Trekking or cycling in the valley
3		Breakfast in San Pablo	Breakfast in San Pablo		Climbing archaeological site Tambo del Collao
4	Settling in accommodations	Visit viewing-point Pan-American highway	Visit San José village and colonial Church	Breakfast in Nazca	
5		Visit Orcona - Cantayoc Waterways	Visit San Javier village and colonial Church		
6		Visit geoglyphs Cantayoc - Paredones		Visit archaeological site El Tajo	Visit archaeological site San Juan
7	Lunch in San Pablo		Typical lunch in a rural village in Nazca	Visit archaeological site Cabildo	
8		Lunch in Nazca city		Lunch in Palpa	Camping - rural lunch
9	Visit to the Pond's area		Visit archaeological site Estaquería		
10		Visit archaeological site Huaca del Loro	Visita Cahuachi Temple	Visit archaeological site El Estudiante	
11	Visit Ventilla archaeological site	Visita historic Cemetery Chauchilla	Visit Ocongalla Waterway	Visit archaeological site Bogotaya	
12		Visit rural villages in the Ingenio valley	Visit Majoro Hacienda	Visit Tulin - Ingenio villages	
13	Visit Reiche Museum		Visit and walking in Nazca city		
14					
15	Dinner in Ventilla Hacienda	Dinner in Nazca city	Dinner in San Pablo Village	Dinner in Ingenio village	

Self-making based in the *Inventario y Factibilidad de Puesta en Valor de los Sitios Arqueológicos de la Provincia de Nazca* from the National Institute of Culture - INC

main street



green terrace



back terrace



front gallery



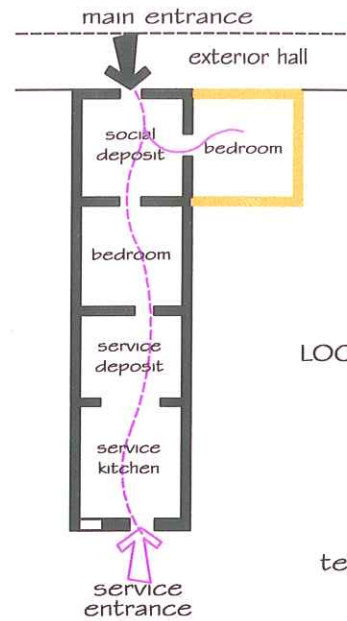
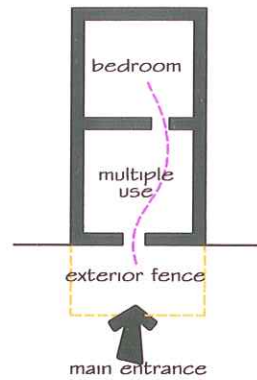
green street terraces



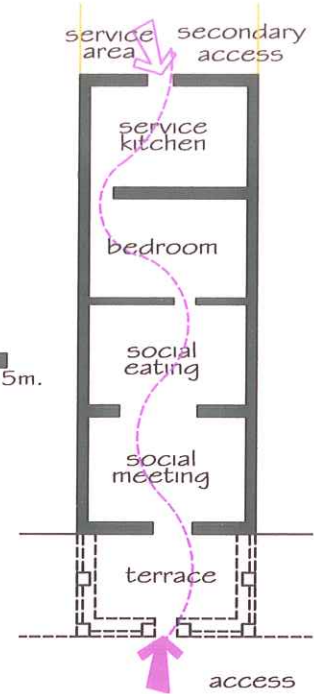
green street



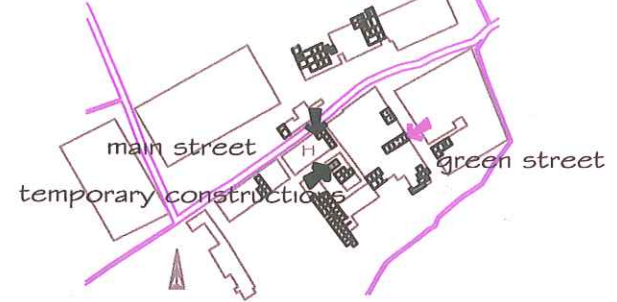
temporary constructions - service area



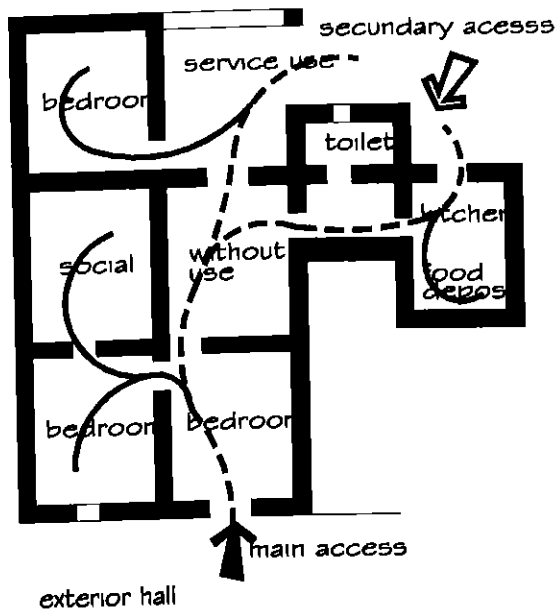
0 1 2 3 4 5m.



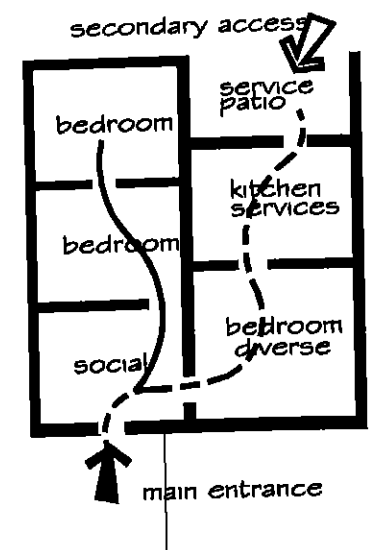
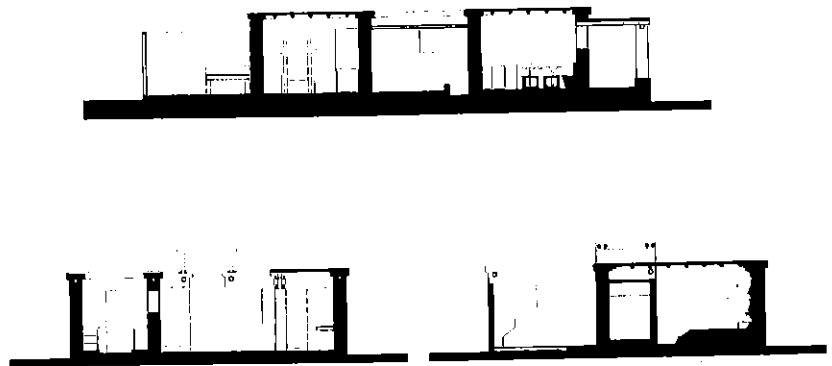
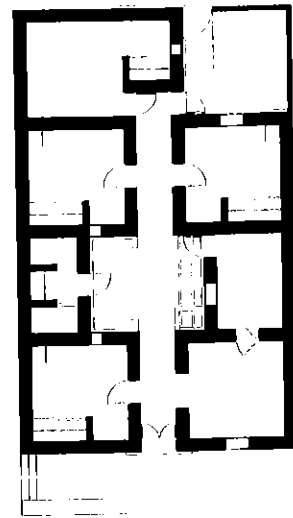
LOCATION MAP - SAN PABLO



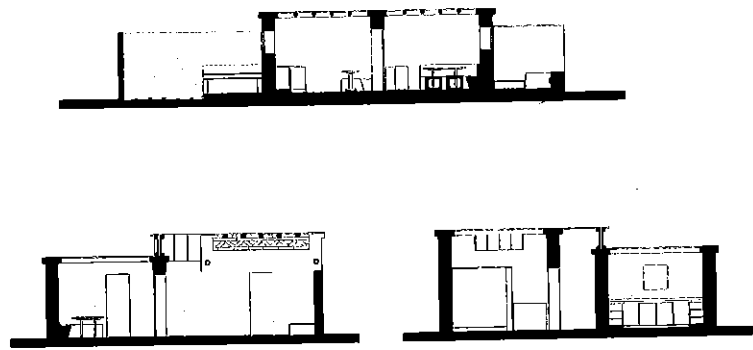
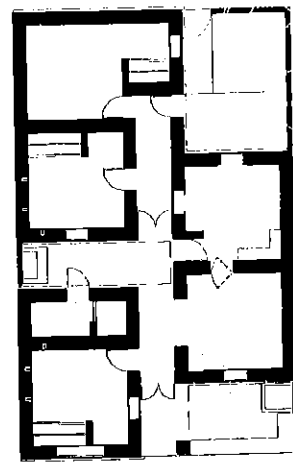
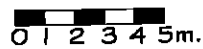
# EXISTING HOUSING TYPOLOGY



# ALTERNATIVE PROPOSAL - productive housing



Considering the longitudinal structure of the existing constructions, the following models incorporate besides the basic formal concept of the houses, the traditional materials and climate considerations.





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## Analysis of Tourism activity in Perú

The following presentation of the tourism characteristics in Peru is based in the *Master Plan Study on National Tourism Development in the Republic of Peru*. This study was elaborated by the Japanese International Cooperation Agency (JICA) for the national government during 1999.

### The Development Scenario

Peruvian tourism has a middle market orientation that implies a more energy attraction to people interested in Peruvian culture and ecology, but reluctant to travel actually due to travel conditions and its expensive tourism offers and low quality.

### General existing conditions

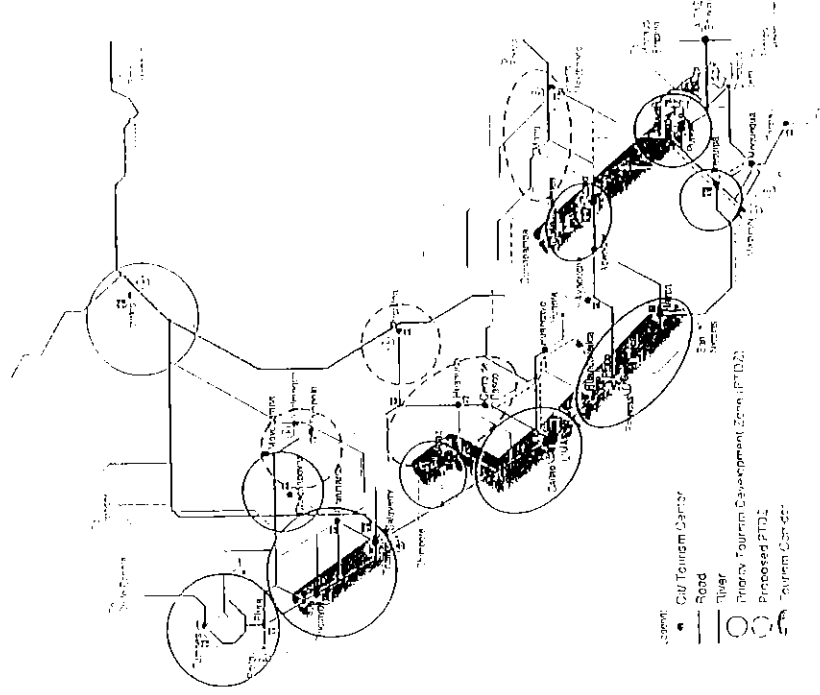
The different type of tourism activities founded in Peru are the following:

- Archeological tourism: is the traditional mainstay of Peruvian tourism. It has strong appeal to long-haul market, and it has special importance to attract tourists from Europe and Asia & Pacific.
- Nature tourism: is a new trendy tourism product in the Amazonian rein forest.
- Cultural tourism: is a community-based (campesinos and nativos) cultural tourism that has an important extra capital in the pre-hispanic cultural heritage.
- Resort tourism: is a beach resort tourism currently regarded mainly by domestic tourists.
- Colonial cities: are the numerous examples of colonial architecture and historical monuments considered as supplementary tourist attractions to conserve the historical townscape.
- Ecotourism and soft adventure: is one of the fastest growing market segment in the world tourism market.

### Existing tourism Structure

There is little surface linkage between tourism destinations, in particular between those belong to different geographic zones. Flights used to travel between PTZs, limits travel patterns and increases travel costs. The development strategy is geared towards mass-alternative tourism development, travel cost is an important element of consideration.

Existing tourism structure at the national level



## Economic aspect

### Tourism and National Economy

The major socio-economic and tourist indices of Peru are indicated in the table 2.1, that shows the earnings of the tourism sector, 3.8% of Peru's Gross Domestic Production.

#### Foreign exchange revenues generation

The change of exchange generated by the tourism sector compared to exports has been growing from 6.2% in 1985 to 11.9% in 1997.

The ratio of foreign exchange generated by tourism compared to those generated by traditional exports has increased from 8.4% in 1985 to 17.9% in 1997. In the case of the ratio tourism/non traditional exports, it has gone from 25.9% in 1985 to 39.6% in 1997.

For 1996 and 1997, tourism was the third generator of foreign exchange only surpassed by cooper and fishmeal.

#### Tourism investment

Due to the improvement of the economic and legal conditions for investment in Peru, besides attaining political stability and better security conditions, investment both domestic and foreign, has been steadily increasing in the tourism sector.

The direct foreign investment in the tourism sector has been growing at a very encouraging pace as shown in the table 1.5.

#### Employment

Tourism activities generates direct and indirect employment: by indirect employment, it means the personnel involved in operational activities which is not permanent and is employed on a seasonal event-basis. According to the MITINCI, direct employment is as follows:

Direct employment:		1997
Lodgings	Number	21,661
Restaurants	Person	139,201
Travel Agencies	Person	5,353
Others	Person	12,512
Total	Person	178,727

Source: MITINCI

Foreign investment in tourism (1990-1997)		US\$
Years		
1990		10,263,384
1991		10,263,384
1992		10,263,384
1993		12,415,699
1994		18,626,235
1995		25,636,235
1996		35,637,242
1997		36,537,242
1990-97		150,742,905

Source: CONITE

#### Major socioeconomic and tourism indices

Items	Number	Unit	Remark
Population (1997)	24,339,000	Person	Average growth rate 1.0% (1990-97)
Number of employees	7,738,500	Person	32 % of total population
Gross GDP	50,292	million US\$	Average growth rate 1.5% (1990-97)
GDP per capita	2,053	US\$	
GDP of tourism	1,727	US\$	3.8 % of GDP
Total export revenue	6,754	million US\$	Average growth rate 10.7% (1990-97)
Exports revenue from tourism	805	million US\$	11.9% of total exports revenue
Foreign investment for Tourism	36,534	million US\$	Average growth rate 20.6 % (1990-97)
Number of international visitors	834,947	Person	Average growth rate 10.4 % (1990-97)
Average Length of Stay	1.4	Day	
Number of Domestic Visitors	7,750,000	Person	Number of visitor arrivals
Average Length of Stay at Hotels	1.33	Night	
Number of Hotel Rooms	39,488	Room	Occupancy Rate (%)
	2,963		Total
	1,204		5 star
	10,396		4 star
	14,515		3 star
	21,489		2 star
	38,974		1 star
			Others
			27.92

Source: Compiled from various sources by JICA Study Team



## **Tourism Market**

- Small number of visitor arrivals that does not meet its tourism potential: the number of arrivals to Peru is less than one million at present, the figure is too humble if Peru's tourism possibilities are taken to consideration.
- Concentration of visitors in a limited number of tourism sites: visitors tend to flock to a few tourism destinations such as Lima /Nazca, Cusco/Macchu Picchu. It is important to introduce measures to distribute visitors to less known but potential tourism sites.
- Poor diversity in tourism products: tourism resources in Peru have great variety. Travel itineraries that consist of different types of tourism products would attract a larger number of people.
- Slow recovery of the European market: the European market declined from 40% to 26% in the past years. Urgent actions are needed to identify the causes for the stagnation.
- Inefficient development of short-haul markets: the shared visitors from Central and South America accounted for only 41%, a remarkably low average.
- Insufficient tourism cooperation among neighbor countries: tourists visit together Peru with Bolivia and/or Ecuador. It is necessary to have close cooperation in tourism development and promotion with these countries.
- Expensive travel cost for its quality: inefficient road network forces visitors to use flights, which cost much higher than busses. Strengthening of tourism education and training is also needed to upgrade service quality.

## **Physical aspect**

### **Tourism Facilities**

- Low occupancy rate of accommodations: in Lima, ratio of luxury accommodations is nearly 50% and 2.3% in Peru as a whole.
- Lack of qualified accommodations: investment for accommodations concentrates in Lima.
- Insufficient supply of 5 and 4 star hotels constrains tourism development in rural areas.
- Wise use of historical buildings: historical colonial-style buildings would be popular among tourists. It is necessary to examine the facilities that can be converted to these accommodations.
- Insufficient use of museums: museums have a great potential to attract visitors. It is also necessary to establish site museums at major archaeological and natural tourism sites.
- Insufficient use of hot springs: there are approximately 370 hot springs in Peru. Only 50% of these springs are used for tourism.
- Insufficient recreation facilities: it is necessary to promote facility developments which reflect characteristics of each tourist sites.
- Poor facilities for water transportation: there are no berths, wharf, and passenger terminal buildings dedicated for cruise ships. It is necessary to prepare facilities for tourism purposes.
- Poor facilities for land transportation: traffic signs, viewing decks, and wayside amenities along important travel routes are not provided properly. It is necessary to improve them for better visitor facilitation.

### **Infrastructure**

- Poor network roads: paved roads in Peru accounted only for 12% of the total length. To work in closer co-operation with variety of tourism sites, it is important to develop road networks.
- Poor quality of Railways: to shorten travel time makes smooth flow of tourists and widen activity at other tourist sites. It is preferably to rehabilitate these railway routes.
- Necessity of airport facility improvements: weather conditions and lack of facilities for night arrivals limit the increase of flights. It is necessary to rehabilitate these airports and also to establish and develop a major airport in the Northern Tourism Region.
- Necessity of water supply: adequate quantity and quality of water should be supplied to tourism facilities with improvement for the total supply system in the areas.

- Necessity of sewerage system: in areas where sewerage is not provided, individual treatment system should be promoted according to relevant regulations.
- Solid waste treatments: the solid waste should be properly collected and disposed taking into account both environment and visual effects. Construction of sanitary landfill sites should be expedited, and appropriate solid waste management systems should be established.
- Electricity development: the development according to the national electrification plan should be expected. Mini-hydroelectric power generation or individual diesel generation systems may be developed in isolated areas.
- Telecommunication development: expansion of telephone line networks should be implemented making better use of private sector.

### **Requirements of hotel rooms**

The result of estimations for year 2005 shows that the number of hotel rooms in some department decrease, however this does not mean real decrease of hotel room capacity. If new development of hotels is not necessary, redevelopment, reconstruction and improvement of hotels should be required. For year 2015, the increase of room occupancy rates or average number of guests per room will provide space for further room capacity growth, if new hotels are not constructed. Considering for future economic growth of Peru, which would accompany increase in labor cost, and the necessity of more investment on facility to provide better services, low-occupancy operation that is so common at present would not be possible in the future. Hence, it would be reasonable to expect increase of occupancy ratio.

### **Environmental conservation**

- Insufficient coordination among tourism and environmental organizations: coordination among the Ministries, local governments, the private sector, and local communities to cope with environmental issues is generally not sufficient due to a weak leadership of Consejo Nacional del Ambiente. Better coordination and collaboration is needed to establish a system, in which tourism activities finance conservation.
- Insufficient manage of nature areas: there are constraints in institutions, expertise, manpower, and financial resources to adequately manage nature areas.
- Poor public awareness of environmental issues: which leads to environmental problems such as deforestation, over grazing, and poaching of wild animals. There is a lack of system to provide economic incentives to conserve the environment.
- Insufficient know-how and guidelines to implement ecotourism: there is neither adequate guidelines for ecotourism including safety standard and code of conducts, nor organization that forces the guidelines to the travel trade.

### **Conservation of Cultural and Historical Tourism Resources**

- Conservation responsibilities: the institutions responsible for the conservation of heritage count on insufficient budgetary resources to comply with such responsibility.
- Necessity of municipalities' participation for conservation : only the Municipality of Lima participate in the cultural heritage. The other municipalities leave this task to the INC. They participate little for the development and promotion of tourism quoting the lack of financial resources for it.
- Importance of the private sector: the national private sector participation is scarce in the preservation of cultural tourism resources.
- Cooperation between public and private sectors: there is no association between them that allows the tourism use of cultural heritage that generates economic resources for its conservation.
- Importance of local participation: the adjoining communities of the archaeological sites has little identification with these, which is a cause of the destruction of the resources. The participation of the community in the management and benefits of tourism is also scarce.

- Profit to the local communities: there is much room for the development of tourism, policies, and actions of local communities participation. Through them, the adjoining communities to the tourism cultural resources, could benefit from tourism promoting in this way equity and alleviating poverty.
- Quality of resources: the situation of the cultural resources considered for the master plan is regular in average, only two can be considered in good situation, and many other sites in the north are in bad condition.
- Importance of investment: there could be a close relationship between investment in conservation and in the adjoining population of the archaeological sites, in the increase of cultural tourism and a better identification of the population with their historical heritage.

### Social aspect

#### **Social Development**

- Limited local participation in tourism businesses: local participation is often limited due not only to insufficient education and tourism know-how, but also to the over supply of work force.
- Difficult to sell local agricultural products to the tourism sector: farmers' communities are not successful to supply their products to tourism enterprises due to insufficient management know-how and marketing channels.
- Insufficient market channels for handicraft producers: market channels, through which handicraft producers sell their products and get feed backs from the markets, are not sufficient. They often have very limited negotiation power due to weak producer's organization.
- Insufficient sophistication of tourism products based on local cultures: tourism products based on local lifestyles and cultural traditions as well as locally produced souvenirs items like handicrafts need further elaboration for a wider appeal to tourists.

#### **Political and administrative aspect**

##### Tourism Administration

- Disperse tourism administration: the functions regarding to tourism is executed by different authorities.
- Necessity of coordination body or a mechanism among tourism-related organizations: the coordination among the tourism-related authorities is difficult at present due to the above-mentioned situation.
- Necessity of an environment section in the Vice-Ministry of Tourism: in order to evaluate and monitor environmental issues at tourism sites, and to commit itself to the national environmental policy.
- Inefficient budget for collecting information: local information can be collected at each region, but not enough power to execute tourism related matters due mainly to budgetary constraints.
- Insufficient information for tourism sites: the only practically accessible Tourist Center is in Cusco. Although some regional governments have information offices, these are not practically usable by tourists.
- Lack of cooperation among museums: the institution that represents all the museums of the public and private sector does not exist in Peru.
- Importance of Tourism Police and Municipal Police: effective utilization of the Tourism Police will for an important part of tourism development. Municipal police must be considered as an alternative.
- Insufficient education and training: the education for the local people has started but is not sufficient. Demand for education and training is very high specially those at the vocational level.
- Limited activities of local tourism associations: in the main cities, association of tourism service industry is organized by representatives of hotels, agencies and guides, etc. These associations are not very active.

## Tourism Promotion and Visitor Facilitation

- Poor market awareness of Peru as a tourist destination. Peru is not yet regarded as an established tourism destination. It is due to an insufficient tourism promotion.
- Negative image of the country. Peru is regarded as a dangerous country due partly to crimes and terrorist activities, and, most importantly, to insufficient dissemination of correct information on the existing situation.
- Lack of promotion: some regions have not been established as tourist sites due to the lack of promotion in spite of its tourism potential.
- Poor coordination for promotion: the expertise of the staff in the embassies for tourism promotion is inevitably limited.
- Importance of the private sector in tourism promotion: their activities tend to lack consistency due to insufficient communication with the institution in charge.
- Important role of Municipalities: they should act as coordinator and mediator between the national promotion institution and local tourism enterprises, have not been actively involved in promotion.
- Necessity of market surveys to identify target markets: there is a need to conduct surveys to identify in detail tourism-related conditions, trends, and potentials of geographic markets.
- Necessity to identify the selling points of Peru: this would be solved by analyzing Peru's tourism resources and its characteristics comparing them with neighboring and competitor countries.
- Effective use of festivals and events: although the variety of them, they have not resulted in the arrival of foreign tourists.
- Necessity to promote the MICE market: it has not been properly promoted. The number of foreign arrivals for conferences has increased in recent years. The participants go for sightseeing afterwards.
- Inadequate promotion materials: they not suffice the needs of special interest tourists. Promotion material for each theme are necessary to practice a more meticulous promotion.
- Insufficient distribution of promotion materials: promotion materials are not well distributed.
- Insufficient visitor facilitation: many Peruvian cities lack of tourist information center at the airport, comfortable public transportation to downtown, signs and interpretation boards in tourism sites. It is necessary due to the large number of independent tourists coming from abroad.
- Poor presentation and interpretation: one of the most important tourist appeal is "history and archaeology". Major museums, regional museums, and on-site interpretation on ruins are essential for tourists to fully appreciate the cultural heritage.
- Poor sense of arrivals: unfortunately, many unpleasant impressions are likely to be given to tourists during a trip to Peru.

## Evaluation

Based on the analysis of the tourism conditions, the result of the evaluation is identified as follows.

### STRENGTHS

- Peru has a number of renowned archaeological sites that are very competitive in the global tourism market, and
- Peru has competitive nature-based tourism resources thanks to its diverse geographic conditions.

### WEAKNESSES

- Among numerous cultures flourished in Peru over the millenniums, only the Inca culture has market awareness,
- Admitting that Peru has problems in security, it is often exaggerated due to insufficient provision of information on the existing situation,
- Tourism promotion is insufficient due to the limitation in budget.
- Quality as well as quantity of accommodations are insufficient, in particular, in rural areas that have a great tourism potential.

- Supporting tourism infrastructure is generally poor. In particular poor road network is increasing the travel cost.
- Insufficient management of, and guidelines to manage, nature areas.
- Economic linkage between tourism site and surrounding local community is poor.
- Insufficient local initiative in nature and cultural conservation leads to poor awareness of the importance of cultural and natural heritage, and
- Tourism administration is distributed among several agencies. In spite of this, there is no organization or mechanism that rules over the tourism-related agencies.
- The potential volume of culturally motivated tourists from the long-haul market that currently constitute the core of the tourism demand to Peru may not be very large.

## OPPORTUNITIES

- Peru abounds in opportunities to develop tourism products based on the "alternative tourism" concept, which is expected to increase importance in the future, such as ecotourism, soft adventure, and magical and mystic tourism,
- Peru has an opportunity for beach resort tourism in the northern part.
- Peru is located close to Chile, and the MERCOSUR countries that are relatively affluent in Latin America, which implies possibility to further develop the short-haul market through development of reasonably priced tourist facilities and attractions.

## THREATS

- Security and safety problems, if they remain to be unsolved, would scare away tourists from Peru.
- Peru's wildlife as well as archaeological sites could be damaged if it fails to establish a socioeconomic system, in which tourism would benefit local communities.

## Assessment of tourism product segment

- Archeological tourism: efforts are needed to divert visitors to less known archaeological sites, and create more awareness of ancient cultures other than Inca. Combining archaeological attractions with nature tourism or cultural tourism would reincarnate conventional tourism products as new alternative tourism products.
- Nature tourism: North America is leading the growth of this market segment, but it is possible to attract European and East Asian market also. Peru's strength is to combine bio-diversity of nature tourism with archaeological tourism.
- Cultural tourism: should play a central role to diversify tourism products of Peru along with nature-based Ecotourism.
- Resort tourism: Peru has opportunity to develop other types of resorts thanks to its diverse ecosystem such as lakes, highland, rainforest, and spa. These resorts could be used also for stopovers for tourists who make itinerant trips for archeological sites and nature areas.
- Colonial cities: they can function as accommodations bases for tourism circuits. Colonial cities would be appreciated by any markets, but mostly from the short to middle-haul markets.
- Cruise ship tourism: the ships comply in the Amazonas river a nature tourism complementary to the archeological tourism of the Sierra and Costa. Cruise ships are mostly limited to Callao port, but some other cities in the north and south coasts would be ideal basis for visiting archeological sites
- Ecotourism and soft adventure: travel trade in Peru should prize the development of this segment market, or inject its elements into existing and potential tourism products. Tourism products of Peru tend to be "hard" adventure. It is recommended to develop more "soft" adventures like trekking routes for people not trained in mountaineering.

Conventional mass tourism and alternative tourism

	Conventional mass tourism	Alternative tourism
Accommodation	Coastal/high density Large/integrated	Dispersed/low density Small/home style
Market	Foreign/multi-national Large	Family/small business Small
Economy	One dominant market Psthyocentric - mid centric Beach/night life Winner high season	No dominant market Allocentric - mid centric Nature/culture No dominant season
	Dominant sector/ High import sector/ repeated profits	Supplementary sector/ Low import sector/ retained profits

Note: For the Segment, Psthyocentric are those prefer the familiar in travel destinations and low activity levels, while allocentric are those who tend to be more inquisitive and curious.

Source: David B. Weaver, Annals of Tourism Research Volume 18 1991

### Existing Proposals

It is noted that the proposed programs and projects in this study should be reviewed and corrected by Peruvian side, since JICA Study Team could not conduct site surveys in many of the anchor destinations in Peru.

### Coordination Mechanism among Tourism-related Organizations

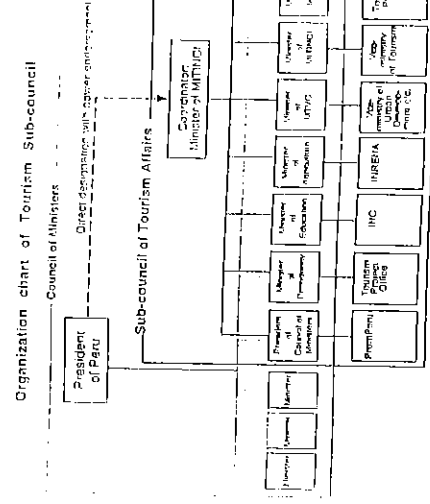
Tourism is multi-sectored in nature. Following, the current administrative structure:

1. MITINCI - Vice-Ministry of Tourism
2. PROMPERU - Promotional Commission of Peru
3. Ministry of Transport, communication, Housing and Construction
4. National Institute of Culture
5. National Institute of Natural Resources

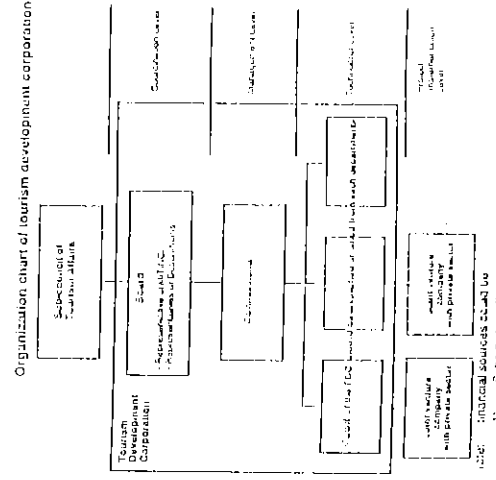
Under the current situation, the situation is not easy since there is neither superior organization nor mechanism that rules over tourism-related agencies and institutions.

Establishing the Sub-council of Tourism Affairs is the most practical solution to the issue of dispersed tourism administration, at least in short-term. It can be established with the minimum efforts because it requires only small modification to the existing Council of Ministers.

Tourism Region should not only be spatial tourism structure but also an administrative unit. JICA Study Team proposes to introduce a tourism administration system for respective Tourism Regions. These organizations should keep close cooperation with the private sector, and have a certain level of autonomy from the central government for "vertical decentralization".



Source: JICA Study Team



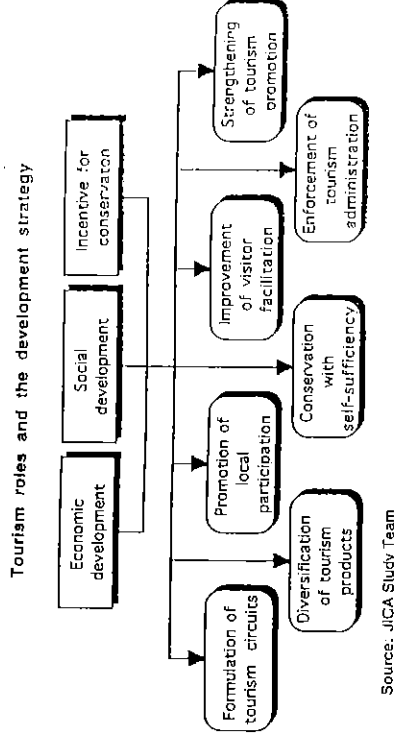
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  - 3) Subsidy from the central government
  - 4) Subsidy from the central government

Source: JICA Study Team

### Mass Alternative Scenario

Consist on seven development directions:

1. formulation of tourism Circuits
2. diversification of tourism products
3. encouragement of local participation
4. conservation of heritage with an emphasis on self-sufficiency
5. improvement of visitor facilitation
6. enforcement of tourism administration
7. strengthening of tourism promotion



### Establishment of Tourism Structure

A tourism hierarchical system is set and employed by the JICA Study. The tourism hierarchical system is based on the difference of visitor's preference for travel patterns by market segments.

This indicates the importance of geographic market segment respective tourism centers should indicate the intensity of development efforts directed to respective tourism hierarchical levels. Countries like Peru that depend on visitors from long-haul markets should spare much efforts at improving the tourism structure at the level 4 - creation of Tourism Circuits.

The following elaborate on the respective levels of the hierarchical system.

**Level 1 Tourism Center:** Stopover on resort destination

**Level 2 One-day Trip Area:** Area where people can make a one-day trip, which primarily caters for visitors from short-haul markets.

**Level 3 Short Excursion Area:** Area covered by a trip visiting a few Tourism Centers, which primarily caters for middle-haul markets.

**Level 4 Touring Area (Tourism Circuit Area):** Area covered by a long itinerant trip visiting several Tourism Centers, which primarily caters for long-haul markets.

The perspective of Tourism Circuit and Supplementary Tourism Corridor illustrates the conceptual tourism structure employed for the master plan as well as four planning levels. A Tourism Circuit consists of several Tourism Centers enhances the competitiveness of existing centers by combining them with other centers. It develops and promotes the Tourism Circuit as a hole, and distributes tourism benefits to a wider area that needs measures for economic development.

Geographic market segments and preferred types of itineraries

Length of itinerary	Area of travel activities	Short-haul market - Domestic - Neighboring countries	Middle-haul market - The rest of Latin America	Long-haul market - USA and Canada - Europe - ASIA & Pacific
Single destination trip (2 - 4 days)	One-day Trip Area			
Short excursion (4 - 7 days)	Tourism Corridor			
Touring (1 - 2 weeks)	Tourism Circuit			

Note:  - preferred,  - likely,  not likely

Source: JICA Study Team

## Regional Strategies – Southern Tourism Region

### Spatial Structure Development Directions

#### Gateways

- a. Terrestrial access
- b. Air access
- c. Sea and River access

#### Short Southern Tourism Circuit

Southern tourism Region has relatively developed and well-known tourism sites such as Cusco, Puno and Ica/Nazca. Cusco is an old town since Inca time. It is very closed linked to Macchu Picchu. Puno is an old town on the Titicaca Lakeshore. Visitors tend to concentrate in Tourism Corridor of Lima – Nazca and Cusco – Puno.

#### Supplementary Tourism Corridors

- a. Puno – La Paz Tourism corridor
- b. Cusco – Puerto Maldonado Eco-Corridor
- c. Lima – Ayacucho Tourism Corridor
- d. Railway

## Tourism Development Strategy for the Southern Tourism Region

#### Action Plan Strategy by 2005

Tourist would be able to make overland trip to Cusco visiting Ica, Nazca, Arequipa and Titicaca Lake along the travel route. They would even continue back to Nazca over the Andes. Combination of flights and surface trip between Arequipa and Cusco will be another possibility to appreciate the most attractive part of the Tourism circuit.

Establishing the Southern Tourism Region Development Corporation is an urgent necessity to initiate the visitor facilitation program for the Southern Tourism Region. Increase of accommodation capacity is an important issue in the Southern Tourism Region.

#### Long-term strategy by 2015

Nature tourism elements will increase presence in the Tourism Region due to improved link within the Amazon Basin, and integration of nature tourism with archaeological tourism.

Project list for the Southern Tourism Region (1)

Project Code	Region	Dist.	Level	Strat.	Start	Name of Projects	Proj. Cost	2000-term US\$	2000-term US\$	Other sector
S	Pisco-Ica-Nazca-Arequipa-Puno-Cusco-Peru-Nazca-Pisco					Tourism Circuit	11,200	US\$	Tourism	Other sector
S						Formulation of Pisco-Ica-Nazca Tourism Corridor 211 km				
S	Ic	3	1	WA		Wayside amenity development on the road section of Pisco-Ica-Nazca, 2 passes	590	01	995	0
S	Ic	3	2	PI		Development of tourist trail at Paracas	3,200	01	3,600	0
S	Ic	3	3	TF		Tourist location improvement for tourism assets surrounding of Pisco: Isla Ballestas, Ibanzo, Colapagos, Isletas of Pisco and Pukun, Mirador San José, Uchaca, Uchaca, etc.	274	0	274	0
S	Ic	2	4	TF		Maine sports base development at Carina Lomas	49	0	49	0
S	Ic	1	5	TC		Improvement of Pisco tourism center	1,659	01	1,659	01
S	Ic	2	1	TF		Tourist location improvement for tourism assets surrounding of Ica: Laguna Huacachaca, Cien Lomas, Isletas de Mina, San Juan, Campa Balcón, etc.	2,849	01	2,849	0
S	Ic	2	2	TF		Improvement of Museo Regional de Ica	333	0	300	0
S	Ic	2	3	TF		Trailblazing route (Camino Peruano) development	165	0	121	0
S	Ic	1	1	TC		Improvement of Ica city (densification)	1,550	0	1,550	0
S	Ic	1	2	TF		Local tourism education/training center	292	0	292	0



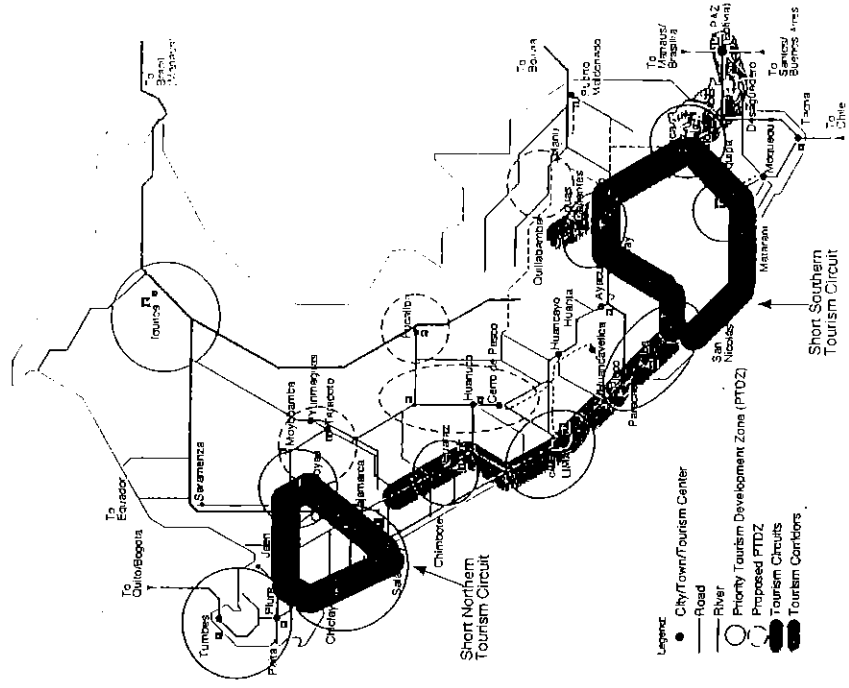
### Tourism Structure in the short-term

Considering the existing transport network and on-going road improvement projects, as well as the distribution of potential tourism resources, creating two Short Circuits would be a practical proposal in the short term.

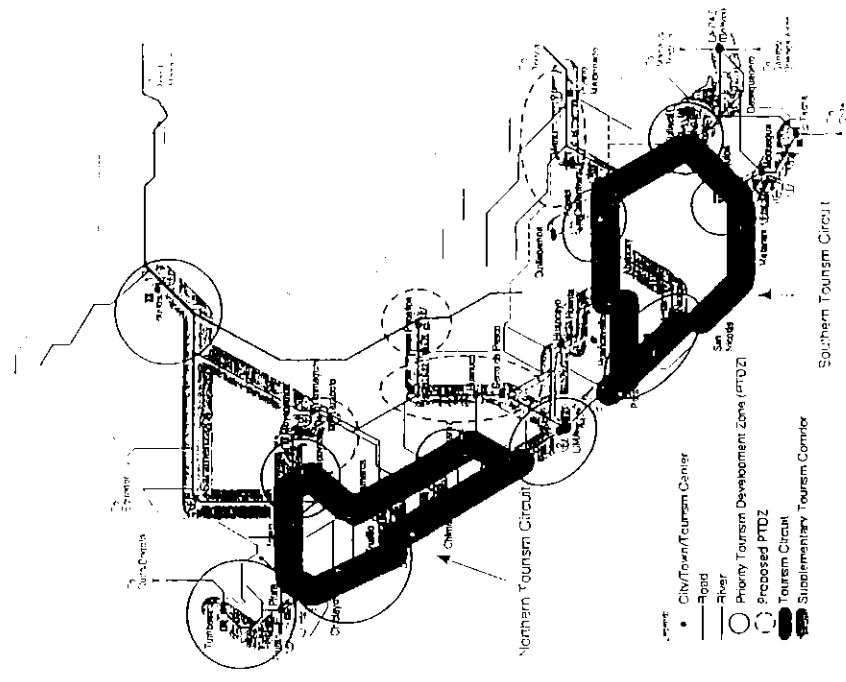
### Tourism Structure in the long-term

Scheduled road improvement plans would help formulate the tourism Circuits for the north and south. Both circuits assume Lima as the common start point.

Tourism structure in the short-term



Proposed tourism structure at the national level



## Conclusions

### Development Priority to Tourism Regions

The Southern Tourism Region has many well-known tourism products, and therefore tourism investment has been initiated in the Tourism Region to accommodate an increasing number of international visitors. Tourism has already taken off to contribute to the regional economy.

### Issues to be solved

Tourism development in Peru still has many of constraints to be solved. The actions to consider should be taken by MITINCI, and the followings are the issues found through the Study process of the JICA report.

### Tourism Administration

1. Coordinate with the Peruvian Government to establish the Sub-council of Tourism Affairs to achieve smooth coordination among the agencies concerning tourism.
2. Coordinate with local governments and support them to establish Tourism Region Development Corporations TRDC in the Tourism Regions as part of a process for decentralization. Their establishment is urgently required to implement proposed projects for the Action Plan.
3. Coordinate with the appropriate institutions to establish the National Ecotourism Council to encourage development of Ecotourism and alternative tourism.
4. Coordinate with PROMPERU to establish a plan to reinforce tourism promotion activities, in particular, in the international markets.
5. Coordinate with PROMPERU to conduct various market researches continuously, and utilize the data to establish development and promotion strategies.
6. Make efforts at improving the quality of services of the tourism sector with reinforcement of education and capacity building.
7. Coordinate with the appropriate institutions to secure tourists' safety, and publicize the improving situation to overseas to eliminate unfavorable images.

### Environmental and social considerations

1. Establish the Environmental Unit in the Vice-Ministry of Tourism to reinforce its capability for environmental management and its influence on the national environmental policy.
2. Establish measures to encourage local participation in tourism including licensing for local guides, support for handicraft producers, and introduction of community-based tourism development.
3. Introduce measures to incubate tourism \*\*small enterprises including provision for education and training for capacity building and supports for marketing and tourism promotion, and introduce microfinancing systems.
4. Coordinate to establish ecotourism operation guidelines and an ecotourism certification system based on the guidelines.

### Tourism development

1. make efforts to diversify tourism products and markets, in particular, through inducement of product mixes such archaeological tourism combined with beach resort tourism, highland resort tourism, and the Amazon Cruise.
2. Coordinate with the appropriate institutions for the improvement of tourism network such as road, ports, and airports.
3. Coordinate with the appropriate institutions to establish a National Archaeological Park System, which envisages coexistence of archaeological site, local community, and surrounding nature area.
4. Coordinate with the TRDC to implement visitor facilitation programs that include all the necessary improvements to facilitate visitors to travel Peru comfortably.

5. Introduce measures to control disorderly development by the private sector, which would include resort estate developments with development guidelines.
6. Improve the pilot projects of different tourism development types, which aim at providing archetypes for future tourism development projects.

## Development Measures

### Formulation of Tourism Circuits

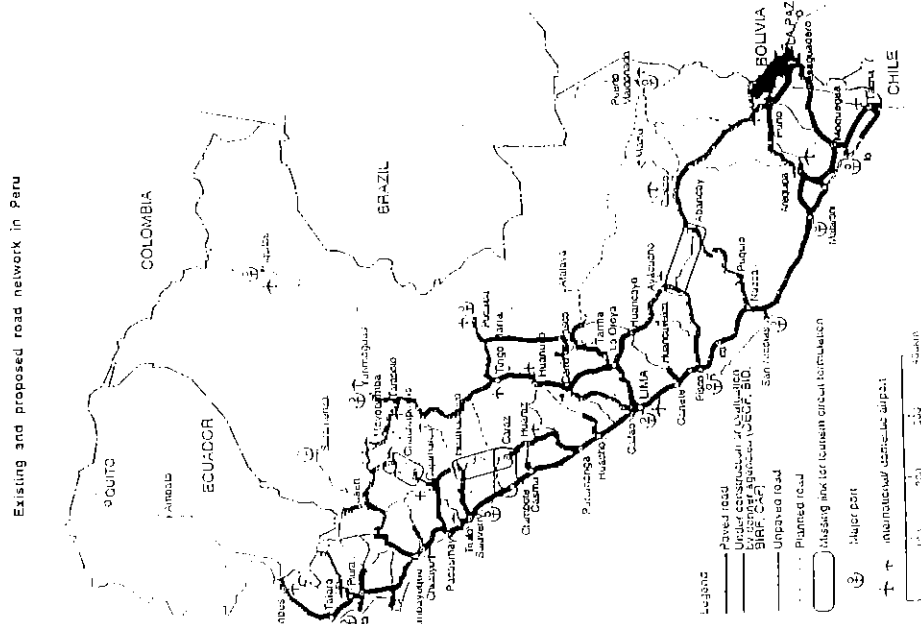
#### GENERAL DIRECTIONS

To formulate surface Tourism Circuits is necessary to cater for the needs of tourists, in particular, those from the long-haul markets who prefer itinerant trips for 1 or 2 weeks. The Tourism Circuits distribute tourism benefits to a wider geographic area, reduced travel costs, and facilitate combination of different tourism products.

1. Establishment of tourism structure: it is necessary to establish a national tourism structure, which is conducive to the formulation of Tourism Circuits. Tourism Circuits aims at strengthening Establishing travel routes that extend over different geographic zones would be special importance.
2. Creation of Tourism Regions: they should correspond to Tourism Circuits which are identified through the analysis of Peru's tourism structure.
3. Development of product mixes: tourism products that could not sell independently will sell by being packaged with different types of tourism products.

### National Transport Network

Peru will have a network of paved roads that supports the formulation of Tourism Circuits that extend over the three geographical zones of Costa, Sierra and Selva. The network will be supplemented by river transportation in the Selva. Tourism would justify, at least partly, the investment to improve the missing links.



## Pre-hispanic Route Program

### Revival of pre-hispanic routes for outdoor activities

The network of Caminos del Inca or Inca Trail covered an area that extend from present-day Quito to Santiago in Chile with Cusco as the transportation hub. Fragments of the trails are still found all over Peru.

At present, only a limited part of the pre-hispanic routes is serving tourists as trekking routes. The ancient trails could serve for practicing alternative sports such as mountain climbing, mountain biking, etc. The trail will also provide "authentic" access routes to many archaeological sites.

### Establishment of a national trail system

Encourages the restoration of pre-hispanic routes and development of new walking trails for outdoor recreation and supplementary attractions for archaeological tourism. Proposed system would imply the followings:

Utilization of pre-hispanic routes as a theme for tourism promotion.

- Creation of a new tourism product,
- Economic contribution to rural communities, and
- Enlighten the visitors on local natural and cultural environment.

### Concept of the Pre-hispanic Route Program

The program has two functions. The first function is to connect historical and cultural sites in Peru like old villages and archaeological sites. The second function is to provide nature-based tourism attractions in highlands and valleys such as waterfalls, forests, and streams.

#### 1. Facility requirements

The following facilities will be necessary to support the trail system.

- Route provisions
- Trekking centers
- Rest places and observatories
- Camping sites and lodging houses
- Signs and information for routes, historical sites, people, flora and fauna.

#### 2. Certification of pre-hispanic routes

INC would be the government agency to certificate the pre-hispanic routes based on archaeological studies. It should also set the guidelines for conservation and management of the trails. It is noted that the certification of the trails by the government is important from the view point of tourism, as it gives authenticity and increases marketing appeal.

#### 3. Management of pre-hispanic routes

INC should entrust the management of the trails to appropriate local administrative and tourism organizations/cooperatives depending on respective situations. Entrusted organizations are tasked to monitor trail conditions, provide public relations and interrelations, develop and manage necessary visitor facilities like camp site and signs.

INC should cooperate with local organizations to identify new trails for certification.

### Strengthening of Tourism Promotion

Based on the existing conditions, following directions have been identified to improve visitor facilitation in Peru:

1. Creation of awareness and favorable image of Peru
2. Reorganization of Institutions for tourism promotion
3. Joint advertisement campaign
4. Marketing supports for alternative tourism

## Encouragement of Local Participation

### General Directions

Tourism could be alternative livelihood for people, who otherwise would have destroyed natural and cultural heritage. It is also an important measure to incorporate local characteristics into tourism products thus increasing their competitiveness. Local participation should be viewed as a necessity to inject local identity into tourism products rather than a requirement. The followings will be needed to encourage local participation

- Supports for local tourism SMEs
- Promotion of handicraft production
- Introduction of village tourism
- Enhancement of tourism education and training
- Environmental management through local participation

### Support for Tourism SMEs

Public sector's support for SMEs managed by members or host communities would be an important measure to induce positive tourism impacts on host communities. This type of support should need special emphasis since past tourism developments tended to regard local communities only as a source of labor force. Tourism SMEs has following constraints in general.

- The size problem resulting in small business turnover, which is mostly translated into family income and therefore small capacity to save and invest in the expansion or upgrading of the business.
- The limited access to information, in particular, market information and information on available support measures and programs provided by the public sector.
- The limited access to working capital and investment financing often caused by the non availability of any collateral, and
- The lack of business training

Following measures to support tourism SMEs are necessary to overcome the above constraints:

- Financial supports
  - Special funds for financing TRES
  - Revolving credit associations
- Training Supports
- Information and marketing supports for tourism SMEs
- Improvement of the Licensing System for Local Tourist Guides

It is recommendable that MITINCI should introduce a new licensing system for guides, which classifies them into two categories:

- National guides who can guide throughout the country, and
  - Local guide whose activity is limited to respective tourism sites.
- Establishment of local tourism associations

### Promotion of Handicraft Production

A promotion program for the production and commercialization of handicraft must start by acknowledging the importance of handicraft products within the tourism product. The handicraft producer can be usually found near the Tourism Centers and his/her activity is usually seasonally and complementary to other activities which constitute the household income.

The promotion program of handicraft products has the following objectives:

#### Objectives for Production

Improve the quality and diversify the handicraft range of products without losing their cultural characteristics and traditional production process.

Develop equity elements in the tourism sector by improving employment and the household income of the handicraft producers.

Involve the handicraft producers in the care and conservation of the cultural tourism resources.

Increase the average expenditure level of the foreign and domestic tourists.

### Objectives for Commercialization

Improve the efficiency of the commercialization system.

Achieve a greater participation of the producers in the direct commercialization of their products.

### Justification

Necessary actions:

- Enhance the administrative activities of the state in the development of handicraft.
- Allocation of responsibilities and public administrative activities within the scope of the tourism sector of the MICTINCI.
- Develop programs for technical training aiming to diversify the production and improve the quality of the handicraft products.
- Develop a producers market system in which the tourists can appreciate and, in some cases, participate in the production of the handicraft product.
- Incorporate in the process of development, the municipal governments and the NGOs supporting and working together with the producers at present.
- Constitute a system and enhance and give more attention to the handicraft stores set up at the airports for the commercialization of handicraft products.
- Establish joint-liability credit lines to help the individual producer and also support the development of the producers markets.
- Promote the visit of domestic and international tourists to the sites and handicrafts markets.

### Introduction of Village Tourism

Village tourism is defined as a type of alternative tourism, in which tourists stay in a rural community in an intimate atmosphere to enjoy unique cultural and natural experiences. It will contribute to cultural awareness of local people, as well as to rural development. It considers integration of tourism and other economic sectors such as agriculture and handicraft.

Village Tourism is considered to be the most suitable form of tourism to be introduced to communities in rural areas of Peru, this is a low-impact tourism based on an alternative tourism concept

### Impacts of village tourism

Positive Impacts

- Increase of income and employment.
- Raising of openness to outsiders
- Boosting of morale through local participation, and
- Discovery of own characteristics and re-evaluation of own identity.

Negative impacts

- Abrupt changes in social systems through influx of easy money.
- Enlarging gap between the rich and the poor
- Cultural deterioration and moral corruption.

Necessary considerations to introduce village tourism

- To promote local people to participate in the planning process,
- To establish a community-based tourism organization, with local people initiative

### Process of village tourism development

Establishing a local tourism association

- To publicize the idea of village tourism to community members to formulate a community-level consensus for tourism development.
- To prepare a tourism plan of their community including development concept and slogans, strategy and specific tourism product ideas.
- To encourage villagers to participate in tourism business, and to provide them with training and consultation.
- To regulate or license tourism establishments in the community.
- To publicize tourism products in their village to the travel trade and potential markets, and
- Provide the visitors and the travel trade with tourist information.

#### Change agent

- "outsiders" in the associations are expected to provide villagers with recent tourism know-how, and to promote tourism products to the outside.

#### Identifying potential tourism resources planning tourism products

- Attractiveness to visitors who has different cultural and social background from villagers.
- Acceptability to visitors.
- Consistency with the image of the village.
- Representation of local color and cultural traditions.
- Prospect for positive effects to the village.
- Non-villagers role is to provoke self-awareness among villagers for interests to visitors, such as: scenery (landscape), plant life, architecture (local style), handicraft, local cuisine, traditional cultures (folk), ritual and festival, virtuoso (talented persons).

#### Planning tourism products

- Tourist accommodation in alternative style
- Hiking and trekking
- "Do" tourism rather than "see" tourism
- Tourist events alternatives:
  - sports event such as mountain climbing, rafting, and off-road car racing.
  - exhibition of locally produced handicraft and other products, and
  - special performances of traditional music and dance.

#### Setting up tourism guidelines

- Ecological guidelines: garbage, noise, feeding or touching animals, etc.
- Social guidelines: dress, religious beliefs, photography, tipping, etc
- Economic guidelines: purchasing of local products, donation, etc.

#### Marketing tourism products

- To prepare brochures, posters, and simple sales manuals for the travel trade.
- To host familiarization trips to the village for journalists and travel trade.
- To participate in travel fairs, or provide delegates to travel fairs with sufficient information and brochures of their tourism products.

- Install road signs and signboards to show the location of the village.

#### Tourism education and capacitation

- Should publicize the importance of tourism to villagers so that they would treat the visitors with hospitality. Organization should provide villagers who are interested in tourism with basic tourism skill and know-how so that they could participate in tourism businesses

## Enhancement of Tourism Education and Training

Expansion of CENFOTUR – establishment of a training hotel

- CENFOTUR is a public institution to provide education for tourism business. A training hotel should be managed on a commercial basis as a hotel, and provide on-the-job training as well.

Establishment of tourism schools for vocational training

- The capacity of the existing private schools is far below the required level since the quantitative demand is very strong. They should be located near important tourism sites. Tourism education for local participation

- Establishment of training courses for tourism management
- Establishment of tourism safety management
  - To establish national tourism safety management including safety standard, guidelines and procedures, specially remote areas where far from appropriate medication.
  - To survey on risks related to tourism in various cases for establishment of the standard, guidelines and procedures, and
  - To set up safety standard on tourism operation, and disseminate the standard to tour operators, guide and interpreter.

#### Tourism awareness program for local people

- Strong necessity to educate people, in particular in rural areas on how to cope with tourists, to realize the importance of their ancestor's cultural heritage, and the sustainable methods to earning income from tourists.

### **Environmental Management through Local Participation**

#### Re-establishment of hunting and collection zones management

- To re-establish hunting and collection zones management
- To train park rangers, ecotourism operators and others for sound management.
- To educate local people on sound hunting and collection management, and
- To survey on ecological and socio-cultural impacts by hunting and collecting wildlife and fossils.

#### Revision of fee system for protected areas and tourism sites

- A fund of the earnings is to be established by each protected area or ecotourism site under the local tourism association for supports of environmental management with local participation.

#### Environmental awareness program for local people

- Preparation of national illustrated checklist of wildlife
- Creation of data and information center for nature conservation
- Preparation of informative brochures for protected areas and wildlife to inform tourist and local people on wildlife management and nature conservation.

#### Establishment of environmental management with local participation

- Preparation of community participation system on environmental management
- Preparation of local community land management for tourism utilization

### **Conservation with Self-sufficiency**

#### **General Directions**

Conservation plans should include tourism strategy for its financial viability, and the tourism sector is expected to cooperate with those who work for conservation.

### **Cultural Tourism Resources Conservation**

#### Outline

- Should indicate the obtained achievements and the direction that takes the development of their major elements.
- Based in the framework of the Master Plan of Tourism Development. The plans are elaborated and developed with the participation of the concerned public and private entities.
- Economic policy recognizes tourism as a major economic sector and with a significant possibility of growth during the medium and long term.



- The harmonization of legislation among the institutions participating in the tourism development has been achieved.
- The Law for Supporting the National Cultural Heritage is modified, allowing ways of association with private enterprises.
- The State develops important programs of conservation and rescue of cultural resources to support the tourism growth with the participation of Universities and private entities.
- A plan of tourism diversification has been developed in order to incorporate to the supply sites complementary or alternative to Cusco.
- Governmental investment in infrastructure, takes into account tourism zones development.
- Sustainability: economical, social and environmental, illustrates the plans, policies and actions for tourism development.
  1. Private enterprise finds encouragement in infrastructure, works and security, stability and promotion actions, realized by the State to favor tourism development.
  2. Local governments participate to promote tourism. Policies and actions to encourage local communities participation and policies to achieve equity has been implemented.
  3. Community identification with its cultural heritage has been developing through educational and cultural programs.
  4. Adequate capacities for the reception and circulation of visitors at each cultural site has been determined.
  5. A code of ethics has been elaborated and distributed for cultural sites visitors.

#### General objective

To protect and conserve cultural tourism resources, both the illegal traffic and also the negative impact caused by development. To conserve its capability as tourism attraction and as part of the Nation's Cultural Heritage, and in some cases of the World.

#### Specific objectives

Concerted actions by related institutions

- Unify the formulation of Tourism Development Plan and management of tourism zones.
- Elaboration of Zonal Development Plans made with the participation of governmental institutions, local governments, regional entities and private institutions representing the tourism activities.
- State entities responsible for the conservation of cultural heritage should arrange the application of their investment with INC
- Achieve compatibility in legislation and in the practical application of legal regulations.
- Involve municipal governments and communities
- Encourage local governments' participation with the following objectives:
  1. Generation of employment
  2. Identification of the population with the local government
  3. Increase of the tributary base and of the municipal income

Work in programs and actions of training directed to a better access of the population to tourism benefits:

1. Training in handicraft production and commercialization
  2. Formalize productive activity and support in the creation of micro enterprises
  3. Installation of small handicraft markets
  4. Prepare municipal policy to give information
- Promote programs oriented to the confirmation and consolidation of folkloric cultural groups to integrate to the tourism product.
  - Municipalities should be incorporated to the programs of "Tourism Conscience" to increase the identification of the community with the local tourism resources linked to their values as national heritage.

#### Linkage of tourism and conservation

- Elaborate between public and private institutions, a code of ethics for the care and conservation, directed to guests, hosts and population in general.
- Local cultural activity and conservation actions should incorporate local communities. The organization and development of foundations, trusteeships and cultural entities should be encouraged.

#### Emphasis on the role of INC

- To provide great resources to INC's budget in order to execute its responsibility in conserving the cultural heritage.
- To work together with concerned entities the actions for the cultural heritage conservation.
- To privilege actions of conservation instead of restoration. Restoration should be based on UNESCO's recommendations.

#### Participation of the private sector

- State should develop programs of encouragement for the participation of private sector institutions.
- Promote the private participation in the management of cultural resources providing particular rights in order that the tourism use could generate resources for its proper conservation.

#### Establishment of an Archaeological Park System strategy

- Define the archaeological site that would be part of the system.
- Define a general system of hierarchical sites and, define the different zones at each archaeological site.
- Define the carrying capacity of each site or archaeological park as an important criteria for the regulation of the volume and seasonability of the visitors.
- Define the organizational structure of the system and its location within the institutional structure of the State.

### Development of National Archaeological Park System

#### Necessity of protection for archaeological sites in danger

- Insufficient conservation system or institutions for archaeological sites
- Necessity of organizing the pivot of archaeological research
- Necessity of enhancing the peoples participation
- Insufficient measures to control visitors in the archaeological sites
- Insufficient facilities to attract visitors to the archaeological sites

#### Roles of archaeological park and tourism

- To consolidate the conservation measures of archaeological sites and their environments
- To promote scientific research activities without obstacles and deterioration of ruins and their environment
- To enlighten visitors in terms of educational and cultural activities
- To contribute a self-financing mechanisms for the parks as a tool for conservation of archaeological ruins.

#### Proposed National Archaeological Park system

- Introduction of integrated zoning system  
The proposal is formulated in order to manage and sustain the monuments or sites and their surroundings under controlling activities by hierarchical order. Also it should be based on results of scientific research and socio-economic survey for the site.

**Proposed zoning system**

Zoning	Purpose
Sanctuary Zone:	zone for protection and prevention of destruction of the physical environment of the archeological site or monuments
Park Zone :	zone for development of facilities for visitor use, park management and operation, and for archeological conservation activities and researches.
Development Control Zone :	development (landuse) control zone as a buffer for conservation of the physical environment of the archeological park to be compatible with the park concept, including access road and scattered monuments. And for archeological reserves to guarantee future research and excavation
Environment Safeguarding Zone :	a scenery control zone for protection of destruction of the historical scenery and for improvements of historical environment such as roadside scenery and panoramic view.

Source: JICA Study Team

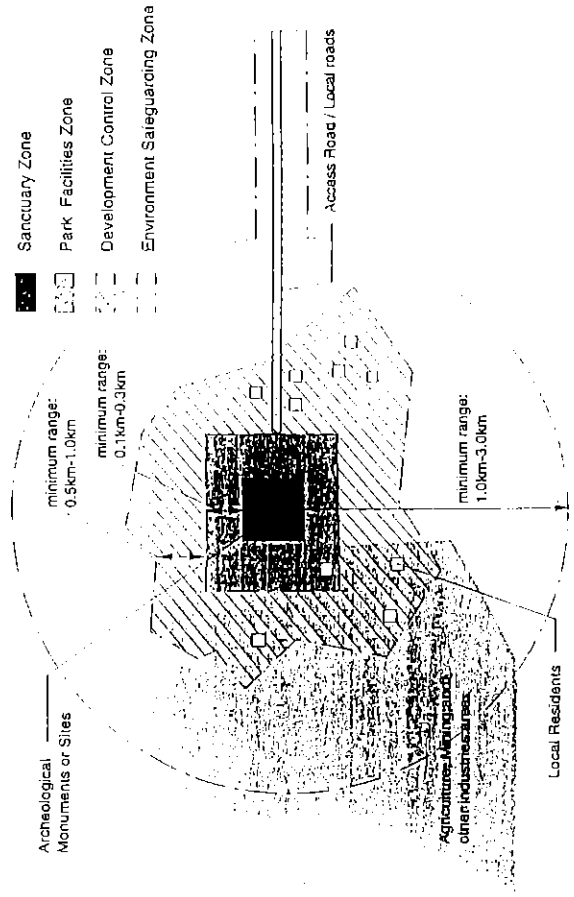
**Proposed zoning system for archeological park and example of regulations for private activities**

Proposed Zoning system	changing (existing)		developing (new)	
	building height	land use	land reclaim	plants and vegetation
Sanctuary Zone	---	---	---	---
Park Zone	○	---	---	○
Development	○	○	---	---
Control Zone Environment	○	○	---	---
Safeguarding Zone	○	●	●	○

Note: ● = allowed, ○ = conditionally allowed, --- = not allowed

Source : JICA Study Team

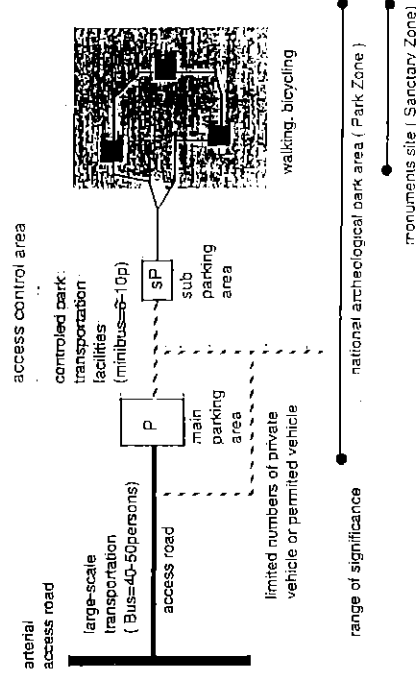
**Conceptual diagram for proposed park zoning system**



Source: JICA Study Team

- Development of park facilities for visitor management  
Design guideline  
Formulate appropriate design standards to achieve harmonious improvement and development with valuable environment
- Access control and road improvement  
Preferable traffic system for access control measures proposed to avoid site deterioration and to create comfortable environment and amenity of the park.

Conceptual diagram of access control system (Example)



Source: JICA Study Team

- Providing research and development programs for the archaeological assets
  1. To research not only into the archaeological sites of the park but also ruins scattered in its vicinity.
  2. To develop scientific techniques and training programs for the restoration of archeological sites and monuments as an archaeological center.
  3. To exhibit and present the results of research and general information about archaeological sites in Peru
- Providing education and public awareness programs
  1. To awaken public awareness of park purposes and policies and strives to develop a concern for protection of archaeological sites and monuments
  2. To educate visitors to appreciate concept and meanings of historical and cultural assets of archaeological sites
  3. To interpret the archaeological sites with a greater sense of wonder and curiosity about archaeology, by providing facilities such as a museum and other measures.
- Local community involvement and participation
  1. Planning and development stage
    - Local participation in project cycle
    - Creating stakeholder such as a part of an organization of the park system
  2. Management and operation function
    - Inner transportation system operated by local communities
    - Employment of local peoples to participate in the supporting works in archaeological research and monitoring activities, after a few weeks of training.
  3. Tourist service function
    - Souvenir shops, restaurants and handy-craft workshops by giving concession to local communities
    - Park guides and interpreters operated by commission

- Material supplier for park operation, and equipment operated by commission
- Establishment of organizations and implementation body
  4. Establishment of basic organizations to manage and control the park system by a higher authority
  5. Institutional arrangement, setting for the park project to coordinate and manage the implementation
  6. Establishment of new implementing body for the park development project. in consideration of local participation from public and private sectors
- Considerations in selection of areas for the park
  1. Degree of national or world significance from archaeological, cultural and historical point of view
  2. Degree of danger threatened by several factors such as human settlements, economic activities, natural hazards
  3. Degree of tourism potentials for both international and domestic tourists. in consideration of accessibility, attractive environment, etc.
  4. Degree of necessity owing to no other protection system for the sites.

### Promotion of "Volunteer" Tours

Recruit volunteers who work as assistants for researchers, but also provide participants with unforgettable experiences of participating in "real" conservation works.

- Outline volunteer tours

Volunteer tour should be in the form of packages organized by organizations suitable for recruiting volunteers. Participants would accept tour fees higher than ordinary tours because of the special experiences provided.
- Assignments for the volunteers
  1. Archaeological sites assignments
    - Assistant for excavation works that do not require special skills, and Preparation of interpretation boards and signs in foreign language, and advise on visitor facilitation.
  2. Nature sites assignments
    - Assistants for research and monitoring works
    - Removing of garbage from nature areas, and
    - Preparation of interpretation boards and signs in foreign language, and advise on visitor facilitation.
- Institutional arrangement tasks
  3. Dissemination of the idea of volunteer tours to the management of nature areas and archaeological sites,
  4. Promotion of the volunteer opportunities in Peru to potential organizers overseas
  5. Setting of operation guidelines for volunteer tours
  6. Matching of tour organizers and nature and archaeological sites that will receive volunteers.
- Necessary considerations
  1. Code of conduct of participants
  2. Code of conduct for tour organizers such as amount of fees paid as donations and the maximum number of a group
  3. Qualification of organizations that can receive volunteers, and
  4. Qualification of tour organizers.
- Potential organizers of volunteer tours
  1. NGOs
  2. Academic circles
  3. Travel agencies and tour operators
- Sales promotion directed to approaches to organizations.

## Development of a Museum Network via Internet

### Objectives

- Enhance the role of the museums in the policies and actions of the State in favor of the development of tourism
- Make it possible for the users of the internet and those seeking information before deciding a trip, to see part of the cultural patrimony of the country contained in the museums.
- Stir the interest the users of the internet and encourage them to visit Peru
- Provide information on types of museums, their characteristics and the programs and events that they are developing

### Justification

- The important role of museums as part of the tourism attractions of Peru
- There are 193 museums in Peru. A network would promote a bigger number of visitors and therefore, increase the income sources for its maintenance and operation.
- The conformation of a Peruvian museum network would require and encourage a previous and simultaneous process of modernization.
- The existing methods and special programs available for the use of internet with museological purposes
- In Peru, the Web Page of the Museo de Arte, should be very useful at the moment of organizing a museums network.

### Necessary Actions

- Organization
  1. Create a committee to design and develop the project. The INC and PROMPERU should manage it.
  2. It would be necessary that the committee evaluate the actual situation of the public and private museums.
  3. The resulting evaluation should determine which museums should be included in the network.
- Financing

The financial resources could be generated from sources from PROMPERU, MITINCI, and cooperation of agencies interested in promoting their services through the web page of the Peruvian museums.

## Introduction of an Ecotourism Certification System

- Establishment of integrated ecotourism management in consideration of natural environment and socio-economic impacts
- Strengthening of sound environmental management through ecotourism.
- Promotion of sustainable tourism development through sound ecotourism management with local participation, and
- Facilitation of marketing ecotourism products by giving them official "brand" To be implemented with the following components:
  1. Introduction of the national criteria and guidelines system for ecotourism management
  2. Introduction of the national criteria on ecotourism certification system
  3. Guidelines for ecotourism certification
    - Correctness of the interpretation provided to participants and contribution to disseminate the knowledge of the environment and indigenous cultures.
    - Low impact on the environment and host communities
    - Financial feedback that motivate host community to conserve the environment and traditional cultures, and
    - Quality of the tourism product and compliance with the concept of ecotourism.