

Report

**Recommendations for USAID Involvement
in Ecotourism Activities in Bolivia**

June 2001

Task Order No. 831
Contract No. PCE-I-00-96-00002-00

**RECOMMENDATIONS FOR USAID INVOLVEMENT IN
ECOTOURISM ACTIVITIES IN BOLIVIA**

CONSULTANT'S FINAL REPORT

Prepared by:

Sam H. Ham, Ph.D.
Director, Center for International Training & Outreach (CITO)
Department of Resource Recreation & Tourism
College of Natural Resources
University of Idaho

Prepared for:

International Resources Group, Ltd.
1211 Connecticut Avenue, NW • Suite 700
Washington, DC 20036 • USA
Tel: 202/289-0100 • Fax: 202/289-7601

and

US Agency for International Development
La Paz, Bolivia

June 2001

Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ)

Partners: International Resources Group, Winrock International, and Harvard Institute for International Development

Subcontractors: PADCO; Management Systems International; and Development Alternatives, Inc.

Collaborating Institutions: Center for Naval Analysis Corporation; Conservation International;
KBN Engineering and Applied Sciences, Inc.; Keller-Bliesner Engineering; Resource Management International, Inc.;
Tellus Institute; Urban Institute; and World Resources Institute

Contents

Preface	i
Background	ii
1. Summary of Primary Observations and Conclusions	1
2. Recommendations	3
2.1 Recommended Development Approach	4
Task A—Selection of Demonstration Sites	4
Task B—Site-Specific Analyses for Project Planning	4
Separate Activity: Interpretive Guide Training	5
2.2 Ecotourism Assessment Team (ETAT) Composition and SOW	7
Task A—Selection of Demonstration Sites	8
Task B—Site-Specific Analyses for Project Planning	9
3. Summary of Consultant’s Activities and Key Discussions	10
Appendix A—ETAT Position Descriptions	18
Appendix B—Individuals and Organizations Contacted	29
Appendix C—Key Source Documents	31

Preface

This report was prepared by Sam H. Ham, PhD, Director, Center for International Training & Outreach, University of Idaho. The consultancy was subcontracted by International Resources Group (IRG) under a contract with USAID/Bolivia. Although the author assumes full responsibility for the contents of this report, he gratefully acknowledges the time and contributions of the persons and organizations listed under “Individuals and Organizations Contacted.” The views expressed in this report are those of the authors and do not necessarily represent the opinions of IRG or USAID/Bolivia.

Background

Three Strategic Objective (SO) Teams within USAID/Bolivia have identified ecotourism as a priority development activity. The Environment Team's recently revised SO is aimed at stimulating sustainable economic growth through improved management of forests, water and biodiversity. A corresponding intermediate result (IR), "Adequate Management of Protected Areas," emphasizes forest and biodiversity conservation in the Tropical Andes and has been linked by USAID to opportunities for promoting ecotourism development in Bolivia. Generally, ecotourism is seen as an economically viable alternative or supplement to existing land uses, and as a potential mechanism for directing economic benefits to impoverished rural and indigenous communities.

Two other SO Teams, the Economic Opportunities Team and the Counter-Narcotics Team, have identified ecotourism as a potential mechanism for stimulating economic development as an alternative to illicit coca growing and other non-sustainable land uses. The Economic Opportunities SO is "increased income for Bolivia's poor with emphasis on targeted communities directly or indirectly assisted by USAID." The Counter-Narcotics SO is "illegal and excess coca eliminated from Bolivia."¹

Clearly, promoting the development of ecotourism is relevant within the SOs of all three sectors. The consultancy was envisioned to stimulate dialogue among the SO Teams, help to clarify within USAID/Bolivia the conceptual underpinnings of "ecotourism" in a development context, and to conduct a rapid assessment of current and potential ecotourism activities with an eye toward recommendations for a subsequent technical assessment that will produce background analyses and research (probably in October 2001). The results of this assessment are intended to inform development of a new Concept Paper delineating USAID/Bolivia's continuing and possible new focus activities under its current Strategy. Although the current Strategy continues until 2004, the Concept Paper will provide guidance as a new Strategy is developed in the next fiscal year. Toward this end, the three aforementioned SO Teams requested International Resources Group, Ltd. (IRG) to provide a consultant to carry out the work that is summarized in this report.

¹ Especially relevant source documents for the subsequent Assessment Team include USAID (2000a), USAID (2000b), USAID (2000c), and Catterson (2000).

1. Summary of Primary Observations and Conclusions

The foregoing discussions produced a number of key observations. First and foremost is the clear fact that USAID/Bolivia is not entering the ecotourism arena at square one. Many institutions, including GOB agencies, national and international NGOs, and the Inter-American Development Bank are already involved in ecotourism development in the country, many in regions that lend themselves directly to USAID's strategic objectives of sustainable environmental management, providing economic opportunities for impoverished Bolivians, and providing economically viable alternatives to coca cultivation. Among the GOB organizations are the Ministerio de Comercio Exterior e Inversión, the Viceministerio de Turismo, and the Ministerio de Desarrollo Sostenible y Planificación, which on the face of things would appear to have genuine mutual interests in ecotourism development in Bolivia. Three US-based NGOs (including WCS, WWF, and CI) have many years of experience in biodiversity conservation in Bolivia, including projects that focus wholly or partly on community-based ecotourism initiatives.² Notably, CI's extensive experience and worldwide leadership in linking ecotourism to biodiversity conservation, small enterprise management and community development represents a significant advantage for USAID/Bolivia as it enters the ecotourism development arena.³ Bolivian NGOs (principally FAN, FCBC, and the Fundación Kipus) have demonstrated a commitment in the past to ecotourism and continue to channel resources to ecotourism development projects that interface well with USAID SOs. All three of these foundations have a history of initiating projects aimed at conserving biodiversity and alleviating poverty in rural and indigenous communities, and they appear to understand and philosophically support ecotourism in the context of sustainable development embraced by USAID's objectives to provide beneficiaries with economically viable alternatives to unsustainable or illegal land uses. Thus, a rich institutional environment exists for USAID partnerships and counterparts in ecotourism development.⁴

From a diagnostic perspective, the IDB's recent countrywide analysis of sustainable tourism potential appears to have saved USAID considerable upfront effort. The reports appear rigorous and thorough and, along with other source documents listed in Appendix C, represent an advantageous starting point for the Assessment Team that will subsequently initiate the

² Notably missing from this list may be The Nature Conservancy (TNC). The absence of prior information about any TNC involvement in ecotourism activity in Bolivia and sheer lack of time prevented the consultant from making contact with TNC/Bolivia. It is recommended, however, that USAID/Bolivia's Environment Office and, subsequently, the Assessment Team itself, explore TNC's activities in this area, as well as those of other organizations that may emerge in the course of the Assessment Team's work.

³ CI's small enterprise "incubator" program for community-based ecotourism deserves special consideration by the Assessment Team.

⁴ In addition, the government of Switzerland (Swiss-Contact) is heavily involved in developing sustainable community-based tourism enterprises in the Sucre-Potosí-Uyuni Region which has been identified by the IDB and Vice Ministry of Tourism as a zone with high tourism potential. The Swiss Government also financed a 1996 tourism development feasibility study focused on the community of Buena Vista that reportedly led to significant infrastructure improvements for tourists in the area (Molina 2001). The Spanish Development Agency also has made significant investments in Bolivian tourism development in recent years.

background work for USAID's new Concept Paper, and ultimately the new strategy. The existence of such extensive data significantly influences the kinds of consultants that will be necessary when the Assessment Team is established and convened.⁵

⁵ The only aspect of the IDB analysis that is clearly outdated is the policy analysis (see Section 3 of BID 2000, which includes only laws passed through 1998 and Flores 1998). Missing are the Ley de Promoción y Desarrollo de la Actividad Turística en Bolivia (Ley No. 0024), which was passed April 14, 2000, and the Reglamento de la Ley de Promoción y Desarrollo de la Actividad Turística en Bolivia (Decreto Supremo No. 26085), which was published March 2, 2001. These two documents detail the legal roles and responsibilities of the Ministerio de Comercio Exterior e Inversión and the Vice Ministry of Tourism in promoting sustainable tourism in Bolivia. They are considered essential resources for the Assessment Team (along with Flores 1998). Both are included in the source documents listed in Appendix C and placed on file in the USAID/Bolivia Environment Office, as are volumes 2 and 3 of a separate ecotourism policy analysis conducted by Edwards et al. (2000). Although having access to an expert on Bolivian tourism law and policy will be essential to the Assessment Team, this expertise is available in La Paz and, in the consultant's opinion, will not need to part of the SOW of the team itself. A local expert can be contracted separately.

2. Recommendations

As mentioned previously, a rich background of experience and a relatively solid foundation of diagnostic research precede USAID's entry into ecotourism development in Bolivia. Careful study of these beginnings and in-depth review of the data will allow a coordinated effort that capitalizes on prior and ongoing initiatives germane to USAID's strategic objectives, while avoiding redundancy and duplication of effort.

USAID's strategic approach to ecotourism should emphasize three widely acknowledged defining criteria. Although what constitutes an "ecotourist" or "ecotourism experience" is widely debated on subjective philosophical grounds, most operational definitions of "ecotourism" include three objectively verifiable criteria that appear consistent with USAID's aforementioned strategic objectives. They include the following: (1) ecotourism creates a positive force for conservation by providing economically viable alternatives to undesirable land uses, through minimum impact design and operation, and through efforts to strengthen local conservation capability, (2) ecotourism produces economic benefits (employment, sales, and related revenue) for host communities and is designed and managed in such a way that the communities that endure the impacts of ecotourism are also guaranteed an equitable share of the benefits, and (3) ecotourism is underpinned by interpretive services such as guiding and non-personal interpretive media (signs, exhibits, etc.) aimed at creating local environmental awareness among tourists and area residents.⁶ By combining these three criteria with the three SOs guiding this project, USAID can be sure that its ecotourism development activities in Bolivia are consistent with Mission Strategy and that they meet international standards for ecotourism.

A major observation that was corroborated by almost all of the interviews is that achieving a widespread sustainable ecotourism economy in Bolivia will take time—probably a generation or more. Many challenges and obstacles exist (from deficiencies in basic infrastructure, human capacity, and marketing to policy and enforcement). Yet the potential is there according to the anecdotal information supplied by all those interviewed, as well as by the more systematic marketing and financial analyses conducted by the IDB (see Economics Research Associates 2000 and BID 2000).

⁶ A more detailed review of these criteria can be found in Weiler, Betty, and Sam H. Ham (2000), "Tour Guides and Interpretation in Ecotourism," in Weaver (ed.) Chapter 35 of Weaver, D. (ed.), *The Encyclopedia of Ecotourism*, Wallingford, UK: CAB International Publishing; Fennell, David (2000), *Ecotourism—An Introduction*, New York: Routledge Publishing; Edwards, Stephen N., William J. McLaughlin, and Sam H. Ham (2001), *A Regional Look at Ecotourism Policy in the Americas*; and Fennel, D., and R. Dowling (eds.), *Ecotourism: Policy and Strategy Issues*, Wallingford, UK: CAB International Publishing. Readers unfamiliar with the concept of interpretation in the context of leisure and nature-based tourism are referred to Ham, Sam H. (1992), *Environmental Interpretation—A Practical Guide for People with Big Ideas and Small Budgets*, Golden, CO: Fulcrum Publishing; and Ham, Sam H., David S. Sutherland, and Richard A. Meganck (1993), "Applying Environmental Interpretation in Protected Areas in Developing Countries," *Environmental Conservation* 20(3): 232–242; Sweeting, J., A. Bruner, and A. Rosenfeld (1999), *The Green Host Effect: An Integrated Approach to Sustainable Tourism and Resort Development*, Washington, DC: Conservation International; and Ham, Sam H., and Edwin E. Krumpe (1996), "Identifying Audiences and Messages for Nonformal Environmental Education—A Theoretical Framework for Interpreters," *Journal of Interpretation Research* 1(1): 11–23.

2.1 Recommended Development Approach

In the short term, USAID has an opportunity to step into the ecotourism “fray” with a broad strategic agenda aimed at creating a model or models for sustainable ecotourism development in Bolivia. A number of those interviewed (including, but not limited to, the Vice Minister of Tourism, FAN, SERNAP, CI, and many in USAID) felt that successful and visible pilot projects or demonstration sites are urgently needed to demonstrate best practice in ecotourism development and to serve as important and timely models that can be widely replicated or adapted elsewhere in the country. Selection of these sites will be key to their potential to serve as successful models. For this reason, the analyses of the Assessment Team should be carried out in two broad task areas.

Task A—Selection of demonstration sites. It is recommended that the Assessment Team, in collaboration with USAID staff in all three sectors (Environment, Economic Opportunities, and Counter-Narcotics) and, as needed, with the input and advice of some or all of the of institutions listed in this report,⁷ apply these multiple sets of criteria in selecting three or four demonstration sites determined to have high potential for success in achieving USAID SOs and producing the three previously described outcomes of ecotourism (local conservation, local economic benefits, and strengthened awareness of local environmental values). In comparing the potential of candidate sites (whether a specific community or a region) careful consideration should be given to the safety and security of tourists, natural and cultural attractions, accessibility (particularly the proximity of airports and the existence or potential existence of safe and reliable road access), financial feasibility given required site modifications for access and physical infrastructure needs, and whether a clear link exists between these factors, USAID’s three SOs, and the aforementioned three defining criteria of ecotourism. Those sites that match up best against these multiple criteria should be selected for further assessment as outlined under Task B.⁸ Taking into consideration USAID’s SOs, sites within or adjacent to protected areas or biodiversity “hotspots” in which illicit coca growing occurs or has occurred in the recent past, will be considered most appropriate as demonstration sites to the extent the other criteria are satisfied. Also included in this first assessment task should be a an analysis of existing policy with an eye toward recommending mechanisms that would ensure benefits to local communities (one of the three critical outcomes of ecotourism), and a regional inventory of best-practice ecotourism based on the three ecotourism criteria.

Task B—Site-specific analyses for project planning. Once the demonstration sites have been selected, a subsequent assessment will be needed to determine physical site development

⁷ Because of their experience in establishing similar businesses in Bolivia, it is especially important to have local representation on the Assessment Team by Fundación Kipus (Quipus) and Conservation International. In addition, Peace Corps representation on the Assessment Team is highly desirable because of the PCVs that will be entering Bolivia to serve in the newly created “Tourism Sector.”

⁸ Based on the consultant’s preliminary analysis, and broadly applying the previously described multiple criteria, the following geographic areas emerge as deserving special consideration by the Assessment Team: Kaa-Iya National Park, Salar de Uyuni, Chapare and Cochabamba Tropics (Carrasco and Amboró National Parks, specifically), South Yungas (and Pasto Grande and Cotapata National Park, specifically), Isoborro Secure National Park and TCO, Reserva Eduardo Alvaroa, Pilón Lahas, and the Bosque Chiquitano.

needs, area-specific training needs,⁹ social and environmental impacts of envisioned developments, small business feasibility, and marketing plans, working with CI to develop a framework for a small-enterprise incubator program and establishing strong counterpart relationships with *municipios*, local government, and local businesses, if they currently exist. To the extent possible, the specific activities of the Task B assessment should be determined based on the outcomes of Task A.

Separate activity—Interpretive guide training. Guide training was identified as an urgent need by nearly every person interviewed during the consultancy. Guides are the centerpiece of most ecotourism experiences, especially for non-local nationals and international tourists who lack area knowledge. It is well established that ecotourists expect high quality guiding as value for their money, and the professionalism of guides is often the determining factor in tourist satisfaction.¹⁰ In addition, guides are often the only authoritative source of information about area features, local culture, ecology and conservation. Guide training is therefore considered a critical component of ecotourism development not only in the proposed demonstration sites, but throughout Bolivia. Guide training must precede final implementation of demonstration site-development plans so that a corps of trained guides is ready for service when the first tourists begin arriving at the sites. For this reason, training in interpretive guiding is recommended as a separate but coordinated activity in USAID/Bolivia’s ecotourism initiative.

Currently, the professional level of Bolivian guides is considered very low. The following excerpts from the marketing study conducted by Economics Research Associates (2000) illustrate the need for guide training in Bolivia:

“...the level of professionalism and service offered is not up to the level offered in other international destinations. Other than services offered by Chalalán, many tourists felt taken advantage of or cheated by the alternative tour experiences. It appears the mentality of the current tour providers is more to the short-term, concentrating on sales made today, rather than creating a satisfied customer to create more sales for tomorrow. In general, it appears that the quality of the product and service needs to be improved, primarily through training. Many guides speak little if any English or other foreign language, and many appear limited in their knowledge of local flora and fauna” (p. III–22).

⁹ Especially for basic hospitality services such as food service, lodging management and maintenance, sanitation, solid waste management, water purification, etc. Because of its wide applicability, not only to the demonstration sites but to countrywide ecotourism initiatives, interpretive guide training is recommended as a separate activity. Training in local flora, fauna, and cultural history, however, should be site-specific. Assessing local needs for this type of training should be included in the Task A assessment.

¹⁰ See, for example, Weiler, Betty, and Sam H. Ham (2000), “Tour Guides and Interpretation in Ecotourism,” Chapter 35 in Weaver, D. (ed.), *The Encyclopedia of Ecotourism*, Wallingford, UK: CABI Publishing; Ham, Sam H., and Betty Weiler (1999), “Training Ecotour Guides in Developing Countries: Lessons Learned from Panama’s First Guides Course,” in *New Frontiers in Tourism Research*, Proceedings of Research and Academic Papers presented at the International Society of Travel and Tourism Educators Conference, Vancouver, BC, Canada, November 4–7; and Weiler, Betty, and Sam H. Ham (2001), “A Comparative Analysis of Cruise-based Ecotour Guiding in Galapagos and Alaska,” research paper presented to CAUTHE Conference, Canberra, Australia, February 10.

“Individual local guides are hired to lead hikers into the park. They, however, do not undergo any formal training procedures and serve more as directional guides, than informative guides. Their focus is more on the ‘hardy’ hiking market, than on softer forms of eco-tourism. The guides appeared extremely unreceptive to tailoring the experience more to the needs of the individual tourist group. Many guides speak little if any English...” (p. III–27).

Indeed, the vast majority of those interviewed cited the need for guide training in two key areas, interpretation and technical content (flora, fauna, and culture), and almost all specifically mentioned the need for English-language training. For this reason, a separate guide-training program is recommended. This program would conduct professional training for guides or identified potential guides from the demonstration sites, as well as a cross section of guides or potential guides from ecotourism initiatives countrywide. A model identical or similar to one developed by Ham and Weiler is strongly recommended because of its success in a number of developing countries including in Latin America, Ecuador (Galapagos), Argentina, and Panama, as well as in Asia and the Pacific, the US, Europe, and Australia.¹¹ This model is based on careful selection of trainees, in-country training consisting of collaborative learning and team building, practical and active exercises, and a follow-up component in training-of-trainers (TOT) and English as a second language (ESL) for selected trainees to ensure a community multiplier effect over time.

The TOT–ESL component is recommended for a carefully selected subset (approximately 10–15) of the trained guides, but not concurrent with technical training in guiding.¹² The TOT–ESL component should follow in-country technical training and be coordinated with an intensive “Experience USA” activity that brings the now technically-trained guides into contact with professional guides in the US. This should include opportunities for the guides to critically assess guiding principles exemplified by US guides, to see first-hand how US tourists are served and treated by professional guides, and to experience being a tourist (that is, to be guided) so that they can better understand and serve the interests of their international markets in Bolivia.

Approximately 100 guides (20 from each demonstration site and an additional 40 from other projects) should receive initial in-country technical training early in the project so they will be skill-ready when tourists actually arrive. Selection of approximately 10–15 trainees for the subsequent TOT–ESL component should be based on leadership potential, aptitude for acquiring language and technical knowledge related to guiding, charisma, and an attempt to achieve an equitable representation of both genders and indigenous people.

The ideal trainers for carrying out the TOT–ESL component are documented experts in both interpretation and ecotourism (preferably PhDs) who are experienced guide trainers in developing countries, acknowledged experts in training trainers, preferably representing both

¹¹ See Weiler, Betty, and Sam H. Ham. Forthcoming. “Six Lessons for Ecotour Guide Training in Latin American Countries.” *Journal of Sustainable Tourism*. (Draft manuscript available from S. Ham, University of Idaho.)

¹² The US-based TOT and ESL component is intended only for 10-15 carefully selected trainees. The remainder of the group receiving in-country technical training, however, would receive local ESL training in Bolivia.

genders, and who are experienced in arranging and coordinating “Experience USA” and ESL activities in the US.

2.2 Ecotourism Assessment Team (ETAT) Composition and SOW¹³

The ideal Ecotourism Assessment Team (ETAT) would include the following personnel (six core members and three local technical advisors) and be responsible for the following deliverables (see detailed position descriptions in Appendix A):

Core Team (total LOE: 105 person-days):

Team leader/regional tourism planner. Preferably an individual with extensive experience in regional nature-based tourism planning, Spanish language skills and experience in Latin American developing countries. PhD or MS highly preferred. Other desirable qualifications include expertise in group facilitation, public involvement, and “transactive” (participatory) planning, as well as in protected area management and/or planning. (LOE: 25 days)

Business management expert. Preferably an individual with extensive experience in business finance and marketing applied to nature-based tourism, Spanish-language skills, and experience in Latin American developing countries. MBA or business management degree focused on tourism. Other desirable qualifications include expertise in small business finance. (LOE: 20 days)

Tourism site planner. Preferably an individual with extensive experience in nature-based tourism site planning, Spanish language skills and experience in Latin American developing countries. MS, BS, or Licenciatura highly preferred. Other desirable qualifications include experience in tourism infrastructure and facility planning (access, roads, restrooms, information or interpretive centers). (LOE: 20 days)

Social impact assessment specialist. Preferably an individual with extensive experience in social impact assessment in tourism development projects in Latin America (especially in indigenous communities), Spanish language skills and experience in Latin American developing countries. PhD highly preferred. (LOE: 20 days)

Human capacity-building specialist. Preferably an individual with extensive experience in tourism-related training and human capacity building in Latin America, Spanish language skills, and experience in Latin American developing countries. PhD or MS highly preferred. Other desirable qualifications include expertise in nature-based tourism as well as in protected area management and/or planning. (LOE: 20 days)

¹³ Detailed position descriptions for the ETAT–US consultants are included in Appendix A.

Local Technical Advisors (total LOE: 50 person-days):

US Peace Corps representative: Preferably the Deputy Director of Peace Corps/Bolivia or APCD for the Tourism Sector. (LOE: 10 days)

Fundación Kipus representative: Preferably an individual with extensive experience in planning and implementing successful small enterprises for community-based ecotourism in Bolivia. (LOE: 10 days)

Environmental impact assessment specialist. Preferably an individual with extensive experience in environmental impact assessment in tourism development projects in Latin America, Spanish language skills and experience in Latin American developing countries. BS, Licenciatura, or MS highly preferred. (LOE 20 days)

Small business incubation expert. Preferably an individual with extensive experience in planning and implementing successful small business incubator programs for ecotourism in Bolivia. Other desirable qualifications include knowledge and experience with Conservation International's small tourism business incubation program, either in Bolivia or elsewhere. (LOE: 10 days)

Task A—Selection of Demonstration Sites

- A1. Through an inclusive participatory process, recommend three or four demonstration sites for best-practice ecotourism development that are consistent with (1) USAID/Bolivia SOs, (2) established ecotourism criteria (as previously described in this report), and (3) host communities' desires regarding acceptable social impacts.
- A2. Recommend intermediate results (IRs) for each demonstration site that are consistent with and supportive of USAID/Bolivia SOs and ecotourism criteria.
- A3. Conduct a policy review and recommend existing or needed mechanisms for ensuring that host communities benefit economically from ecotourism development.
- A4. Work with communities and local counterparts to make specific recommendations for policy and business contractual mechanisms aimed at guaranteeing a flow of economic benefits to the communities in each of the demonstration sites. For example, the Assessment Team might develop pro-forma language for contracts and cooperative agreements between communities and outside operators that would guarantee profit-sharing and other benefits to local communities.
- A5. Working with local institutions, conduct a rapid training needs assessment and develop site-specific training plans to cover a range of priority topics, including but not limited to hospitality and customer service, small business management, local natural and cultural history, sanitation, sewage treatment, solid waste management, etc. for the demonstration sites.

- A6. Conduct a regional inventory of ecotourism best practice (including Bolivia and other Latin American countries) extracting from these cases lessons learned that could be applied in the selected demonstration sites as well as elsewhere in Bolivia.¹⁴
- A7. Develop additional specific terms of reference for the Task B assessment not listed below.

Task B—Site-Specific Analyses for Project Planning

- B1. Through a participatory process involving local institutions and community leaders, produce an ecotourism development plan for each of the demonstration sites.
- B2. As an addendum to the plan outlined in B1, identify specific regional tourism development needs to complement development at the demonstrations sites.
- B3. Conduct a business feasibility analysis based on the development plan for each demonstration site.
- B4. Develop a community business plan for each demonstration area.
- B5. Design and implement a small-enterprise incubator system for local tourism businesses.¹⁵
- B6. Assist USAID/Bolivia in selecting local firms to develop architectural plans and conduct engineering studies and environmental impact assessments for on-site infrastructure developments determined to be necessary at each of the demonstration sites.
- B7. Other site-specific tasks as determined following the Task A assessment.

¹⁴ CI's development at Chalachán represents one possible Bolivian example of ecotourism best practice. The Kapowi Eco-Lodge and Resort in the Ecuadorian Amazon is another (www.kapowi.com and www.canodros.com).

¹⁵ CI's incubator program is recommended as a model. In this program, small businesses are assisted through the early stages of establishment in which small enterprises are most vulnerable to failure. They are given capital assistance or credit and access to expert advice and technical assistance in all aspects of business planning, management, marketing, advertising, and operation. Juan Pablo Arce of CI-La Paz and Steve Edwards of CI-Washington are the best sources of detailed information about CI's incubator program.

3. Summary of Consultant's Activities and Key Discussions

The consultancy began May 24–25, 2001 with an initial review of background material (principally Catterson 2000) and initial preparation of a seminar on ecotourism and sustainable development for USAID/Bolivia staff as required in the consultant's SOW (see Belding 2001).¹⁶ Travel to Bolivia commenced on May 27 with arrival in La Paz on May 28. The following activities were carried out as directed by the SOW, modified only as recommended by USAID during the course of the in-country consultancy May 28–June 5, inclusive:

<i>Date</i>	<i>Primary activities</i>
M May 28	<p>Meeting with Robert Kenny, USAID/Bolivia Environment Team. Discussed project terms of reference and general context for ecotourism in Bolivia.</p> <p>Continued work on ecotourism seminar for USAID/Bolivia staff.</p>
Tu May 29	<p>Meeting with Barbara Belding, Director, USAID/Bolivia Environment Team. Discussed consultant's SOW and jointly developed a work plan including scheduled meetings with appropriate Mission staff and a series of meetings the consultant would conduct in La Paz, Santa Cruz, and Buena Vista during the in-country consultancy. Acquired additional key source documents from Environment and Counter-Narcotics Teams.</p> <p>Meetings at USAID Mission staff to familiarize consultant with the SO of each team and relevance to potential USAID-assisted ecotourism activities. Environment Team: Robert Kenny; Counter-Narcotics Team (Alternative Development): Ken Wiegand (Director), Sergio Rivas, Fabian Aguirre, and Patricia Chaplin; Economic Opportunities Team: David Delgado (Director) and Larry Rubey.</p>
W May 30	<p>Early flight to Santa Cruz with Barbara Belding.</p> <p>Meeting with WCS Program Coordinator, Michael Painter, and Kaa-Iya Project Chief of Party, Oscar Castillo. Primarily discussed WCS's work with CABI, the co-management of Kaa-Iya National Park, the TCO (indigenous territories) concept, and opportunities to develop and offer varied ecotourism experiences such as birdwatching, wildlife observation, horseback riding, and guided excursions in Kaa-Iya National Park. The need for a regional ecotourism plan was stressed as was the dynamic nature of the Bolivian Oriente because of increased hydrocarbon</p>

¹⁶ A list of the individuals and organizations interviewed is included in Appendix B.

speculation and large capital investments. Training needs identified included guiding and interpretation, English language for guides and others working in ecotourism, hospitality management including food service and accommodation management, small enterprise management, and land-use planning and monitoring.

Meeting at WWF with Roger Landivar, Director of Conservation, and other WWF technical staff. Primarily discussed WWF interests in strengthening Chiquitano Forest, Carrasco National Park in the Chapare, Isoborro Secure National Park and TCO, Amboró National Park, Pilon Lajas National Park, and Madidi National Park. Consistent with all three of the operative SOs, WWF is interested in garnering USAID assistance in strengthening the ecotourism potential of these areas as a way of providing economic opportunities for local people and of generating local support for the protected areas. According to WWF, an example of ecotourism “best practice” in Bolivia is at Reserva Eduardo Avaroa, where revenues in excess of US\$50,000 were generated from ecotourism last year, as compared to only B25,000 that were returned via *participación pública*. WWF stressed the need for training indigenous people in guiding, and English language as a means of giving them a competitive advantage against outside guides who are already bilingual. Training in natural history will also be needed for these people.

Meeting with Adolfo Moreno, Executive Director of the Fundación Amigos de la Naturaleza (FAN). Primarily discussed FAN’s work in ecotourism at Noel Kempff National Park and technical assistance and training needs. While some efforts have been made toward community ecotourism development, even basic infrastructure, such as bathrooms and access to potable water, are lacking. FAN sees ecotourism development as a promising mechanism for reducing poverty by providing economic opportunities for the more than 4,000 families living in area communities. Currently, these people constitute one of the primary threats to the park because of encroachment and poaching. FAN’s vision includes a trained workforce in ecotourism including guides, park staff, food service, lodging, arts and crafts, merchandizing, and souvenir sales. Training guides in interpretation and English was singled out as the most serious need. Half of the visitors to Noel Kempff National Park are English speaking. Mr. Moreno feels that bilingual guides are critical to capitalizing on the growing English-speaking tourism market in Bolivia. It is noteworthy that FAN already has developed an interpretive plan for the park that was apparently supposed to receive implementation funding a year or two ago. Unfortunately, the promised funding never materialized.

Meeting at Fundación para la Conservación del Bosque Chiquitano (FCBC) with Hermes Justiniano (Executive Director of FCBC) and David Lozano (Management Assistant with GasOriente Boliviano, which is a

primary donor to FCBC). FAN is receiving US\$30 million over the next 15 years from FCBC (US\$2 million per year) for the management of Bosque Chiquitano. They are currently developing a Sustainable Use Plan for the area which will include a central ecotourism component. The need for training and capacity building was stressed (again emphasizing interpretive guiding and English language as well as hospitality and service to tourists).

Discussion with Greg Minnick (FAO) about the ecotourism potential of the Chapare and Cochabamba Tropics.¹⁷

Th May 31

Travel to Buena Vista to attend the Inter-American Development Bank's (IDB) presentation of its just-completed ecotourism analysis and investment plan for Bolivia. IDB appears to have provided a solid diagnostic foundation for USAID activity including an attractions inventory, marketing and financial analyses, and other related analyses (see Castillo 2000, Economics Research Associates 2000, Ernst Basler and partner 2000, and Garrett 2000). According to IDB's Helena Landaguri, who facilitated the meeting, and Denis Gravel, Tourism Sector Specialist, the project surfaced when IDB declined to fund a proposal based on a previous study of tourism potential conducted by the Vice Ministry of Tourism (funded by IDB). IDB felt that the plan was not demand-driven and therefore was hesitant to invest in the projects it recommended. The result was that IDB conducted its own studies, which were presented at the all-day meeting we attended in Buena Vista. Although the outcome of the meeting was a little vague (probably due a lack of time to obtain background information about its purpose), rich discussions took place between the IDB, GOB officials (including the Vice Minister of Tourism, Edgar Tórréz), Benjamin Saucedo Montoya (Director General of Tourism), and Juan René Alcoba (tourism consultant for SERNAP), along with a number of private tourism business owners, including Aldo Sacre España (owner of Lomas del Mirador tourism complex in Buena Vista and President of the Hoteliers Chamber of the Sara e Ichilo Mancomunidad), Darius Morgan (owner of Crillon Tours based at Lake Titicaca and President of the National Chamber of Tourism Operators), and the single indigenous participant, Celestino Ticono Rojas, mayor of Copacabana. One of the main conclusions from the discussion is that there is general concern about the lack of indigenous representation on the Consejo Nacional de Turismo (National Tourism Council). IDB graciously provided electronic copies of its full report to the USAID Environment Office the following Monday. The Assessment Team will need to have

¹⁷ Mr. Minnick followed up this discussion with a detailed written summary that is on file with other source documents in the USAID/Bolivia Environment Office (see Minnick 2001).

copies of these documents, as well as others listed at the end of this report, as soon as the consultants are hired.¹⁸

F June 1

Early flight to La Paz.

Made final preparations for presentation and seminar on ecotourism for USAID staff.

Made a 30-minute presentation on the definition of ecotourism in a sustainable development context for approximately 20 USAID staff from 5 sectors, followed by a 45-minute discussion of how ecotourism might fit into USAID/Bolivia SOs.

Sa June 2

Meeting with Alberto Abastflor, retired Bolivian military colonel, about the Pasto Grande Project that he is self-financing with collaboration from the military, Vice Ministries of Tourism and Culture, National Archeological Agency, and the *municipios* of Irupana and Chulumani. Pasto Grande is a pre-Inca archeological site located south of Irupana in Sud Yungas and about 90 km from La Paz. It consists of ruins (mainly buildings and a still functioning pre-Columbian irrigation system) along with 10 *tiwanacota* towns containing well-preserved agricultural terraces and 20 pre-Inca roads. The setting is surrounded by mountains, and from Mr. Abastflor's photographs, appears to be strikingly beautiful. Some 35,000 inhabitants (mostly indigenous) inhabit communities adjacent to Pasto Grande. According to Mr. Abastflor, many of these people are former coca growers who today are primarily subsistence farmers with little economic opportunity. He feels strongly that assistance in developing the ecotourism potential of the area will significantly benefit these people. Pasto Grande should be studied carefully as a possible site for USAID assistance.¹⁹

Worked on notes and report.

Su June 3

Worked on notes and report.

Dinner meeting with Jorge Calvo (Deputy Director, Economic Opportunities Office, USAID/Bolivia), Charno Lefton (Deputy Director, US Peace Corps/Bolivia), and Barbara Belding (Director, Environment Office, USAID/Bolivia). We discussed potential roles of Peace Corps volunteers in the new tourism sector as well as the challenges to and time frame required for lasting community change.

¹⁸ To ensure that these publications are readily available to the Assessment Team, all have been deposited in the Environment Office of USAID/Bolivia in La Paz. See list of key source documents in Appendix C.

¹⁹ See CIDEM 2000 for a written description of the Pasto Grande project.

M June 4

Meeting at SERNAP (National Protected Areas Service) with Luis Pabón, Director, and Juan René Alcoba, SERNAP Tourism Consultant, accompanied by Doug Mason, Protected Areas Specialist in USAID's Environment Office. Taking into account the three USAID SOs, SERNAP sees ecotourism development as a priority in three protected areas: Carrasco National Park, Isoborro Secure National Park (just north of Carrasco NP), and Amboró National Park (which is contiguous with Carrasco NP, although in a different department). Of these three, Carrasco NP seems best suited to USAID strategic objectives. SERNAP sees ecotourism as one alternative to coca growing in the area and as a potential mechanism for building local support for protected areas, as well as increasing environmental awareness in affected communities. Although coca production is much reduced due to eradication efforts, poverty in local communities continues to lure farmers into planting coca again. A new 60-km road (constructed by the *prefectura*) connects two communities within the park and passes directly through an internal buffer zone (which SERNAP refers to as the *area natural de manejo integral*). According to Srs. Pabón and Alcoba, the road will provide access for *colonos* who will search the area for open spaces suitable for coca production. Thus, in Carrasco National Park, ecotourism development may serve as a preventative measure against renewed coca cultivation. Human capacity building was identified as a priority throughout the discussion. Training for local residents in a wide range of tourism and hospitality services will be necessary. Interpretive guides, food service, and basic hospitality management were singled out. SERNAP's concept for guided tours in the area would involve a two-guide system wherein a bilingual guide from the outside would team up with a local guide to offer guide tours. Experience in other countries, however, suggests that this approach creates a competitive disadvantage for the local community because two guides must be paid. Eventually, the tour company will decide that the local guides are dispensable, regardless of the extra quality they may bring to the tours. SERNAP agrees that local bilingual guides are necessary unless tour operators are required by law or policy to hire local guides while in Carrasco National Park. With respect to other policy, SERNAP is currently initiating a new *Decreto Supremo* that would create mechanisms to guarantee that local communities benefit economically from tourism in protected areas. According to Sr. Pabón, this regulation will require or provide incentives for private businesses to direct part of their profits to local communities. In addition, SERNAP continues to study its SISCO program (*Sistema de Cobros por Ingreso a Areas Protegidas*) in which a portion of park admission fees is returned to local communities. In the aforementioned case of Reserva Eduardo Alvaroa, 25 percent of the admission fees are returned to the community in the form of public works projects. Thus far, SERNAP has built a medical clinic and installed solar panels in one community using these funds. SERNAP is now initiating SISCO in several other parks on an experimental basis.

Finally, SERNAP believes that providing local small businesses credit or “micro-credit” is extremely important. They favored the idea of a small business incubator system wherein small enterprises could grow without excessive financial risk.

Meeting with Edgar Tórrez Saravia, Vice Minister of Tourism. The Vice Minister is adamant about the need for pilot projects or demonstration sites that can serve as models for sustainable tourism. He, like others, sees sustainable tourism as a three-way partnership between government, private enterprise, and local communities. Within this triad, he sees government providing policy incentives and regulation, while private enterprises provide the investment, and local communities provide protection of natural resources. Both the businesses and the communities must benefit economically for the system to be sustainable. The Vice Minister spoke at length about the immediate need in rural communities for basic tourism infrastructure and local capacity related to sanitation, solid waste disposal, water purification, lodging, and bathrooms, as well as for product-oriented services such as guiding and interpretation,²⁰ food service, and small enterprise management. The Vice Ministry has made some progress in educating communities about sustainable tourism development with the publication of a new manual on basic tourism development for local communities (MCEI 2001). This publication, *Manual de Gestión Turística a Nivel Local*, is clearly written with local communities in mind. It contains discussions in simple Spanish and appears well illustrated. A problem is that only about 300 copies of the 298-page manual exist because the ministry lacked funding to make additional copies for wide distribution. According to the Vice Minister, each copy costs about US\$6.00. He is hopeful that USAID might provide funds for the printing of an additional 5,000 copies (US\$30,000) and help to sponsor a national workshop wherein the manual could be distributed and explained to community leaders and small entrepreneurs. The consultant sees this as a reasonable request given the quality of the manual and suggests that USAID, upon examining the manual, might entertain a proposal from the Vice Ministry for such assistance. The conversation concluded by returning to USAID’s three operative SOs and the concept of demonstration areas for ecotourism development. When asked which areas he thought might have the highest probability of success, he mentioned specifically Pasto Grande (see June 3 discussion with Alberto Abastaflo) as offering significant potential. He believes it would be possible to enlist the services of the military in improving the access road and felt that with minimum investment in infrastructure and an intensive training effort, Pasto Grande and surrounding areas in the Sud Yungus could become a premier tourism destination. He was very supportive of an

²⁰ Upon leaving the meeting with the Vice Minister, the consultant was approached by Benjamin Saucedo Montoya, Director General of Tourism, who specifically requested training assistance for interpretive guides.

“incubator” concept to help small tourism enterprises to establish themselves.

Meeting at Conservation International (CI) with CI-Bolivia Director, Juan Pablo Arce (accompanied by Doug Mason, Protected Areas Specialist in USAID’s Environment Office). Around the world, CI has been a leader in advancing knowledge about community-based ecotourism as a sustainable development activity. These efforts are consistently guided by two primary objectives: (1) conserving biodiversity and (2) increasing inhabitants’ quality of life in terms of income, health and nutrition, education, and community development. CI’s model of ecotourism development and its extensive experience in community-based tourism dominated the discussion. Sr. Arce explained that CI’s success in community ecotourism development, both in Bolivia and around the world, has derived from the four-part model they employ. This model includes ecotourism as a focus activity that is supported and complemented by three other economic components: the first is agriculture (mainly family gardens aimed at improving local diets and nutrition, and secondarily at growing crops for tourist consumption), the second is non-timber forest products (fruits, nuts, oils), and the third is artisan and craft-making aimed at souvenir-seeking tourists. The consultant attests to the depth and breadth of CI’s experience in this area, as well as in its well-known incubator system for small tourism enterprises. It seems desirable that USAID would want to consider ways it can capitalize on CI’s institutional knowledge and experience as the Assessment Team is assembled and as the project, itself, unfolds. Sr. Arce expressed interest and enthusiasm about CI’s potential role in helping to stimulate appropriate tourism development in strategically important natural areas. For CI, strategically important natural areas in Bolivia are those that have been identified by CI as “Biodiversity Hotspots.”²¹

Report writing

Tu June 5

Meeting with Peter MacFarren, Executive Director of Fundación Cultural Kipus (Quipus). The Quipus Foundation has a long and successful track record in ecotourism in Bolivia. The Foundation’s experience in Salar de Uyuni and its plans for the future were discussed. A very interesting conversation ensued about business models for community-based tourism development and the role of business contracts in guaranteeing benefits to communities from ecotourism. The Foundation’s experience and success in projects of the type being contemplated for this project represent an invaluable source of in-country expertise. The consultant strongly recommends that direct involvement of the Quipus Foundation in this

²¹ CI has produced a detailed map of Bolivian “Biodiversity Hotspots” which is available from CI’s office in La Paz. In the short term, the Assessment Team may want to know that Dr. Doug Mason, USAID/Bolivia Environment Office, also has a copy of this map.

project be considered.²² In addition, Mr. McFarren says that the Quipus Foundation supports the idea of developing model ecotourism demonstration areas and would see it within the Foundation's expressed interests to make a long-term commitment to the demonstration areas following their initial development by USAID/Bolivia.

Report writing.

Debriefing with Barbara Belding (Director, Environment Office, USAID/Bolivia).

W June 6

Departed La Paz at 7:50 AM.

²² Notably, the Quipus Foundation has just finished the English version of a valuable source book, *The Eco-Traveler's Guide to Bolivia*, which is now ready for press. Mr. McFarren estimates that US\$40,000 are needed to print 3,000 copies of the book each in English, Spanish, and German. The Spanish version would be considered an invaluable reference for guide training programs, as recommended later in this report. USAID/Bolivia might want to entertain a proposal from the Quipus Foundation for such assistance.

Appendix A

ETAT Position Descriptions for US Consultants

The following pages include separate detailed position descriptions for the following proposed US ETAT consultants:²³

- Team Leader/Regional Tourism Planner
- Business Management Specialist
- Tourism Site Planner
- Social Impact Assessment Specialist
- Human Capacity Building Specialist

²³ Position descriptions for the Local Technical Advisors listed on page 12 are not included. The strategic advisory roles envisioned for these people are discussed on pages 5–8 of this report.

ECOTOURISM DEVELOPMENT IN BOLIVIA¹

SHORT-TERM CONSULTING ASSIGNMENTS—US PROFESSIONALS

POSITION TITLE: Team Leader/Regional Tourism Planner

PRIMARY TASKS: A1, A2, A3, A4, A6, A7, B1, B2, B6, B7

SECONDARY TASKS: Coordinates work of other consultants on all other tasks.

CONTEXT/BACKGROUND: The Team Leader/Regional Tourism Planner is seen as the principal consultant for the Ecotourism Assessment Team (ETAT). This person will be responsible for coordinating and compiling the work of other ETAT consultants (both US and local) and producing a conceptual plan for ecotourism development focused on three or four selected demonstration sites. In addition to proposing site-specific developments to be supported by USAID/Bolivia (including access, physical infrastructure, business planning, and training), this plan will anticipate and make recommendations for complementary regional tourism development that is consistent with proposed site developments, and which USAID may or may not support directly. The purpose of this plan to provide input into a Concept Paper that USAID/Bolivia is currently preparing which will, in turn, inform development of a new Mission Strategy that will be implemented in 2004. Three Strategic Objective (SO) Teams within USAID/Bolivia have identified ecotourism as a priority development activity. These include the Environment Team, the Economic Opportunities Team, and the Counter-Narcotics Team. Taken together, the SOs of the three teams have identified ecotourism development as a potential means of (1) strengthening forest and biodiversity conservation in the Tropical Andes, (2) providing an economically viable alternative or supplement to existing land uses in impoverished rural and indigenous communities, and (3) as a potential mechanism for stimulating economic development as an alternative to illicit coca growing and other non-sustainable land uses.

The Team Leader/Regional Tourism Planner will be responsible for leading the ETAT (comprised of US and Bolivian consultants) in developing an ecotourism development plan for three or four “best practice” demonstration sites. In carrying out this responsibility, the Consultant will:

1. Lead an objective and participatory process for selecting the demonstration sites.
2. Recommend IRs for each site consistent with the aforementioned USAID/Bolivia SOs.
3. Conduct a policy review and recommend existing or needed mechanisms for ensuring that host communities benefit economically from ecotourism development.
4. Work with communities and local counterparts to make specific recommendations for policy and business contractual mechanisms aimed at guaranteeing a flow of economic benefits to the communities in each of the demonstration sites.
5. Conduct a regional inventory of ecotourism best practice (including Bolivia and other Latin American countries) extracting from these cases lessons learned that could be applied in the selected demonstration sites as well as elsewhere in Bolivia.
6. Lead a participatory process involving local institutions, community leaders and other ETAT consultants to produce an ecotourism development plan for each of the demonstration sites.
7. As an addendum to the plan outlined in B1, identify specific regional tourism development needs to complement development at the demonstration sites.
8. Assist USAID/Bolivia in selecting local firms to develop architectural plans and conduct engineering studies and environmental impact assessments for on-site infrastructure developments determined to be necessary at each of the demonstration sites.
9. Develop, carry out, or coordinate additional specific terms of reference as determined by the ETAT (see Ham 2001).

¹ For background, see Ham, Sam H. (2001), *Recommendations for USAID Involvement in Ecotourism Activities in Bolivia*, La Paz: USAID/Bolivia Office of Environment and Washington, DC: International Resources Group, Ltd.

The Team Leader/Regional Tourism Planner will be expected to coordinate and compile the work of the other ETAT members and to facilitate participatory information gathering and decision-making processes in carrying out the tasks detailed above and in the background document listed in footnote 1.

DELIVERABLES: A draft Ecotourism Development Plan describing in detail the work of the ETAT and containing at a minimum (1) a detailed description of the planning process used and (based on reports and input from the other ETAT consultants), (2) a detailed description of development needs corresponding to the work of the entire ETAT at each of the selected demonstration sites, (3) an analysis and discussion of regional tourism development needs, and (4) an inventory of “best-practice” ecotourism sites in Latin America.

DESIRED EXPERIENCE/QUALIFICATIONS: PhD or MS degree in Nature-Based Tourism or related field with emphasis in regional planning.

A minimum of 5 years experience in nature-based tourism in Latin America.

Additional desired qualifications include demonstrable expertise in group facilitation, participatory planning, and public involvement in natural resource decision-making.

Spanish language capability at S-2+, R-2+ level, at a minimum.

APPROXIMATE TIME/LEVEL OF EFFORT REQUIRED: 25 days

ECOTOURISM DEVELOPMENT IN BOLIVIA¹

SHORT-TERM CONSULTING ASSIGNMENTS—US PROFESSIONALS

POSITION TITLE: **Business Management Specialist**

PRIMARY TASKS: A4, B3 B4, B5

SECONDARY TASKS: A1, A2, A3, A5, A6, A7, B1, B2, B7 (all in coordination with other team members)

CONTEXT/BACKGROUND: The Business Management Specialist is an integral member of the Ecotourism Assessment Team (ETAT) and will be concerned primarily with the business implications of ecotourism development at three or four selected demonstration sites identified by the ETAT. This person will be responsible for conducting business feasibility analyses and for making recommendations related to business contractual language and policy aimed at ensuring economic benefits to host communities. S/he will coordinate this work with the work of other ETAT consultants (both US and local) in providing input into a conceptual plan for ecotourism development focused on the selected demonstration sites. In addition to proposing site-specific developments to be supported by USAID/Bolivia (including access, physical infrastructure, business planning, and training), this plan will anticipate and make recommendations for complementary regional tourism development that is consistent with proposed site developments, and which USAID may or may not support directly. The purpose of this plan to provide input into a Concept Paper that USAID/Bolivia is currently preparing which will, in turn, inform development of a new Mission Strategy that will be implemented in 2004. Three Strategic Objective (SO) Teams within USAID/Bolivia have identified ecotourism as a priority development activity. These include the Environment Team, the Economic Opportunities Team, and the Counter-Narcotics Team. Taken together, the SOs of the three teams have identified ecotourism development as a potential means of (1) strengthening forest and biodiversity conservation in the Tropical Andes, (2) providing an economically viable alternative or supplement to existing land uses in impoverished rural and indigenous communities, and (3) as a potential mechanism for stimulating economic development as an alternative to illicit coca growing and other non-sustainable land uses.

The Business Management Specialist will be the lead ETAT consultant in all areas related to business feasibility and business management and responsible for providing this work as input into the Ecotourism Development Plan that will be developed by ETAT under the direction of the Team Leader/Regional Tourism Planner. In carrying out this responsibility, the Consultant will:

1. Work with communities and local counterparts to make specific recommendations for policy and business contractual mechanisms aimed at guaranteeing a flow of economic benefits to the communities in each of the demonstration sites. For example, the ETAT might develop pro-forma language for contracts and cooperative agreements between communities and outside operators that would guarantee profit-sharing and other benefits to local communities.
2. Work with the Team Leader/Regional Tourism Planner to identify specific regional tourism development needs to complement development at the demonstrations sites.
3. Conduct a business feasibility analysis based on the development plan for each demonstration site and recommend specific actions and inputs that will be necessary for community-based businesses to have the highest probability of success.
4. Develop a community business plan for each demonstration area.
5. Work with Conservation International/La Paz in designing and implementing a small-enterprise incubator system for local tourism businesses.
6. Participate in an objective and participatory process led by the Team Leader/Regional Tourism Planner for selecting the demonstration sites.
7. Work with other ETAT members in recommending IRs for each site consistent with the aforementioned USAID/Bolivia SOs.

¹ For background, see Ham, Sam H. (2001), *Recommendations for USAID Involvement in Ecotourism Activities in Bolivia*, La Paz: USAID/Bolivia Office of Environment and Washington, DC: International Resources Group, Ltd.

8. Work with other ETAT members in recommending mechanisms for ensuring that host communities benefit economically from ecotourism development.
9. Work with the ETAT's Human Capacity Building Specialist to recommend site-specific training needs related to small business management, hospitality and customer service, etc.
10. Assist the Team Leader/Regional Tourism Planner as needed in conducting a regional inventory of ecotourism best practice (including Bolivia and other Latin American countries) extracting from these cases lessons learned that could be applied in the selected demonstration sites as well as elsewhere in Bolivia.
11. Develop, carry out or coordinate additional specific terms of reference as determined by the ETAT (see Ham 2001).

Working under the direction of the Team Leader/Regional Tourism Planner, the Business Management Specialist will be expected to coordinate his/her work with the work of the other ETAT members and to provide timely input into the planning process described above and in the background document listed in footnote 1.

DELIVERABLES: Relevant sections will be contributed to the draft Ecotourism Development Plan, including at a minimum (1) a detailed description of the consultant's methods and key findings, (2) separate community business plans for each of the selected demonstration sites, and (3) specific recommendations for policy and business contractual language aimed at guaranteeing a flow of economic benefits to host communities.

DESIRED EXPERIENCE/QUALIFICATIONS: Preferably an individual with extensive experience in business finance and marketing applied to nature-based tourism, Spanish-language skills, and experience in Latin American developing countries. MBA or business management degree focused on tourism. Other desirable qualifications include expertise in small business finance. Spanish language capability at S-2+, R-2+ level, at a minimum.

APPROXIMATE TIME/LEVEL OF EFFORT REQUIRED: 20 days

ECOTOURISM DEVELOPMENT IN BOLIVIA¹

SHORT-TERM CONSULTING ASSIGNMENTS—US PROFESSIONALS

POSITION TITLE: **Tourism Site Planner**

PRIMARY TASKS: B1, B6

SECONDARY TASKS: A1, A2, A3, A5, A6, A7, B2, B7 (all in coordination with other team members)

CONTEXT/BACKGROUND: The Tourism Site Planner is an integral member of the Ecotourism Assessment Team (ETAT) and will be concerned primarily with the site development needs for ecotourism at three or four selected demonstration sites identified by the ETAT. This person will be responsible for conducting site analyses and for coordinating with other ETAT members in making recommendations for physical infrastructure, access, water and solid waste treatment, tourist services, maintenance and upkeep, and other appropriate measures aimed at capitalizing on each site's competitive advantages and aimed at ensuring economic benefits to host communities. S/he will coordinate this work with the work of other ETAT consultants (both US and local) in providing input into a conceptual plan for ecotourism development focused on the selected demonstration sites. In addition to proposing site-specific developments to be supported by USAID/Bolivia (including access, physical infrastructure, business planning, and training), this plan will anticipate and make recommendations for complementary regional tourism development that is consistent with proposed site developments, and which USAID may or may not support directly. The purpose of this plan to provide input into a Concept Paper that USAID/Bolivia is currently preparing which will, in turn, inform development of a new Mission Strategy that will be implemented in 2004. Three Strategic Objective (SO) Teams within USAID/Bolivia have identified ecotourism as a priority development activity. These include the Environment Team, the Economic Opportunities Team, and the Counter-Narcotics Team. Taken together, the SOs of the three teams have identified ecotourism development as a potential means of (1) strengthening forest and biodiversity conservation in the Tropical Andes, (2) providing an economically viable alternative or supplement to existing land uses in impoverished rural and indigenous communities, and (3) as a potential mechanism for stimulating economic development as an alternative to illicit coca growing and other non-sustainable land uses.

The Tourism Site Planner will be the lead ETAT consultant in all areas related to site planning and responsible for providing this work as input into the Ecotourism Development Plan that will be developed by ETAT under the direction of the Team Leader/Regional Tourism Planner. In carrying out this responsibility, the Consultant will:

1. Through a participatory process led by the Team Leader/Regional Tourism Planner and involving local institutions and community leaders, produce site development plans for each of the demonstration sites
2. With the Team Leader/Regional Tourism Planner, take the lead in assisting USAID/Bolivia in selecting local firms to develop architectural plans and conduct engineering studies and environmental impact assessments for on-site infrastructure developments determined to be necessary at each of the demonstration sites.
3. Participate in an objective and participatory process led by the Team Leader/Regional Tourism Planner for selecting the demonstration sites.
4. Work with other ETAT members in recommending IRs for each site consistent with the aforementioned USAID/Bolivia SOs.
5. Work with other ETAT members in recommending mechanisms for ensuring that host communities benefit economically from ecotourism development.
6. Work with the ETAT's Human Capacity Building Specialist to recommend site-specific training needs related to site maintenance, facility operation, hospitality and customer service, etc.
7. Assist the Team Leader/Regional Tourism Planner as needed in conducting a regional inventory of ecotourism best practice (including Bolivia and other Latin American countries) extracting from these cases lessons learned that could be applied in the selected demonstration sites as well as elsewhere in Bolivia.

¹ For background, see Ham, Sam H. (2001), *Recommendations for USAID Involvement in Ecotourism Activities in Bolivia*, La Paz: USAID/Bolivia Office of Environment and Washington, DC: International Resources Group, Ltd.

8. Work with the Team Leader/Regional Tourism Planner to identify specific regional tourism development needs to complement development at the demonstration sites.
9. Provide input on site development needs to the business feasibility analysis and business plans under the direction of ETAT's Business Management Expert.
10. Develop, carry out or coordinate additional specific terms of reference as determined by the ETAT (see Ham 2001).

Working under the direction of the Team Leader/Regional Tourism Planner, the Tourism Site Planner will be expected to coordinate his/her work with the work of the other ETAT members and to provide timely input into the planning process described above and in the background document listed in footnote 1.

DELIVERABLES: Relevant sections will be contributed to the draft Ecotourism Development Plan, including at a minimum (1) a detailed description of the consultant's methods and key findings, and (2) separate site development plans for each of the selected demonstration sites.

DESIRED EXPERIENCE/QUALIFICATIONS: Preferably an individual with extensive experience in nature-based tourism site planning, Spanish language skills and experience in Latin American developing countries. MS, BS, or Licenciatura highly preferred. Other desirable qualifications include experience in tourism infrastructure and facility planning (access, roads, restrooms, information or interpretive centers). Spanish language capability at S-2+, R-2+ level, at a minimum.

APPROXIMATE TIME/LEVEL OF EFFORT REQUIRED: 20 days

ECOTOURISM DEVELOPMENT IN BOLIVIA¹

SHORT-TERM CONSULTING ASSIGNMENTS—US PROFESSIONALS

POSITION TITLE: Social Impact Assessment Specialist

PRIMARY TASK: A1

SECONDARY TASKS: A2, A3, A4, A5, A6, A7, B1, B4 (all in coordination with other team members)

CONTEXT/BACKGROUND: The Social Impact Assessment Specialist is an integral member of the Ecotourism Assessment Team (ETAT) and will be concerned primarily with assessing the positive and negative social impacts associated with proposed ecotourism developments for at three or four selected demonstration sites identified by the ETAT. Since the types of development anticipated by this project will engender potential changes in community culture, structure and self-concept, this person will be responsible for working closely with community organizations to determine their perceptions about acceptable and unacceptable impacts in the short- and long-term. The Social Impact Assessment Specialist will coordinate with other ETAT members in making recommendations for ways to mitigate undesirable impacts while maximizing desired outcomes and ensuring economic benefits to host communities. S/he will coordinate this work with the work of other ETAT consultants (both US and local) in providing input into a conceptual plan for ecotourism development focused on the selected demonstration sites. In addition to proposing site-specific developments to be supported by USAID/Bolivia (including access, physical infrastructure, business planning, and training), this plan will anticipate and make recommendations for complementary regional tourism development that is consistent with proposed site developments, and which USAID may or may not support directly. The purpose of this plan to provide input into a Concept Paper that USAID/Bolivia is currently preparing which will, in turn, inform development of a new Mission Strategy that will be implemented in 2004. Three Strategic Objective (SO) Teams within USAID/Bolivia have identified ecotourism as a priority development activity. These include the Environment Team, the Economic Opportunities Team, and the Counter-Narcotics Team. Taken together, the SOs of the three teams have identified ecotourism development as a potential means of (1) strengthening forest and biodiversity conservation in the Tropical Andes, (2) providing an economically viable alternative or supplement to existing land uses in impoverished rural and indigenous communities, and (3) as a potential mechanism for stimulating economic development as an alternative to illicit coca growing and other non-sustainable land uses.

The Social Impact Assessment Specialist will be the lead ETAT consultant in all areas related to social impact analysis and responsible for providing this work as input into the Ecotourism Development Plan that will be developed by ETAT under the direction of the Team Leader/Regional Tourism Planner. In carrying out this responsibility, the Consultant will:

1. Through an inclusive participatory process led by the Team Leader/Regional Tourism Planner, assist in recommending three or four demonstration sites for best-practice ecotourism development that are consistent with (1) USAID/Bolivia SOs, (2) established ecotourism criteria (as described in the background document listed in the footnote below) and (3) host communities' desires regarding acceptable social impacts
2. Conduct an in-depth analysis of social impacts associated with the developments proposed at each of the demonstration sites and make recommendations pertaining to all aspects of the proposed developments regarding mechanisms needed to minimize detrimental social impacts while maximizing desired impacts of those same developments. Through a participatory process led by the Team Leader/Regional Tourism Planner and involving local institutions and community leaders, provide input to the ETAT as site development plans for each of the demonstration sites are developed.
3. Work with other ETAT members in recommending IRs for each site consistent with the aforementioned USAID/Bolivia SOs.

¹ For background, see Ham, Sam H. (2001), *Recommendations for USAID Involvement in Ecotourism Activities in Bolivia*, La Paz: USAID/Bolivia Office of Environment and Washington, DC: International Resources Group, Ltd.

4. Work with other ETAT members in recommending mechanisms for ensuring that host communities benefit economically from ecotourism development.
5. Work with the ETAT's Human Capacity Building Specialist to recommend site-specific training needs related to cross-cultural training, ESL, hospitality and customer service, etc.
6. Assist the Team Leader/Regional Tourism Planner as needed in conducting a regional inventory of ecotourism best practice (including Bolivia and other Latin American countries) extracting from these cases lessons learned that could be applied in the selected demonstration sites as well as elsewhere in Bolivia.
7. Work with the Team Leader/Regional Tourism Planner to identify specific regional tourism development needs to complement development at the demonstrations sites.
8. Provide input from the social impact assessment to the business feasibility analysis and business plans under the direction of ETAT's Business Management Expert.
9. Develop, carry out or coordinate additional specific terms of reference as determined by the ETAT (see Ham 2001).

Working under the direction of the Team Leader/Regional Tourism Planner, the Social Impact Assessment Specialist will be expected to coordinate his/her work with the work of the other ETAT members and to provide timely input into the planning process described above and in the background document listed in footnote 1.

DELIVERABLES: Relevant sections will be contributed to the draft Ecotourism Development Plan, including at a minimum (1) a detailed description of the consultant's methods and key findings, and (2) separate social impact assessments for each of the selected demonstration sites.

DESIRED EXPERIENCE/QUALIFICATIONS: Preferably an individual with extensive experience in social impact assessment in tourism development projects in Latin America (especially in indigenous communities), Spanish language skills and experience in Latin American developing countries. Ph.D. in anthropology, sociology or related field is highly preferred. Spanish language capability at S-3+, R-3+ level, as a minimum.

APPROXIMATE TIME/LEVEL OF EFFORT REQUIRED: 20 days

ECOTOURISM DEVELOPMENT IN BOLIVIA¹

SHORT-TERM CONSULTING ASSIGNMENTS—US PROFESSIONALS

POSITION TITLE: Human Capacity Building Specialist

PRIMARY TASK: A5

SECONDARY TASKS: A1, A2, A3, A5, A6, B1, B3, B4, B7 (all in coordination with other team members)

CONTEXT/BACKGROUND: The Human Capacity Building Specialist is an integral member of the Ecotourism Assessment Team (ETAT) and will be concerned primarily with assessing local training needs for ecotourism at three or four selected demonstration sites identified by the ETAT. This person will be responsible for coordinating with other ETAT members in making recommendations for training activities aimed at developing the skills and aptitudes necessary for each community to be successful providers of ecotourism experiences. S/he will coordinate this work with the work of other ETAT consultants (both US and local) in providing input into a conceptual plan for ecotourism development focused on the selected demonstration sites. In addition to proposing site-specific developments to be supported by USAID/Bolivia (including access, physical infrastructure, business planning, and training), this plan will anticipate and make recommendations for complementary regional tourism development that is consistent with proposed site developments, and which USAID may or may not support directly. The purpose of this plan to provide input into a Concept Paper that USAID/Bolivia is currently preparing which will, in turn, inform development of a new Mission Strategy that will be implemented in 2004. Three Strategic Objective (SO) Teams within USAID/Bolivia have identified ecotourism as a priority development activity. These include the Environment Team, the Economic Opportunities Team, and the Counter-Narcotics Team. Taken together, the SOs of the three teams have identified ecotourism development as a potential means of (1) strengthening forest and biodiversity conservation in the Tropical Andes, (2) providing an economically viable alternative or supplement to existing land uses in impoverished rural and indigenous communities, and (3) as a potential mechanism for stimulating economic development as an alternative to illicit coca growing and other non-sustainable land uses.

The Human Capacity Building Specialist will be the lead ETAT consultant in all areas related to human capacity building and responsible for providing this work as input into the Ecotourism Development Plan that will be developed by ETAT under the direction of the Team Leader/Regional Tourism Planner. In carrying out this responsibility, the Consultant will:

1. Working with local institutions, conduct a rapid training needs assessment and develop site-specific comprehensive training plans covering a range of priority topics, including but not limited to hospitality and customer service, small business management, local natural and cultural history, sanitation, sewage treatment, solid waste management, site maintenance, facility operation, etc. for the demonstration sites.²
2. Through a participatory process led by the Team Leader/Regional Tourism Planner and involving local institutions and community leaders, develop the training components for site development plans the ETAT will prepare for each of the demonstration sites
3. Participate in an objective and participatory process led by the Team Leader/Regional Tourism Planner for selecting the demonstration sites.
4. Work with other ETAT members in recommending IRs for each site consistent with the aforementioned USAID/Bolivia SOs.
5. Work with other ETAT members in recommending mechanisms for ensuring that host communities benefit economically from ecotourism development.
6. Assist the Team Leader/Regional Tourism Planner as needed in conducting a regional inventory of ecotourism best practice (including Bolivia and other Latin American countries) extracting from these cases lessons learned that could be applied in the selected demonstration sites as well as elsewhere in Bolivia.

¹ For background, see Ham, Sam H. (2001), *Recommendations for USAID Involvement in Ecotourism Activities in Bolivia*, La Paz: USAID/Bolivia Office of Environment and Washington, DC: International Resources Group, Ltd.

² Note that a separate activity focused on interpretive guide training and ESL has been proposed. See Ham (2001).

7. Work with the Team Leader/Regional Tourism Planner to identify regional tourism training needs to complement development contemplated at the demonstration sites.
8. Provide input regarding community training needs to the business feasibility analysis and business plans under the direction of ETAT's Business Management Expert.
9. Develop, carry out or coordinate additional specific terms of reference as determined by the ETAT (see Ham 2001).

Working under the direction of the Team Leader/Regional Tourism Planner, the Human Capacity Building Specialist will be expected to coordinate his/her work with the work of the other ETAT members and to provide timely input into the planning process described above and in the background document listed in footnote 1.

DELIVERABLES: Relevant sections will be contributed to the draft Ecotourism Development Plan, including at a minimum (1) a detailed description of the consultant's methods and key findings, (2) separate site training plans for each of the selected demonstration sites, and (3) recommendations for regional human capacity building activities.

DESIRED EXPERIENCE/QUALIFICATIONS: Preferably an individual with extensive experience in tourism-related training and human capacity building in Latin America, Spanish language skills and experience in Latin American developing countries. Ph.D. highly preferred. Other desirable qualifications include expertise in nature-based tourism as well as in protected area management and/or planning. Spanish language capability at S-2+, R-2+ level, at a minimum.

APPROXIMATE TIME/LEVEL OF EFFORT REQUIRED: 20 days

Appendix B Individuals and Organizations Contacted

Conservation International

Juan Pablo Arce, CI-Bolivia Director

FAO

Gregory Minnick, Chief Technical Advisor, Jatun Sach'a Project, Cochabamba Tropics

Fundación Amigos de la Naturaleza (FAN)

Adolfo Moreno, Executive Director

Fundación Kipus

Peter MacFarren, Executive Director of Fundación Kipus (Quipus)

Fundación para la Conservación del Bosque Chiquitano (FCBC)

Hermes Justiniano, Executive Director of FCBC

David Lozano, Management Assistant with GasOriente Boliviano, primary FCBC donor

Inter-American Development Bank (IDB)

Denis Gravel, IDB Tourism Sector Specialist, Washington, DC

Helena Landaguri, Leader Sustainable Tourism Project, Washington, DC

Local government

Celestino Ticono Rojas, Assessor al Alcalde, Copacabana

Ministerio de Comercio Exterior e Inversión

Benjamin Saucedo Montoya, Director General of Tourism

Edgar Tórrez Saravia, Vice Minister of Tourism

Ministerio de Desarrollo Sostenible y Planificación

Mario Baudoin, Director of Biodiversity

Pasto Grande Project

Alberto Abastaflor, retired Bolivian military

Private Tourism Enterprises

Darius Morgan, owner of Crillon Tours, Lake Titicaca, and President of the National Chamber of Tourism Operators

Aldo Sacre España, owner of Lomas del Mirador tourism complex, Buena Vista, and President of the Hoteliers Chamber of the Sara e Ichilo Mancomunidad

Servicio Nacional de Areas Protegidas (SERNAP)

Juan René Alcoba, SERNAP Tourism Consultant
Luis Pabón, Director of SERNAP

Swiss-Contact/Turismo Sostenible

Jost Krippendorf, Director of the Sustainable Tourism Project, Pilot Program in
Commercial Cooperation (PPCC), financed by the Government of Switzerland

USAID/Bolivia

Fabián Aguirre, Programs Official, Special Counter-Narcotics Team
Barbara Belding, Director, Environment Office
Jorge Calvo, Deputy Director, Economic Opportunities Office
Patricia Chaplin, Alternative Development Projects Official
David Delgado, Director, Economic Opportunities Office
Robert Kenny, Deputy Director, Environment Office
Douglas Mason, Protected Areas Specialist, Environment Office
Sergio Rivas, Project Specialist, Special Counter-Narcotics Team
Larry Ruby, Director, Food Security Unit
Orietta Sacre, Coordinator of Democratic Development and Citizen Participation

Program

Kenneth Wiegand, Director, Special Counter-Narcotics Team

US Peace Corps/Bolivia

Charno Lefton, Deputy Director, Peace Corps/Bolivia

Wildlife Conservation Society (WCS)

Michael Painter, Program Coordinator, WCS–Bolivia
Oscar Castillo, Chief of Party, Kaa-Iya Project

World Wildlife Fund/Worldwide Fund for Nature (WWF)

Roger Landivar, Director of Conservation, WWF–Bolivia

Appendix C

Key Source Documents

These documents are on file with the USAID/Bolivia Environment Office.

- Belding, Barbara. 2001. Expanded Scope of Work—Ecotourism Expert. Draft May 21, 2001. La Paz: USAID/Bolivia, Environment Office.
- BID. 2000. Evaluación Rápida Turismo Sostenible en Bolivia. Sección 1: Introducción y Antecedentes. Washington, DC: InterAmerican Development Bank.
- Castillo, Cecilia P. 2000. Bolivia: Programa de Desarrollo del Turismo Sostenible--Análisis del Sector Municipal (BO-00174). Washington, DC: InterAmerican Development Bank.
- Catterson, Thomas M. 2000. Retrospective Study of USAID Support to the Development of the Environment Sector in Bolivia. La Paz: USAID/Bolivia, Environment Office.
- CIDEM. 2000. Proyecto de Preservación y Recuperación del Patrimonio Cultural Precolombino de Pasto Grande. La Paz: Centro de Investigación Multidisciplinaria, Universidad Católica Boliviana, Escuela Militar de Ingeniería.
- Decreto Supremo 26085. 2001. Reglamento de la Ley de Promoción y Desarrollo de la Actividad Turística en Bolivia. Gaceta Oficial de Bolivia , Edición Especial 0024, 2 de marzo 2001.
- Economics Research Associates. 2000. Market Assessment for Sustainable Tourism in Bolivia. Washington, DC: InterAmerican Development Bank.
- Edwards, Stephen N., William J. McLaughlin and Sam H. Ham. 2000. Comparative Analysis of Ecotourism Policy in the Americas, Volumes 2 and 3. Washington, DC: Organization of American States.
- Ernst Basler + Partner. 2000. Estudio para un Sistema de Acreditación y Certificación para el Turismo Sostenible en Bolivia. Primer Informe Intermedio. Washington, DC: InterAmerican Development Bank.
- Flores, José Rodolfo Téllez. 1998. *Legislación Turística de Bolivia*. Ministerio de Comercio Exterior e Inversión, Viceministerio de Turismo.
- Garrett, Andrés. 2000. Bolivia: Programa de Desarrollo del Turismo Sostenible--Análisis del Sector Financiero Nacional e Implicaciones con el Sector de Turismo (BO-00174). Washington, DC: InterAmerican Development Bank.
- Ley No. 2074. 2000. Ley de Promoción y Desarrollo de la Actividad Turística en Bolivia. La Paz: Ministerio de Comercio Exterior e Inversión, Viceministerio de Turismo.

- MCEI. 2001. *Manual de Gestión Turística a Nivel Local*. Ministerio de Comercio Exterior e Inversión, Viceministerio de Turismo.
- MCEI. 2000. *Estrategia para el Desarrollo del Turismo Sostenible en Bolivia 2001-2005*. Ministerio de Comercio Exterior e Inversión, Viceministerio de Turismo.
- Minnick, Gregory. 2001. Email to Barbara Belding. Subject: Ecotourism – info for Sam Ham. June 4, 2001.
- Molina, Carlos H. 2001. Buena Vista, Ya Invertieron US\$15 Millones. *El Deber*, Martes, 29 de mayo de 2001, p. 7 (Gaceta Económica).
- Moreno, Adolfo, Richard Margoluis and Katrina Brandon. 1998. Bolivia: Amboró National Park. Chapter 11 in, Brandon, Katrina, Kent H. Redford and Steven E. Sandersen (eds), *Parks in Peril—People, Politics and Protected Areas*. Washington, DC: Island Press, 323-351.
- SERNAP. 2000. *Información Técnica del Sistema Nacional de Areas Protegidas de Bolivia*. Ministerio de Desarrollo Sostenible y Planificación, Servicio Nacional de Areas Protegidas. (Also on CD via Luis Pabón, Director SERNAP.)
- USAID. 2000a. Colombia Plan Supplemental: Bolivia. Alternative Development Special Objective. La Paz: USAID/Bolivia, Alternative Development Office, November 22, 2000.
- USAID. 2000b. CONCADE Results Package Document (Sanitized Version). Counter-Narcotics Consolidation of Alternative Development Efforts. La Paz: USAID/Bolivia, Alternative Development Office.
- USAID. 2000c. Expanded Alternative Development Activities for Chapare (Concept Paper). 2000. La Paz: USAID/Bolivia, Alternative Development Office, July 28, 2000.