

Tourism for Development in La Merced

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Acronyms

GPIA- Graduate Program in International Affairs

IFP- International Field Program

PIA- Practicum in International Affairs

SENA- Servicio Nacional de Aprendizaje

ToR- Terms of Reference

UAM- Universidad de Manizales

UNWTO- United Nations World Tourism Organization

ICBF- Instituto Colombiano Bienestar Familiar



Executive Summary

La Merced, Caldas has started to grow the tourism industry to address the economic stagnation in the two main agricultural sectors, coffee and cattle and to provide incentive for youth and other residents to stay in the town. The La Merced PIA team is a consultant on the initiative to promote tourism in La Merced. This partnership between the New School and La Merced was built on a tourism initiative that was established between the IFP 2012 participants and the Municipality of La Merced. Based on the IFP 2012 report delivered to the municipality, La Merced's four year development plan, the PIA research trip in the Spring of 2013 and the work of student liaisons placed in the town from the Universidad Autonoma de Manizales, the PIA team researched information on the client, the Mayor's office, and their intentions to enhance the promotion of tourism for community and economic development.

From this, relevant themes were identified that contribute to the clarity of why tourism is useful for community and economic development in La Merced. These themes include: tourism as it contributes to development, community based tourism development, youth participation in development and the importance of their role in tourism and marketing strategies for tourism.

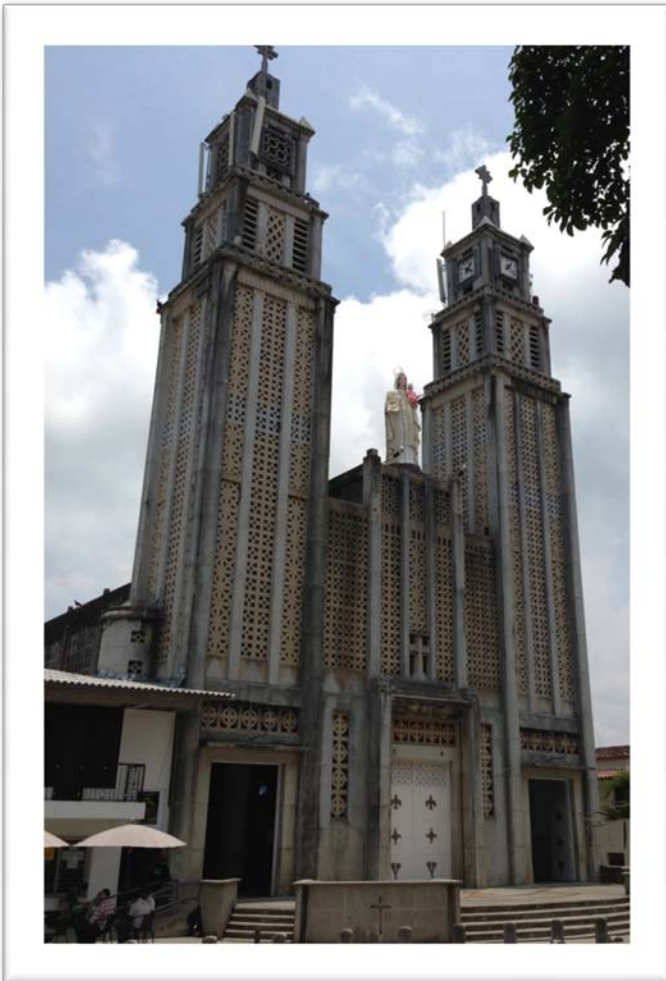
Taking these themes and the recommendations given to the client by IFP participants, we conducted relevant literature reviews, policy analyses and field research through surveys, focus groups, meetings, workshops, individual interviews and our observations as tourists in La Merced. The team did not just focus on how tourism can improve the economic opportunities in the town but how it can include youth, the national policy frameworks, the past conflict challenges and the community for sustainable and equitable development. The report leads to eight broad findings and the findings include:

1. Both Formal and Informal Tourism Services are Good for Growth
2. La Merced has the Potential to Build a Niche Market
3. Need for Coherence between the National, Regional, Subregional and Municipal Plans
4. Community Cohesion and Cooperation is Essential for Sustainable and Equitable Growth
5. Businesses Need to Collaborate and Want to Improve their Capacity
6. Youth Need to be Recognized as a Major Component of Development in La Merced
7. There are Opportunities for Improvement in Marketing
8. La Merced is Inadequately Mapped

Thirty-nine concrete and specific recommendations stem from these eight broad findings, which are detailed in the report. This project is fortunate in that some of these recommendations will be directly utilized by the Summer 2013 IFP students in La Merced. Along with the report the team created model maps of La Merced, promotional videos, and a mock website. The report, the deliverables and the IFP students' work in the town this summer will support the continued collaboration of the New School with the municipality in order to further the tourism initiative.

1. Introduction

1.1 Problem Statement



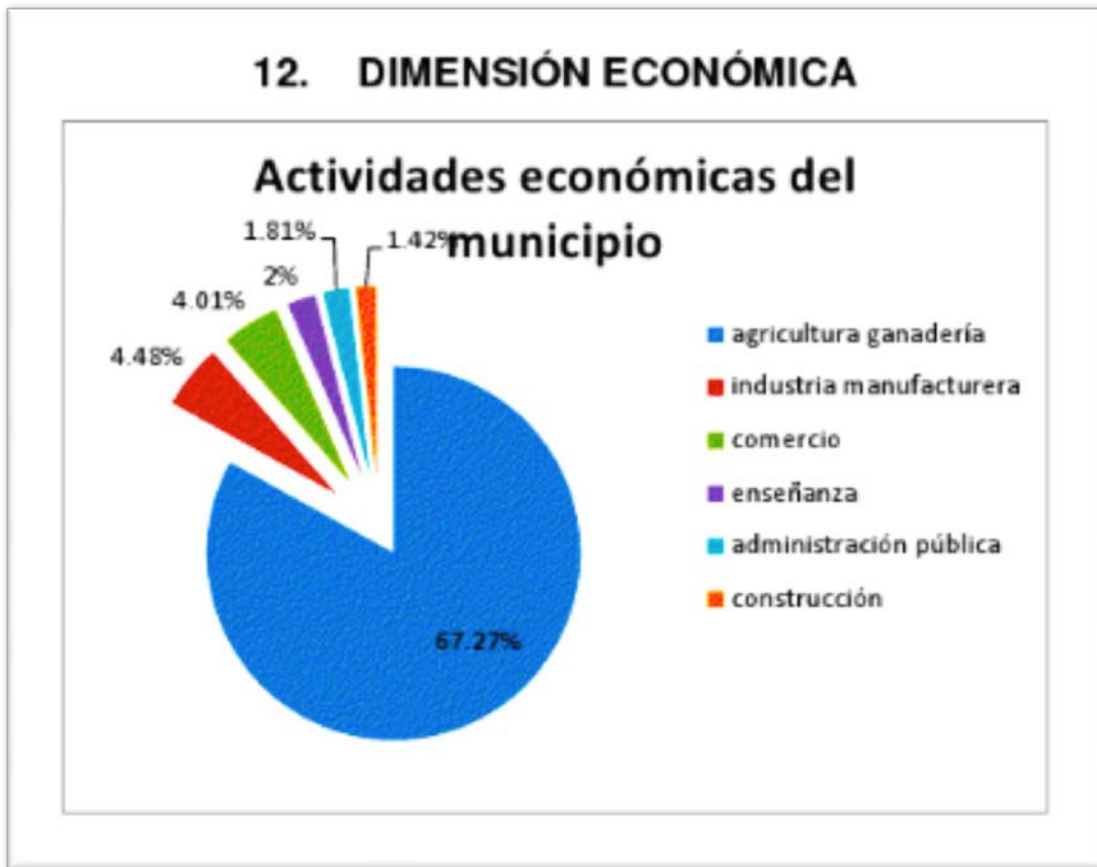
La Merced is a small municipality in Caldas, Colombia that sits in the Alto Occidente subregion. La Merced is centered between two major cities in Colombia, 138 km, 3 hours and 14 minutes, away from Medellin; and 109 km, 2 hours and 17 minutes, away from Manizales. This location makes La Merced the commercial center for its surrounding 13 veredas.

La Merced's population before the start of the dirty war was roughly 15,000 inhabitants, and, according to La Merced's Development Plan, decreased to 5,860 inhabitants by 2012. The most significant causes for this rapid population decrease are the recent history of violence and a lack of economic opportunities. The violence helped the decrease in population by claiming lives, displacing families, frightening people and youth away. A lasting effect of this violence is the people's altered perception of trust in the state and in the community in La Merced. The lack of economic opportunities has further decreased the population by not providing enough jobs for everyone and particular types of jobs that not everyone is skilled for.

La Merced is known regionally for its rich cultural heritage, especially its traditional practice of coffee cultivation. It is now a part of the Coffee Cultural Landscape of Colombia, a UNESCO World Heritage site, decided in 2011. The Caldas region is one of the most important coffee

producing regions in the country, and historically has been the principal industry on which the regions economy had depended. The Department of Caldas not only has a nationally high production level of green coffee, about 10 percent of the total national production, and high productivity level per amount farmed, but also is known as the first region to introduce technological innovation in producing coffee. The conversion to hybrid coffee seeds and the application of chemical inputs serve as examples of some technological innovations seen in this region. The specialization has been maintained due to the support of the Comité Departamental de Cafeteros de Caldas and Federacion Nacional de Cafeteros, also known as Fedcafe. Due to this support, the primary sector has become the most developed in the regional economy.

Within the municipality of La Merced, economic activity and resources are predominantly focused on the agriculture industry. The two main income-generating activities are coffee farming and cattle husbandry. Other cultivars include sugarcane, Roma tomatoes, plantains, beans, cacao and cassava. (BRISA) Agriculture comprises 67% of the economic activity in La Merced, while industrial manufacturing and local businesses only contribute 8%, and the public sector a mere 3.81% as seen in the chart below.



The concentration of resources in the agriculture sector has limited the town's ability to expand the economy, by limiting the amount of economic opportunities. As a result the municipality is challenged with insufficient infrastructure, lack of higher education, lack of economic opportunity, and the erosion of community organization. The shift from a predominant coffee cultivation culture to a cattle ranching culture has also contributed to the change in the employment sector due to the fact that cattle ranching employs fewer people versus coffee.

Another challenge in the municipality is a decline in the youth population, which greatly hinders the potential for economic growth in La Merced. The municipality has acknowledged the challenges faced and has started to promote tourism as a means to creating a brighter future for the town.

Based on the IFP report on La Merced prepared by The New School students during the summer of 2012, the New School team is certain that a successful tourism program will require cooperation and cohesion within the local community and with its leaders. It is with this in mind that The New School team embraces the opportunity to assist in the development of an agro-,

In the Municipality of La Merced, economic growth has fallen in the two main income-generating activities, cattle and coffee, and there is a recent history of violence, which has led to a decline in the population, from 15,000 to 5,000 residents, especially in the youth demographic and the potential for economic growth. The municipality has decided to grow the tourism industry as a way as a way to create a brighter future for the town, which in turn will create incentives for youth to stay with the potential of bringing the community together.

eco-, and adventure tourism industry. It is our hope that this work will help increase employment opportunities for skilled labor, provide incentives for youth to live and work in La Merced and contribute to its long term economic growth.

In order to look at all angles of the tourism development project in La Merced, this report will outline: tourism as it relates to development, community based tourism initiatives, the importance of youth involvement in tourism development, and marketing for tourism development. These topics will reference community-based tourism, and collaborative tourism planning case studies on a global scale; national tourism laws, policies, and documents, and field research of the municipality.

1.2 Client Profile



The Mayor of La Merced, Rubén Darío Castaño Londoño, was sworn into office in January 2012 with a majority vote. He is one of the main authorities responsible for orchestrating collaboration within the community in regards to the promotion of tourism, in addition to his other mayoral duties. Castaño has emphasized the importance of tourism for the development of La Merced and advocates for the municipality's greater recognition as a destination for tourism in the Alto Occidente of Caldas. In collaboration with the Mayor on his tourism efforts is the secretary of Culture and Tourism, Hector Davila. Davila is well versed in the available tourism sites and community members willing to contribute, and inevitably responsible for overseeing all tourism initiatives.

The partnership between the New School team and the Mayor's office was established during the IFP, summer 2012. This was in agreement with the Paz y Competitividad program at the Universidad Autonoma de Manizales (UAM), with whom we have been able to continue communication within this partnership. The New School team has been working closely with the Mayor and the Secretary of Culture and Tourism to further their efforts in creating a sustainable tourism industry.

A Terms of Reference (ToR) was drawn up in which all parties agreed upon the terms and signed to move the PIA project forward. This partnership is intended to continue during the summer 2013 IFP and future New School team efforts.

1.3 New School Team Profile



The New School is an accredited university in New York City. It was founded in 1919 by a group of progressive educators who aspired to have an institution that was open to dissenting opinions and the avant-garde in scholarship and the arts. New School students and faculty take creative, interdisciplinary approaches to complex conceptual and real-world issues. The university is actively engaged with the broader community through its wide-ranging continuing education programs and thought-provoking public programs.

All Master's candidates have a final project requirement, a Thesis or a Practicum project. The Practicum in International Affairs (PIA) is a two-semester project, the first semester is focused on project management and program development, and the second semester is on project implementation. The New School PIA team is comprised of six students in Milano's Julien J. Studley Graduate Program in International Affairs (GPIA).

Each student comes from varying program concentrations and contributes different skills and knowledge to the project. These skills include: research and data analysis experience, communication and media skills, marketing, education, impact assessment, administration skills, writing, copy editing, film editing, micro and macro economics studies, international trade, cross-cultural communication, and Spanish language skills. These projects have been conducted in collaboration with UAM student interns, Juanita Mejia and Manuela González Villamil. The UAM students were crucial partners in gathering data in La Merced given that the New School team was based in New York City.



2. Tourism for Development

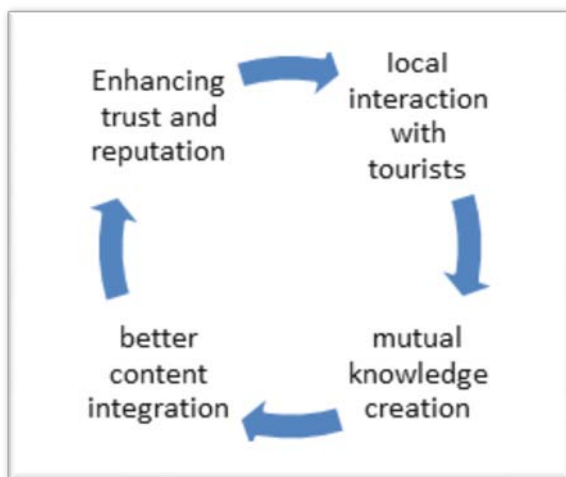


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mechanism for economic growth, comparatively low initial investment costs coupled for tourism initiatives with the potential for quick and high returns make developing a tourism industry an attractive development option for many municipalities. However, establishing a viable tourism economy *for development* requires a more nuanced approach. Too often, short-term microtourism projects are undertaken by the top-level stakeholders in the industry, politicians, and bureaucracy (Babu, 2008). Tourist destinations are known to have a “life cycle” and for

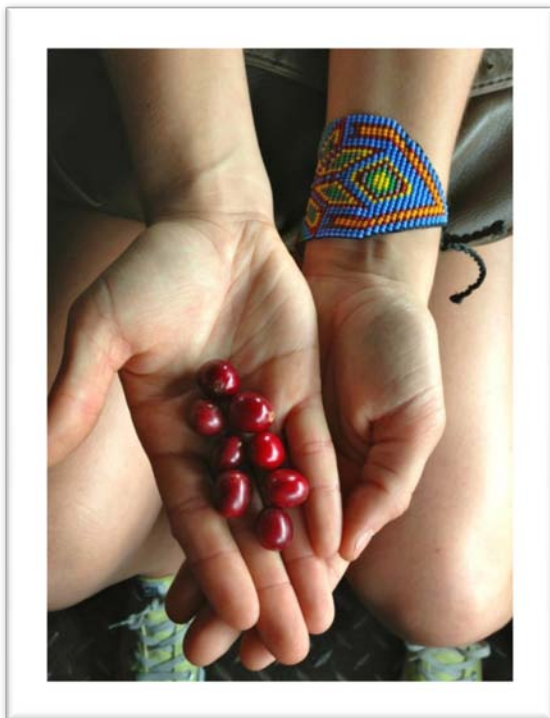
change to be sustainable, it must be incremental and coordinated (Butler, 2008). This section of the report is dedicated to unpacking the concept of *tourism for development* and highlighting the most critical issues relating to La Merced in regards to tourism promotion.

As an approach to economic and social development, successful tourism growth has the double advantage of increasing local commerce and residents’ civic pride. The tourism industry is especially beneficial for disadvantaged communities because of the opportunities for low-skilled service sector employment and entrepreneurship. Research has shown that tourism initiatives in rural areas, such as La Merced, have an even greater impact on communities than in urban areas, although the



scale of activities is more limited (Ashley, Roe, & Goodwin, 2001). In other words, even though smaller tourist projects do not attract the same magnitude of investment or visitors, overall benefits are the greatest in rural communities (Mastny, 2001). As long as the opportunity to provide tourism services is open to any interested entrepreneurs in La Merced, the benefits from tourism will more likely be equally distributed and lead to more balanced economic growth. “Local participation not only brings residents greater job satisfaction, it also gives them greater responsibility for an initiative’s outcome and encourages them to take a longer-term view toward conserving their local environment and resources. At the same time, smaller-scale tourism growth tends to be slower and more controlled, and can help offset tourism’s negative environmental and cultural impacts by allowing more gradual integration of new activities into communities” (Mastny, 2001, p. 48)

To expand the tourism sector, La Merced needs a diverse assortment of tourist activities. This will increase the opportunities for community participation and thereby the chances of attaining the desired multiplier effect on the economy that supports non-tourism related businesses (Ashley, Roe, & Goodwin, 2001). The increased economic activity in tourism will initially profit only those businesses that provide tourism services. But for broad economic growth it is essential establish approach tourism development in an integrated fashion. A tourism sector “ is more than their sum, in the sense that each individual commitment may leverage or undermine those made by others” (Stamboulis, 2008, p. 166). That is, for the broader community to benefit from this business growth, profits need to translate into increased total economic activities in other sectors of La Merced’s local economy. On the private end, this is accomplished through recirculation of profits by increased employment/wages and spending on business capacity building. On the public end, this is accomplished through recirculation of profits by increased employment/wages and spending on business capacity building. On the public side, the gain in tax revenue collected from increased market activity should be invested back into the community by, for example, improving education and infrastructure. Unequal distribution of the gains from tourism will lead to community dissatisfaction, which in turn will undermine quality control of



the tourism industry. “It is more than their sum, in the sense that each individual commitment may leverage or undermine those made by others” (Stamboulis, 2008, p. 166). Achieving community support for tourism requires transparency, accountability, and representation in regards to all tourism activities, and on this foundation creating or monitoring the mechanisms to ensure what is good for businesses is good for everyone.

Tourism activities are most attractive when they reflect the existing features of the landscape and culture. This means that the least risky tourism ventures are those that are designed to mimic or improve on La Merced’s current assets. Almost anything can be turned into an attraction if tourists are made to believe in its significance to its location and if the distinction of being “home” and “away” is clear (Urry, 2008). For example, drawing on the history of coffee cultivation, La Merced could market specialty coffee shops

selling local brews “only found in La Merced” to attract coffee and novelty connoisseurs. A stand near the pond could be used to rent out fishing equipment and sell food and beverages. However the attractions are designed, it is important to make the experience feel different from the tourists’ “real” life in the city or another country. Other attractions may include cultural experiences (tours, food, folk music, and traditional arts and crafts) or natural resources (like hikes and paragliding). These activities have been shown to have an even greater economic impact when they also have a local non-tourist market. A rule to remember when designing and marketing attractions is that: “destinations are attractive in the measure they are unspoiled” (Burns, 2008, p. 66). If the attraction is oversold, overused, or typical, it will likely repel tourists rather than attract them.

When thinking about what features La Merced should develop for tourism it is important to understand the nature of the tourists La Merced seeks to attract. Tourists of all kinds travel as a way to temporarily escape from their everyday lives (Urry, 2008). The New School Team conducted a survey of 30 businesses in La Merced, with a variety of questions concerning management, clientele, tourism, and marketing. The results showed that most businesses have lodging and or a food service component and nearly all business owners described themselves as



“rural.” Ruralism is a key component of La Merced’s tourist market and businesses can capitalize on their - real or imagined - preindustrial way of life in the countryside. Many tourists from industrial or post-industrial areas often travel as a means to experience a romanticized pre-industrial past. Backpackers, or *mochileros* usually fall into this category (Butler, 2008). These travelers, both foreign and domestic, accumulate symbolic value from feeling like they are truly connecting with a rural community like La Merced. La Merced can capitalize on the symbolic value of the municipality by selling physical representations of the experience (Greenberg, 2008). Buying “traditional” crafts, trinkets, and clothing validates the visit and will set the memory of their tour in La Merced.

Although *mochileros* were identified as the rarest patron of businesses in La Merced (3%), 65% of businesses surveyed are actively promoting themselves to international tourists. *Mochileros* often arrive at their destinations without prearranged accommodations and with little understanding of local prices. *Mochileros* are especially dependent and will have to pay premiums for a local guide (Sorensen & Babu, 2008). To benefit the most from increased foreign tourists, “cultural brokers” are needed, in particular people who have a working knowledge of foreign languages, especially English. Of the businesses surveyed, 50% identified language barriers as one of the greatest challenges facing development of tourism. Foreign backpackers are attracted to establish backpacker “hot spots” and La Merced can only achieve this high value status if efficient communication is achieved.

The huge importance placed in the literature on products and services for a successful tourism market is why training and other social investments are the key intervention in tourism development (Ashley, Roe, & Goodwin, 2001). One striking example of this is the need for La Merced to offer licensed and insured paragliding. A single uninsured accident could irreparably damage the municipality's reputation for adventure tourism and defeat the entire effort to attract investment and tourists. The hypothetical example exemplifies how essential it is for La Merced to adequately invest in workforce and product development during the earliest stages of tourism growth. Businesses surveyed in La Merced identified lack of resources, investment, quality labor, and services as key barriers to capacity building for tourism.



We know that there is a demand for training in La Merced because in a survey conducted by the New School Students of youth in La Merced, it was found that 99% of youth expressed interest in taking a SENA course if it were offered. Further, 64% of the students would like to take a SENA course in tour guiding. The Municipality and Tourism Association and SENA can assist tourism entrepreneurs in La Merced by providing "low-cost licensing to residents as well as training in languages, small business development, and marketing, and can offer incentives like tax breaks, special interest rates, or microenterprise loans" (Mastny, 2001, p. 58). Further, 83% of the businesses surveyed in La Merced admitted to being unregistered and of these businesses, 90% wish to be registered. These findings suggest the business community in La Merced could benefit from greater institutional support. Additionally, the high presence of unregistered businesses suggests low public control over businesses' use of shared community resources like water and transportation systems. At the municipal level, policy should both encourage entrepreneurialism but also monitor closely the social and environmental impact of tourism.

Maps are important tools for visually planning for the environmental effects of activities. Maps are also useful for guiding tourists to appropriate locations and tourist services. If there are any areas that residents would not welcome tourists, such as private property, and religious or sacred places, or environmentally sensitive area, these could simply not be shown on printed maps provided to tourists. Online maps are extremely important for tourists while in the planning

stages of their trip. The more information is mapped, the more important the destination seems to be to the tourist and they will be more likely to come. Creating these online geographic representations can also have the effect of enhancing community pride and sentiment towards La Merced as a place to live and invest. Currently, La Merced is very poorly mapped on Google Maps and on OpenStreetMap. Appendix 1 shows examples of the current Google and OpenStreetMap data available on La Merced. Efforts should be made to complete these maps with streets, buildings, directions, instructions, and pictures of locations and happy tourists and residents.

Tourism for Development Goals for *Managers* of tourism in La Merced:

- 1. Preservation and conservation of natural resource and cultural heritage**
- 2. Delivery of a wide range of services to multiple community and stakeholder groups**
- 3. Building broad community awareness, ownership, and affinity for their shared natural and cultural resources**

The New School Teams survey revealed that a full 60% of businesses in La Merced have engaged in tourism initiatives and in collaboration, their shared experiences facilitate collective learning and inform efforts to improve local business' capacity and labor skills. The New School Team's survey of businesses in La Merced reveals that nearly all the busine are interested in participating in a collective project to promote tourism. Community participation in tourism planning and activities will help reduce self-defeating competition between businesses that use the same resources. This is important for long-term development because any gains in the tourism industry will be negated to the extent that existing industries lose market share. Further, the 59% of the interested businesses want to participate by developing strategies. Although the Association may be the most effective mechanism for coordinated mobilization towards tourism development, businesses in La Merced should not rely solely on the guidance of the municipality or on the Tourism Association. Coordination is not always manageable until work is already underway by different individual entrepreneurs. When enough clout among private interest builds in La Merced, the municipality and association will feel greater pressure to take action in favor of tourism development.

A service industry like tourism is a great step towards economic diversification because it employs low skilled labor that requires comparatively small (although critical) social and infrastructural investment. It is important, however, for the town not to singularly focus on tourism as a solution to economic stagnation. "An increased dependence on tourism hinders the development of self-reliant and self-sufficient local communities and makes the communities increasingly dependent on the whims of the global market" (Mena, 2008, p. 208). The workforce will need opportunities to develop in order to be capable of more meaningful jobs with room for advancement (Roe, Harris, & Andrade, 2003). Tourism, therefore, is and should remain only one of several development strategies in La Merced.

2.1 Findings

- Both formal and informal tourism services are good for growth

- Diversity of tourism services and activities is important for equitable growth
- Tourism is good for increasing jobs in the service sector but is not enough to sustain a more varied work force with professional employment
- La Merced needs a more detailed online mapping presence
- La Merced has the potential to build a niche market in agro-, eco-, and adventure tourism
- Coordination between businesses to improve capacity for tourism is important but businesses must also independently invest in development for tourism

3. Tourism in Colombia

Due to its importance for economic development, tourism was placed on the national agenda when, in 1996, Law 300 passed. Subsequently, numerous tourism initiatives at the national level were established which led to substantial growth in the sector over the past 10 years. Para el período 1995-2007, el número de turistas internacionales presentó un incremento del 4,4% promedio anual, lo cual significó un cambio de 538 millones de viajeros en 1995 a 897,7 millones en 2007. (Departamento Nacional de Planeación and Ministerio de Comercio, Industria y Turismo 2011, 13) UNWTO states that “tourist arrivals doubled between 2003 (624.909) and 2008 (1.222.102), growing at an annual rate of 18% [in 2009], one of the highest in the world.” (UNWTO 2009, pg. 16). The most recent development plan states that between 2006 and 2009 there has been a tendency toward growth in the tourism sector with 1.978.000 visitors in 2006 to 2.494.000 in 2009. From January to December of 2012 2,429,075 visitors entered Colombia, which is 3 % more than the same period in 2011. (Ministerio de Comercio, Industria y Turismo and Oficina de Estudios Económicos 2012) The Competitiveness report of 2013 ranks Colombia 84th out of 140 countries and 16th in the region. The report also states that the, “country’s main strengths continue to be its rich cultural and natural resources, where it ranks 37th out of 140”. By 2014, the Ministry of Industry Commerce and Tourism wants to generate 4 billion dollars from 4 million foreign tourists visiting Colombia (Ministerio de Comercio, Industria y Turismo 2012).



3.1 Policy

3.1.1 National Level

Since the mid 1990’s the Colombian government has proactively attempted to craft relevant tourism policies in order to pursue tourism as a means of augmenting economic development. At the national policy level Colombia successfully crafted expansive tourism policies that build off

of select international norms and treaties. See appendix 2 for national laws and policies timeline. The influential antecedents of tourism promotion in Colombia were the Manila declaration, la Expedición del Código de Ética Mundial para el turismo en 1980, the influence of the Organización Mundial de Turismo and more recently the Millennium Development Goals (Ministerio de Comercio, Industria y Turismo 4, 2012).

It was not until 1996 that tourism came to the fore in Colombia when it enacted Law 300 which, “established that the state will give special protection to the tourism industry, due to its importance for economic development...in order to promote and guarantee the quality of tourist products, that these preserve the ethical and moral principles of the receptor communities” (World Tourism Association 1, 1998). The Ecotourism Development Policy adopted in 1996 identifies a series of strategic lines for ecotourism: territorial planning of the areas involved; determination of infrastructure requirements, tourism equipment and activities allowed in these areas; establishment of monitoring programs and measures to counter negative impacts; assignment of responsibilities among local and regional players; training, capacity-building and awareness-raising for local and regional players; market research and ecotourism product design; development of service quality standards; strengthening of grassroots business organizations for service provision; and tourism services promotion and marketing. (Sanchez and Jaramillo-Hurtado 159)

Later, in 2002, Law 790 was enacted to establish the Ministry of Commerce, Industry and Tourism. The work of the Ministry focuses on the development of initiatives to strengthen the sustainability of the tourism sector in four key areas: developing more competitive tourism, improving access and connectivity to tourist markets; strengthening the international and national tourism promotion and public-private coordination and national-regional tourism development (Ministerio de Comercio, Industria y Turismo Viceministerio de Turismo 2012, 20). In 2005 the 3397 Conpes Sector Policy Tourism guidelines were created to standardize the disjointed tourism market (Sanchez and Jaramillo-Hurtad 157). The guidelines show that all government sectors are interested and should be included in the development of tourism and that to get results in the sector the highest-level institutional support is necessary. They make it clear that there is a need for collaboration between different levels of government and ministries and that each level is important in the development of tourism.

In 2006 Law 1101 was enacted to amend Law 300 (Senado de la República de Colombia, 2006) to address the need for more tools and resources to promote the sector. The amendment achieves this by establishing a tax on tourism and shipping transactions and a specialized strategic tourism sector policy for growth. It addresses the issues of tourism promotion, tourism competitiveness, social tourism, and product development through special linkages with other sectors of the economy (such as cultural tourism, ecotourism and crafts) (Departamento Nacional de Planeación and Ministerio de Comercio, Industria y Turismo June 2011).

The National Development Plan of 2006-2010 prioritizes tourism at all levels and lays the groundwork for the sectoral plan for tourism that is discussed below. The plan promotes the declaration of Tourist Development Priority Areas and the creation of a Tourist Information System, SITUR (taking info from the National Register of Tourism, hotel guest registration and System of Tourism Competitiveness Indicators, and disaggregated information on income and expenses from tourism from the Central Bank). The plan also sets forth an open skies policy and bilateral aviation agreements in order to better connect places and increase the demand. It

proposes to incorporate a course on tourism in the curriculum for primary and secondary education. (Departamento Nacional de Planeación 2007, 320)

The Plan Sectorial de Turismo 2008-2010: Colombia, Destino Turístico De Clase Mundial is the next initiative at the national level that proposed the idea of the, "Community State: Development for All" and set the target of, "improving the competitiveness of destinations and tourism products so that different regions and the country in general perceive a substantial increase in revenue, to increase the participation of communities in the provision of tourism services, contribute to the generation of wealth which is equitably distributed and improve the quality of life of Colombians" (Departamento Nacional de Planeación and Ministerio de Comercio, Industria y Turismo June 2011, 6). It identifies seven main strategies to reach this goal, which are:

1	Improving and strengthening competitiveness
2	Improvement of tourism infrastructure
3	Strengthening of marketing and promotion of tourism products and destinations
4	Creation of a tourist information system
5	Stimulating demand for tourism
6	Support the initiatives by addressing the ownership of resources
7	Education to build a tourism culture

1	Strengthen the institutions and governance of tourism at the national and regional levels
2	Improve the quality of services and destinations and promote formalization
3	Strengthen the skills and competencies the people based on demand for tourism in order to generate employment
4	Improve management of infrastructure (such as hotels)
5	Boost investment by giving incentives to investors
6	Strengthen the development of specialized tourism products (ex- nature, nautical and adventure tourism)
7	Focus tourism promotion initiatives for specialized segments of tourism (market those areas with great potential)

The next, and current, National Development Plan 2010-2014 contains a chapter devoted to tourism, chapter 4 - "Turismo Para Motor de Desarrollo." In chapter 7 focus areas were also laid out:

Some of the initiatives that came out of these policy documents are the formal certification of tourism businesses, Rutas Seguras, Vive Colombia, tourism tax collection mechanisms, more air routes to Colombia, the promotion the new branding for tourism ("Colombia es passion," "the only risk is wanting to stay" and "The Answer is Colombia").

Although the national level discourse is very comprehensive there are many areas that are lacking or nonexistent. For example, there is a lack of recognition of how tourism initiatives will be affected by violent conflict and insurgency, other than the Rutas Seguras initiative. The Rutas Seguras initiative is very narrow and will only affect those residents living in tourist areas and the tourists themselves and not the wider community. Also, there is a lack of discussion about

how the legacy of violence and the paramilitary has affected the community's ability to develop tourism so that the benefits will be equitably dispersed among the community. Even though it is not in the national policy discussion does not mean that is not vitally important to the sustainability and success of the development of tourism at the local level. Avoiding a discussion of the effects of conflict on tourism does not seem to be an option in the case of La Merced.

Despite some gaps, all of these policy documents and initiatives are evidence of the value placed on tourism by the National Government as a means to increase revenues and expand the markets. The chronology of tourism plans, laws and documents demonstrate the government's commitment to policies and laws that conform to the trends at the international level such as having a clear national strategy, requiring the formalisation of tourism at the local level, recognizing the importance of education and training, including stakeholders at all levels and supporting community based tourism. However, though there is elaborate policy on the national level it is not clear from our investigations in La Merced that the national level initiatives have been realized at the municipal level. There has been an effort to move toward this goal in the most recent national development plan but the National Government needs to make more of an effort to see that the policies that they advocate for can be realized in the smaller municipalities.

3.1.2 Departmental level

In seeking support for tourism through recent interactions with the Chamber of Commerce (Camara de Comercio) of the Department of Caldas, La Merced should follow the guidelines and logic outlined in the Departmental Tourism Strategies. The current Caldas Departmental Development Plan contains a step by step strategic logical framework focused on how to promote tourism as a sector that can contribute to the overall economic development of the department (See appendix 3a). The Department recognizes infrastructural needs, identifies particular sub regions for greater focus, and understands the need to take advantage of the Paisaje Cultural Cafetero to attract tourism in the region as a whole.

Caldas presents itself as a sustainable, highly productive and competitive tourism destination in addition to its advantage with the naming of some of its municipalities in the Paisaje Cultural Cafetero. It stresses that tourist infrastructure and human resources for service as well as establishing local quality standards are essential for the tourism industry. As a part of infrastructure improvement, Caldas intends to have government tourism projects focus on remodeling, improvement in productivity, competition and qualification of the sector. In addition, the department plans to take further advantage of the naming of some of its municipalities as a part of the coffee cultural heritage as a marketing strategy (See appendix 3a).

3.1.3 Subregional/ Municipal Level

The assessment of the status of tourism in the Alto Occidente subregion shows that the other towns in the sub region have placed greater emphasis on tourism objectives in their development plans than La Merced has. In comparison to La Merced, Filadelfia, Supia and Marmato have much more detailed development plans with clearly stated goals and action items. La Merced has demonstrated the intention to offer differentiated products and services in relation to their sub regional partners and neighbors. However, to move forward in a more structured manner these projects and plans need to be outlined in detail so that the objectives for tourism and subsequent

community involvement are clear. Therefore, whether or not La Merced collaborates or competes with these municipalities for visitors, they must follow their example.

In section 12.9 in La Merced's 2012-2015 Municipal Development Plan, the municipality recognizes itself as a place that is characterized by the of and typical architecture the Antioqueño Colonization, surrounded by a beautiful landscape. With this landscape as the backdrop, La Merced recognizes the unique opportunity to offer paragliding. However, only highlighting paragliding as a tourist attraction in the development plan challenges the shared opinion that La Merced wants to foster a wider range of activities. The brief description of tourism in the development plan draws attention to the lack of infrastructure and capacity to accommodate tourists (e.g., a hotel with a capacity for more than 10 guests) that would allow them to offer and provide access to the type of tourism packages they hope to one day offer. Recognizing their weaknesses is a positive step forward but more structure, organization and clearer objectives need to be established in order to overcome these. The following section will outline the way in which neighboring municipalities have approached tourism in order to give the client a sense of how to best organize the information, materials and initiatives for tourism La Merced already has in its possession.

Filadelfia, La Merced's nearest neighbor and most comparable municipality in the sub regional tourism initiative, provides a good example of tourism objectives articulated in a clear format. Since La Merced and Filadelfia share similar features (including a hiking path), a cross comparison is suggested. Tourism is a component of Filadelfia's plan for "a productive and competitive" municipality. Much like what La Merced has, Filadelfia recognizes its natural, cultural and religious touristic attractions. One activity is a hike of the Canyon of Guacharos, a trail that La Merced shares with Filadelfia. In the tourism section of the Filadelfia municipal development plan, veredas are highlighted, which are viewed as attractive to tourists. Filadelfia also outlines their involvement in the sub regional tourism initiative (See appendix 4a).

Similarly to La Merced, Filadelfia recognizes the need to use the panorama, landscape and coffee cultural heritage to strengthen and market tourism projects and then integrate them into sub regional plans for tourism. Filadelfia has articulated the need to draw up a touristic inventory of the municipality in order to include activities such as extreme sports activities (hikes, canopying etc.). The IFP 2012 team created an inventory of La Merced based off of a running inventory kept in the office of tourism and culture, like the one described in Filadelfia's plan, as well as 'Strength Weakness Obstacles Threats' analyses of 7 of the most viable tourism projects/activities.

In speaking with community members, the idea of a tourism package has been discussed as a tool not only to promote tourism, but is also to be used as a strategy for community inclusion in the initiative at all levels. Two and four-day package examples were presented by the IFP 2012 group, meaning that La Merced's tourism proponents would be elaborating or building off a document that already exists. The New School team also recognizes that composing a tourism package is an exercise that is done in the SENA courses on tourism offered in La Merced, and these can also be used or put into practice.

Despite the lack of infrastructure and variety of activities in Marmato, they too have a very well articulated plan for tourism included in their 2012-2015 Municipal Development Plan (See appendix 4b). The way in which objectives and indicators are stated and outlined in the plan help to give an understanding of where Marmato's intentions and initiatives for tourism lie.

In Marmato, an artisanal gold mining town, tourism is the least represented sector (Municipal Development Plan, Marmato). However, the municipality plans to use its mining culture and history to differentiate its tourism market from the other municipalities in the subregion. Marmato articulates very well that promoting tourism has the potential to generate opportunities and create a more dynamic economic environment (Municipal Development Plan, Marmato). Marmato recognizes that in the process of formulating plans to promote tourism the inclusion of civil society is necessary, and above all the youth population. Marmato believes that having all levels of society included will contribute to more effective marketing of the municipality's customs, traditions and culture. While La Merced expressed that this is a priority for them in sharing their ideas for tourism, and certainly in initiatives to bring vocational training through SENA into the town, there needs to be a more formal recognition and agreement that tourism as an alternative economic activity for community development can only move forward with the inclusion of civil society.

Marmato promises to implement policies through the secretary of economic development, providing an example for La Merced of the levels of government that need to be involved in the processes to make sure that all are working in harmony towards a common goal. In addition, Marmato outlined goals and a realistic timeline of when to expect policies related to tourism to be implemented (1 policy designed and implemented over the next 4 years, (See appendix 4b).

Within their sub regional plans to promote tourism, Marmato further outlines measuring promotion by tracking the number of visitors per year and how promoting strategies are developed and implemented over time. They also highlight how they plan to measure the number of community members capacitated in order to attend to visitors. It is clear through observation that La Merced has shown for great progress in capacitating and educating the community over the last year. A coherent monitoring system, such as that proposed by Marmato would be efficient to keep track of the progress made, and those human resources that can be used for tourism projects.

Although larger in population and size than La Merced, Supia is one of the partner municipalities on the sub regional committee that has the infrastructure to accommodate visitors. Similar to La Merced, Supia enjoys a landscape favorable for eco tourism and recreation. As a municipality already benefitting from increased tourism, with the proper structure and capital in place, Supia is both a competitor in this sense, but also an example to emulate. In the economic sector, tourism does not yet have the dedication it should as a route for municipal development. In order to do this Supia recognizes the need to provide a strategic design for tourism promotion to better articulate the comparative advantage of Supia and create incentives to establish a tourism industry in the region (Municipal Development Plan, Supia). La Merced would also benefit from strategic design for tourism promotion through exercises of identifying their comparative advantage and the differentiation of what they have to offer tourists in relation to their neighboring municipalities.



Hotel Campestre in Supia, Caldas

3.2 Findings

- The national policy documents are very thorough and conform to international standards.
- Absent from the national policy framework: how the history of violence should be dealt with and how it affects tourism promotion and community cohesion.
- The national policies and plans for tourism do not translate to the local level.
- The Department of Caldas intends to use UNESCO Coffee Cultural Landscape named municipalities to promote tourism.
- La Merced's sub regional partner municipalities are good examples to follow with more clearly stated objectives and plans for tourism.

4. Tourism Association

4.1 La Merced Tourism Association (IFP 2012)

The Tourism Association of La Merced was established in the summer of 2012 with the assistance of the New School La Merced IFP Team. It grew out of the work with the former and current Secretary of Tourism and Culture, observations of the existing tourist destinations and activities in La Merced, a range of interviews, and two general community meetings. The association was created on July 10, 2012 during a meeting that included representatives from 6 sectors: The Mayor's Office, accommodations, educations, gastronomy, communications and sports and activities. The tourism association was expected to meet periodically to discuss proposals, progress, and goals for tourism. However, between the time of its creation and the PIA field visit in April 2013 the association has remained inactive.

A tourism association is necessary because without it, there is no leadership structure through which coordination and representation takes place. The Association is an important tool to organize and streamline tourism efforts and represent all sectors in the town that will be affected by tourism directly and indirectly. The following table represents a list of representatives that correlate to important sectors in the town that need to be represented in the tourism association and their functions with two additional sectors suggested.

Name	Function
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Secretary of Tourism and Culutre	This person oversees all tourism initiatives in the town in the Mayor's office. He/she is well versed in all tourism sites and those in the community willing to contribute.
Finca/Accommodations Representative	Shares ideas, opinions and pursuits of finca owners interested in accommodating tourists and how they would like to proceed
Education Representative	Oversees all youth activities, whether cultural or tourism related, and is the liaison between students, schools and the municipality
Gastronomy Representative	Represents all restaurants, chefs, and cuisine enterprises in the town
Tour Guide Representative	Represents all certified tour guides, who are very familiar with the different tourist sites and activities and can share ideas of which are most feasible for visitors
Transportation Representative	selected to speak on behalf of all the drivers and jeep owners who can offer their services to tourists
Communications Representative	Communicates information about all community events, happenings and tourism related meetings for all to participate when appropriate.

The tourism association is a great resource, but there is danger that without adequate inclusion of stakeholders, the association will misrepresent the interests of the tourism sector in La Merced.

The association could also be used as a vehicle for the people with these positions to further their individual interests rather than the interests of the community. Additionally, it is a challenge to maintain levels of representative involvement, enthusiasm, and meeting attendance. It is a volunteer association, and without immediate results and payoffs, there is greater chance of representatives becoming discouraged and disband from the association.

4.2 Re-formation of Tourism Association

Through observation from the PIA team's visit to La Merced in April 2013, it has become clear that the tourism association has not met since the July 2012. There is wide recognition from all those currently involved in tourism projects and from the business marketing workshops conducted that a tourism association is necessary for the advancement of the town's initiative, in fact there is demand for the formation of such an association. Not having an association is outwardly expressed to be an obstacle or a threat according to tourism project leaders.

Communication and discussion with project leaders indicated that individuals are looking for an authority or approval from an official in the municipality to create this association/committee. To date no authority or local government official has taken the initiative that these project leaders would like to see. The Secretary of Tourism and Culture has been much more focused on capacity building and representing La Merced in the sub region, before acting as organizer. These efforts are reflected in the newly attained skills of all those who are going through SENA training and the changes that are starting to take place that make La Merced a more attractive tourist destination. This being said, those interested in the formation of an association should therefore, as natural leaders in La Merced use their motivation to see the promotion of tourism come to fruition to form an association on their mutual and agreed upon terms, while official

administration gets the other dimensions of tourism in order (e.g. SENA course registration and management).

As illustrated in some of the examples provided in this report, community level development often works from the bottom-up; therefore it is not always necessary to seek the support of government officials prior to setting up and organizing an initiative such as tourism. In fact, once there is greater organization, perhaps in an informal capacity, then a well-structured tourism association can then present itself to government authorities to formalize itself as a leading entity in the tourism initiative. Dedication and commitment is required by the individuals looking to fill these leadership roles necessary to guide a tourism association.

In addition, in recognizing that the promotion of tourism in La Merced is a multifaceted and multilayered initiative that requires all levels of the municipality to participate, it is important to understand that there is not one single point of motivation or departure. There are multiple levels of collaboration and participation, which are supposed to be reflected by the representatives of a tourism association. Those natural leaders, who the community already looks to as positive business examples, may decide to follow this same structure for a tourism association by filling their roles respectively, and acting as community leaders, examples and guides. They must also be willing to accept all opinions and concerns and take them into consideration when meeting as a group.

4.3 Findings

- The tourism association established in July of 2012 never got off the ground.
- There is a desire and willingness to reform the tourism association.
- The community and business leaders are waiting for official leadership and recognition before they can move forward.
- As other model tourism associations suggest, official involvement is not necessary to reform the association.

5. Community Based Tourism

Tourism promotion is used in La Merced as a way to increase economic opportunities in the town and to diversify the economy. Through research on tourism at the local level and international case studies a very important aspect of a local tourism initiative is the inclusion of the wider community. The support and the participation of the community and the perception that the community has about tourism will be integral to its sustainability and will help ensure that the benefits are distributed equitably in the community. Although the previous sections highlight the general tourism policy frame at the national, regional and municipal level it is important to also draw attention to how community based tourism specifically is a national initiative. This emphasis on community tourism should carry over to the municipal level and address the specific challenges that La Merced encounters in including the community.

International case studies illustrate some concrete ways to include the community at the local level.



5.1 Community Based Tourism- A National Initiative

Tourism that actively involves the community is valued at the national level. The latest development at the national policy level for community tourism came in July of 2012 (Ministerio de Comercio, Industria y Turismo and Viceministerio de Turismo July 2012) The government recognizes that communities may encounter problems when trying to start tourism endeavors and that in order for them to be successful they need to give the communities tools and education.

The community as a whole, especially marginalized groups need to be integrated into the process.

The commitment to community-based tourism began around 2000, just after the government ramped up its effort to promote tourism more generally at the national level. In 2001 the Colombian government signed the Otavalo Declaration on sustainable and competitive community-based tourism, which urges “national and local governments, private companies, NGOs and international cooperation agencies to promote, support and ensure implementation of community tourism.” (Ministerio de Comercio, Industria y Turismo and Viceministerio de Turismo et al 2012, 6) They also signed the Quebec Declaration on Ecotourism in Canada in 2002 which had a specific emphasis on strengthening, nurturing and promoting the community's ability to maintain and use traditional techniques (crafts), traditional construction and landscape architecture where natural resources are used sustainably. Also, in 2003 they signed the Declaration of San Jose, which sets out ten mandates for community tourism development (Ministerio de Comercio, Industria y Turismo and Viceministerio de Turismo et al 2012 7).

One sign that the community based tourism initiative was gaining momentum was that, instead of signing an international or a regional treaty the government created their own policy documents. The Policy for Development of Ecotourism was created in 2005 with a focus on strengthening local cultures and the mechanisms of the participation of all stakeholders. Further, in 2008 the government created their own guidelines for the development of community ecotourism which is a guide for the national, departmental, regional, municipal and local projects using ecotourism initiatives and active community participation (Ministerio de Ambiente, Vivienda y Desarrollo Territorial, Parques Nacionales Naturales de Colombia, 2008, 20)

This commitment to community tourism went further in 2009 when the government created the Social Tourism Policy which defined social tourism as the following: “Es un servicio público promovido por el Estado con el propósito de que todos los colombianos puedan acceder al ejercicio de su derecho al descanso y al aprovechamiento del tiempo libre, a través del turismo, mediante programas y acciones que promuevan la accesibilidad a todos los grupos de población, en particular los jóvenes, las personas mayores, las personas con recursos económicos limitados, las personas en situación de discapacidad, así como las que también pretenden alcanzar una calidad de relación entre los visitantes y las comunidades anfitrionas” (Ministerio de Comercio, Industria y Turismo 2009, 14)

The Community Tourism Development policy of 2012 is the most recent document and reinforces that the community tourism that they are trying to promote is based on the assumption that it should contribute to improving the living conditions and alleviating poverty of all social groups. This can best be seen in how Community and Community Tourism are defined: Community: “Se entiende por comunidad un grupo de personas que se organizan e integran, en busca de un objetivo común, a través del establecimiento de normas y funciones”

Community tourism: “la oferta de servicios turísticos, por parte de una comunidad organizada, que participa, se beneficia e involucra en los diferentes eslabones de la cadena productiva del turismo, en busca de mayor bienestar, desarrollo y crecimiento económico, valorando las características naturales y culturales de su entorno, que les permite prestar servicios competitivos, sostenibles y de calidad”. (Ministerio de comercio, Industria y Turismo and Viceministerio de Turismo July 2012, 16)

The policy identifies specific actions that need to take place in order to achieve successful community tourism movement. There needs to be:

- General planning and land use planning with the use of a national inventory of tourism entrepreneurs and destinations.
- Technical assistance needs to be offered with training models for communities to assess the resources of their natural and cultural environment, as part of the process of tourist product identification that could be developed.
- Access to financing needs to increase by, for example, simplifying the procedures and requirements to gain financial support for tourism ventures.
- Communities need to be supported in the promotion and marketing of tourism by identifying strategic alliances at the national and international level to include community tourism in tourism packages and marketing.
- Policy and guidelines need to be managed better by the Ministry of Industry, Commerce and Tourism in order to promote the management of the National Fund for Tourism. (Ministerio de Comercio, Industria y Turismo and Viceministerio de Turismo July 2012, 22)

It is clear that community based tourism is a model that is promoted at the national level. The national level policies mandate that tourism needs to be a community driven enterprise, one that is not focused only on business development. Any initiative that does not actively engage with and include the community in its plans will not be in compliance with the national level mandates and chances that it will be funded will decrease. In La Merced, in order to be in compliance with the national level policies, the plans for tourism development need to specifically and purposefully include the community.

5.2 Community Based Tourism in La Merced



It is evident that La Merced's leaders are aware of the potential that tourism has to create economic opportunities and increase the revenues of the town. It is not evident that the value of including the community in tourism planning and gaining their support for tourism is being realized in La Merced. Questionnaires completed by community members were collected in La Merced, 7 were received from town center individuals, 5 from Llanadas individuals and 6 from El Tambor. These veredas were chosen to be included in the survey because they each host a tourist attraction or accommodation. The town center is the main point of entry for all tourists; El Tambor hosts the parapente and Llanadas hosts el chorizo business and restaurants. There was a limited window of time to conduct the surveys and limited manpower therefore only 17 could be collected for this small community survey. Although it is a small number it still gives a sense of the community sentiment and can be used to construct a larger survey in the future as how the community feels and what they know about tourism is vitally important to direct how the town should proceed. The responses indicate that the veredas that have been minimally affected by tourism and less than half were even aware that the alcaldia is promoting tourism. Despite the lack of community awareness of tourism the respondent's had positive feelings about the potential benefits that tourism could bring. The town center respondent's and those that have heard about the tourism promotion in the municipality see the value in tourism, want to be involved in it and are open to its expansion.

Ha oído que en la Alcaldía están promoviendo el turismo en La Merced con el fin de aumentar los visitantes que llegan?

	Si	No	Total responses
Town Center	2	4	6
Llanadas	2	3	5
El Tambor	4	2	6
Totals	8	9	17

Less than half (47%) of the respondent's that answered this question were aware that the alcalde was promoting tourism. Those who had heard about it, had positive opinions about the tourism initiative. Some of the responses from the survey participants included: "Me parece una buena idea porque atraería más gente a la región", "excelente, le daría un ambiente a la vereda", "Una iniciativa buena para la región", "muy buena", "Es una idea muy bueno, ya que esto genera empleo, y aumenta en la actividad económica".

Cree usted que la iniciativa de turismo mejorará la situación económica?

	Si	No	Total responses
Town Center	7	0	7
Llanadas	4	1	5
El Tambor	4	2	6
Totals	15	3	18

It is clear that the respondent's think that tourism could potentially increase their economic situation by 83% of them answering yes. The benefits from tourism will impact the residents living in the town center more because it is the focal point where tourists will spend their time. It is where the majority of businesses are located and where there are more opportunities for formal employment and entrepreneurship.

Usted le gustaría contribuir de una manera a esta iniciativa turística?

	Si	No	Total responses
Town Center	6	1	7
Llanadas	4	1	5
El Tambor	4	2	6
Totals	14	4	18

These respondent's have a desire to be involved, with 78% answering yes, even though there have been minimal formal attempts to involve them in the past, or even inform them of the current initiative. Respondent's indicated that they want to be involved by attending meetings and "haciendo proyectos para presentarlos".

Using these survey results as a guide there are lessons that can be gleaned from a study of international community based tourism case studies (see appendix 5) that are particularly relevant to La Merced. These case studies give real, concrete examples of theories, programs and initiatives that worked in other destinations and things that can be improved upon. Lessons about informing the community, using a bottom-up model, the importance and use of formal associations, the importance of the social/cultural aspect and the environment in addition to the economic benefits, the benefits of tourism events that include the community and more generally the need for a positive community perception of tourism.

The fact that very few of the respondent's were aware of the tourism initiative is not uncommon. In Coron Island, The Philippines, very few respondents in a particular survey were informed of any plan or invited to participate in discussions concerning the tourism project on that island. The proposed solution in this case, that La Merced can also utilize, is very simple, that the Tagbanua Foundation (the Tourism Association of Coron Island) needs to inform the residents of the current and proposed projects and initiatives.

The tourism approach in La Merced and Colombia more broadly, has been a top-down approach, starting with initiatives at the national government level, the sub-regional level and the Municipal level/Mayor's office. It might be beneficial for the town to incorporate bottom-up initiatives. A study of tourism projects in Nicaragua found that the tourism initiatives that used a bottom-up model that was started and funded by local entrepreneurs and had a strong focus on the domestic markets showed the largest rate of tourist arrivals. As a consequence they had higher rates of employment and economic benefits, a relevant indirect impact on the communities by making connections with the local supply chains in the informal economy, where the poorer sectors of the population worked, and strong local ownership over the projects. These communities had a tailored product that they could produce, deliver, and market by themselves with their available knowledge and networks. (Salazar, 2012). La Merced can utilize this bottom-up model by connecting with the community more and by proactively including them at the planning stage of the process.

There are several ways to approach the bottom up model. For example, in Prainha Do Canto Verde, Brazil there was an emphasis on creating formal associations and boards for tourism that were started and lead by the resident's in the community. They created a number of successful organizations including the Resident's Committee, Tourism Committee, tourism board, tourism and handicrafts cooperative, Friends of Prainha do Canto Verde Foundation, and a rotating fund for small businesses. This was all informed initially by an exchange of information with neighboring communities about the tourism projects they had experienced. To some extent La Merced is doing this at the level of the leadership but it can be expanded and include more community members. Another grassroots initiative started in Prainha do Canto Verde was tourism cooperative with registration and annual fees for residents. This revolving fund was established to have a pool of resources available to lend to local entrepreneurs with 15- 20% allocated to a social and education fund that benefits the rest of the community (Bartholo et al, 2008). This would be an interesting model to implement because the La Merced community would experience tangible effects of increased tourism through the utilization of this fund. It would not only benefit the people who own businesses or those formally involved in tourism, but the community at large.



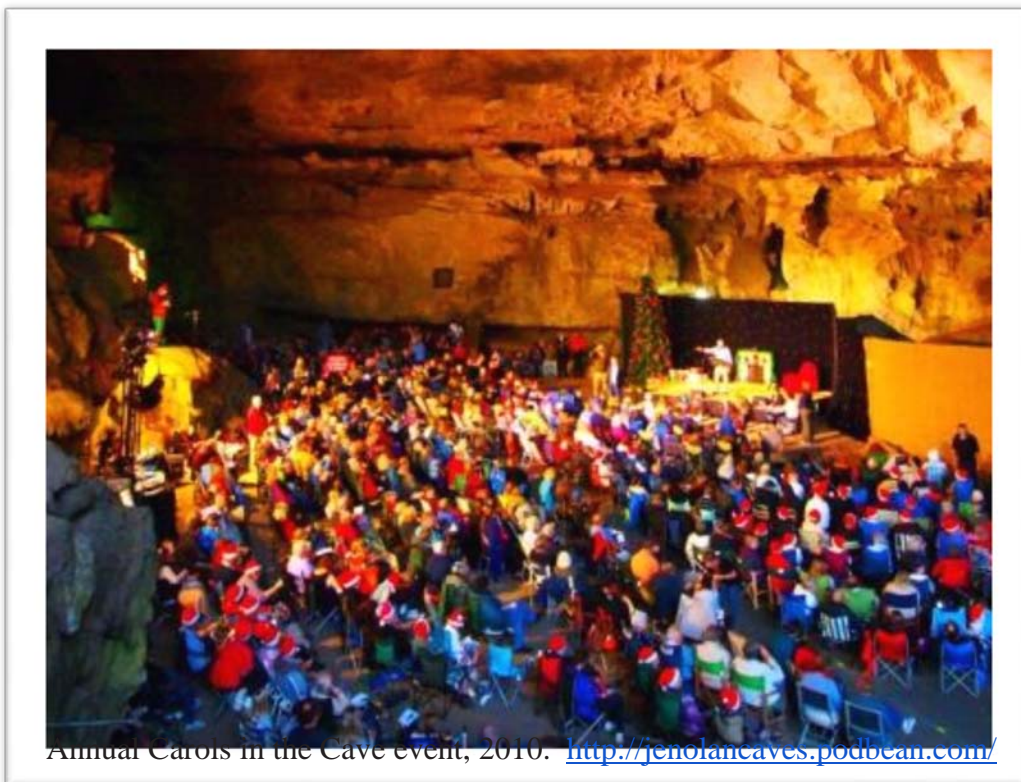
Seminar Group, <http://prainhadocantoverde.org/turismo-cumunitario/>

“Community Tourism is an Opportunity to improve the community organization, local development and co-management to preserve the natural, cultural and traditional ways of life of communities and their territory. Every form of business organization in the property held territory and self-management of community resources and individuals in solidarity with democratic practices at work and in the distribution of benefits generated through the provision of services aimed at the cultural encounter with visitors.” <http://prainhadocantoverde.org/turismo-cumunitario/>

There is a clear focus, by the local government, the business owners and the community, on increasing revenues, increasing employment and increasing economic gains from tourism as indicated by the responses on the community questionnaires, observations and interviews. This focus on the economic aspects of tourism can sideline the importance of community development and community collaboration as it relates to tourism. Tourism initiatives in Queensland, Australia suggest that the focus should not be just on financial success but that there is a Triple Bottom Line- balancing social, economic and environmental values. The business owners and the government should broaden their idea of what benefits will come from tourism and put more value on the social and environmental effects.

The community members that took the survey responded overwhelmingly that they would like to be involved in tourism. One way that Queensland, Australia involved the community was to

create a community event for tourism that allows the community to participate and have fun. For example in Australia's Capricorn Caves the annual Carols in the Caves is a successful community event, winning the National Australia Day Award in 2002. It achieves more than encouraging community interaction, as all proceeds from the event are donated to Access Recreation, a local initiative supporting youth and ensuring equitable services for all community members. They also allow community members free access if they are accompanying tourists. (Tourism Queensland. Working With Communities.) The tourism initiatives in Still Bay, South Africa also highlight the importance of having Community Tourism Events. They have an annual Strandloper Festival in September, a cultural event based on the archaeological heritage of the area and an event for whale watching and flower spectacles. (Nel et al, 2002) La Merced does participate in annual festivals but they can build upon these and create more tailored events to meet the needs of tourists and the community.



The positive perception of tourism, the openness to tourism initiatives and willingness to be involved in the tourism sector of the small number of community members that filled out the questionnaire needs to be harnessed and focused into a cooperative initiative to be used to the community's advantage. A study of the Flowers Route (a route in El Salvador with "a combination of tradition and history along with an outstanding natural environment") reinforces the idea that a successful tourism project needs to have a positive perception by the local community. (López-Guzmán et al 2011, 75) La Merced is at a moment when they need to more actively and purposefully engage the community members in tourism in order for tourism to be successful and for the benefits of tourism to be equitably distributed which in turn will lead to its

positive perception and long term success. One way that this can be achieved is through community collaboration.

5.3 Collaborative Tourism Planning Approach

Globally, tourism is recognized for its importance to the economy of many countries; however, it is not without criticism from academics, development practitioners, and policy makers due to the negative impacts that host nations experience in their economic, environmental and sociocultural development. A main criticism from proponents of tourism initiatives is that too often not enough planning occurs at the initial stages leading to uncontrollable outcomes in the future (Gunn, 1994; Hall, 2000; Inskeep, 1991; Mathieson & Wall, 1982; Pearce, 1989). Criticisms serve to raise awareness of the negative results of either no or shortsighted development planning and the need to develop more comprehensive planning approaches that include many aspects that influence tourism development. Community-based tourism is one of the contemporary planning approaches that support tourism as an tool for socio cultural and economic development (Tosun & Jenkins, 1998).

The collaborative tourism approach is one of the contemporary planning methods of tourist development and has evolved as an alternative solution that prevails over the recognized fragmented nature of tourism growth. Thus it tries to act as a mechanism to resolve several problems that arise between the many parties involved in tourism as a result of lack of understanding and few shared common goals (Ladkin & Bertramini, 2002,71).

5.3.1 La Merced's Current Collaborative Planning Approach

An important goal of The New School team during the PIA field visit to La Merced in April 2013 was to explore the current collaborative planning approach in La Merced. The team conducted two workshops with small business owners interested in promoting their businesses as well as worked on a tourism development plan. The PIA team had the opportunity to meet several business owners and finca owners (Piqueteadero Yaki, La Locha, El Tambor, Pesca Deportiva, Balcon Paisa, Finca Hacienda Villa Amparo, El Mirador de Los Arrieros) that have potential for collaborative tourism planning. Due to their violent and mistrusting history, however, the community needs training on how to work together as a group for the betterment of the community. The following report presented is based on gathered informal observation and impressions during business owner focus groups conducted in La Merced and aims to document the interactions and collaboration that exists among stakeholders from La Merced. In this section, personal anecdotes told by the stakeholders and individual interviews performed during the PIA fieldwork will be presented:

- It was noted that the 5 businesses owners (Piqueteadero Yaki, La Locha, El Tambor, Pesca Deportiva, Balcon Paisa) and the 2 finca owner (Finca Hacienda Villa Amparo, El Mirador de Los Arrieros) had positive feedback to the invitations from The New School team distributed by the students from la Universidad Autónoma de Manizales.
- Business owners were punctual and participated in two workshops: Marketing Phase I and II and Collaborative Planning Workshop. Participants were attentive to the message of the meeting; however, they mainly used any opportunity available to express their opinion on the issues that only concerned their individual businesses.
- Participants expressed limited support from the mayor when it comes to their businesses. They reported that the mayor does not give businesses the opportunity to compete with

other businesses in an equitable manner (“el alcalde no nos da la oportunidad de servir a los turistas porque envía la gente nueva que llega a La Merced a ciertos lugares que él recomienda en la plaza pero no a otros”).

- Businesses also critiqued the local governments absence during the focus group meetings (“el Alcalde deberia estar aqui en estos momentos durante estas reuniones mientras ustedes están aquí dando su tiempo”).
- Participants view tourism as a group effort rather than an individualistic approach, but all participants had an individualist style towards meeting this goal. It was noted that most business owners were mainly preoccupied on how to improve their businesses to attract more clients and tourists, but they did not recognize the benefits that stakeholders interdependence bring to their town as a whole if they all work together networking and using a referral system.
- Most of the stakeholders were more concerned about receiving individual support from the mayor rather than having the mayor support all businesses in an integrated plan (“Aqui tenemos una muy buena sazón y sabemos que le gusta a la gente pero necesitamos apoyo para que este negocio crezca. Una de las barreras es el baño que no es accesible al cliente y también la parte económica.”)
- Focus group participants expressed gratitude to receive capacity training from The New School team and recognized the importance of learning strategies from outside consultants on how to increase their individual businesses productivity in favor an effort to enhance community tourism development.
- Overall, participants reported that they had limited knowledge and skills in both financing, accounting, and collaboration, skills they themselves identify necessary to create a project that is sustainable (“Todo lo que ustedes nos enseñan aquí es muy importante y ustedes como profesionales tienen ese conocimiento pero después que ustedes se vayan que pasa?” “Nosotros necesitamos más capacitación para saber como sacar nuestro negocio adelante”).
- Participants expressed a desire to collaborate with others and wanted to encourage others to join efforts to work for the betterment of a La Merced tourism development plan. They also recognized that they did not know how to collaborate with others without capacity training (“Aquí lo que necesitamos es saber que tenemos que colaborar los unos con los otros pero esos conocimientos nosotros no sabemos cómo seguirlos si no nos dan capacitación”, “Aquí todos tenemos que aprender a trabajar en grupo porque no sabemos hacerlo”, “Hay mucha envidia y no se sabe trabajar en grupo”, and “No podemos depender del alcalde, tenemos que trabajar y ayudarnos porque aquí eso no pasa y todos trabajan independiente”).

To conclude, stakeholders in La Merced are willing to collaborate and they recognized the importance of doing it, but they need to learn strategies how to do it effectively. As mentioned above, meeting times were usually an opportunity they found to complain about the lack of support they felt from the local government and from each other. This was exacerbated when the mayor of the town was not present during these meetings, therefore, understanding that local government involvement plays an important role in the tourism planning process will help address issues presented during meeting times. We finally conclude that stakeholders need to receive mediation and conflict management training as well as various capacity trainings to develop skills necessary for a project to be sustainable such as collaboration, financing, marketing strategies, and rights and contract laws. Understanding that the tourism planning process is a lengthy process that might take between 3 to 5 years or even longer, local officials

and stakeholders should establish a clear vision and clear goals that help them develop an effective collaborative tourism-planning project.

5.3.2 Case Studies for Collaborative Tourism Planning

A case study from Cusco, Peru can help to assess why the Collaborative Tourism planning does not yet appear to be taking place in La Merced (see appendix 6). Tourism planning in Cusco has not move from the initial stage of networking due to several factors that impede its progression such as stakeholders' limited recognition of interdependence (Ladkin & Bertramini, 2002, p. 89).

By analyzing Cusco's failure example of collaborative tourism planning, La Merced can learn from the various similarities that both places present at the moment and can work on how to prevent its failure. The following is a discussion of the characteristics observed in La Merced that are similar to el Cusco. Stakeholders appeared to be aware of the need to collaborate with one another to reach their goal for the economic improvement of their businesses through increased tourism in La Merced. They do not yet fully recognize, however, the benefits of this interdependence and the need to mutually rely on each other for the progress of a tourism plan. In Cusco, one of the problems that impacted negatively on the progress of the collaborative tourism planning effort was the lack of trust among principal stakeholders. The past experiences they had created a barrier causing stagnation and was one of the leading consequences why Cusco is still at the initial formation stage of tourism development. Similarly, this was noted in La Merced where the main tourist actors exhibit lack of trust among themselves and this is not helping in the growth of their community development. During the focus group meetings, business owners constantly reiterated that envy is one of the factors that do not allow them to progress ("Aqui hay gente que es muy envidiosa y no se ayudan entre ellos"). Business owners also report that there is lack of cooperation especially when businesses face situations that warrant mutual support ("Yo siempre he tenido problemas con el negocio que queda en la plaza porque yo le envié gente para alla cuando yo ya sé que no tengo mas comida, pero yo no veo que ellos hacen lo mismo conmigo"). The second main reason they gave was that some had invited others to come to get to know their business so they can work together, mostly these invitations were never acted on ("Tienen razón, yo los he invitado a que vengan y conozcan mi hacienda y la promuevan, pero yo no he ido a conocer sus negocios y eso es algo en lo que yo tengo que trabajar más"). Throughout focus group meetings, the stakeholders expressed the lack of support they were experiencing from the local government, the mayor. Stakeholders felt and stated that the mayor was not involved in meetings during the time that the business owners needed his presence ("Donde están las personas que deberian estar en estas reuniones?"). This in fact is an issue that generates lack of trust in the local government and creates feelings of rancor in the community.

Another factor that affected the collaboration planning in Cusco is the limited shared objectives and no long-term method for collaboration. This is seen in La Merced, as there is no evidence that business owners have a collective vision or goals. During the focus group with the business owners, it was noted that they desired to be part of a Tourism Association, which was formed during the IFP 2012, but since there were no clear goals stated, it never formed properly.

Furthermore, even though leaders were elected in different positions, they were not given the opportunity to be in charge of them ("Yo no se que paso con La Asociación de Turismo, porque yo fue seleccionado para ella pero yo no volví a escuchar de eso.")

Another finding in the case of Cusco was that stakeholders believed that their opinions were not heard and the inequalities in power were noted (see appendix 6). This is seen in La Merced and stakeholders feel lack of support from the mayor as he is not receptive to the financial struggles they face. They think that he does not make efforts to solidify the tourism association in order to

have an organized association, which they believe goes hand in hand with the tourism development planning for La Merced. Additionally, the business owners complain of the lack of capacity training opportunities and would like to see more opportunities to learn how to improve their businesses to promote tourism and how to establish good connections among stakeholders to collaborate with each other and group as one. In Cusco, there was another aspect that has similarities with La Merced, the government decision-making is highly centralized and gives very little room for regional authorities to have control to make choices. This is seen in La Merced where even though there is awareness that regional tourism is necessary to promote La Merced and to enhance tourism, both the public and private sectors do not recognize the regional tourism authority as an entity that will create and lead a collaborative agreement (Ladkin & Bertramini, 2002, p. 89).

In contrast to the Cuzco case, a study conducted on a tourism development project on the Taquile Island in Peru illustrates that the key for an effective tourism planning process is community integration (see appendix 6). This case study provides La Merced with strategies on how to work in community integration for tourism by taking into account that one of the first steps is to build a framework to assist in planning and development. A clear framework is something that can be created and established through the Tourism Association with the help of all tourism actors working in a collaborative approach. This element, community integration, is lacking in La Merced and has yet to be established as both the stakeholders as well as the local government are working in isolation. Taquile Island Tourism in Peru was successful as they managed, researched, and evaluated community based projects. This is something that the mayor Rubén Darío Castaño Londoño, the Tourism Association, the students from Universidad Autónoma de Manizales, and The New School can work on together as part of new initiatives carried out by future consultant students. Students can facilitate different capacity training and consultancy to those business and finca owners who already have their businesses established and need support in financing, marketing, communication, legal procedures, and learning to collaborate with each other in order to enhance community based projects. Community integration plans in tourism entails making decisions about power structures and processes and having local control.

Creating a community integration framework brought Taquile Island increased socioeconomic benefits as a result of the high participation and community integration they used during this project. Community integration also helped in the creation of different types and distribution of employment in Taquile Island and the number of local people employed in the local tourism section also increased (Ross E Mitchell and Donald G. Reid, 2001).

5.4 Findings

- Community based tourism is on the national agenda and La Merced needs to be in compliance with this by incorporating the community more purposefully at all stages.
- La Merced can use the national community tourism policy documents as a guide.
- From the small sample of community members surveyed, those who had heard about tourism promotion were supportive and most want to be involved.
- Less than half of the community members surveyed had heard of the tourism initiative.
- There are many successful examples of community-based tourism from around the world that La Merced can investigate. They can inform the community of the tourism initiatives, utilize more bottom-up approaches, establish a working tourism association, create a revolving fund for businesses in the town and use it to give back to the community, capitalize on events that already exist to promote tourism, and focus on the social and environmental effects of tourism not just the economic ones.
- La Merced is a critical moment and they need to more actively include the community.

- In La Merced there is ineffective collaboration among stakeholders
- There is limited local government engagement with stakeholders.
- Stakeholders have limited skills in areas such as collaboration, communication, financing, marketing, accounting, and rights and contract laws.

Community based tourism, community integration, collaboration, capacity training, youth inclusion, and enhancing community communications skills among all parties involved in La Merced’s tourism development project are the main issues that La Merced stakeholders need to improve on. They also need to be informed, have their voices heard through community meetings and be able to be involved in planning and implementing tourism projects. La Merced needs to work towards compliance with the national and regional community based tourism initiatives in order to access funding and create a strong foundation for sustainable development.

6. Youth Inclusion in Tourism

A primary goal that the PIA consultants of The New School is trying to assist La Merced in is looking for other avenues to diversify their economy and increase the level of employment for the people in La Merced, with a special focus on creating incentives for youth to stay. However, without addressing the above-mentioned issues and becoming aware of the need to enhance such areas, progress in tourism development, youth inclusion and community cohesion and cooperation will be slow.

6.1 Youth Participation and Colombia’s Democracy

According to the 1991 Constitution, Colombia sees the value in including youth in planning and decision making, not only as contributors to democratic processes, but as a way of exercising their right to a voice in their present and future well being. Each of the national, departmental and sub regional plans articulate youth inclusion and participation in development. La Merced also includes guidelines and standards regarding youth to illustrate the importance the municipality places on youth participation in development and to inform how inclusion of this group can help advance tourism initiatives.



The Convention on the Rights of the Child (CRC), signed by Colombia in 1989 and ratified in 1990, can be used as a resource for what is underlined as a child's right to participation in decision making (Unicef.org). The CRC's guiding principle is child participation, but it is also one of the greatest challenges. This is a reflection of some of the challenges facing youth participation in many rural areas and is observed in the context of La Merced (Unicef.org). "Article 12 of the Convention on the Rights of the Child states that children have the right to participate in decision-making processes that may be relevant in their lives and to influence decisions taken in their regard – within the family, the school or the community," (Unicef.org). La Merced's emphasis on youth participation in decision-making articulated in the Municipal Development Plan 2012-2015 aligns with Article 12, and is particularly important when taking on a community wide project such as tourism. Through observation, The New School finds youth to be a major component to the success of promoting tourism in the municipality, and additionally youth participation is a right to be exercised by those willing to contribute.

In April 2013, the New School team engaged with children and adolescents in La Merced, aligning with the CRC's articulation of maintaining a process of dialogue and exchange so that children can assume increasing responsibilities, become active citizens and be engaged in the community as adults. However, it is the responsibility of adults to help encourage youth participation and provide guidance to children while attempting to take their views and opinions into consideration. As outlined in the CRC, children are not to be pressured to participate or influenced in any way that prevents them from expressing themselves freely, but encouraged to participate in an atmosphere that allows them to share with comfort and support (Unicef.org).

In addition, article 12 of the CRC, which relates to the freedom of expression, also relays the idea of children's right to information as key to their participation. In this regard, throughout the process of creating a tourism industry for the development of La Merced and other related community projects, children and adolescents of the municipality should be guaranteed the right to access information, whether this means planning documents, community wide meeting invitations or information pamphlets on SENA courses. The options they have for taking part in decision-making should be known and exposed to them, with adequate information provided (Unicef.org). With this in mind, it is necessary to keep the children and adolescents of La Merced engaged in development policies, plans and decision making, with a special emphasis on tourism initiatives, projects and plans for the purpose of this report.

Education is given great importance in the Colombian Development plan and this is reflected at La Merced's municipal level. The dedicated teachers and staff, and students who value their educational enrichment demonstrate that education is of great value in the municipality. Education is essential to children's participation and is unique in the experience of tourism for development. It is widely recognized that education provides children with the opportunity to develop their talents and capabilities, which in turn enhances their confidence to succeed economically in La Merced and participate in civic discourse. Further, the increased confidence through education encourages creativity, enhances life and decision-making, and contributes to children's social development as an active and democratic citizen (Unicef.org). Promoting and achieving children's participation through active citizenship requires that children be viewed as participants in the learning process and not just recipients of knowledge. Therefore, just as adults in La Merced are actively learning throughout the evolution of tourism as a sector in the local economy, children too must be considered in this regard. Involving children and adolescents in

tourism as early on as possible encourages their inclusion in the learning process for the whole town on the importance of tourism and its potential to contribute to the local community and economy. Including children in the learning curve of tourism development from the beginning can, down the line, be an asset if this initiative is to be long term and successful.

6.2 Youth Participation as articulated in Development Plans

In Colombia's current development plan there is great emphasis on citizen participation because it "proves to be vital in the scope of governability, citizen mobilization, collective action, democratization of public management, solidarity and deepening of the permanent dialogue between the State and the citizen." In general, citizen participation is viewed by the Colombian government as a requirement citizen's to be active and foster their individual involvement in the affairs of his or her community (Colombia Development Plan 2010-2014). Citizens, as stated throughout the discourse of the development plan are very much inclusive of youth.

According to the 2010-2014 development plan, "childhood" is defined as being the ages 0 to 12 years old, "adolescence" is the 12 to 18 year age group, and the entire age bracket of 14-26 is considered to be within the "youth" category. For the purposes and perspective of this report the 9-11 year olds' opinions are considered, as they will be moving into the youth category at the same time as tourism's role in the local economy and community begins to evolve in La Merced.



Emphasis is placed on the youth category in Colombia's development plan as a means to strengthen the "the mechanisms of participation of adolescents and youth in decisions that affect them, giving incentive for their active citizenship and identity within the framework of their rights and duties," (Colombia Development Plan 2010-2014). Colombia's National Development Plan articulates the need to promote the various forms of youth expression and organization in order to amplify the spaces and strategies for their participation, one such organization being the youth council elected in every town. La Merced's student council is a fixed body and committee already in existence which can be drawn upon to fulfill requirements for youth participation. However, participation shouldn't be limited to this group of youth, rather, it should be used as an example of a group of leaders whose input should be considered in decisions revolving around tourism.

In addition to having young citizens commit to the development of their country and communities through increased participation, youth participation allows these individuals to begin to take action to reduce juvenile delinquency. Reducing juvenile delinquency speaks directly to the problem of youth in La Merced as this has become a great challenge yet to be properly addressed. Based on 2012 IFP team research, the community finds that the more time youth spend occupying their time in productive and enriching activities outside of the school hours, the less likely they are to participate in harmful and ‘delinquent’ activities. Involvement in tourism through participation in planning, consensus building and tourism education can help foster positive extracurricular learning, contributing to the prevention of negative involvement in delinquent behavior, such as early drug use.

As a part of the Department of Caldas, La Merced should more closely align itself with what is outlined in the departmental development plan concerning youth. The Caldas Development Plan, advocates for a more established youth development plan and greater capacity for youth organizations across the department in order for these groups to work as a network (Caldas Development Plan, 2012-2015). As a part of a 10 year plan, the Department would like to elect 27 municipal youth councils to be involved in Departmental planning. By selecting these youth councils, Caldas intends to assist in strengthening their initiatives and institutional existence as a strategy to reduce high risk activities that youth are currently engaged with such as consumption and violence. With greater organization, strength and effort, the La Merced student council can be selected by the Department to be part of the 27 elected youth councils, but must first be given greater recognition and support at the municipal level.

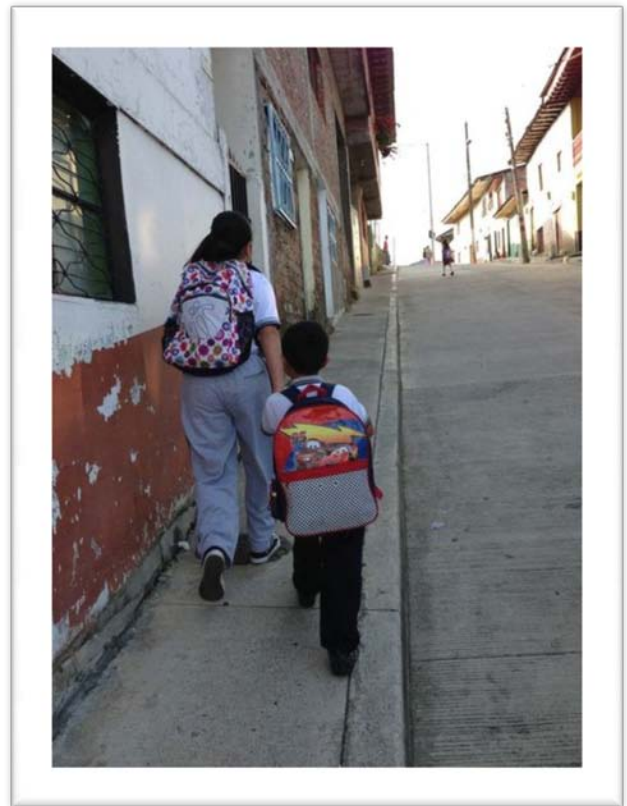
6.2.1 Strategies for Youth Inclusion

In section 5.3, ‘Mesas de trabajo en instituciones educativas’, of La Merced’s Municipal Development Plan 2012-2015, the general objective of involving young people is “to have the support and contribution of children and adolescents as fundamental actors in the construction of the development plan 2012-2015.” This same structure for the activities used for inclusion and participation in development planning can be used for their involvement in tourism planning. Throughout the development planning construction process ‘working groups’ of children from both the rural and urban areas were meant share and contribute their ideas in order to gain an understanding of what it means for them to be productive and active democratic citizens. They were demonstrated the government plans in which officials thought children’s feedback would be productive, and the children were provided the space to give feedback on these proposed plans. While this exercise is useful, it appears to have only served for the construction of the development plan. It would be helpful to use the structure of this exercise and approach strategies for follow-up purposes, for example, by demonstrating what is currently being done for the participation of youth in planning. The New School team conducted a short activity with the primary school students that closely follow this model for sharing and contributing ideas.

La Merced may also benefit from following the examples of their neighboring municipalities and partners in the sub regional tourism association who have managed to articulate the plans they have for youth participation in a structured manner in their respective development plans 2012-2015. An immediate example can be drawn from, Filadelfia that has a youth club which directs youth recreational activities that take place in the urban area schools and municipal library, much like those directed by Marta Montoya’s Republica Juvenil (See appendix 8a). La Merced has community organization when it comes to youth. A similarity to Filadelfia can be found through such programs as Republica Juvenil. However, it is a matter of being explicit about this, and

giving transparency at the level of the municipality of the plans and objectives for youth through activities that enhance their participation. This is particularly crucial in relation to tourism objectives where there is currently a big push to train and educate youth and consider their opinions when making decisions.

Of all neighbouring municipalities, Marmato has done the best job of outlining programs, objectives, goals and the steps required to reach those goals for youth participation (See appendix 8b) Marmato's program, "All children and adolescents are citizens," recognizes the importance of prioritizing children and adolescents as citizens who participate in the development of the municipality, particularly those that are most disadvantaged. This is to take place by providing greater support of the student/youth council and measuring success by counting the number of student governments functioning in each of the municipality's schools.



Both Filadelfia and Marmato highlight the need to link their youth organizations, with Instituto Colombiano de Bienestar Familiar (ICBF) to give them more formal recognition and association and as a way to help further encourage youth participation. Both municipalities that have a relationship with La Merced through the sub regional tourism committee have clear and measurable goals and indicators to measure the progress of youth participation in municipality development. La Merced has the capacity to do the same, but at the moment there is little transparency on how this is being done, who has been appointed to do so and what their plan is as far as encouraging youth participation in decision making. Detailed in the next section are ways in which youth has been included in tourism development with some approaches that may be used by La Merced in including this very key component of the population.

6.3 Youth in tourism development Case Study

Youth people around the globe are a major human resource for development. They are important agents for social change, economic development, and technological innovation. However, these skills are not discovered if they are not given the opportunity to participate in decision-making processes of governments at all levels. Tourism development in La Merced presents as a unique opportunity for youth participation. During our visit to La Merced, some youth expressed willingness to stay in the municipality after graduation from high school if they received support through capacity trainings and if they receive guidance with the tourism projects initiatives they had in mind. Supporting youth initiatives and providing them with capacity will increase the likelihood that the youth stay in La Merced. The following case study presents the importance of youth inclusion in decision-making as well as the mutual benefits adults gain from such interaction.

According to the Innovation Center for Community and Youth Development and National 4-H Council, engaging youth in decision-making is not only beneficial for the young population, but also for adults and the institutions in which youth are involved (Shepherd, 2001, p. 1). The following findings from this case study show the several benefits found from youth involvement within the community. These findings will be compared to the present youth situation observed during our PIA fieldwork time in La Merced:

- *Adults benefited from youth first-hand competence and began perceiving them as legitimate, a crucial component for to the decision making process.* In La Merced, there is still need to include youth in decision-making process. Students reported that though they felt the local government provided support through SENA classes or sports activities, students felt that the local leaders do not listen to them and do not involve them in the town decision making (Student: “No nos escuchan. No sentimos que nos tienen en cuenta para las decisiones de la municipalidad”).
- *During group meeting, working with youth improved the energy that adults brought to the organization.* In La Merced, it was noted that while both youth and adults worked together in tourism projects during capacity training, the energy level of the youth was contagious to the adults in the group. Youth added to other team members creative ideas in the arts and in innovative ideas. At the same time, adults exchanged their knowledge and experiences and made the project become more informative and cohesive.
- *Youth engagement helped adults to understand the needs and concerns of youth as well as it helped youth gain a stronger sense of community integration.* During focus groups conducted in La Merced, one of the business owners reported that his business, a coffee shop, located in the main plaza of La Merced, could not function if he had not hired youth trained in Barismo. This indeed is an illustration of effective community integration. This particular business owner advocates for youth to receive training and job opportunities understanding this way their concerns and needs and the importance of having youth stay in La Merced. He reported that youth that get trained in different areas that can benefit tourism. According to him, the ultimate goal of providing youth capacity in La Merced is to generate employment for the youth and encourage their sense of belonging to the town by allowing them to integrate to the community. (“Yo soy docente del colegio, y yo no podría hacer esto solo si no tuviera la ayuda de los estudiantes entrenados en barismo. Ellos son los que ahora llevan el café y lo que ultimadamente queremos es que pase esto con el turismo. Que se generen empleos para los jóvenes de La Merced”).
- *The experience that adults have of working collaboratively with youth brings a sense of connectedness and a mutual identity at the same time that youth and adults attach to the organization.* In La Merced, youth and as well as adults need to work collaboratively, especially, identifying how they can be incorporated in the tourism projects, listening to the youth in the town during meetings, and seeing what initiatives they have in mind and they need help with. This is a way of including them to the community development plan.
- *Adults as well as organizations feel they have become more responsive for the youth in the community and have helped organizations to make relevant decision-making to the needs of youth* (Shepherd, 2001, p. 2). By having the youth involved in tourism projects in La Merced, adults can give youth the opportunity to make decisions that will benefit the future of youth at the same time that the town grows in the tourism development plan.

To conclude, youth involvement in decision-making in a community brings several benefits to a development project and the community as a whole. In La Merced, there is potential and willingness from the youth to participate in various initiatives during the tourism development plan that is currently taking place. They have expressed such interest by participating in extensive capacity trainings and the knowledge they are acquiring is opening their ideas to innovative projects they aimed to bring to live in La Merced; however, they need guidance and support to be able to carry on them. Inclusion of youth in decision-making is essential for social change and to motivate youth to remain in La Merced and to be part of the economic growth in this municipality. The following sections in this report will demonstrate the kind of capacity trainings the youth are receiving in La Merced by a national institute that provides free vocational training, EL SENA.

6.4 Education in Tourism Development

6.4.1 SENA Courses

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no



surprise to see that there are alternative forms of education courses offered in La Merced such as vocational courses offered by SENA, given that education is a key element of Colombia's development plan. For over 50 years Colombia has recognized the importance of offering vocational education training alongside traditional education. This vocational training center is called SENA, *Servicio Nacional de Aprendizaje* (SENA), created in 1957. It is a strong public job training initiative in Colombia; its function is to provide training to workers, youth and adults in industries such as trade, agriculture, mining and ranching. Its purpose is to provide technical training to employees, accelerated training for adults and help employers and workers to establish a national system of learning. SENA is formed from a three-part body, which includes participating workers, employers and the government. Vocational, technical training assumes that graduates of such programs will be better equipped to compete in the labor market, will

become more productive workers, and will earn higher wages by becoming an expert at a specific skill. The best aspect of vocational training is that it is an all-inclusive program in which participants can range from high school students to working adults.

Recognizing the need for vocational training, La Merced has worked with the SENA program for the past several years to bring classes to the townspeople of La Merced. The main areas of training provided by SENA are focused on agriculture, industry and commerce, but other economic sectors are also offered. At this time, SENA is trying to conquer new markets and train more qualified and skilled workers, with modern and dramatic changes in economic productivity. In 1997 SENA had 82,000 students enrolled in longer-term courses and 918,000 in shorter-term courses, adding to the million students enrolled in all courses. Even though the main purpose of the program is to prepare students for the labor force, many enroll in it partly expecting to improve their possibilities of getting a job through the vast employment network available to the SENA and at the disposal of the trainees (Medina & Núñez).



In the municipality of La Merced, approximately twenty-three SENA courses have been offered to youth starting at a minimum age of fifteen years. The past courses that have been offered in La Merced range from classes on *Designing Touristic Programs* to the *Production of Specialty Coffees*. As of April 2013, there are a total of five SENA courses being offered in La Merced which include: *Rural Accommodations*, *Production of traditional goods*, *Construction using bamboo and adobe*, *Early Childhood Care and Basic level and Advanced office administration*.

There are also six upcoming classes scheduled in the upcoming 2013-2014 year, which include: *English*, *Bamboo Crafting*, *Pharmaceuticals*, *Manufacturing*, *Information Systems*, and *Bartending and Waitstaff Training*. For a full listing of past, present and future SENA classes (See appendix 9a).

The New School team had the opportunity to conduct surveys in two of the current SENA courses being offered and in the two local high schools, Instituto Educativo Monseñor Antonio

Jose Giraldo Gomez and Institucion Educativa Llanadas. Some of the younger students were still in high school and the others who had recently graduated or were adults interested in learning a technical skill that will help them to find employment in La Merced. The team gathered data from 102 students in both of these settings. The young people ranged in age from 15-18 with an even mix of boys and girls. When asked if they would be interested in taking specialty courses offered by SENA, 99% of the students said that they would be interested. The students were then given the option of four classes offered by SENA and asked which courses they would be interested in taking and allowed an 'other' section to list courses that were not mentioned.



The chart shows that the majority of the students are interested in taking a SENA course to become certified Tour Guides in La Merced. Half of the class is interested in taking a vocational course to become a Barista in order to learn how to make speciality coffees. This undoubtedly is due to the rich coffee heritage in which they live and have grown up around. From the other section, the SENA courses that the students want to see varied greatly but the recurrent classes were topics surrounding technological systems and mechanical vocational training. As of April 2013, the current SENA courses being conducted in La Merced are Rural and Urban Hospitality and Business Design. Aside from having SENA courses offered on location in La Merced there are also online courses available to the youth. (See appendix 9b)

6.4.2 High School School Involvement in Tourism in La Merced

In addition to The New School team's youth survey, focus groups were held with the students from the two local high schools. The focus groups were centered on tourism development in which the members of The New School team broke off into groups to start a discussion amongst the students from a standardized set of 5 questions. All of these questions were designed with the youth of La Merced in mind, not only to see how they envisioned their future plans but also about the future of La Merced and their involvement in the tourism initiative.

These questions included:

1. *Qué es lo que más orgullo te produce pertenecer a la merced?*

2. *Si tu tienes la oportunidad de mostrarle a un amigo algo de la Merced que te guste, que le mostrarías?*

3. Sabes algo de Los cursos del sena que son ofrecidos por la alcaldía, Si la respuesta es Si, has estado en alguno?

4. Si pueden ayudar en algo de turismo, le gustaría?

5. Te quedarías en la Merced después de graduarte?



The following are some of the observations from the questions asked of the high school students in La Merced (See appendix 9c for focus group notes):

- a. The youth from both schools spoke passionately about how proud they were of the warmth of the Mercedeno people and the natural beauty surrounding La Merced.
- b. When asked if they would be interested in participating in the tourism initiative it was almost unanimously a yes, specifically in the areas of tour guides of trails and extreme sports, such as motocross.
- c. The most significant finding from the focus groups was that a large portion of the youth indicated that they would stay in La Merced after graduating high school, or at least return after college if there were more economic opportunities available to them. One of the students even said, *“Un amigo y yo tenemos un proyecto en la Merced de poner un negocio del café. Y si no hay posibilidad entonces me voy a ayudar a otros pueblos como Salamina donde no saben Barismo.”*

- d. If this problem is not remedied soon, then La Merced is going to lose their youth to neighboring towns. By including the youth population that is willing and interested in participating in the tourism initiative La Merced may sustain their population and economic activity for its future.

6.4.3. Elementary School Involvement in Tourism in La Merced



The New School Team had the opportunity to give a voice to those often overlooked in development projects, the children. The team thought it important to include all youth actors in their field research. Younger children are often underappreciated and their views and ideas that they can bring to community projects are overlooked. The team was able to interview children from the 4th and 5th grade classes at La Merced's urban elementary school. There were 80 children interviewed ranging from ages 8-10 years old. Due to the sensitivity of age and attention span we only asked the children two focus group questions and then in groups, had them draw us a picture of their vision of La Merced in the next 5 years.

The following are some of the observations from the questions asked of the children in La Merced:

- a. In general the children have a very clear idea of what natural beauty that La Merced had to offer and concentrated their drawings on preserving the natural beauty.
- b. The children can easily name the specific touristic sites and restaurants in La Merced.
- c. Children have a heightened sense of the importance of protecting the environment

And

- d. Children place a high priority on keeping their space clean throughout future progress and development.

The overall sentiment found during one-on-one interviews, surveys, focus groups and personal observation from the team, was that there is a lot of interest from the youth to learn and serve the community of La Merced if given the opportunity. The following are some of the observations and results from the youth survey conducted in La Merced and one on one interviews with adolescents:

- a. Youth both in high school and out of school were participating in vocational training provided by SENA and appeared very eager to participate in more SENA courses if available.
- b. There is an overall opinion that most of the students who graduate from highschool will have to leave for urban centers to obtain a higher education or seek employment opportunities.
- c. Several students demonstrated interest in staying in La Merced to work in their own tourism development initiatives, but did not possess the know how to initiate their own projects.
- d. Some reported that there was little diversity in the classes offered by SENA. They would like to take additional classes in graphic design, technology, marketing, engineering, English, and communication.
- e. Several students expressed that they feel supported by the mayor because they have opportunities to take vocational classes outside of school. They also feel that by participating in sports they are less exposed to drugs or the pressure to join gangs. However, they still feel more support from the Mayor's office can help them find a job, especially after graduating from high school.
- f. Even though the majority of the youth want to leave to another city after graduation, many of them do not have the economic support to do so or family in other cities to accommodate them. In turn, these students will have to stay in La Merced and find some form of employment there.

6.5 Summary of Youth Observations

- Youth participation in development planning is crucial for their development as active and democratic citizens
- La Merced has good examples to follow through departmental and neighboring municipality policy and development plans
- Youth inclusion in development and plans for tourism can help address La Merced's high level of juvenile delinquency
- It was also noted that the youth not only need to be included in plans for tourism but also that they be made aware of ways in which they can participate. An example of this could be through apprenticeships with local business in which the youth could use their newly learned SENA skills.

- If taken into serious consideration, opportunities such as these not only have the potential to increase economic opportunities for youth but also decrease youth flight from the area in order to fulfill their hopes and dreams elsewhere.

7. Marketing for Tourism Development

Marketing tourism is an important part of the development of any tourism industry. To effectively market a tourism product, it is important to be familiar with the different ways a tourism industry would market its product. It is equally important to understand the tourism products available to effectively market a tourism industry. The use of media, strong public relations campaigns, and advertising relating to each consumer type play a large role in creating an influential approach to marketing. Advertising has a large impact on how well your product is received. More importantly, an image that is symbolic of all that the industry has to offer allows consumers to perceive the town in its most diverse form. By getting familiar with these components of marketing, the progression of national marketing, and strengths and weaknesses of the marketing potential for tourism development, La Merced will have a base to move forward and effectively develop tourism in the town.

7.1 Marketing in Colombia

Colombia possesses many natural and cultural attributes that contribute to the development of tourism; however, it has struggled to harness this potential due to the image that Colombia is dangerous and violent; an image that still dominates international perceptions of the country. Colombia has become known worldwide for coffee, drug trafficking, and internal conflict, including violence, corruption, and crime. Since the mid 1990s, Colombia has pursued international tourism as a strategy for sustainable development and to create a positive image. (Fletcher, 2011). Colombia “has moved from terrorism to tourism,” (Berger, 2012), President Alvaro Uribe told United Nations World Tourism Organization delegates at the General Assembly in Cartagena in 2007.

This negative image was and is still made evident through various types of media representations. Each year, the United States government issues a “Travel Warning for Colombia,” on their website. (“Travel Warning for Colombia,” 2013). The 2013 travel warning, issued on April 11, 2013, states that security has, in recent years, improved significantly, especially in tourist and business travel destinations such as Bogota and Cartagena, and there have been no reports of targeted attacks against U.S. citizens based on nationality. However, it does put more emphasis on the dangers in rural areas, citing violence linked to narco-trafficking and the presence of terrorists and armed criminal gangs referred to as BACRIMs, which has apparently spilled into Colombia’s major cities. It also cites a specific bombing incident that occurred a year ago, where two people were killed and several injured; and makes a general statement that bombings or explosions are a common occurrence throughout Colombia, without stating any other particular events. Lastly, the website warns against the remaining threat of kidnappings, again with particular emphasis on rural areas. The warnings have become less aggressive over the years, however they still purvey an immense sense of danger and the risk U.S. citizens would take by travelling to Colombia. The more recent warning maintains this sense of danger, however much of this information regarding the risks for US citizens, are based on outdated occurrences. Other countries, such as the United Kingdom (UK) and Canada also

have had similar travel warnings. Canada's 2013 travel warning, for example, issued on April 17, 2013, focuses on regional security. ("Colombia," 2013). According to Canada's government website, there is no nationwide advisory, although the warning does encourage tourists to exercise a high degree of caution. It does, however, advise against all travel to rural areas of Colombia, citing some exceptions. The reason given is because of the presence of illegal armed groups, the unpredictable security situation, and the challenge of securing the entire national territory of Colombia. The warning also goes into detail about the types of security problems a Canadian tourist in Colombia may encounter, such as general security, illegal armed groups, terrorism, crime, kidnapping, demonstrations and civil unrest, road travel, and public transportation. Much of this information regarding security are assumptions made based on recent events that "could" produce a problem in the future. For example, the description of current terrorism is based on a unilateral ceasefire declared earlier this year, which was assumed to result in an increase in terrorism. ("Colombia," 2013). The UK also cautions against the high threat from terrorism, which is based on the same assumption. Additionally, the UK advises against all but essential travel to most rural parts of Colombia. ("Foreign Travel Advice," 2013).

Much of this information and fear may have been started by media representations, within movies for example. Films, for example *Scarface* (1983), although set in Miami, has characters that depict not only Colombians, but all Latin Americans as drug-runners, drug suppliers, kidnapers, armed mercenaries, and generally corrupt and merciless people. Scenes of warrantless and incessant violence, kidnappings, brutal murders, police bribery, and so on supported these character depictions. (Fletcher, 2011). Although this film, and others like it, is based on a real history of violence, the exaggerated depictions and violent scenes create a vivid misrepresentation of Colombia. The most deceptive media form is television, particularly cop shows, which also depict Colombia in reference to drugs and or violence in a way that makes the depictions seem normal.

It is evident, however, that although media misrepresentations have indeed instilled a sense of danger, the perception of Colombia has changed due to its creative marketing strategies and perseverance. Colombia first attempted to spin their image in 1996, when a Colombian government official approached David Lightle, a country-branding expert from Dayton, Ohio, (Lewis, 2006), to help create a campaign to improve Colombia's image, to which Lightle responded "Don't waste your money." (Moffett, 2008). By 2004, Lightle was impressed by the implementation of a comprehensive security strategy, in addition to investments made in infrastructure, education, health, the private sector, public infrastructure projects, and government since he was first approached. These changes demonstrated to him that Colombia was serious about doing business and changing its image, and had become a much more accessible destination to a wider global network of people. When approached again that year, Lightle agreed and began working with Colombia's export, tourism and investment promotion agency, Proexport, to create a positive, image-spinning campaign.

The marketing strategy has since evolved several times in an effort to spin Colombia's image into a culture of beautiful landscapes, adventure, agricultural innovations, and friendly people; in general a desirable tourism destination. Platforms, such as a travel website and marketing campaign website were created to aid Colombia's tourism industry. In addition, Colombia's close ties with the U.S. broadened the scope of the campaign, allowing the U.S. to help positively spin Colombia's image and portray an improved Colombia, despite what the government travel warnings might say.

7.1.1 Early Stage Marketing



Figure 1.

Before Lightle stepped in, one of the first steps taken by Colombian marketing strategists was the campaign, “Vive Colombia. Viaje por ella,” that focused on domestic tourism. The campaign tried to instill a sense of personal security throughout Colombia and express to the Colombian people the reclamation of safe internal travel routes. Government programs, such as “Rutas Seguras,” which served to secure travel routes in Colombia for the upper and middle classes, were in line with the campaign. (Buncle, 2010). Although this program may not have had the most humanitarian or inclusive manner of securing travel routes, tending to isolate the low-income communities, it did attempt to rebuild confidence in the Colombian people to partake in domestic tourism.

In 2005 Lightle and Proexport, created and launched, a multidimensional international marketing strategy, brand and tagline, “Colombia es Pasión.” (Berger, 2012). This campaign aimed to attract tourists from specific markets worldwide, and attempt to rebuild morale among Colombians. It has a catchy slogan beneath a strong, clear, and simple visual image, as seen in Figure 1. The image is symbolic of the Colombian peoples’ warm hearts and the steam rising from a cup of Colombian coffee, Colombia’s largest economic resource. In a short amount of time, 250 companies used the slogan, pasted, for example, on the tail of the plane of Avianca airlines.

The campaign did not meet expectations as there was still a lag between the perception of its traumatic past and the image of danger and threat, and its new, improving reality. This was a clear impact of media representation over the years, particularly of the U.S. government issued travel warnings to Colombia. Subsequently, another campaign was launched; adding to the consistent identifier of passion and warmth that helped shape Colombia’s image, but with a new marketing campaign directly attacking the problem. The resulting campaign, “Colombia, el riesgo es que te quieras quedar,” as seen in Figure 2, spun the nature of risk that people perceived and challenged them to embrace risk in a welcoming, positive, and mildly humorous way. (Correa, 2008).

This campaign used various types of media, which allowed for the reception of significantly



Figure 2.

more attention than previous campaigns. These different media platforms included video advocacy on television; photography in print media, such as the double-truck display in popular magazines; and the two on various social media platforms on the Internet.

The result of these marketing campaigns, increased safety, and other improved infrastructural changes to increase domestic and international tourism in Colombia were very positive. Measurable changes include:

- Foreign tourism has grown an average rate of 10.4% over 8 years from 2005 to 2012.
- Foreign investments have tripled in 10 years from 2002 to 2012
- Tourism sector expecting 4 million visitors in 2013, up from 3.8 million visitors in 2012.
- In 2011, the tourism sector contributed 28 trillion pesos to GDP, 945,000 jobs, and 7.1 trillion pesos in capital investment
- Road mobility increased by 41% between 2002 and 2007
- Hotel occupancy rose to 32% between between 2002 and 2007
- Confidence index of the tourism of Colombian population increased 75% between 2002 and 2007
- Colombia rose from 66th place in 2007 to 53rd place in 2008 in the “Doing Business” Index of 181 countries

These results confirm that tourism plays an important role not only in social and economic developments, but also in creating the image of a country and instilling confidence through said image.

7.1.2 Magic is the Answer

By 2012 it was clear that the campaigns were successful and Colombia had finally become a world travel destination that was diverse enough to attract all types of visitors, whether tourists or business investors. (Pizzaro, 2012). In mid 2012, Colombia, ready to expand on its image, launched the new brand and tagline, “La Respuesta es Colombia” or “the answer is Colombia,” which helps characterize its diverse activities and natural resources. The brand incorporated, as seen in Figure 3, Colombia’s ISO country code, CO, used since 1974, and designed within an image of several colors, each signifying a different aspect or service offered in Colombia. For



Figure 3.

example, the green signifies the mountains, valleys, and nature; and the violet signifies the diversity of flowers, most of all, the orchid; blue signifies the seas and rivers; yellow signifies the sun and minerals; and lastly, red signifies the talent, warmth and passion of the Colombian people. (Scott, 2012). A brand identity is a valuable asset for any business, therefore using the correct identifiers, whether a particular design and or color, are important in promoting a business and increasing the brand’s effectiveness. Using the ISO code strategically presents

Colombia as a modern country to attract business investors who now recognize the competency of the country in relation to the rest of the world. (Scott, 2012). In

addition, the use of the right colors and understanding of their importance plays an enormous role in increasing its recognition, making it stand out, drawing attention, making it memorable, encouraging participation, prolonging interest, expressing a high-level of quality, stimulating senses, and more importantly, delivering a message and emotion. (Liez, n.d.) It also consolidates previous campaigns, which have changed people's perceptions of Colombia; by highlighting its more charming characteristics embodied in "Colombia es Pasion;" and its improvements in security and safety, through "Colombia, el riesgo es que te quieres quedar." Understanding that these Colombian experiences may seem normal for most Colombians, but magical for international tourists, a new slogan was created to send the message that if anyone wants to have a magical tourism experience, then "the answer is Colombia."

The slogan, "Colombia, Realismo Magico" or "Colombia, Magical Realism," launched in April 2013, was inspired by Nobel Prize-winning novelist, Gabriel Garcia Marquez. (Schipani, 2012). It was launched based on a study, by highly recognized tourism consultants, regarding what Colombia has to offer based on the experiences of tourists, who have rated Colombia's geographical and cultural diversity as "unforgettable." ("Colombia, Magical Realism," n.d.). As a result, the marketing materials express the experience international tourists will have in various Colombian destinations, adding magical realism elements to marketing materials as a way to trigger senses making it possible for international tourists to visualize the feeling they would have if they visited Colombia. Having a mythical narrative or symbol as the image is more important than an image that clearly represents reality. This allows the tourist to visualize Colombia for whatever they are most attracted to, leaving a lasting, and more importantly, an emotional impression. For example, the slogan, "just do it," is used to promote Nike running shoes, but this slogan is more about romanticized athleticism and what people imagine "just do it" to mean as it relates to a running shoe.

The Colombia-is-the-answer strategy is interactive and includes various technological elements, such as QR codes on print media, video testimonies, phone applications, blogs, and other media components. This national campaign has become highly popular, running in 30 countries, and plans to participate in fairs, expositions, and events worldwide. One event in particular that was highly recognized was the live auction that took place in Times Square in New York City from April 18 to April 28, 2013. New Yorkers, residents, and tourists would pass by an interactive billboard where six Colombian experiences were shown, below which the auctioneer, Craig Baldo, Comedy Central comedian and cartoonist, explained participation was a mobile application away. ("For the first time," 2013). Included in these experiences are:

- Sighting of Humpback whales in the Colombian Pacific
- Bogota, through the eyes of the Ibero-American Theater Festival
- Live the Coffee Route and its cultural landscape
- Relive the historical magic of Cartagena, Mompox and the Colombian Caribbean
- Get to know Medellin, the most innovative city of the world in 2013
- Discover the largest group of megalithic religious monuments in San Augustin and Tierradentro, department of Huila

This interactive strategy helped create a movement to highlight Colombia's diverse resources, modern capacity, freedom, and passion of the Colombian people, and the certainty of the safety of their country, building confidence in international tourists and business investors alike. Since then, Colombia has been highlighted as a place that people need to know more about and to push aside any outstanding preconceptions. On April 28, CNN broadcasted the Colombian episode of

“Anthony Bourdain: Parts Unknown,” in which Anthony Bourdain explored different regions of Colombia that were previously controlled by drug cartels to express the positive progression Colombia has made and is still making.

7.1.3 Websites



Figure 4.

Colombia’s travel website, Colombia.travel, as shown in Figure 4, was launched and raised Colombia’s profile as a world tourism destination. Much like creating a brand identity, using the correct domain for any business website is important in distinguishing one commercial entity from another and can often serve as a marketing tool within the global industry. Universities will use (dot)edu; governments will use (dot)gov, and so on, which places these websites within the global context of their respective industries. In this case, it is clear that the use of the (dot)travel domain would serve as a strong marketing tool in the world tourism industry.

The website includes interactive media to make the appearance interesting and attractive. It also includes fresh, updated content about where tourists should go, what they should do, general information on Colombia, practical travel information in Colombia, multimedia resources, including the interactive platform of a blog. Its abundance of helpful information, portrayed in a visually appealing manner and easy to understand, is also translated in several different languages. Once launched, the website domain name was added to the communications campaign and consistently used in TV commercials, informative mailings, tourism fairs, posters, maps, merchandise and other marketing materials. The website received 108,000 visits per month within the first year, which kept rising over the years, clearly exemplifying the popularity of the website and its content. Since then other countries in South America have also adopted the (dot)travel domain for their country’s tourism website to join other premier tourism destinations worldwide, such as Argentina.travel, TurismoChile.travel, and ElSalvador.travel. In addition, not

only are countries adopting the domain, but individual cities, such as Cancun, Mexico, are adopting the domain, with cancun.travel, to stand out from other cities within that country. (Eturbo News Team, 2012).

As part of the one answer strategy, a website was developed using the ISO code as the domain, as seen in Figure 5. Colombia.co is mobile application friendly, allowing anyone to access the website from any location. The website was also linked to the QR of the interactive billboard in Times Square, sending people to the site after scanning the codes. The website has a modern design, using the new brand, tagline and is not only visually appealing, but is also well organized. It has beautiful pictures of the different experiences, highlighted at the live auction; multimedia, such as downloadable music, videos; how to follow the one answer strategy on social media, and a list of information that focuses on informing the site traveler about the culture, tourism, environment, exports, and investment opportunities of Colombia. Colombia.travel is still used and now incorporates the new one answer brand and tagline to show they are connected.

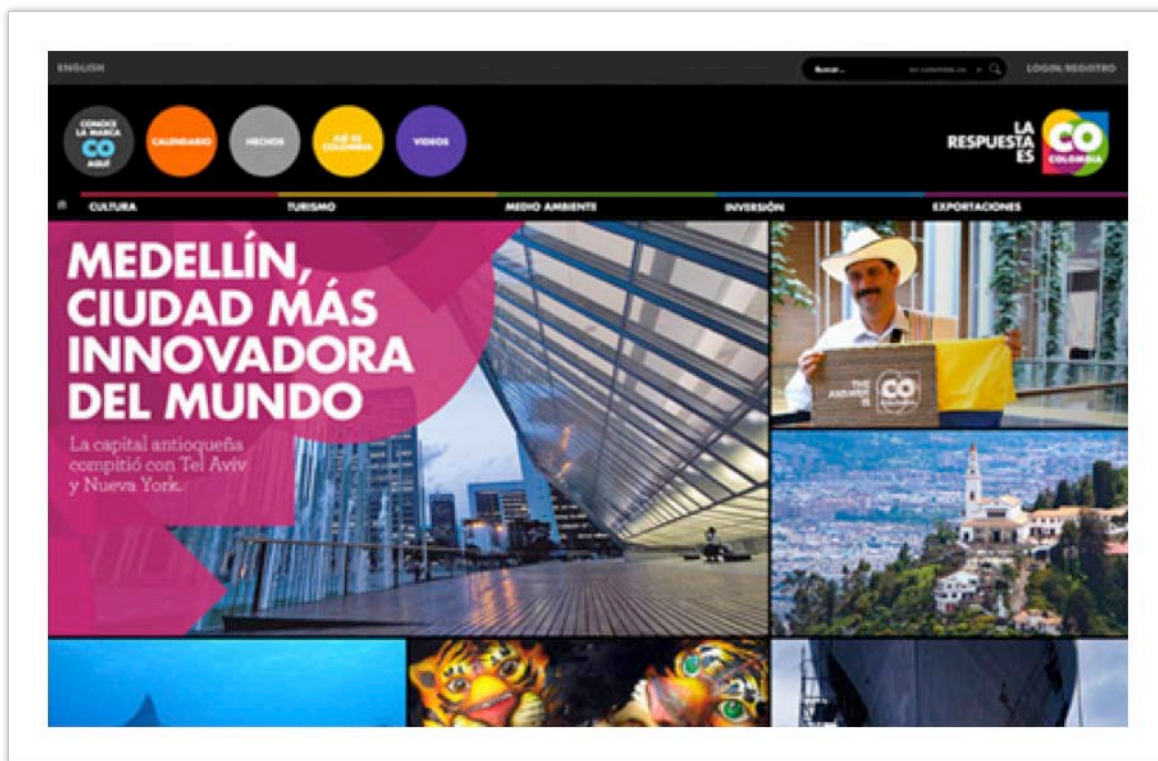


Figure 5
7.1.4 Social Media

Social media played an important role in making each campaign more interactive. Yet, social media was not used as extensively in the earlier campaigns as it is today. At the time, it was mostly due to a lack of available social media platforms and knowledge of how to use them. YouTube was one platform that was used during the earlier campaigns and today, on which videos are uploaded and available for people to share using the URL.

Some campaign videos use real images of Colombia's resources and landscape, and some used animation. One video, ("Colombia, only risk is wanting to stay," 2009), uses real images and

depicts the perfect Caribbean getaway with crisp turquoise waters, beaches, historical buildings, expansive coffee farms, mountains, adventure activities, such as paragliding, and so on.

Another video, ("Colombia, only risk is wanting to stay," 2008), uses animation, portraying a more youthful side to Colombia, expressing not only the joy and fun-loving nature of youth, but also their importance in the context of tourism, participating in the industry or convincing their parents to travel to Colombia.

Social Media platforms are helpful in sharing content related to certain marketing efforts on Colombia, and invite the public to respond. One of the videos, ("La Respuesta es Colombia," 2012), promoting the one-answer campaign was made when the brand was first launched, uploaded on YouTube, shared on various social media platforms, such as Facebook, Twitter, and Google plus.

This video, focuses on Colombia's diverse resources and investment opportunities, and has been generating many responses, out of which a hashtagged topic was created; #LaRespuestaesColombia or #TheAnswerisColombia. In response to the video, Colombians started using this hashtag to talk about Colombia in a positive way. This made the topic of Colombia spread and the conversation aid the essential marketing goal of spinning and maintaining a positive image of Colombia, but more importantly highlighting the abundance of diverse resources and activities. (Restrepo, 2012).

It is now very common to use social media to send messages that would respond to a particular piece of information and create a conversation. For example, there is an issue seen online where the country name, Colombia, is mistakenly spelled Columbia, the name of the New York University, sportswear brand, and city in South Carolina. For branding purposes, the spelling of a name is crucial and is the reason why the social media campaign "It's Colombia, Not Columbia" was launched. The campaign created a Facebook page and Twitter page, inviting people to respond with their frustrations and take a picture with the campaign t-shirt, shown in Figure 6. In two weeks the campaign received 7,354 Facebook likes, celebrity endorsements, and involved more than one million people in more than 50 countries. (Shankman, 2013).

7.2 Marketing in La Merced

The following SWOT analysis is based on information in the 2012 IFP report, La Merced's development plan, and research on the evolution of marketing in Colombia, and specific New School team observation while visiting the municipality. It aims to analyze the current landscape of marketing in La Merced. This analysis helps confirm the overall finding (see Finding 7 in the Findings section) and what aspects of marketing need to be implemented in the town to attract an increased number of desired tourists.

<p>7.2.1 Strengths</p>	<p>1. La Merced is not only located in the midst of a beautiful landscape, but there are many activities available for tourists to participate in, such as hiking, canyoning, motocross, paragliding, fishing, horseback riding, learning about the coffee making process, learning about the chorizo making process. These activities allow for tourists to see the natural beauty and culture of the town and people in a way that suites them and gives La Merced the diversity it needs to attract several different kinds of Colombian and international tourists. La Merced’s development plan lists these advantages, but focuses mostly on adventure tourism activities, such as paragliding, hiking, canyoning, motocross, etc.</p>
	<p>2. In addition to having many different activities, the town has natural resources, both of which they market by including photos in ad campaigns and materials.</p>
	<div data-bbox="609 661 1297 1188" data-label="Image"> </div> <p><i>Figure 6.</i></p> <p>3. Some of the individual businesses in La Merced have begun branding and advertising their products and businesses, to Colombian tourists, using quality photography and labels. Some businesses have also attempted to market to regional Colombian tourists using local media, such as radio, TV, and print; and to international tourists using social media, most specifically Facebook.</p>
	<p>4. Some business services support other businesses in La Merced helping each other achieve their ultimate goals. Paragliding, for example, occurs at a lookout point, owned by Don Hernando, in El Tambor, as seen in Figure 7. Therefore the paragliding agency is assisted by being able to use a vast space to achieve their activity, and the lookout point receives more customers due to their accomplished marketing abilities.</p>



Figure 7.

5. At one time there were no signs to where paragliding was located, even though paragliding is the most prominent activity in La Merced. Today, signs pointing to the location are posted all along the road up to La Merced. A larger scale sign is also posted up the rather hidden road up to El Tambor. These signs not only allow tourists to understand where these activities are located, but also allow tourists to know what activities are available before even entering the town.

6. Much of this travel information is placed on a basic website run by the Caldas regional government. The website includes several images and updated content on the town: the territory, indicators, maps, documents, travel recommendations, calendar of events, news, audio & video. The website is also linked with Facebook and Twitter accounts, which benefits any current and future marketing.

<p>7.2.2 Weaknesses</p>	<p>1. Although La Merced has many advantages in tourism activities and businesses, some which are starting to brand their products, these activities are just marketing their individual images and not as one cohesive image. The town is a place where these activities and businesses are located, and not the main attraction.</p>
	<p>2. Paragliding is one of the most established activities held in La Merced, however it is not the only agritourism activity in the town, yet it is the sole focus in marketing materials about the town. For example in the Caldas regional tourism guide of 2013, the picture representing La Merced is one of paragliding, and there is no mention of any other activities.</p>
	<p>3. The marketing in use for the town and individual businesses are targeted to both international and domestic tourists. Almost all businesses surveyed said that they either do not advertise to international tourists or they advertise to both, results showing an almost 50/50 response. In observation of these materials, many of the businesses that said they advertise to both only had one campaign to target these different markets. (See appendix 10).</p>

7.2.3 Opportunities

1. La Merced has several town festivals, which highlight the municipal, religious, and cultural foundations, and national festivals. These festivals include the Fiesta de Municipalización, Fiesta de Nuestra Señora de Las Mercedes, Fiesta de La Virgen del Carmen, Dia de Los Carniceros. An example of a national festival is Children's day, observed during research conducted in La Merced. The organization of these festivals can help community collaboration and work towards a cohesive town image. In addition, activities and the community at festivals can be photographed for marketing materials as additional activities and experiences tourist could have in the town.



Figure 8.

2. The many activities available in La Merced are both a strength and opportunity because these activities can be used in marketing materials to portray a more diversified town.

3. Based on observations at the Business Workshop in April 2013, much of the community wants to collaborate together and, at the workshop, the businesses were communicating ideas regarding

marketing strategies. More importantly, based on the Business Survey, the community understands that there is lack of support and collaboration in the town, and this is an essential need for the creation of new businesses and for the improvement of old businesses. (See appendix 10).

4. The church is the most recognized building in La Merced. It is a symbol that many of the youth see as part of their town in 5 to 10 years. With that said, it is a physical symbol of La Merced that could be recognizable to international and domestic tourists.



Figure 9.

7.2.4 Threats

1. All other agritourism destinations within the region are competition for La Merced. However, the most established and recognized agritourism destinations in the region, such as Salamina and Supia, are the biggest competition and can be a major threat if not acknowledged and or if La Merced does not understand how they stand out or how they can contribute.

2. The lack of English speakers in La Merced is a hindrance to the promotion of tourism for international tourists. The town has a colorful culture to advertise, but if the diversity of the town’s language skills do not improve then it shows the inability to host any type of tourist. This will also affect domestic tourists indirectly, since they will be the ones to spread the word, and encourage any international tourist friends to visit the town.

3. The majority of businesses in La Merced do not have business plans, which could affect the success of the business, thus the success of the

	town's tourism industry. Business plans are necessary for two reasons. First it is important to have a business plan when trying to raise money through investors, bank loans, or just in general, because it shows the business is serious and has a plan to move forward. Secondly, and most importantly for La Merced's purposes, it is important to have a business plan because it is a blueprint that organizes thoughts, ideas, and steps needed to be successful. Additionally, it serves as a reference and timeline for daily decisions; clarifies the business's goals; and prepares for the future, making projections within market research based on consumer needs and the businesses ability to fulfill those needs
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7.3 Findings

The resulting finding is based on the four categories of the SWOT analysis, which highlights certain aspects that La Merced is missing in regards to marketing. Based on knowledge of their capabilities, La Merced has the ability to make their weaknesses into strengths and threats into opportunities, beginning with the town image.

- A cohesive image of the town as the main attraction is important for recognition of the town and all the activities held within the town.
- It is important to have a diverse tourism industry that includes various activities. Although paragliding is a comparative advantage, it is not an image, and solely advertising this activity will only serve to maintain a fragmented town image.
- An image is perceived differently by different markets, and therefore one campaign for all types of tourists will deter certain tourists, rather than attract.
- The marketing of La Merced needs improvement, however there are plenty of opportunities available and ways to spin more opportunities towards creating successful marketing campaigns to attract all types of tourists.

Findings and Recommendations

1. Finding:

Both formal and informal tourism services are good for growth

Discussion:

Diversity of tourism offerings is key to sustainable and equitable growth of the tourism sector. Support for informal tourism activities will increase the opportunities for residents in La Merced to become involved in the tourism industry and thereby broaden the range of services available to tourists. A strong informal sector presents a challenge for regulation and may result in overuse of and competition over shared resources. With this in mind, at the national level Colombia promotes formalization of the tourism sector and La Merced should move towards formalization and inclusion in the Tourism Information System (SITUR).

Recommendations:

1. Informal and formal service providers should work together and support each other
Example: the finca/restaurant owner provides commission to the informal tour guide/cultural broker to lead backpackers to that finca/restaurant
2. Formal and informal businesses should establish strong relationships and a culture of cooperation to ensure mutual vision and best practices
Example: The tourism association must include adequate representation of both formal and informal providers and give appropriate weight to their issues and concerns
3. The municipality should make information on formalization easy to access and urge all business to start the formalization process to align with the national policy's.
Example: Hold an information session or make known the contact person in the Mayor's office who can help with formalization.

2. Finding:



La Merced has the potential to build a niche market

Discussion:

Tourists seeking cultural, agro, eco, or adventure tourism (as opposed to leisure) are more attracted to destinations that offer novelty experiences related to these interests. These kinds of tourists also want the experience to feel “authentic” and unique to its location. Marmato achieved its niche market by highlighting its’ unique gold-mining heritage. A near mythical narrative of the symbolic significance of La Merced in relation to competing destinations is essential to carving out an impermeable niche market.

Recommendations:

1. La Merced should develop the existing industries such as fishing, hiking, gastronomy, fincas, and coffee.
2. As a community, develop a unique but authentic narrative of La Merced.
Example A: Embellish on Coffee farms. e.g. La Merced’s eminent history of distinctive coffee cultivation which has perfected over centuries. The descendants of the ancestral farmers who first planted coffee in La Merced reserve the best of their harvest and proudly serve only on location. SENA taught Baristas can take this further by developing a new coffee drink recipe that can be promoted as a uniquely local beverage.
Example B: Tout La Merced escapist qualities. Paragliding takes a weekender on an exhilarating adventure that offers a view of the most beautiful region of Colombia that can only be seen from above.
Example C: Don’t just sell crafts and food, teach tourists how to make their own. Holding lessons, even quick ones, will make a tourist (especially backpackers) feel like they are getting the authentic La Merced experience. La Merced could start by inviting tourists to visit Junt@s to learn sewing in patterns promoted as “authentically from La Merced”
3. Market the narrative to tourists as well as residents to improve authenticity and civic pride.

3.



Finding:

Need for coherence between municipal, subregional, regional and national plans

Discussion:



The national policy discourse is very expansive and comprehensive but there seems to be a disconnect between the national level and the regional/sub regional and municipal level. There is the sense that the National government in Colombia is not directly influencing and involved in the policy formation and direction at the local level.

Some of the neighboring communities have exemplary development plans but La Merced's development plan is still lacking certain important elements that would lay the groundwork for a successful tourism initiative. If the plan does not mirror the policies at the national level they are less likely to receive funding for projects. There is a lot to be learned from the neighboring municipalities and the national level policies.

At the national policy level there has been no recognition of how violent conflict affects future economic and community development.

Recommendations:

1. Information sessions for leaders and government personnel on the national initiatives and policy documents and how to relate them to La Merced.
2. The Mayor and secretary of tourism and culture should use the national and municipality documents and the language in them as a model for how to phrase and frame their own tourism policies.
3. More in depth study of the neighboring municipalities experiences with tourism utilizing their municipal plans.
4. Mediation training for the government officials in order to mitigate conflict in meetings.
5. Investigate ways in which to address the legacy of violence in La M. This requires further investigation and research into the potential risks involved.

For example: Government officials and community members/business owners can take information gathering trips to neighboring municipalities or invite successful project leaders from other municipalities to visit La Merced.

Example: In a municipality in Colombia a woman's group asked the mayor for a building in the town in order to make it into a memory project, with pictures of victims of the recent violence in the building and a photo album where community members can write notes about the individual victims.

6. La Merced should take advantage of the Coffee Cultural Heritage naming by collaborating with Departmental and surrounding Municipalities who were also named by UNESCO *Example:* Trademarking their traditional coffee cultivation with the naming or creating a tour around the characteristics of the coffee cultivation practice that qualified La Merced for this naming.
7. Utilize the tourism inventory that the 2012 IFP students created as a reference document when analyzing and observing how to include all businesses, storefronts and projects in tourism plans and use it to continue to create tourism packages.
8. Create a coherent monitoring system with indicators to measure progress over time

4. Finding:

Community cohesion and cooperation is essential for sustainable and equitable growth in La Merced.

Discussion:

Community based tourism is an initiative that the national government recommends in the development plans, the international declarations they have signed and the policies they have created. Through research conducted in La Merced it is understood that people do not collaborate well with each other and that the community as a whole is not well-informed nor working together in order to plan and promote tourism. In La Merced the main tourist actors are confronted by lack of trust among them and this is not helping in the growth of their community development. During the focus group meetings, business owners constantly reiterated that envy is one of the factors that do not allow them to progress. Business owners also reported that there is lack of cooperation especially when businesses face situations that warrant mutual support.

Community integration, collaboration, capacity training, youth inclusion, and enhancing community communications skills among all parties involved in La Merced's tourism development project are the main issues that La Merced stakeholders need to work on together.

However, without addressing the above-mentioned issues and becoming aware of the need to enhance such areas, working progress towards tourism development would be slow.

Recommendations:

1. As a community, certain places should be earmarked for tourism and/or local use for the protection of local interests and maintain greater control of the tourists' experience
Example A: Hiking trails for tourists should be clearly marked with physical signs and on guiding maps to prevent tourists from trespassing on land where they are not welcome.
Example B: Tourists want what is called "riskless risk" they want to feel like they are having an authentic experience that also isn't in anyway uncomfortable. Designate areas of La Merced where tourists may not be welcome or might have a negative experience with residents. This can be done by not providing detail of these areas on the local map and not giving directions to these areas when asked.
2. The municipality should not concentrate resources in tourist-designated areas. Designated and non-designated areas must be fairly developed to prevent community fragmentation and polarization.
Example: public infrastructure improvements (like roads) should target everywhere these improvements are needed and not specifically in tourist-heavy areas.

3. Build broad community awareness, ownership, and affinity for their shared natural and cultural resources.
Example: Encourage preservation and conservation of natural resource and cultural heritage, since tourism activities use natural resources heavily and environmental protection is a genuine concern of the younger generation.
4. Convene community members outside of the official government leadership for information dissemination, sharing ideas and consensus building so that all voices can be heard.
5. Conduct a larger and more comprehensive community survey of the community sentiment about tourism development, and if and how they want to be involved in tourism.
6. Host community tourism events.
Example: An event for the youth that are taking SENA courses to share what they have learned and the projects they have completed. Invite business owners and community members from neighboring towns to speak about successful tourism projects or experiences.

5. Finding:

Ineffective Collaboration among Stakeholders

Discussion:

During marketing and collaboration planning focus groups, participants reported that they had limited knowledge and skills in financing, accounting, and collaboration, skills they themselves identify necessary to create a project that is sustainable. Stakeholders expressed concerns that they did not have the tools to improve these skills without the help of trained professional who facilitate this learning process. Providing various capacity training for stakeholders interested in participating in the tourism development plan will increase their participation and build on the skills they already have. Tourism actors need to understand that tourism planning is a lengthy process that requires different levels of capacity training and one of them is building their communication skills in order for them to plan accordingly and be able to communicate with different actions in a successful way.

Recommendations:

1. Train natural leaders and business owners in the community in mediation and conflict management
2. Capacity training in rights and contract laws, public and private communication.
3. Foster collaboration among stakeholders and remind community that collaboration and transformation is a continual learning process by holding meetings, trainings and motivational speakers.
4. Mayor Ruben Dario Castaño meet with stakeholders and listen to their complaints as well as their initiatives.
5. Support and re establish the Tourism Association and work collaboratively with TNS and the students from la Universidad Autónoma de Manizales.
6. Those in charge of tourism initiatives should create indicators measure progress of this process over time, with realistic, smart and time considerate goals.
Example: 2 tourism projects developed and implemented over 1 year.

6. Finding:

Youth need to be recognized as a major component of community and economic development in La Merced

Discussion:

It has been demonstrated that youth participation is necessary in order for this sector of the populations to become active and democratic citizens, but also for the overall development of La Merced. Youth have the potential to help shape the future of the municipality and the shape of tourism as it flourishes as a strong and important component of the local economy. While La Merced stresses the importance of child and adolescent participation in development planning, it can only be genuine if children have the opportunity to understand the consequences and impact of their opinions (UNICEF). If children participate in planning activities but their contributions are not followed up on or shown for in action taken by government officials in La Merced than this is considered non-genuine participation, and suggests that children were used for visual proof of participation but not included in the follow through of plans which directly involve and affect them.

Including youth as a component of community and economic develop requires a deep respect for their views, facilitation and overall support of the activities that foster their participation (UNICEF). To date, with The New School, La Merced collaboration, many activities have taken place, such as focus groups and interviews. Ensuring the follow up of children's participative activities is required in order to incorporate their recommendations and concerns in tourism planning.

In conducting focus groups with the youth in La Merced, our findings indicate that the youth of the town need a reason to stay in La Merced after finishing their high school studies or after they finish University. The youth in La Merced expressed interest in pursuing their vocational education by having SENA capacity training in different classes that have not been offered yet such as (graphic design, marketing, web page design, and communication). Youth will be interested in promoting tourism in La Merced if they are giving employment opportunities in any of these areas of tourism development.

There were select youth in both high schools as well as in EL SENA that are interested in the promotion of tourism in La Merced and are interested in staying in La Merced after high school. These select students would be ideal to participate in the tourism initiative. These individuals can collaborate on the progress of tourism development as they join efforts with the Tourism Association as well as The New School IFP 2013 students and the students from La Universidad Autónoma de Manizales.

Recommendations:

1. Include youth in the Tourism Association when properly formed to learn how to work in an organization and community engagement. This will give youth the opportunity to develop their ideas and interests. Both parties will benefit from the knowledge and skills both bring to the table.
2. The youth that are interested in the tourism project need to be identified. They can be the liaison between the youth of the community and the tourism association. They will bring

their innovative ideas to the table to help create new partnerships to promote social change in La Merced.

3. Youth should be encouraged to participate in tourism related activities and planning as a way to foster positive extracurricular learning and prevent juvenile delinquency.
4. Promote and provide opportunities for genuine participation in tourism by making them aware of opportunities to do so through efficient and effective communication with the youth population of La Merced
5. Set goals and indicators for youth participation in planning for tourism.

Example A: Have 2 projects from the Emprendimiento SENA course presented to the municipality over the next 5 months

Example B: 2 projects plans from Emprendimiento SENA course applied to existing businesses in La Merced as a “practicum”

6. Work with the local businesses in order to create apprenticeships for students who have left for university but have the desire to return to La Merced, to give them work experience in the town and provide incentive for their permanent return after their studies are completed.

7. Finding:

There are opportunities for improvement in marketing

Discussion:

Based on observations at the Business Workshop in April 2013, it was demonstrated that the businesses in La Merced do not collaborate and do not receive the support they need from the municipality. More importantly, the businesses want to collaborate together to assist each others business development and marketing strategies, which will work towards a more cohesive image of the town as the main attraction and not simply the activities held within the town.

Additionally, almost all businesses surveyed said that they either do not advertise to international tourists or they advertise to both, however the marketing materials expressed many of the businesses that said they advertise to both only had one campaign to target these different markets. Different markets perceive the town image and activities differently, and therefore one campaign for all types of tourists will deter certain tourists, rather than attract.

It is also clear from observations and other regional marketing materials that paragliding is the activity receiving the most recognition, after advertised as a town image. However it is not an image and not the only agritourism activity, separating the town from the ability of tourists to see the town as diverse, and recognizable through one image.

Lastly, competition is a threat to the foundation of La Merced and is not acknowledged as important to the development of La Merced’s tourism industry. They understand that paragliding is the only activity that stands out from other competing regional towns and can make a well-rounded region. However La Merced does not understand all they have to offer and how they can contribute to marketing in the region.

Recommendations:

1. Develop a marketing strategy based on the community image/narrative and marketing campaigns targeted to different markets.
Example: adventure ads for backpackers & thrill seekers, landscape beauty/fincas/coffee process for older tourists looking to have a calm weekend, etc.
2. Decide which activities should also be incorporated into a marketing strategy that characterizes La Merced.
Example: Using other activities such as hiking, canyoning, motocross, bird watching, fishing, horseback riding and so on.
3. Make new creative visual identifier of the church or silhouette of the town to place on website as this is the most relatable image for Mercedeseños
Example: Aguadas is known for its special hats, which is the image portrayed on their website and other marketing materials. The Aguadeño hat was and still is the most recognized aspect of the town gaining global popularity.
4. Look for opportunities to be incorporated into marketing strategies of other regional towns & major cities to broaden La Merced's reach, and in turn broaden reach of other regional towns & cities
Example: Lima, Peru advertises rural tourism of towns in the general region of the city. This not only helps increase tourism in these rural towns, but also makes Lima even more diverse.
5. Create a new website that separates La Merced from rest of Caldas region and incorporate creative imagery and content identifying the town; recommended places to stay, restaurants/cafes, activities; calendar of events (festivals, etc.); maps of La Merced, hiking trails, directions to La Merced.
Example: Colombia.co is a good example for creative design of a website
6. Utilize the radio station and other regional media sources that have already been drawn upon
Example: The radio and a regional television media source, Telecafe, can be used to show video imagery of the town and festivals to encourage emotional responses to marketing campaigns. Colombia's magical realism campaign shows how certain imagery, whether moving or stagnant, can create a visually appealing, emotional promotion of tourism.

8. Finding

La Merced is inadequately mapped

Discussion:

Having a map literally will put La Merced "on the map". Goggle Maps, OpenStreetMap, and ArcMap all have inadequate information about the geography and landmarks of La Merced. Travelers need maps to show them what is important to see and will plan their trips accordingly. La Merced needs to be properly mapped for tourism.

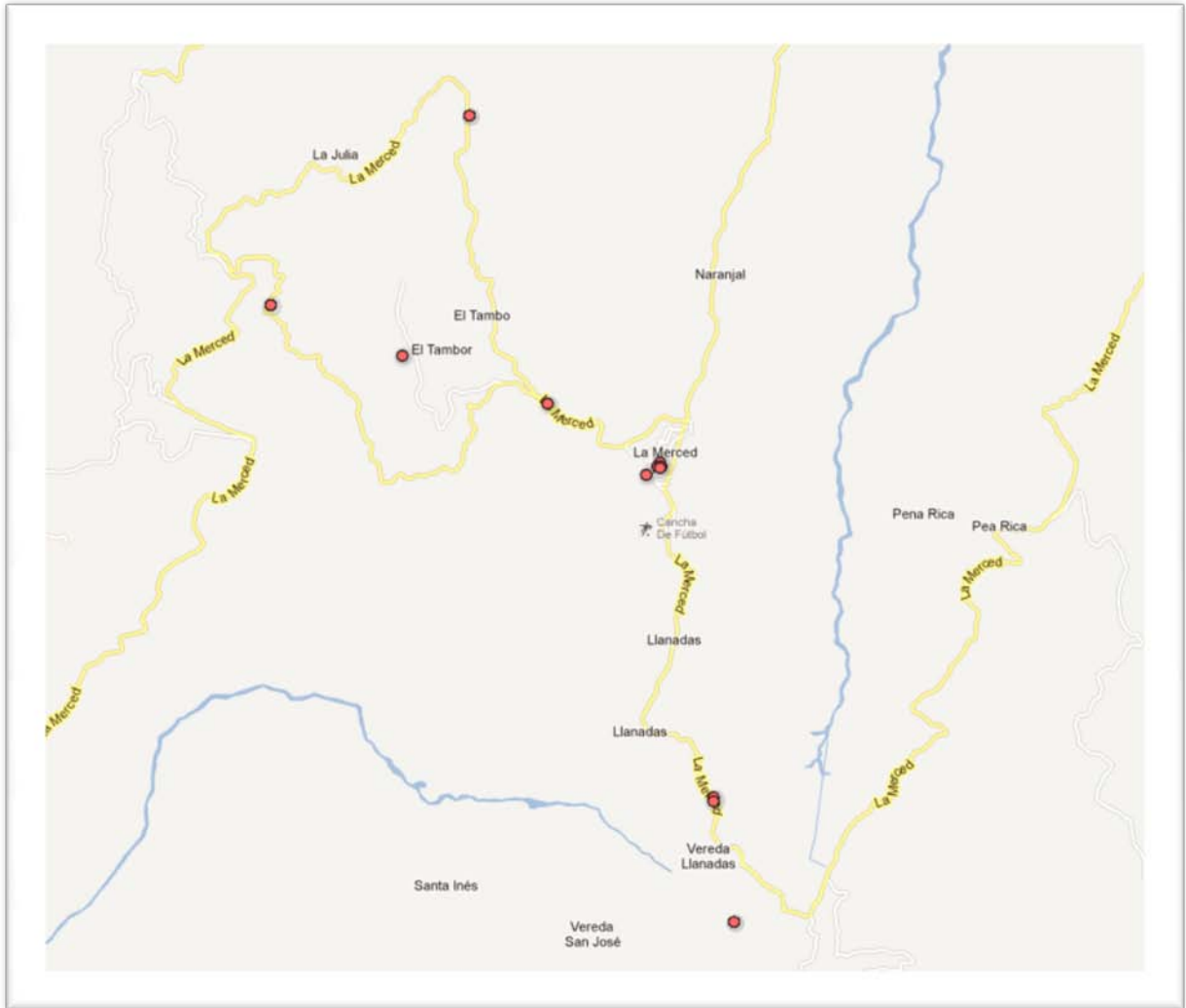
Recommendations:

1. Create an OpenStreetMap account and mark every road, trail, building, and structure of La Merced.
2. Geographically tag pictures of happy tourists, beautiful scenery, and places of interest onto Google Maps.
3. Print easy to understand tourist maps that highlight the tourist activities that are promoted in La Merced's marketing campaign.

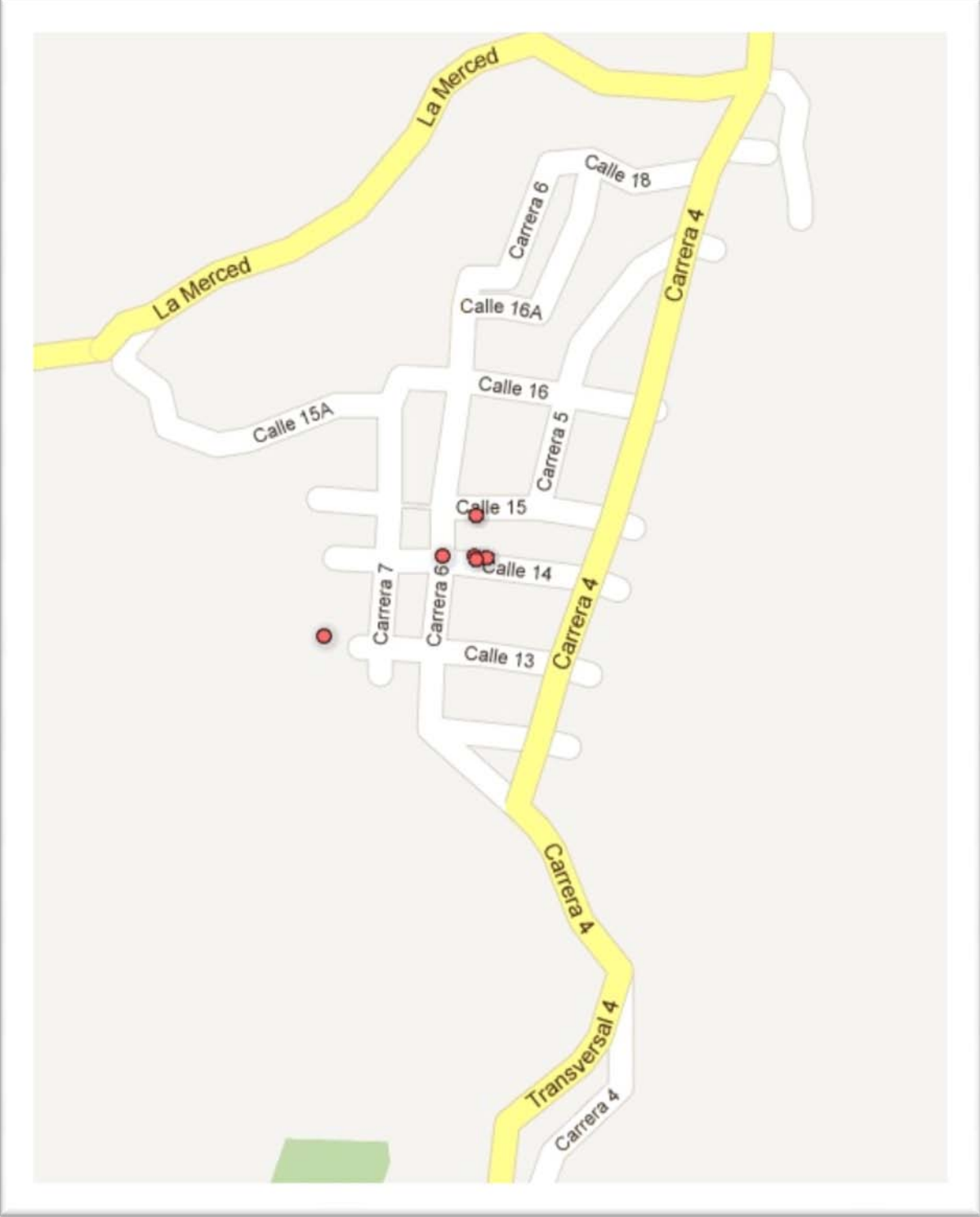
Appendices

Appendix 1: Maps

1a. Panned Google Map with Restaurants, Hotels, and Tourist Activities:



1b. Zoomed Google Map with Restaurants, Hotels, and Tourist Activities:



1c. OpenStreetMap Sample Map:



1d. Latitude and Longitude for mapping locations in La Merced:

Name	Location
Cafetería Central	5.398881, -75.547453
Cafetería Exclusiva	5.398881, -75.547642
Piqueteadero Yaqui	5.398397, -75.548361
El Mirador del Arriero	5.402789, -75.554539
Chorizos La Locha	5.398867, -75.547378
Hotel La Plaza Real	5.398853, -75.547447
Restaurante Cafetería La Fonda	5.399119, -75.547447
Hacienda Hotel Villa Amparo	5.408969, -75.571842
Hacienda La Palma	5.420733,-75.559383
Voladero El Tambor	5.405836,-75.563589
Hacienda Culiacán	5.370544,-75.542856
Truchera Llanadas	5.378058,-75.544097
Chorizo Paisa Llanadas	5.378344,-75.5441

Appendix 2: National Laws & Policies Timeline

Date Created	Law/Policy/Document
1996	Law 300
	Eco Tourism Development Policy
2002	Law 731
2002	Law 790
2003	Law 812
2005	3397 Conpes Sector Policy Tourism guidelines
2006	Law 1101
2006	The National Development Plan of 2006-2010
2008	The Plan Sectorial de Turismo 2008-2010: Colombia, Destino Turístico De Clase Mundial
2010	National Development Plan 2010-2014

Appendix 3: Caldas Development Plan 2012-2015

METAS	Línea Base	Indicador Producto:	objetivos del milenio	Propuestas de los Encuentros	Programa de Gobierno L.E
Gestionar e implementar tres megaproyectos en las subregiones centro sur, magdalena caldense (Señalización y desarrollo de Producto Turístico: Embalse Amaní, Laguna San Diego, La Habana y Buenavista) y bajo occidente del departamento de Caldas	3 proyectos que articulan la region centro-sur	3 megaproyectos implementados	1, 8	2	4, 6
Incrementar anualmente en un 30% los visitantes que llegan al departamento.	386.234 visitantes en el año	2.000.000 de visitantes en el cuatrienio			
Articular el sector a la aplicación de las políticas de sostenibilidad ambiental con Corpocaldas y Entidades afines al tema cambio climático	0	0			
Fortalecer cinco eslabones de la cadena productiva del turismo en gastronomía, operación turística, alojamiento en los municipios convocación turística en el departamento durante el cuatrienio. Plan turístico	5 eslabones	5 Eslabones fortalecidos	1, 8		4

Appendix 4: Subregional/Municipal Development Plan - Tourism

4a. Fildelfia

TURISMO

El sector turístico en el Municipio de Filadelfia actualmente está realizando las reuniones para la conformación de la junta del turismo, sin embargo esta región presenta un panorama muy amplio y fructífero y esto se debe a que pertenece al paisaje cultural cafetero, es por esto que a partir de la conformación de esta junta se van a gestionar proyectos como son los senderos ecológicos y fortalecer los sitios turísticos que se tienen en toda la región con el fin de lograr una integración eficiente alrededor de este tema.

Se debe tener en cuenta el inventario turístico del Municipio que será actualizado para incluir productos como los deportes extremos (canopy, canotaje, puenting) y senderismo ecológico (La cueva de los guacharos)²⁰ pues el municipio cuenta con potencial turístico que debe fortalecerse a través del mejoramiento e implementación de paquetes turísticos. Tanto los recursos humanos, técnicos y territoriales son clave para la promoción de la entidad territorial como parador turístico.

4b. Marmato

PROGRAMA 1: Los marmateños viven el turismo, Marmato la cumbre del oro en el Alto Occidente

Objetivo del sector: Promover el turismo como estrategia para el desarrollo económico del municipio y fomento del sentido de pertenencia por la cultura Marmateña.

SUBPROGRAMA 1: Desarrollo de una política local turística para incentivar el turismo y fomento de Marmato

Estrategia 1: Diseño de una política turística para el municipio.

Línea Base 1: No. de políticas implementadas: 0 **Fuente:** Secretaria de desarrollo económico, ambiente y servicios públicos

Meta de Producto (No.): Diseñar e implementar 1 política turística para Marmato durante el cuatrienio.

Meta de resultado (%): diseñar e implementar el Plan en un 100% para el cuatrienio 2012-2015.

Estrategia 2: Diseño e implementación del Plan estratégico turístico para Marmato

Línea Base 1: No. de planes implementados: 0 **Fuente:** Secretaria de desarrollo económico, ambiente y servicios públicos

Meta de Producto (No.): Diseñar e implementar 1 Plan estratégico turístico para Marmato, para orientar bajo este, el desarrollo turístico de Marmato.

Meta de resultado (%): diseñar e implementar el Plan en un 50% para el cuatrienio 2012-2015.

Estrategia 3: Diseño de agenda turística para promoción del municipio.

Línea Base 1: No. de agendas turísticas del municipio: 0 **Fuente:** Secretaria de desarrollo económico, ambiente y servicios públicos

Meta de Producto (No.): Diseñar 1 agenda turística para el municipio, con el objeto de promocionar el municipio en otras regiones.

Meta de resultado (%): Diseñar el 100% de la agenda y promoverla.

Estrategia 4: Ejecutar actividades para el uso de las tecnologías de la información para la promoción del municipio.

Línea Base 1: No de actividades ejecutadas: 0 **Fuente:** Secretaria de desarrollo económico, ambiente y servicios públicos

Meta de Producto (No.): Ejecutar 2 actividades continuas al año, para el uso de las tecnologías de la información para la promoción del municipio.

Meta de resultado (%): Ejecutar al 100% las actividades y lograr la promoción del municipio durante el cuatrienio.

Appendix 5: Community Based Tourism Case Studies

Town, Country	Key Factors/Lessons Learned
Coron Island, Philippines	<p>Issue: Very few respondents (residents of the island) were informed of any plan or invited to participate in discussions concerning the tourism project. Proposed Solution: Inform the Community- Tagbanua Foundation of Coron Island should begin by informing the residents of their own island about the project . (Okazaki, 2008)</p>
Nicaragua	<p>The bottom-up model that embraces Community Based Tourism with accelerated growth, born and funded by local entrepreneurship, with a strong focus on the domestic markets and showing the largest rates of arrivals had higher rates of employment and economic benefits, a relevant indirect impact on the communities by making connections with the local supply chains in the informal economy, where the poorer sectors of the population worked and strong local ownership over the projects. Local communities had tailored a product that they could produce, deliver, and market by themselves with their available knowledge and networks</p> <p>Issue: The top down model was not as successful but it represented the most cases in the study. The top-down model - those CBT with low or stagnated growth, created as a result of external funding and entrepreneurship, focusing initially on international markets and assisted by NGOs for market access. (Zapata et al, 2011)</p>
Queensland, Australia	<p>It's not just about financial success: Triple Bottom Line- balancing social, economic and environmental values is identified by many businesses as the key to business success and longevity.</p> <p>Create a community event for tourism that allows the community to participate and have fun. For Example, the Capricorn Caves holds an annual event. The annual Carols in the Caves has become a successful community event, winning the National Australia Day Award in 2002. It achieves more than encouraging community interaction, with all proceeds donated to Access Recreation, a local initiative supporting youth and ensuring equitable services for all community members. They also provide complimentary tours for locals accompanying visitors. (Tourism Queensland)</p>
Prainha Do Canto Verde	<p>The residents' association elected a tourism committee whose first task was to exchange information with neighboring communities about the tourism projects they had experienced.</p> <p>Recognized that "that a tourism that would transform their town into a collection of summer homes, hotels, resorts, water parks, and so on, with such unwanted side effects as underemployment, reduced physical safety, prostitution, and drug trafficking, "was not the sort of tourism for us!"</p> <p>"The tourism committee has formed a tourism board and a tourism and</p>

	<p>handicrafts cooperative to stimulate, regulate, manage, and plan tourism in the community. Residents working in tourism are registered by the cooperative and pay an annual fee that varies according to what they do. Some 15 to 20 percent of the resources generated by the cooperative go to a social and education fund that benefits the rest of the community.”</p> <p>Have created a “rotating fund for small businesses, initially made up of donations from the Friends of Prainha do Canto Verde Foundation with the purpose of adding and upgrading hotel and guesthouse beds and improving the provision of tourism services.” (Bartholo et al 114)</p>
Still Bay, South Africa	<p>Individual Champion/social entrepreneur- “fortunate in having a local champion or social entrepreneur whose individual input into the development process was critical in ensuring success.”</p> <p>Tourism Events - “hosting of an annual Strandlooper Festival in September, a cultural event based on the archaeological heritage of the area. The promotion of annual events, such as whale watching and flower spectacles, has also been encouraged, in addition to celebrating the area’s significant archaeological heritage (Nell and Binns 199)</p>
Tanzania	<p>“Local-level participation is essential for achieving the global goal of sustainable development. However, such involvement often involves a shift of power from local authorities to local actors.”</p> <p>Local and Well Trained Tour Guides - “Any CBT program wishing to achieve sustainable success needs tour guides who are well trained and, if possible, local. Professional training is needed, not only to improve guiding and hospitality skills, but also to make guides aware of complex ethical dilemmas, such as disjunctures between local conceptions of community and the ways in which those communities are imagined by visiting tourists.” (Salazar, 2012)</p>
Flowers Route, El Salvador	<p>Highlight the role of women (and young people) as crucial actors in the planning and development of tourist activities, and in the management of prospective businesses” (Lopez Guzman et al, 2011 82)</p> <p>Positive perception of tourism by the local community</p> <p>Local Community Awareness- Flowers Route is very much aware of the fact that it currently does not have the adequate training, education and qualifications to face the challenge of constructing good quality tourism products.</p>

Appendix 6: Collaborative Planning Case Studies

Place	Explanation of Case Study
<p>Cusco, Peru</p>	<p>Collaborative Tourism Planning, A Case Study of Cusco, Peru Issue: In Cusco, collaborative tourism planning is not yet taking place and it is at the initial stage of networking and formation. Facts that affect collaboration in planning in Cusco are the lack of stakeholders recognition of interdependence, lack of trust among actors, and limited joint of objectives (Ladkin & Bertramini, p. 89). Findings: Analysis of the collaborative process in Cusco suggests that there is not yet a strategic planning process carried out as part of the collaborative process. The interdependence amongst stakeholders has not yet formalized. Coordination occurs informally rather than a part of a strategic planning. Prior experiences of collaboration and coordination processes in Cusco did not build feelings of trust among stakeholders. Collaboration efforts are additionally affected by the poor decision making power, no long-term method to collaboration, and missing collective vision and goals. One of the main barriers that Cusco faces and affects the development of a collaborative tourism planning approach is the cultural values. Tourism stakeholders believe in authority where the public sector must control tourism development. The collective feeling is that their opinions are not heard and the inequalities in power are stressed. Government decision-making is highly centralized giving very little room for regional authorities to have control to make choices. As a result, both public and private sectors do not recognize the regional tourism authority as an entity to create and lead a collaborative agreement (Ladkin & Bertramini, p. 89). Proposed Solution: Stakeholders recognition that a collaborative tourism planning process is beneficial and to identify different forms of governance that allows them to discuss their interest and accomplish their plans. The development of this approach requires significant transformation of the current system and processes and its success relies on the way tourism actors manage numerous constraints to collaboration. Tourism actors are also encouraged to view transformation collaboration as a continuing learning process.</p>
<p>Taquile Island, Peru</p>	<p>Community Integration: Island Tourism in Peru By Ross E Mitchell and Donald G. Reid (2001) Key Factors: A community integration framework in tourism was created and applied in Taquile Island and this case study reflects a successful community integration in tourism planning process. The framework was used to assist in planning, development, management, research, and evaluation of community-based projects. Community integration in tourism consisted of making decisions about the power structures and processes, having local control, creating different types and distribution of employment, and increasing the number of local people employed in the local tourism sector. Findings: The majority of residents of Taquile Island received greater socioeconomic benefits from the high level of community integration used during</p>

this project.

Appendix 7: Youth Inclusion case study

Topic	Examples
Youth Inclusion	<p>Involving youth in decision-making in different levels of an organization helps to promote positive adolescent development as well as a strong community through the use of policies as well as advocacy. According to the Innovation Center for Community and Youth Development and National 4-H Council, benefits of engaging youth in decision-making in communities and organizations, is not only for youth but also for adults and the institutions in which young people are involved (Shepherd, 2001, p. 1). This study found several ways in which adults benefited from meaningful youth involvement:</p> <ul style="list-style-type: none">-Adults benefited from youth first-hand competence and began perceiving them as legitimate, a crucial component for to the decision making process.-Working with youth improved the assurance and energy of adults to the organization-Youth engagement helps adults to understand the needs and concerns of youth as well as it helps youth gain a stronger sense of community integration.-Adults as well as organizations feel become more responsive for the youth in the community and helps organizations to make decision-making relevant to the needs of youth (Shepherd, 2001, p. 2).

Appendix 8: Subregional/Municipal Development Plan - Youth Participation

8a. Filadelfia youth

Grupos Juveniles:

La región cuenta con un solo club juvenil y esto se debe a que todavía no se ha realizado la alianza con el Instituto Colombiano de Bienestar Familiar (ICBF) ya que a partir de este convenio se nombran los animadores y los integrantes del grupo que deben ser 15 personas, ya sean civiles o estudiantes del grado once para cumplir su servicio social.

Actualmente este club está dirigido por Beatriz Elena Giraldo y dos voluntarios que son Fernando Escobar y Maicol Vasco, la finalidad de este club juvenil es que los jóvenes aprovechen el tiempo libre en actividades sanas, por esto se están realizando talleres Lúdico-Recreativos en la Institución Educativa de la zona urbana, también se están realizando semilleros en la Biblioteca Municipal.

Se evidencia la baja participación de la población juvenil en programas y actividades a nivel general. Por esta razón, se buscan crear estrategias de vinculación para la población juvenil con el objetivo de orientar el uso adecuado del tiempo libre y fortalecer los espacios de participación comunitaria.

8b. Marmato

PROGRAMA 3: Todos los niños, niñas y adolescentes marmateños son ciudadanos

Objetivo del programa: Proteger y hacer posible que los niños marmateños sean ciudadanos y participen en el desarrollo del municipio, priorizando los niños de los niveles 1 y 2 del Sisben y los pertenecientes a la estrategia Unidos. Para ello será indispensable la participación y cooperación del gobierno nacional, el Ministerio de la Protección Social, ICBF, Ministerio de Educación, y demás entidades que se requieran para hacer que la administración Municipal de Marmato pueda cumplir con la protección de los derechos de los NNA.

Subprograma 2. Todos los niños, niñas y adolescentes marmateños tienen la oportunidad de participar en su desarrollo

Estrategia 1: Apoyar los gobiernos estudiantiles en el municipio

Línea Base 1: No. de gobiernos estudiantiles funcionando 2011: 5 **Fuente:** Secretaria de Desarrollo Social Municipio

Línea Base 2: No. Instituciones educativas: 5 **Fuente:** Fuente: Secretaria de Desarrollo Social 2012

Meta de Producto (No.): Apoyar al a 5 gobiernos estudiantiles y 5 instituciones Educativas en procesos de participación durante el cuatrienio.

Meta de resultado (%): Apoyar las iniciativas de participación del 100% de los gobiernos escolares.

Estrategia 2: Continuar apoyando las iniciativas juveniles de participación por sectores de la administración 2008-2011.

Línea Base 1: No. de iniciativas juveniles apoyadas 2010: 6, 5 en la zonas rural y 1 en la zona urbana. **Fuente:** Informe de infancia y adolescencia.

Meta de Producto (No.): continuar con el apoyo de 5 iniciativas juveniles en la zona rural y 1 en la zona urbana

Meta de resultado (%): Continuar con el apoyo al 100% de las iniciativas juveniles del municipio durante este cuatrienio.

Estrategia 3: Apoyo al Consejo municipal de Política Social-CMPS

Línea Base 1: No de CMPS 2011: 1 **Fuente:** Secretaria de Desarrollo Social 2012

Meta de Producto (No.): Apoyar el CMPS para garantizar el bienestar de los NNA del municipio.

Meta de resultado (%): Apoyar en un 100% el CMPS durante el cuatrienio.

Estrategia 4: Conformar, implementar y apoyar el Consejo Municipal de Juventud para el cuatrienio 2012-2015

Línea Base 1: No de CMJ 2007: 1 que no funciona desde 2007 **Fuente:** ICBF

Meta de Producto (No.): Apoyar el CMJ para garantizar el bienestar y participación de los jóvenes del municipio.

Meta de resultado (%): Conformar, implementar y apoyar en un 100% el CMJ durante el cuatrienio.

Appendix 9: SENA courses

9a. Past/Present/Future Courses offered

When offered	Courses
Past courses offered	<ul style="list-style-type: none"> • Espostacion nivel 1 y 2 • Mantenimiento de redes de gas domiciliario • Panaderia y pasteleria • Primera infancia • Control ambiental • Mesa y bar • Diseño de programas turísticos • Curso básico de sistemas • Ofimática nivel 1 y 2 • Produccion de hongo comestible orellana • Producción en cafés especiales • Aseguramiento de la calidad de café • Herraje nivel 1 y 2 • Elaboracion de artesanía en guadua • Emprendedor en diseño y comercialización en paquetes turísticos • Turismo de aventura (guias turisticos) • Produccion y comercializacion en especies menores • Transformacion de lacteos • Construccion de invernadero • Seguridad alimentaria • Arequipes • Panaderia nivel 1 y 2 • Gestion documental
Present courses offered	<ul style="list-style-type: none"> • Alojamiento rural • Producción de alimentos tradicionales • Construccion en guadua y bahareque • Primera infancia • Ofimatica nivel basico y avanzado
Future Courses Offered	<ul style="list-style-type: none"> • Ingles • Artesanía en guadua • Productos farmacéuticos • Confeccion • Sistemas • Mesa y bar

9b. Online SENA courses offered

ONLINE COURSES

1.) Turismo en Espacios Rurales

Tourism in Rural Areas

Duración del curso: 40 horas

Duration of the course= 40 hours

Método/Lugar

Place

Online

Objetivo

Comprender el concepto, características, modalidades, potencialidades y posibilidades que ofrece el Turismo a los espacios rurales como alternativa que aporte al desarrollo local de las regiones y municipios.

Objective: To understand the concepts, characteristics, methods, and potential opportunities tourism offers to rural areas, as an alternative to provide local development of regions and municipalities.

Contenidos : El espacio rural y las nuevas posibilidades, el turismo en espacios rurales, oferta y demanda del turismo rural, el turismo rural en el mundo

Contents: Rural spaces and new tourism possibilities in rural areas, supply and demand of rural tourism, rural tourism throughout the world

Metodología

Curso Virtual con Acceso gratuito a Internet desde el Telecentro de Compartel seleccionado por Usted en la preinscripción. Reclame en el Telecentro el PIN al que tiene derecho. El curso será orientado 100% en ambiente virtual mediante las siguientes estrategias: Autoaprendizaje, Exploración e Investigación en la red, Grupos de discusión, y Aplicación al entorno en donde viven.

Methodology: Online Course with free Internet access from the Telecentre Compartel for your registration. You will also receive a PIN from Telecentre. The course will be solely online and will use the following strategies: Self taught, Internet Exploration and Research, Discussion Groups and applicable to the environment in which they students live.

Requisitos de Ingreso

CONOCIMIENTOS PREVIOS: Habilidades de lecto-escritura, Conocimientos básicos en Internet, Correo Electrónico, Word y Explorador de Windows, Dedicación de 10 horas semanales al desarrollo del curso.

Course Requirements

Previous Requirements: Literacy skills, Basic knowledge of Internet, Email, Word and Windows Explorer, Dedication of 10 hours per week in course development.

2.) Organización de eventos del sector turístico

Event Planning in the Tourism Sector

Duración del curso: 40 horas

Duration of the course= 40 hours

Lugar

Place

Online

Descripción breve

El curso Organización de Eventos ofrece al estudiante la oportunidad de realizar actividades tendientes a desarrollar habilidades en: Determinación de las necesidades del cliente; Realización

de la venta del evento; Conocimiento de las Políticas internas del área del evento; Planificación y Manejo de Eventos; Manejo de Etiqueta y Protocolo y la posterior evaluación del mismo. Es el momento para aprovechar este curso que te ofrece Sena Virtual: Aplicando el sistema de valoración que desarrollaron los expertos de emagister, este curso es el líder de los cursos de Administración empresas turísticas. La razón por la que el centro puede ofrecer una enseñanza personalizada, es gracias a sus grupos con pocos alumnos. Este curso es un curso cuya demanda no para de crecer desde que fue anunciado por el centro en emagister en Mayo de 2009. Para obtener el título que te interesa, deberás invertir de tu tiempo 40 horas y estudiar ya sea desde tu casa, oficina o el lugar que más te convenga, los módulos del programa. Al final de este periodo recibirás del centro tu comprobante de aprovechamiento otorgado por Sena Virtual. Gracias a este curso vas a adquirir habilidades de central de reservas turísticas, operativa de reservas de hotel y operativa de reservas de transportes absolutamente necesarias para desarrollarte como profesional de Administración empresas turísticas, e indispensables si deseas crecer y triunfar como Encargado de Promoción Turística, Técnico en turismo, Representante de Agencia de Viajes u otras profesiones relacionadas. Sena Virtual está en el mercado con cursos de Administración empresas turísticas desde 2009. En emagister sabemos que las opiniones de los ex alumnos sobre los cursos publicados te interesan.

Brief Description

The Event Management course offers students the opportunity to undertake activities designed to develop skills in: Determining customer needs; Performing sales of the event; Knowledge of internal policies of the area of the event, Event Planning and Management, Management Etiquette and Protocol and the subsequent evaluation of the event. *At this time the online Sena course offers: how to apply the rating system developed by the experts from Emagister (UK online language courses), this course is the leader of Directors tourism enterprises.* Due to small class sizes/groups the center can offer personalized instruction. This demand for this course has been growing since the Emagister officially announced it in May 2009. To obtain the title that interests you, must invest 40 hours and study the program modules either at your home, office or the place which suits you. At the end of the course the Emagister center will receive proof of your achievement awarded by Virtual Sena. Throughout this course you will acquire skills in: tourist booking centers, hotel booking, transport reservations (as these are absolutely necessary to develop as professional management tourism businesses, and essential if you want to grow and succeed as a Tourism Promotion Manager), Technical tourism, travel agency representative or other professions. Virtual Sena has been on the market with tourism enterprises Management courses since 2009. For more information go to the Emagister website where there are posts from the alumni on courses that may interest you.

3.) Guianza de recorridos por la naturaleza

Guides for Nature Tours

Duración del curso: 40 horas

Duration of the course= 40 hours

Método/Lugar

Place

Online

Descripción breve

El curso guianza de recorridos en naturaleza tratará sobre distintos temas como ecología y recursos naturales, historia y geografía turística, comunicación y legislación ambiental, técnicas de guianza, caminos y senderos y equipos de seguridad, manejo de grupos y primeros auxilios, técnicas de campamentos, manejo de residuos. Aplicando el sistema de valoración que desarrollaron los expertos de emagister, este curso es el líder de los cursos de Guía y animación

turística. Este curso es un curso con mucha demanda de información por parte de nuestros usuarios desde que apareció publicado por primera vez en Mayo de 2009. Es el momento para aprovechar este curso que te ofrece Sena Virtual: el secreto de la personalización en sus cursos es el número bajo de alumnos por cada uno de sus grupos académicos. Gracias a este curso, vas a saber más sobre primeros auxilios y seguridad llegando a dominar los recursos y conocimientos que ya manejan los profesionales de Guía y animación turística mejorando tus posibilidades de alcanzar el éxito laboral como Guía Turístico, Guía Turística, Informador Turístico u otras profesiones relacionadas. Con una duración de 40 horas y estudiando los módulos desde donde te apetezca este programa te otorga el comprobante de aprovechamiento Sena Virtual. Sena Virtual es conocida por sus cursos de Guía y animación turística desde 2009. Dispone de prácticas en empresas, asociación de exalumnos, biblioteca. Los próximos periodos para realizar estos estudios están publicados en emagister desde Septiembre de 2009. El porcentaje de opiniones positivas de este centro es de un 90% entre las 29 valoraciones que hemos recibido de antiguos alumnos.

Brief Description

Tour Guide course of participating in nature with many topics over Ecology and Natural resources, historical and geographical tourism, communication and environmental law, technical guidance skills, Roads and routes training, group management in safety and first aid skills, and waste management. Applying the rating system developed by the experts of emagister, this course is the leader of the tourist entertainment guide courses. This course has been in high demand from our users since it was established in May 2009. It is time to take this course offered by Virtual Sena: the course is designed for a small number of students for each of its academic groups to have more specialized attention. In this course, you will learn more about first aid and safety, how to use natural resources, expertise in management and professional guide skills, improve your chances of success working as a tour guide, Tourist Informer or other professions. After you complete the required 40 hours and course modules where you will feel satisfied with the proof of learned skills Virtual Sena offers. Since 2009 Virtual Sena has been known for its animation courses and tourist guide courses. It offers internships, membership into an alumni association, and a library. The dates for these studies have been published in Emagister. The percentage of positive reviews of this center is 90% among the 29 reviews we have received from alumni.

9c. High School School Focus Group Observations

1. Qué es lo que más orgullo te produce pertenecer a la merced

La Merced High School:

- Solidaria de las personas
- Las personas, muy humildes muy acogedores, Tenemos rico de paisajes, la ubicación, la cultura.
- No se Ve violencia, tranquilidad .Amabilidad de las personas, igualdad (argument about whether this is true was sparked, many did not agree but the debate was shut down as we needed to proceed) AgriculturA, paisaje.

- Pasajes, cultura, comida, gente, solidaridad de la gente
- La gente es muy amable. Los paisajes culturales. Paisajes turísticos, personas muy acogedoras. Paisaje cultural cafetero, la iglesia, las veredas del tambor, el canon de despensas, la cueva de los guacharos, la feliza, conopin, y canotaje. El parapente

Llanadas High School:

- Paisaje, lugares turísticos, maiban, l tambor, la tranquilidad que tiene, la gente, el campo, la amabilidad, comidas típicas (bandeja Paisa, sancocho, la lechona, el casado, Campesinos, gente, cultura, trabajadora, colegio, paisa, iglesia, paisajes, sitios extremos, El Tambor/parapente, cariño de la gente aquí con personas de otros sitios

2. Si tu tienes la oportunidad de mostrarle a un amigo algo de la Merced que te guste , que le mostrarías?

La Merced High School:

- La amabilidad de la gente, Los paisajes, parapentismo, senderos ecológicos, típica de las casa coloniales, la comida típica, el Fatima, artesanías (el casado, chorizo, canastas de iraca. Las fiestas, municipales, conductor, carnicero, de la virgen, sem Santa procesiones.
- Parapente y la vista muy bonita. No al sendero ecológico (no es tan bonito) El casado. El chorizo. Las empanadas. Montar caballos. Donde Eduardo uribe. Parapente, paisajes, fincas, El Tambor
- La historia, la parte ambiental, Muchas clases de atracciones. Por proyectos. Explotar la Merced como tal por sus paisajes. Entrenar a la gente y la gente se apropie y generar empleos.

Llanadas High School:

- maiba, el Tambor, parapente, como llegar a la Taza el café, café y Cana, ganadería, donde don juaco, Jugar deporte, La meseta de San Isidro, café, casado, comida típica, parapente, motocross, fútbol, bungee, deportes extremos, paisajes, muchas partes donde ir recorrido/ las vistas, surrounding view, montañas, fiestas municipales y del virgen, carnicero,, municipio muy sano

3. Sabes algo de Los cursos del sena que son ofrecidos por la alcaldía, Si la respuesta es Si, has estado en alguno

La Merced High School:

- Dos no sabía, Barismo, Guianza turísticos, Técnico y sistemas, barismo. Si, barismo
- Barismo, técnico de sistemas, turismo, contabilidad

Llanadas High School:

- turismo, barismo, panadería, gustaría Tomar lo del sistemas, Barismo, guía turística, peluquería, pecuario, sistemas, farmacia, inglés, turismo (SENA courses the students want: sistemas multimedia, disgraphica, musica, mecanica) Hoteles rústicos, Hecho de artesanías

4. Si pueden ayudar en algo de turismo, le gustaría?

La Merced High School:

- Si les gustaría mucho. Guía turística, barismo, expertos de café.
- Si, expertos de café, guías.
- Deportes extremos, senderismo, guía turístico, motocross

Llanadas:

- Si, ser guías, Senderismo, deportes extremos, turismo, guía turística

5. Te quedarías en la Merced después de graduarte?

La Merced High School:

- La idea es de ir a estudiar, Viajar conocer otras partes y la ciudad, pero es muy caro vivir. Viajar y conocer, medicina.
- No hay oportunidades, hay oportunidades a largo plazo, si hay mucho potencial, explotar los recursos, quieren estudiar.
- Computadoras, medicina, policía, leyes, barismo, ingeniería industrial, técnico de sistemas, periodismo, deportes, mecánico automotriz, comunicador social, ingeniería forestal

Llanadas High School

- Hacer proyecto con el diploma de agropecuario y quedarse. Pero quieren estudiar. Se quieren, se necesitan oportunidades: educación, artes escénicas, empresas, café, tecnología, militar, estudiar mechanical, technical school, policía, inglés, curra, veterinary
- Quisiera quedarme pero tengo oportunidad de irme para manizales.
- Si hay proyectos de turismo me quedo.
- El problema en la Merced no hay oportunidades de trabajo y a uno le toca ir a buscar trabajo en otro lado
- Si hay turismo me quedo y si no me busco trabajo en Pereira
- Me voy a Manizales si no hay oportunidades.
- Un amigo y yo tenemos un proyecto en la Merced de poner un negocio del café. Y si no hay posibilidad entonces me voy a ayudar a otros pueblos como salamina donde no saben Barismo.
- Con Eduardo el patrón me quedo sino me voy a manizales. (this in the son of the housemaid that works for Eduardo)

6. A donde se irían si les toca irse de la Merced después de graduarse?

- Medellín porque tengo familia.
- Pereira porque tengo familia y para seguir estudiando
- Manizales para estudiar.
- Medellín porque tengo familia
- Salamina porque quiero poner un negocio de café
- Quiero hacer un técnico en el SENA por dos años y después conseguir trabajar y pagar la Universidad.

7. Sienten que hay apoyo a los jóvenes en La Merced?

- No
- Poco.
- Si, el alcalde nos apoya para que hagamos deportes y para que no hagamos drogas pero falta más empleo para los jóvenes.
- Falta trabajo para los jóvenes.

Appendix 10: Business Survey

1. Que tipo de negocio tiene?

#	Answer	Response	%
1	Entretenimiento	2	6%
2	Transporte	0	0%
3	Gastronomía/Cafetería	13	42%
4	Ventas al por menor	0	0%
5	Other	18	58%

Other
pasado rural
pasado rural
Pesca deportiva
Pista de motocross y vaqueria; hosteria
Hostal Rural
Granja Agro-industrial turistica alojamiento rural
Pasada Rural
Pasada Rural
cabañas, posadas, mirador de los arrieros
Alojamiento Rural
Turismo - Alojamiento Rural
Alojamiento Rural
Alojamiento Rural
alojamiento rural
Alojamiento Rural
Alojamiento Rural
Alojamiento Rural
Alojamiento Rural
Alojamiento

Statistic	Value
Min Value	1
Max Value	5
Total Responses	31

2. Esta su negocio registrado con la Cámara de Comercio?

#	Answer		Response	%
1	Si		5	17%
2	No		25	83%
	Total		30	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.83
Variance	0.14
Standard Deviation	0.38
Total Responses	30

3. Va a registrado su negocio en el futuro?

#	Answer		Response	%
1	Si		26	90%
2	No		3	10%
	Total		29	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.10
Variance	0.10
Standard Deviation	0.31
Total Responses	29

4. Usted ha estado involucrado en alguna iniciativa de turismo?

#	Answer		Response	%
1	Si		18	60%
2	No		12	40%
	Total		30	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.40
Variance	0.25
Standard Deviation	0.50
Total Responses	30

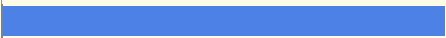





5. Si su respuesta es "si" responda lo siguiente

#	Answer	Response	%
1	Cual fue?	24	96%
2	Aun esta involucrado en esta iniciativa de turismo?	23	92%
3	Tiene o tenía algún socio con este iniciativa?	14	56%

Cual fue?	Aun esta involucrado en esta iniciativa de turismo?	Tiene o tenía algún socio con este iniciativa?
Alojamiento Rural	Si	
Alojamiento Rural	Si	
Comite turistico ventana del Norte	No	
Cueva de guacharos, Alto occidente, Asociacion de turismo, Alcaldia exterior	No	
Organizacion mi finca como atractivo turistico	Si	No
cursos de alojamiento	Si	No
algo alojamiento rural	Si	No
Alojamiento Rural	Si	
Estudiar alojamiento rural	Si	No
Estudiar alojamiento rural	Si	No
Estudiar alojamiento rural	Si	No
Alojamiento Rural	Si	
Diseño de Productos turisticos	No	
El SENA con su programa de formacion	Si	Si
Alojamiento Rural		Si. Francia Ramirez
alojamiento rural	si	si, don hernando ceballos
Lo rural		
Alojamiento Rural	Si	Si
los rular	Si	cafe Mercedeño
Alojamiento Rural	Si	
Alojamiento Rural	Si	
Alojamiento	Si	Estanquillo San Juan
conocimiento tecnicas proceso industrial y gastronomia café	Si	Aun no
empezar	Si	
	No	No

Statistic	Value
Min Value	1
Max Value	3
Total Responses	25

6. De donde viene la mayoría de los turistas que patrocinan a su negocio?

#	Answer		Response	%
1	Colombia		26	93%
2	Sudamérica		2	7%
3	Norte América		4	14%
4	Centro America		3	11%
5	Europa		2	7%
6	Otro		3	11%

Otro





todos los turistas

todos los turistas

Cualquier procedencia - Estanis en capacidad de recibirlos

Statistic	Value
Min Value	1
Max Value	6
Total Responses	28

7. Que tipo de turistas patrocinan a su negocio con mayor frecuencia?

#	Answer		Response	%
1	Mochilero		1	3%
2	Paseos de Puente		9	30%
3	Parapente		12	40%
4	Viajeros		16	53%

Statistic	Value
Min Value	1
Max Value	4
Total Responses	30

8. Esta usted promoviendo activamente algún tipo de publicidad para atraer turistas Colombianos?

#	Answer		Response	%
1	Si		15	47%
2	No		17	53%
	Total		32	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.53
Variance	0.26
Standard Deviation	0.51
Total Responses	32

9. Esta usted promoviendo activamente algún tipo de publicidad para atraer turistas internacionales?

#	Answer		Response	%
1	Si		11	35%
2	No		20	65%
	Total		31	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.65
Variance	0.24
Standard Deviation	0.49
Total Responses	31

10. Piensa usted que su negocio se beneficiaría si el turismo en La Merced aumentará

#	Answer	Response	%
1	Si	32	100%
2	No	0	0%
	Total	32	100%

Statistic	Value
Min Value	1
Max Value	1
Mean	1.00
Variance	0.00
Standard Deviation	0.00
Total Responses	32

11. Si su respuesta es "si": Cómo espera beneficiarse con el aumento de turismo?

#	Answer	Response	%
1	Más clientes	17	89%
2	Más demanda de los productos	7	37%
3	Otra	1	5%

Otra
Mayor ganacia de empleo

Statistic	Value
Min Value	1
Max Value	3
Total Responses	19

12. Si su respuesta es "no": Porque piensa que no se beneficiaría?

#	Answer	Response	%
1	Mucha congestión	0	0%
2	Más competencia por los recursos	0	0%
3	Incremento en la basura	0	0%
4	Otra	0	0%

Otra

Statistic	Value
Min Value	-
Max Value	-
Total Responses	0

13. Cuales son los desafíos principales del aumento de turismo en La Merced?

#	Answer	Response	%
1	La distancia que existe entre los centros principales de turismo	3	9%
2	Falta de cooperación de la comunidad	10	31%
3	Falta de recursos	23	72%
4	Falta de inversión	21	66%
5	Falta de servicios	17	53%
6	Baja oferta en a calidad laboral	7	22%
7	Barreras del idioma	16	50%

Statistic	Value
Min Value	1
Max Value	7
Total Responses	32

14. Sí tuviera la oportunidad de promover La Merced Internacionalmente, que aspecto del municipio Promovería?

#	Answer	Response	%
1	Paisajes/Senderos/Caminatas	21	68%
2	La comida	11	35%
3	Parapente	21	68%
4	Las Fincas	20	65%
5	Conocer el proceso de hacer café	19	61%
6	Otra	3	10%

Otra
avistamiento de aves
Manejo harta lechero - Proceso de la caña de azucar
La cultura

Statistic	Value
Min Value	1
Max Value	6
Total Responses	31

15. Que piensa usted que atraer diferentes tipos de turistas a La Merced?

#	Question	Paisajes/Senderos/Caminatas	Parapente	Las Fincas	Conocer el proceso de hacer el café	Otra	Total Responses
1	Mochileros Internacionales	30	17	16	18	4	85
2	Mochileros Colombianos	21	21	11	14	3	70
3	Viajeros Residentes Colombianos	16	18	26	17	3	80
4	Sudamericanos	14	12	18	16	4	64

Statistic	Mochileros Internacionales	Mochileros Colombianos	Viajeros Residentes Colombianos	Sudamericanos
Min Value	1	1	1	1
Max Value	5	5	5	5
Total Responses	31	29	29	24

16. "Otra"?

Text Response
pista de motocross
Deportes extremos
Las Deli Comidas
cultura paisa

Statistic	Value
Total Responses	4

17. Conoce usted sobre la asociación subregional en que participa La Merced junto con Supía, Riosucio, Filadelfia, y Marmato?

#	Answer		Response	%
1	Si		8	26%
2	No		23	74%
	Total		31	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.74
Variance	0.20
Standard Deviation	0.44
Total Responses	31

18. Si hubiera un proyecto en la Alcaldía para promover el turismo, le interesaría participar?

#	Answer		Response	%
1	Si		29	97%
2	No		1	3%
	Total		30	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.03
Variance	0.03
Standard Deviation	0.18
Total Responses	30

19. Como le gustaría participar?

#	Answer		Response	%
1	En estrategias de desarrollo		16	59%
2	Dar su tiempo		8	30%
3	Invertir dinero		3	11%
	Total		27	100%

Statistic	Value
Min Value	1
Max Value	3
Mean	1.52
Variance	0.49
Standard Deviation	0.70
Total Responses	27

Appendix 11: Terms of Reference

11a. English Version

Terms of Reference

Statement of the Problem

In La Merced, the two main income-generating activities are coffee farming and cattle husbandry. The concentration of resources in these two primary product sectors has limited the town's ability to expand the economy. The results are few opportunities to collaborate as a community and limited infrastructure and education. Because there are few opportunities outside of traditional farming youth in La Merced often leave to pursue a higher education and do not return due to the lack of opportunities that match their skills. The New School group will contribute by consulting on the development plan for a sustainable agro/eco/adventure tourism industry.

The New School consultants

The New School group is formed by six students in the Graduate Program in International Affairs who will work as project consultants to develop a plan to promote tourism in La Merced. Each student brings different skills and knowledge to contribute to the various aspects of the project. These skills include: research and data analysis experience, communication and media skills, marketing, education, impact assessment, administration skills, writing and editing, film editing, economics studies, international trade, cross-cultural communication, and Spanish language skills. As consultants the New School group will also give recommendations for how best to precede and facilitate efficient collaboration and communication among all key

stakeholders.

Client Profile

The municipality of La Merced, the mayor and the secretary of tourism and culture are those individuals we are offering our services to. The mayor as the individual who is overseeing all activity related to tourism and the secretary of culture and tourism as the point person who organizes and facilitates all activities and communication in regards to the tourism initiative. The Tourism Association in La Merced is important for the sustainability of the tourism industry. Defining their role will help complement our deliverables.

Deliverables

Through collaboration with the clients we hope to indirectly and positively influence the development of the tourism sector of La Merced's economy. The New School consultants propose to produce the following deliverables. This plan can be used as a resource to facilitate community participation, inclusion, and organization to promote tourism capacity building.

- 1) Regional and International Experiences with Tourism Development
 - Community Development
- 2) Outlining marketing strategies that can be applied to tourism in La Merced. Including models for:
 - Websites
 - branding (e.g UNESCO, Paisaje Cultural Cafetero title and Alto de Sion)
 - advertising
 - best practices for social media tools
- 3) Provide strategies for youth involvement that complements the objectives and strategies used in the regional and national development plans (2012-2015).
 - ex. Section 5.3 Plan Municipal de Desarrollo, La Merced 2012-2015
- 4) Creating maps (within technical limits) to inform the decisions and strategies of the Tourism Association based on the needs of La Merced and availability of data. Some ideas are:
 - A map of the coordinates of trails to be used by tourists, guides, and promotion of these features
 - Maps that demonstrate the demographic profile of tourists in Colombia and Latin America

The New School team will produce a report, tailored to the specific needs of La Merced, to assist in the development of an agro/eco and adventure tourism industry. The overall goal of producing this report would use naturally available resources to increase employment opportunities for skilled labor and in return provide incentives for youth to stay and generate new income for the town.

The terms of reference document is the stated commitment of The New School consultant group to the client, Municipality of La Merced. From the date of signature by the client we hereby fully dedicate ourselves to the aforementioned deliverables.

Ruben Darío Castaño Londoño

Date

Secretary of culture and tourism

Date

Students of PyC

Date

11b. Spanish Version

Entregables

Por medio de la colaboración con nuestros clientes, esperamos influir indirectamente y de forma positiva en el desarrollo del sector turístico para impactar en la economía de La Merced. Este plan podría ser usado como un recurso para facilitar la participación comunitaria, la inclusión, y la organización necesaria que promueva la capacitación turística. Los consultores de The New School proponemos producir los siguientes entregables.

1) Presentaremos estudios de experiencias regionales e internacionales del Desarrollo del Turismo enfocándose en el Desarrollo de la Comunidad.

2) Delinearemos estrategias de mercadeo que se pueden aplicar al turismo en La Merced incluyendo modelos efectivos sobre:

- Sitios web
- Marca (por ejemplo, UNESCO, Paisaje Cultural Cafetero título y el Alto de Sion)
- Publicidad
- Mejores prácticas como herramientas de medios sociales

3) Proveeremos estrategias para la inclusión de los jóvenes que complementen los objetivos y estrategias utilizadas en el plan de desarrollo regional y nacional (2012-2015). Referirse a la Sección 5.3 del Plan Municipal de Desarrollo, La Merced 2012-2015

4) Crearemos mapas (con los límites técnicos) para informar las decisiones y estrategias de la Asociación de Turismo basado en las necesidades de la Merced y la disponibilidad de los datos. Algunas ideas son:

-Un mapa de las coordenadas de los senderos que se utilizarán por los turistas, guías, y la promoción de estas características.

-Mapas que muestran el perfil demográfico de los turistas en Colombia y América Latina.

Reporte Final

El equipo de The New School elaborará un informe adaptado a las necesidades específicas de la Merced para asistir en el desarrollo de una agro/eco industria de turismo de aventura. El objetivo general de producir este reporte es usar los recursos naturales disponibles que existen en La Merced para aumentar las oportunidades de empleo y mano de obra calificada y a cambio ofrecer incentivos a los jóvenes a permanecer y generar nuevos ingresos para el municipio La Merced.

Appendix 12: Subregional Tourism Matrix

FICHA TÉCNICA PRODUCTO TURÍSTICO		
TURISMO DE AVENTURA “LA VENTANA DEL NORTE”		
ATRIBUTO	DESCRIPCIÓN	INDICADOR
Estimación del mercado potencial	Identificar los segmentos de mercados y procedencia (Para esto se debe realizar un estudio concienzudo de: capacidad de carga – requerimientos de los segmentos respecto a tipos de servicios que se les debe tener disponible como; guianza, transporte específico, alimentación, etc.	Universitarios de Antioquia, Caldas y Risaralda, adultos jóvenes y empleados de empresas del país; mochileros extranjeros que visitan el territorio del paisaje cultural cafetero y Clubes y escuelas de parapentistas (festivales del viento), motocross, canyoning y raftin nacionales.
Determinación del mercado objetivo	Una vez identificados se determinará a que parte de estos segmentos y mercados se les implementarán estrategias de promoción y comercialización. (Apoyarse en instrumento: estadísticas y registros de visitantes). Determinar edades de las personas, condiciones físicas, perfiles, profesiones). Hacer investigaciones	Se implementarán estrategias de promoción y comercialización a fondos de empleados de empresas grandes, colegios y Universidades del territorio del paisaje cultural cafetero y Antioquia, a través de las redes sociales y propaganda por emisoras de la región.

	primarias.	
Justificación del mercado objetivo	Determinar porque ese mercado objetivo propuesto conllevaría al logro de los objetivos propuestos por la comunidad turística y en general del municipio, entre otros al aumento de visitantes e ingresos por venta de servicios (Poder adquisitivo, preferencias, frecuencia de viajes de recreación y conocimiento	*Los de las empresas por poder adquisitivo – Los universitarios por la tendencia al riesgo y a la aventura y porque es consumo en masa – escuelas y clubes porque favorecen la divulgación y posicionamiento en el mercado de La Merced Número de visitantes a determinada ruta (o producto)/ número de visitantes estimados para esa ruta por un periodo determinado. (Mes, trimestre, semestre o año..) *Ingresos percibidos en el periodo generados por los visitantes / los ingresos estimados a recibir en ese periodo. *Empleo generados por la ruta (o producto) · 10 personas cada ocho días (40pax/mes) el costo del pasadía es de \$150700 por pax. · Siendo 40 personas al mes = \$ 6.028.000 Empleos generados por la ruta o producto: 11 empleos directos.
Descripción del producto	Cada producto debe tener unos componentes con actividades específicas con una duración estipulada, recursos humanos, físicos, medios transporte y tecnológicos que se requieran de soporte, el producto debe ser sostenible y competitivo (innovador, atractivo, de calidad, asequible y típico sin perder la idiosincrasia de la región)	Componentes del producto: Parapentismo <ul style="list-style-type: none"> Charla técnica y vuelo en Parapente (Alto de Tambor) Duración: ½ día Transporte para desplazamientos desde y hasta La Felisa. Cabalgata (El Tambor - La Merced) Duración: 3 horas Alimentación: 2 refrigerios, un almuerzo típico. Acompañamiento de un guía local durante todo el pasadía Póliza de asistencia médica Souvenir Canyoning <ul style="list-style-type: none"> Transporte desde la Felisa (30 minutos) Charla técnica (45 minutos)(Protocolo de seguridad – Equipamiento – técnicas de desplazamiento) Transporte al cañón (Guacharos / Despensas) (30 minutos / 1 hora) Caminata de acercamiento (50 minutos) Desplazamiento dentro del cañón (saltos – baños en pocetas y chorros – toboganes) / 4 horas) Caminata a abordar transporte de regreso (1 hora) Transporte hasta la sitio de partida (30 minutos) Rafting <ul style="list-style-type: none"> Charla técnica (45 minutos)(Protocolo de seguridad – Equipamiento – técnicas) Recorrido en el Rio (2 horas) Retorno (30 minutos) Motocross <ul style="list-style-type: none"> Transporte la Felisa – La Merced – vereda Llanadas (40 minutos) Charla técnica (30 minutos)(Protocolo de seguridad – Equipamiento – técnicas) Practica en la pista (45 minutos / 90 minutos) Retorno a La Felisa (40 minutos)
Justificación de la descripción del producto.	Se debe mostrar la capacidad o requerimientos de capacidad (capacidad instalada y saberes) para	Para los desplazamientos, se cuenta con un parque automotor privado (Jeeps) que se puede articular, se cuenta con el recurso humano para Parapente, canyoning , para las charlas técnicas (en motocross y Rafting, se trabaja de mano con la liga, pero se tiene proyectado capacitar y certificar 8 personas del municipio (2 por cada componente)) Se cuenta con la infraestructura de seguridad en los 4 componentes

	<p>generar el producto de acuerdo a lo descrito y en concordancia con estándares nacionales ó internacionales según sea el caso. Esta justificación incluye la descripción de cómo se asegurará la sostenibilidad de carga y ambiental) conservación y preservación del medio ambiente y por tanto del atractivo) para la permanencia del producto a través del tiempo, señalización (incluida protección del medio ambiente), gestión de políticas.</p>	<p>(ambulancia, bomberos, defensa civil) Se tiene la señalización para motocross, falta para los otros 3 componentes En capacidad de carga, se tiene proyectado hacer el estudio para los 4 componentes No se tiene estudios de impacto ambiental, pero se tiene proyecto hacer los estudios técnicos - ambientales Se cuenta con equipos reglamentarios para parapente (1 plaza). Se requiere más capacidad instalada certificada. Para canyoning, no se cuenta con equipos (se requiere 2 equipos para guías - cascos – silbato-monogafas – traje de neofreno – botas para canyoning – arnés de seguridad – dos cuerdas de 60 metros para cañón – equipo duro (20 mosquetones de seguridad, 4 sistemas de descenso, 4 sistemas de bloqueo) – 1 bolsa seca – 1 mochila para cuerdas para cañón – 1 botiquín) 8 equipos para clientes (cascos – 8traje de neofreno — 8arnes de seguridad – 8 descendores + (32 mosquetones de seguridad,) Para rafting 1 bote de rafting para 10 personas con su equipo completo (10 cascos, 10 chalecos, 6 remos, 1 cuerda de rescate, 1 botiquín, una válvula para inflar, 2 cuchillos para guía rafting, 1 bolsa seca: valor 12 millones 2 kayaks de seguridad con sus equipos respectivos : 10 millones (va uno adelante y otro atrás de la caravana hasta 3 botes) Para motocross Es personalizado, pero se cuenta con una pista con certificación nacional y por tanto tiene las medidas reglamentarias y las vallas de separación se colocan por los patrocinadores Se cuenta con los permisos para utilización de los espacios para: motocross, parapente y canyoning. Para rafting la administración pública tiene autonomía sobre la jurisdicción de paso del rio cauca Todo el personal a cargo de las diferentes actividades es seleccionado por su capacidad técnica y de servicio al cliente. Tomando como base procesos de capacitación y certificación orientados por el SENA y por las universidades locales. La operación de las actividades de aventura estarán reguladas por medio de la administración municipal a través del cumplimiento de las normas técnicas sectoriales emitidas por el Ministerio de Comercio Industria y turismo. El mantenimiento de la señalización a portada por el gobierno nacional será responsabilidad directa de la administración municipal y de los operadores locales.</p>
Objetivo General	<p>Promover el aprovechamiento de las ventajas comparativas y competitivas turísticas de cada región.</p>	<p>Se pretende posicionar a la Merced Caldas como uno de los mejores voladeros de Parapente de Colombia, como estrategia para contribuir al desarrollo social, económico, ambiental y cultural de los sectores productivos del municipio y la región (hoteles, restaurantes, productos típicos, transporte, artistas, gestores culturales, entidades sociales, guías turísticos, y en los que aplique al municipio. Incremento de las transacciones por prestación de servicios turísticos, generación de empleo y contribución al mejoramiento de la calidad de vida del municipio.</p>
Objetivos específicos	<p>· Definir, diseñar e implementar la infraestructura que requiere cada producto ó ruta</p>	<p>· Mejorar la escasa oferta hotelera del municipio, por medio de la construcción y/o implementación de hospedajes y posadas turísticas. · Vincular de forma directa e indirecta a la población local que sido capacitada por el SENA en diferentes ocupaciones. · Posicionar al turismo de aventura (parapente) como un componente básico para la apreciación paisajística del paisaje cultural cafetero. · Estructurar los comités turísticos veredales a través de estrategias de participación comunitaria.</p>

	<ul style="list-style-type: none"> · Definir los requerimientos de personal principal y de apoyo tanto en cantidad como en perfil, para que el producto ó ruta funcione adecuadamente y diseñar su inducción y capacitación y ejecutarla · Determinar el nivel de importancia y aporte al producto turístico del Paisaje Cultural cafetero · Fortalecer las redes que integran a cada uno de los productos turísticos en la Ruta. · Prestar asistencia técnica a los empresarios para darle la calidad a cada producto · Diseñar e implementación de una estrategia para promocionar el producto ó ruta. 	<ul style="list-style-type: none"> · Asegurar la continuidad de la asistencia técnica y empresarial a los diferentes prestadores locales de servicios turísticos. · Se solicitará asistencia técnica al MCIT para asegurar la calidad y sostenibilidad del producto por medio de capacitación y estructuración de un plan de mercadeo y comercialización.
Logro	Producto turístico establecido, posicionado y contribuyendo al posicionamiento del	Reconocimiento del municipio de La Merced Caldas como uno de los mejores sitios turísticos de aventura (parapente, canoing, rafting y motocross) de Colombia, contribuyendo al posicionamiento de la zona alto occidente caldense como destino turístico del departamento.

	municipio como destinos turísticos.	
Lugar (sitios a visitar)	Definir los sitios que se visitarán debe ser un atractivo significativo y representativo de la región. Especificando capacidad de carga, señalización requerida, sitios de pernotación, disponibilidad de servicios públicos, servicios médicos, seguridad, etc.	<p>Alto del Tambor: voladero de parapente. Cuenta con servicios sanitarios en perfecto estado, restaurante bar, hospedaje, zona de camping, parqueadero, tienda y cafetería, caballos. Con muy buena ruta de acceso y acompañamiento de guías locales.</p> <p>Rafting: Sobre el río Cauca los turistas se encontrarían en la estación típica cuenta con hospedaje, restaurante, bar, parqueadero, vía la Feliza- Manizales a 1 km, como punto de partida donde se tomarían los botes inflables. Durante el recorrido se encuentran con dos rápidos, uno en el sector de las piedras otro en los restaurantes de Marmato, con llegada al hotel Pipintada.</p> <p>Canyoning: Ubicado en la Vereda la quiebra, en la quebrada de Dispensas, el transporte debe ser en jeep hasta la escuela de la quiebra de San Isidro, lo siguiente es caminar por senderos hasta llegar a la desembocadura del río Maiba. No se cuenta con la señalización necesaria no obstante hay planes para la señalización pertinente en los senderos y el recorrido general.</p> <p>Motocross: Sector el Socorro, a 10 minutos de La Merced, en la Vereda Llanadas, en transporte es en jeep, el trazado de la pista esta hecho por técnicos de la Secretaría del Deporte, la pista cuenta con la señalización reglamentaria.</p> <p>Municipio de La Merced: Muy buenas rutas de acceso. A 15 minutos del Alto del Tambor, lo que posibilita una atención oportuna por parte de los organismos de emergencia (bomberos, policía, Hospital La Merced). Muy buen servicio de transporte intermunicipal y veredal. A tan solo 30 minutos de la Felisa (centro poblado en la ruta Manizales Medellín).</p>
Itinerario	Se debe establecer un programa soportado en un cronograma de desplazamientos y actividades, desde el arranque en el lugar de origen hasta el retorno al mismo con una hora y fecha específica	<p>Parapente</p> <ul style="list-style-type: none"> · 9:00 a.m. Salida del punto de encuentro en el Centro Poblado de La Felisa. · 10:00 a.m. Recibimiento en el Alto del Tambor, charla Técnica. · 11:00 a.m. Refrigerio. · 11: 15 a.m. Cabalgata hacia La Merced. · 12:30 p.m. Almuerzo en la Merced. · 2:00 p.m. Inicio del os vuelos en parapente en el Alto del Tambor. · 4:00 p.m. Refrigerio. · 5:30 p.m. Entrega de souvenirs y retorno a la Feliza. <p>Rafting:</p> <ul style="list-style-type: none"> 8:00 am Encuentro en la estación típica 8:15 am desayuno en la estación típica. 8:45 am Charla técnica 9:30: Refrigerio 10:00 am Inicio de recorrido por el río Cauca. 1:00 p.m Llegada al hotel Farallones de Pipintada, regreso en Jeep/Chiva. 1:45 p.m Llegada al punto de partida de la Estación típica y almuerzo. 3:00 p.m Socialización de la experiencia de Rafting y refrigerio. 4:00 p.m: Souvenirs y retorno a la Feliza <p>Canyoning:</p>

		<p>7:00 a.m Encuentro y salida parque principal La Merced en Jeep 8:00 a.m Desayuno campestre 8:30: a.m Charla Técnica 9:00 a.m Inicio de caminata por los senderos ecológicos descenso quebrada Dispensas. 10: 30 a.m Llegada a quebrada Dispensas y refrigerio. 11:00 a.m Canyoning 1:30 p.m Almuerzo en la desembocadura del Río Maiba 2:00 p.m Continuación de Canyoning 3:30 p.m Refrigerio 4:30 p.m Salida Vía La Feliza, entrega de Souvenirs y despedida.</p> <p>Motocross: 8:00 a.m Encuentro parque principal y desayuno 8:30 Charla técnica e inscripciones en las diferentes modalidades. 9:30 a.m Desplazamiento a la pista, el Socorro Vereda Llanadas. 10:00 a.m Recorrido de seguridad por parte de las autoridades y adecuación de las motos. 10:30 a.m Refrigerio 11:00 a.m Competencias. 1:30 p.m Almuerzo 2:00 p.m Competencias 4:00 p.m Refrigerio 4:30 Entrega de Souvenirs y retorno a la Feliza</p>
Costo	El costo debe especificar los alcances. Debe ser acorde a productos similares en otras regiones ya que es un factor de competitividad. En este se debe incluir todos los servicios y seguro (el turista no debe quedar con una mala idea en el caso que se le pidan ajustes o sobreprecios)	<p>Parapente: · Programa de un día partiendo desde el Centro poblado de La Feliza, Valor \$150.700 por persona.</p> <p>Rafting: · Programa de un día partiendo de La Feliza, Valor por persona \$ 90.000 por persona</p> <p>Cayonning; · Programa de un día partiendo desde la Feliza, Valor por persona \$60.000 por persona.</p> <p>Motocross: · Programa de un día partiendo desde la Feliza, Valor por persona \$40.000 por persona, más la respectiva inscripción a la liga dependiendo de la modalidad</p>
Requerimientos de seguridad para las personas (guías, paramédicos, tipo de vestimenta) y protección, conservación del medio ambiente	Se debe establecer los medios que se utilizaran para garantizar la seguridad de los turistas, guías y demás personal de apoyo. Políticas para protección del medio ambiente	<p>Reglamento parapente:</p> <ul style="list-style-type: none"> · Se debe crear una asamblea y un comité técnico, los cuales a su vez tienen que pertenecer a asamblea nacional de parapente, al comité técnico nacional y a FEDEÁEREOS. Las reuniones con estas tres agrupaciones se harán al menos una vez al año (ver reglamento nacional de parapente capítulo 1) · Se debe crear un club registrado ante la dirección Regional Aeronáutica de la UAEAC, dicho registro se hará en FEDEÁEREOSCTNP. Este club, también debe estar inscrito ante COLDEPORTES (ver reglamento nacional de parapente capítulos 3 y 5) · Se debe contar con el sistema de clasificación de pilotos de parapente, el cual se encuentra en el reglamento nacional de parapente en el capítulo 4 · El sitio de vuelo debe estar registrado en FEDEÁEREOS y también debe estar aprobado como sitio de vuelo oficial por la AEREOCIVIL. Este sitio deberá contar con las condiciones aptas para su uso y deberá tener contacto con instituciones que velen por la seguridad de sus usuarios en caso de emergencia

		<p>(ver reglamento nacional de parapente capítulo 6)</p> <ul style="list-style-type: none"> · El botiquín debe contar con los implementos requeridos en el reglamento nacional de parapente, en el capítulo 6 · Se debe contar con el equipo requerido en el reglamento nacional de parapente en el capítulo 7 <p>Reglamento Canyoning</p> <p>Aguas Blancas: Agua agitada que por su composición de un mayor porcentaje de aire, crea un efecto óptico de agua blanca.</p> <p>Anclajes: Puntos de contención, los cuales pueden ser naturales o artificiales, son usados para fijar las cuerdas.</p> <p>Ascendedores: Elementos de progresión que pueden ser de uso manual, ventral o pedal y que se utilizan para poder subir por una cuerda.</p> <p>Aseguramiento: Diferentes técnicas para conseguir frenar caídas.</p> <p>Bloqueadores: Mecanismos de seguridad, que impiden el deslizamiento sin influencia sobre la cuerda.</p> <p>Canyonista: Persona que desarrolla la actividad de barranquismo, exploración de cañones o canyoning.</p> <p>Cintas: Tejido largo y estrecho en forma de tira, flexible y resistente, utilizado para atar.</p> <p>Cordón: Parte de cuerda de ocho milímetros o menos de diámetro y longitud de hasta tres metros, que se utiliza como elemento de seguridad para realizar un anclaje en caso de emergencia.</p> <p>Cuerda de canyoning: Cuerda de perfil redondo que tiene la característica de flotar, utilizada para maniobras de seguridad y progresión, tales como, aseguramiento entre personas, descensos en rapel, tirolés y similar.</p> <p>Descendedores (ocho): Elementos de seguridad, de uso ventral y que se utilizan para controlar el descenso por una cuerda. Elementos de fijación: Elementos metálicos de diversas formas y estructuras, como tacos de expansión, pernos de expansión, clavos fisureros, para ser fijados a la roca como puntos de anclaje.</p> <p>Guía de canyoning: Es el guía de turismo que demuestre poseer los suficientes conocimientos y experiencia, que le habilitan para conducir uno o más clientes en la actividad de canyoning.</p> <p>Marmita: Es una cavidad cilíndrica, semejante a un pozo, con profundidad de hasta quince metros y con diámetros generalmente no mayores a un metro, se pueden encontrar en la base de las cascadas; se forman en lechos rocosos de torrentes caracterizados por corrientes turbulentas y con remolinos que, al hacer rotar los materiales arrastrados por el agua, ejercen una especie de trepanación del fondo.</p> <p>Mosquetones: Clip de gran resistencia para conectar cuerdas o cualquier otro elemento.</p> <p>Prestación del servicio propiamente dicho</p> <ol style="list-style-type: none"> a. Descripción de los programas. b. Características generales del destino: condiciones geográficas, clima, y aspectos culturales, cuando aplique. c. Grados de dificultad. d. Itinerario y duración de la actividad. e. Croquis de recorridos. <p>Reglamento rafting:</p> <ul style="list-style-type: none"> · Para prestar el servicio turístico de rafting se deben tener la documentación y las implementaciones requeridas por las instancias legales · El guía turístico debe informar al turista puntos básicos tales como ruta,
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		<p>itinerario, normas básicas de salud, condiciones del lugar, recursos naturales que intervienen, medidas de seguridad, documentación y normatividad de la zona</p> <ul style="list-style-type: none"> · Se debe verificar el equipo antes y después de la actividad, el clima, condiciones de salud del turista, utilizar sistemas cartográficos para determinar el área geográfica y realizar un registro escrito con las precauciones que se deben tomar · Equipo para el turista: casco, chaleco flotante y remos · Equipo para el guía: casco, chaleco flotante, remo, silbato, cuchillo de río, línea de vida, cuerda personal de rescate, mosquetones, cinta tubular y polea · Equipo para el kyakista: casco, chaleco flotante, remo, silbato, cuchillo de río, línea de vida, cuerda personal de rescate, mosquetones, cinta tubular, polea, cuerda de remolque y enagua · Se debe contar con el equipo de infraestructura y seguridad reglamentado en los requisitos para la operación de actividades de rafting en turismo de aventura hecho por el ICONTEC y el ministerio de cultura · Se debe tener un plan de búsqueda y rescate como lo estipula los requisitos para la operación de actividades de rafting en turismo de aventura hecho por el ICONTEC y el ministerio de cultura · Se debe contar con programas de capacitación, manuales de guía básicos, seguros médicos, y bitácora de la actividad <p>Reglamento motocross:</p> <ul style="list-style-type: none"> · El terreno debe ser de arena · La longitud de la pista para un circuito de Motocross tiene que estar entre 1.500 (mínimo 1.750 metros para carreras del Campeonato Nacional) y 2.500 metros · Para el riego de la pista, se deben hacer calles paralelas de forma que entre ellas enterrar manguera de PVC ubicando varias tomas con llaves de paso para poder regar así el circuito por manguera <p>Todos los recorridos tendrán un guía local y se avisará previamente a Bomberos, policía y hospital para que tengan la referencia en caso de algún incidente.</p> <p>Igualmente el costo del paquete incluye el pago de Póliza, según ley 1225.</p> <p>Normas de seguridad, mapas de apoyo</p>
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Appendix 12: Project Timeline

Date	Task
March 22	Compile info and write rough draft
April 12	First Rough Draft Due (not including info from La M)
April 4-16	Trip to La Merced
April 29-May 10	Put together presentation and Practice presenting
May 13	Practice presentation with Mark and Chris
May 16	Final Presentation
May 26	Final Paper Due
June 2	Translation Complete and sent to La M

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