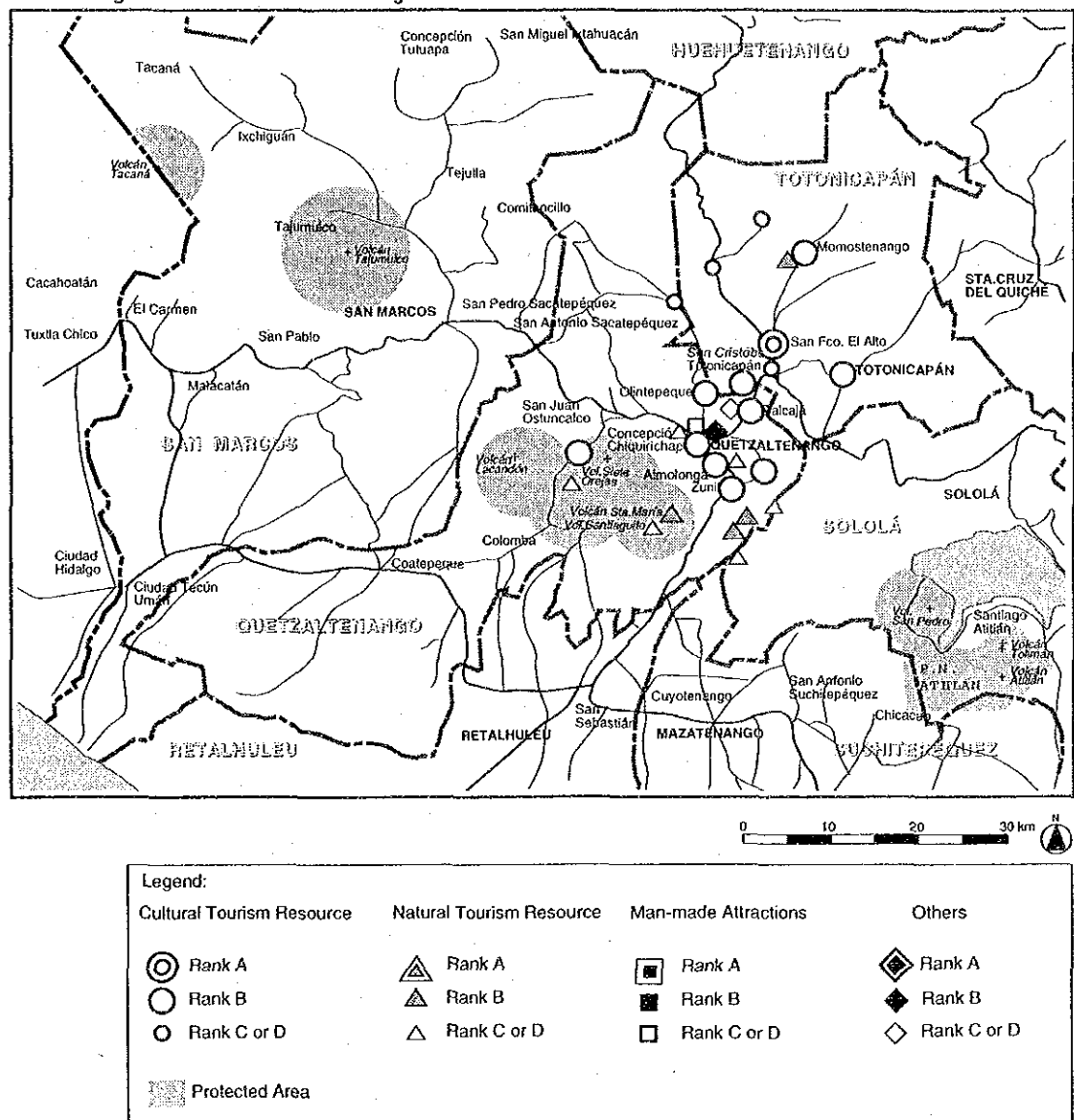


## 6. TOURISM DEVELOPMENT PLAN FOR THE SOUTHWESTERN HIGHLANDS PTDA

The Southwestern Highlands PTDA is made up of two Departments: Quetzaltenango and Totonicapán. The PTDA occupies the southwestern part of the “Living Highland Maya” Tourism Region and a part of Development Region VI. The PTDA is, as the name of the Tourism Region indicates, characterized by many opportunities to encounter living indigenous cultures. Colonial architecture, volcanoes, nature areas, and hot springs are also important. It is noted that the area is a logical stopover point for visitors who travel the Mundo Maya circuit and enter into Guatemala from Chiapas of Mexico.

Figure 6.1 Southwestern Highlands PTDA



Source: JICA Study Team

## **6.1. Regional Context**

### **6.1.1. History**

The powerful Mam-Maya kingdom once dominated the highlands, until the Quiche Maya started to expand their territory around 1400. The capital of the Quiche kingdom was located in the archaeological site of K'umarcaaj near El Quiche.

The kingdom of Quiche extended its borders to Huehuetenango, Sacapulas, Rabinal and Coban. As a result, the Mam-Maya people were pushed to the western areas (San Marcos Department and western part of the Quetzaltenango Department) and as far as to Chiapas, Mexico.

When Pedro de Alvarado came to conquer Guatemala for the King of Spain in the 16<sup>th</sup> century, his army crushed the highland kingdoms of the Quiche-Maya and Cakchiquel-Maya. Pedro de Alvarado defeated Tecun Uman, the powerful leader of the Quiche-Maya, in Olintepeque near Quetzaltenango on February 12, 1524. After the historical defeat, Maya lands were largely dispossessed and divided into large estates.

In the late 19<sup>th</sup>-century coffee boom, coffee plantations were extensively developed on the Pacific slope. Quetzaltenango Town was a commercial center where coffee plantation owners came to buy supplies and coffee brokers establish warehouses. However, in 1902 the eruption of Santa Maria Volcano and earthquakes brought massive destruction to Quetzaltenango Town and ended the coffee boom.

In the course of establishing the Peace Agreements, the first Maya mayor was elected in Quetzaltenango in 1996. However, in that election, the ethnic tension between the Maya and non-Maya arose since opponents of the first Maya mayor conducted a severe anti-Maya campaign.

### **6.1.2. Physical Environment**

#### **(1) Location and transportation**

The Southwestern Highlands PTDA is accessible by two major highways, CA1 and CA2, from Guatemala City. Highway CA-1 runs from Guatemala City through mountainous areas to the Quetzaltenango and Totonicapan Departments. Highway CA-1 connects to Huehuetenango, crossing the Mexican border, and further to the highlands of Chiapas, Mexico. On the other hand, Highway CA-2 runs crossing the international border through the Pacific lowlands to Chiapas.

Quetzaltenango City is located at a strategic intersection of inter-regional roads to Mexico, the Pacific Coast and Guatemala City. The road distance between Quetzaltenango Town and Guatemala City is 201 km.

#### **(2) Major urban centers**

There are several major urban centers in the Quetzaltenango and Totonicapan Departments: namely Quetzaltenango Town (population: 150,000 in 2000), Coatepeque

Town (population: 95,000 in 2000), Totonicapan Town (population: 100,000 in 2000), and Momostenango (population: 90,000 in 2000).

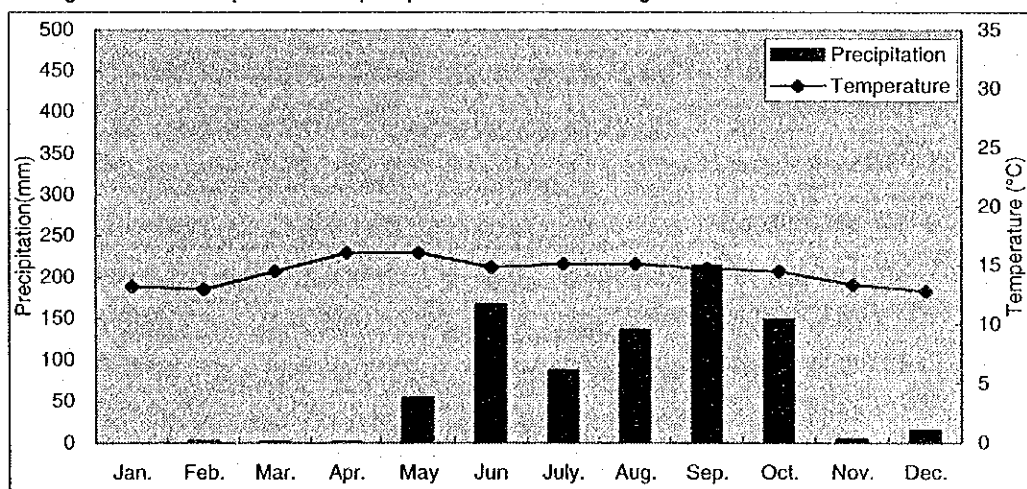
Quetzaltenango Town is the capital town of the Quetzaltenango Department, and Totonicapan is the capital town of the Totonicapan Department. Quetzaltenango Town is the second largest urban center in Guatemala and the commercial center of southwestern Guatemala. Quetzaltenango Town is rarely called as Quetzaltenango, which is the name of Nahuatl-origin (a language of Mexico) meaning “the Place of Quetzal birds”, but it is locally called Xelaju or Xela in short, which means “Under the Ten Hills”. It is the name of Quiche-Maya language.

**(3) Natural environment**

The highlands in Quetzaltenango and Totonicapan are located at altitudes of 1,200-3,000 meters. The altitudes of Quetzaltenango Town and Totonicapan Town are 2,335 meters and 2,495 meters, respectively. The climate of most of the area is categorized as Cold Zone (tierra fría).

The average annual rainfall is 832mm in Quetzaltenango City. In the same municipality, the average maximum temperature is 21.7°C and the average minimum temperature is 5.8°C. The average annual rainfall is 939 mm in Sta. Lucia La Reforma Municipality (altitude: 1,840 meters) of the Totonicapan Department. Average maximum temperature is 26.5°C and the average minimum temperature is 10.7°C.

**Figure 6.2** Temperature and precipitation in Quetzaltenango



	Jan.	Feb.	Mar.	Apr.	May	Jun	July.	Aug.	Sep.	Oct.	Nov.	Dec.	Year
Precipitation	0.0	2.5	1.5	1.5	53.7	167.6	87.4	136.2	213.8	148.7	4.3	15.2	832.4
Temperature	13.2	13.0	14.5	16.1	16.1	14.9	15.1	15.1	14.8	14.5	13.4	12.8	14.5

Note: monthly mean temperature

Source: INSIVUMEH, 1999

Volcanoes and mountainous areas characterize the natural environment of Quetzaltenango and Totonicapán. Encroachment of agriculture over steep slopes and resulting soil erosion are prevalent in the area. Four Zones of Definitive Prohibition concerning Volcanoes and two national parks are established in Quetzaltenango and Totonicapán under SIGAP (Guatemalan System of Protected Areas).

### **6.1.3. Regional Socio-economy**

#### **(1) Population**

The Quetzaltenango Department (348 persons per km<sup>2</sup>) and the Totonicapán Department (341 persons per km<sup>2</sup>) are one of the most densely populated departments in Guatemala. Only Guatemala City and Sacatepequez Department, both of which have large urban population, have higher population density than these two highland departments.

Quetzaltenango Department's urban population accounts for 40% of the total population of the department, while Totonicapán Department's urban population is 11% of the total.

Indigenous population has high concentration in highland areas. 60% of the population of The Quetzaltenango Department is indigenous population, and 95% is indigenous population in the Totonicapán Department. Major ethnic groups are the Quiche-Maya and Mam-Maya.

Annual growth rates of population between 1981 and 1994 are 2.2% in The Quetzaltenango Department and 2.4 in the Totonicapán Department. These rates are lower than the national average, which means substantial out-migration.

#### **(2) Major agricultural products**

Most local farmers grow maize and wheat for their domestic consumption. Potato is grown for sale. Hand-woven textiles and handicrafts are produced for selling to tourists and for export. On the other hand, in recent years, the production of broccoli and fruits has increased for export to the USA.

#### **(3) Poverty situation**

Partly because of high population density on hilly and mountainous areas, and partly because of turmoil of the last violent conflicts, poverty is prevalent and severe in rural areas of Quetzaltenango and Totonicapán. The percentages of the people under the poverty line in Quetzaltenango and Totonicapán were 61% and 86%, respectively, according to the recent estimate by World Bank.

Illiterate rates of Quetzaltenango and Totonicapán were 26% and 44%, respectively. The illiterate rates might be higher in rural areas.

#### **(4) Regional Development Prospects for the Southwestern Highlands**

##### **a. Absence of development plans**

Unlike other departments of the JICA Study such as Alta Verapaz, Baja Verapaz and El Peten, comprehensive or integrated development plans at the department level are not available. On the other hand, some municipalities have their own development plans.

## **b. Rural and agricultural development programs**

### **Poverty reduction**

Quetzaltenango and Totonicapan Departments are among those in Guatemala where the highest percentage of the poor are found. The central government has made financial resources available more for the efforts at poverty reduction. However, the region has structural problems for promoting economic development, especially agriculture, the major economic sector of the region.

### **Prospects and difficulties of commercial agricultural production**

In the past 20 years, in Guatemala and, in particular, the Western Highlands Region, commercial vegetable production (Broccoli, Tomato, Onion and Potato) has become important and more land areas have been used for growing vegetable. In actuality, the region has good climate for vegetable production because of its high elevation.

However, majority of farmers have small plots of land for planting vegetable. It is partly because of highly dissected lands by narrow and deep valleys and partly because of high population density. 21% of total land of Quetzaltenango Department is classified as those suitable for intensive agriculture, but 64% of the total land is used for agriculture. This means that many existing farms are not on the land suitable for intensive agriculture. In fact most maize is grown on steep slopes. Moreover, most agriculture is done under rain-fed condition.

In view of these problems, measures for land conservation and measures for increasing land productivity are needed. The latter includes technical extension services and investment in irrigation. Due to the topographical features of the region, no large infrastructure development (ex. irrigation) is possible although effective, and small-scale irrigation might be possible. Lack of infrastructure for post-harvesting (in particular, cold storage) also limits the chance to generate value-added based on those agricultural produce.

Due to the absence of public extension services for agriculture, most farmers do not have enough knowledge and skills on chemical management including dosages and timing of application of pesticides and fertilizers. As a result, over dosages and too frequent application of pesticides took place. Sometime, because of this, the US government rejected the import of their produce to USA.

Coffee is also important for the region. However, large portion of coffee farms are old and require replanting. Local farmers lack some infrastructure for post-harvesting processing (pulping mill, drying floor, storage etc.).

For chemical inputs and seeds, local farmers mostly depend on middlemen. As a result, such inputs tend to be costly. Organizing cooperatives would be one option; but not many successful cooperatives are found.

In this context, international donors and bilateral assistance agencies have been working to improve the agricultural and rural development situations. Among them are JICA and EU. Tourism would be viewed as a measure to improve the economic situations of the area by diversifying sources of income and working as an incentive not to cultivate land unsuitable for agriculture.

Totonicapan Department is one of the departments have higher percentage of poor population. At the same time, Totonicapan is one of the departments that have the lowest percentage of economic active population in the agricultural sector. They imply that the people of Totonicapan Department have diverse economic activities other than agriculture, which include seasonally migrating agricultural labor in coastal departments, trading and weaving. Weaving in this department has been well developed for daily use, but it has not yet so well developed for the tourism market in spite of its potential.

**c. Road Development**

The upgrading of Central American Highway is going on between Guatemala City and near Solola, with funds of international and bilateral economic cooperation. Other national highways and departmental roads are also being improved. Road situation in the region has become quite good both inter-regionally and within the region.

## 6.1.4. Tourism Conditions

### (1) Tourism resources

The main tourism resources in the Southwestern Highland PTDA are living indigenous cultures. The market of San Francisco El Alto is evaluated as Rank A in this PTDA. Villages with B-rank tourism resources of weaving, market, festival and village scape are Almolonga, Salcajá, Zunil, San Martín Sacatepéquez, San Francisco El Alto, Orintepeque, and Momostenango.

There are many hot springs identified as tourism resources in this PTDA. Some of hot springs, such as Fuentes Georquinas and Aguas Amargas, have potential for future development because of their surrounding nature, although at present most of them are utilized by local people and the facilities are not enough to attract long-haul international tourists. Volcanos are also identified as tourism resources in this PTDA. Among them active Volcano Santa María is evaluated to be Rank B.

In addition, Quetzaltenango's colonial townscape and language schools are evaluated to be Rank B.

Table 6.2 shows the tourism resources in the Southwestern Highlands PTDA.

### (2) Tourism supply and demand

The Southwestern Highlands PTDA provides 1144 rooms in 2000, which constitutes 7.0% of the total national accommodation supply. Annualized growth rate of the room supply is 5.1% during the 1994 – 2000 period, which is lower than the national average of 6.5%. It is still one of the largest accumulations of hotels in Guatemala.

**Table 6.1** Number of Rooms in the Southwestern Highlands PTDA

Items/Year	1994	1995	1996	1997	1998	1999	2000	Annual growth
Quetzaltenango	779	888	978	1,047	1,115	1,059	1,057	5.2%
Totonicapan	70	70	70	87	87	87	87	3.7%
SW Highlands PTDA	849	958	1,048	1,134	1,202	1,146	1,144	5.1%
Guatemala Total	11,152	12,033	13,113	13,854	14,744	15,378	16,230	6.5%

Source: INGUAT

Table 6.2 Tourism resources in Southwestern Highlands PTDA

Name	Department	City/Village	Category				Rank
			Cultural	Natural	Man-made	Others	
Colonial townscape and architecture	Quetzaltenango	Quetzaltenango	X				B
Casa de la Cultura (Museums)	Quetzaltenango	Quetzaltenango			X		C
Museo de Arte	Quetzaltenango	Quetzaltenango			X		C
Museo del Ferrocarril de los Altos	Quetzaltenango	Quetzaltenango			X		C
Parque Zoológico Minerva	Quetzaltenango	Quetzaltenango			X		D
Language Schools	Quetzaltenango	Quetzaltenango				X	B
Los Vahos	Quetzaltenango	-			X		D
Weaving	Quetzaltenango	Almolonga	X				B
Market	Quetzaltenango	Almolonga	X				B
Village Scenery	Quetzaltenango	Almolonga	X				B
Los Baños	Quetzaltenango	1 km from Almolonga			X		D
Copavic Glass Factory	Quetzaltenango	1 km from Cantel	X				C
Market	Quetzaltenango	Olintepeque	X				B
Weaving	Quetzaltenango	Olintepeque	X				C
Iglesia de San Jacinto	Quetzaltenango	Salcajá	X				D
Weaving	Quetzaltenango	Salcajá	X				B
Market	Quetzaltenango	Salcajá	X				C
Rompopo	Quetzaltenango	Salcajá				X	C
Church	Quetzaltenango	San Andrés Xecul	X				B
Annual Festival	Quetzaltenango	San Andrés Xecul	X				C
Market	Quetzaltenango	San Carlos Sija	X				D
Weaving	Quetzaltenango	San Martín Sacatepéquez	X				B
Village Scenery	Quetzaltenango	San Martín Sacatepéquez	X				C
Lake Chicabal	Quetzaltenango	-		X			C
Market	Quetzaltenango	Zunil	X				C
Village Scenery	Quetzaltenango	Zunil	X				C
Weaving	Quetzaltenango	Zunil	X				C
Festival of Santa Catarina Alejandrí	Quetzaltenango	Zunil	X				B
San Simón, Festival of San Simón	Quetzaltenango	Zunil	X				B
Nature around Fuentes Georginas	Quetzaltenango	-		X			B
Nature around Aguas Amargas	Quetzaltenango	-		X			B
Aguas Amargas	Quetzaltenango	-			X		B
Fuentes Georginas	Quetzaltenango	-			X		B
Volcano Santa María	Quetzaltenango	-		X			B
Volcano Santiaguillo, Qtz	Quetzaltenango	-		X			C
Volcano Santo Tomás	Quetzaltenango	-		X			C
Volcano Zunil	Quetzaltenango	-		X			C
Ceramics	Totonicapán	Totonicapán	X				B
Apparition of the Archangel Michael	Totonicapán	Totonicapán	X				B
Festiva of Traditional Dance	Totonicapán	Totonicapán	X				B
Fiesta de Esquipulas	Totonicapán	Totonicapán	X				B
Fiesta Titular de San Miguel Arcángel	Totonicapán	Totonicapán	X				B
Village Scenery	Totonicapán	Totonicapán	X				C
Market	Totonicapán	Totonicapán	X				D
Church	Totonicapán	San Cristóbal Totonicapán	X				C
Fiesta Costumes	Totonicapán	San Cristóbal Totonicapán	X				C
Market	Totonicapán	San Cristóbal Totonicapán	X				C
Market	Totonicapán	San Francisco El Alto	X				A
Village Scenery	Totonicapán	San Francisco El Alto	X				B
Diablo Dance	Totonicapán	Momostenango	X				B
Market	Totonicapán	Momostenango	X				B
Octava de Santiago	Totonicapán	Momostenango	X				B
Village Scenery	Totonicapán	Momostenango	X				B
Wool Production	Totonicapán	Momostenango	X				B
Hot Springs (Pala Chiquito, Barranquito, San Bartolo)	Totonicapán	Momostenango			X		C
Fiesta	Totonicapán	Poloquá	X				D
Market	Totonicapán	Poloquá	X				D
Market	Totonicapán	San Bartolo	X				D

Source: JICA Study Team



Table 6.3 shows a composition of visitor types based on the visitor survey in March and July 2001. It shows that the PTDA has a higher share of the independent tourist segment. Unlike El Peten, the share of the organized tourist segment is lower than the national average, which may suggest that Quetzaltenango is a backpacker destination similar, although to a lesser extent, to Las Verapaces.

The shares of the neighboring countries and Europe segments are higher than the national averages, while that of North America is much smaller.

**Table 6.3 Visitor characteristics of the Southwestern Highlands PTDA**

Item	Southwestern Highlands PTDA		Guatemala	
	Response	(%)	Response	(%)
Visitor Type	322	100.0%	3,046	100.0%
Independent	208	64.6%	1,320	43.3%
Organized	18	5.6%	166	5.4%
Business	55	17.1%	943	31.0%
Friend & Relatives	39	12.1%	562	18.5%
Others	2	0.6%	55	1.8%
Regional Market	322	100.0%	3,037	100.0%
Neighboring Countries	144	44.7%	1,585	52.2%
North America	90	28.0%	785	25.8%
South America	9	2.8%	142	4.7%
Europe	66	20.5%	402	13.2%
Others	13	4.0%	123	4.1%

Source: Visitor Survey (March and July 2001), JICA Study Team

JICA Study Team estimates that there are 864,000 domestic bed-nights and 1,150,000 international bed-nights in "Living Highland Maya" Tourism Region. However, in the Western Highlands PTDA, the figures are 475,000 and 298,000, respectively, which shows that the share of international visitor bed-nights is much smaller than the rest of the *Tourism Region including Panajachel and Chichicastenango that are established tourism destinations often included in the itineraries of organized package tours.* The market characteristics of the Western Highlands PTDA are similar to, although to a lesser extent, to the visitor characteristics of Las Verapaces PTDA because of relatively high shares of domestic visitors, international visitors from neighboring countries, and backpackers. It is noted that a large portion of the domestic market is supposed to be business travelers due to the presence of Quetzaltenango city that is the second largest urban center in Guatemala.

## **6.2. Considerations for Sustainable Tourism**

### **6.2.1. Natural Environment**

#### **(1) Ecosystems**

- CONAP should protect “Azure-Rumped Tanager” and “Horned Guan,” which are endangered species in the PTDA.
- CONAP should reinforce the control of hunting activities of the rare species in the “Zunil Municipal Nature Reserves”.
- INAB should enforce the prohibition of the logging of endangered species including “Pinabete Firs.”

#### **(2) Landscape**

- Designs of infrastructure must be harmonized with their surrounding environments.
- Construction of access roads and trails should take into account the measures for minimizing adverse impacts on the natural environment.
- Trees and ornamental flowers planted around infrastructures should be native species.
- Waste management in tourism site should be strengthened.

#### **(3) Environmental management**

- CONAP should strengthen the municipal nature reserve system. More economic incentives should be given to the municipalities for conservation and nature tourism development activities.
- INGUAT should focus more on nature tourism in their tourism product development and promotion activities.
- Municipalities in the PTDA should conduct environmental awareness programs in collaboration with NGOs.

### **6.2.2. Social Environment**

Tourism can be a tool for strengthening identity, culture and traditions. The Southwestern Highlands PTDA has one of the richest living indigenous cultures of the country. For Indigenous people struggling to maintain their unique culture threatened by globalization pressures, tourism can work as an incentive for strengthening and rediscovering their traditional culture. It is not uncommon seeing young people leaving their communities, their costumes, their traditional ways and their languages because discrimination make them ashamed of their heritage.

- Developing tourism products through which locals can proudly show and interpret their culture will strengthen their identity. Examples of such products are interpretive

tours, ceremonial and ritual staging or participation, demonstrations of local productive practices, etc.

- Indigenous spirituality is especially rich and appealing to tourists. For some type of tourists part of the magic of witnessing a spiritual ritual is spoiled by the payment of a fee. Other mechanisms to get economic benefits from sharing parts of their culture other than direct fees should be encouraged. For instance, asking for “a cooperation” for the *cofradia* or selling eighths of liquor to give to *Maximon* as offering may be more commercially appropriate. This type of practices may also avoid the local swap of traditional for monetary values.

Contrary to other regions of the country where archaeological, colonial or natural resources are the main tourist attractions, living cultures define the Southwestern Highlands PTDA’s tourism potential. Social and cultural issues in that sense have a double and especially important role. Socially and culturally appropriate development is not only the objective of tourism development but also those elements are the raw material for tourism products. Communities want to bring tourists mainly to be able to improve their possibilities of development. When tourists attracted by cultural aspects visit a community, they start a change process that modifies economic, social and cultural characteristics of that community; in doing so, they are modifying the very same aspects that brought them there in the first place. Therefore, the success of tourism development brings within the potential destruction of itself. Failure to accomplish a culturally appropriate development will damage the tourism industry in the community, it is to say, it will damage the source of development. For those reasons it is particularly important to allow communities a high degree of control over tourism resources and the tourism activity. Furthermore, nature and other resources are the basis of culture development and as such should also be taken into consideration in tourism development of the PTDA. In this sense the control of the tourism activity and resources by local communities, again, is particularly important.

- First and foremost, communities should be given the option of developing or not developing tourism.
- Cultural and identity strength are essential for communities to be able to exercise control over their resources. INGUAT, together with MICUDE, the Ministry of Education and other appropriate governmental institutions and NGOs should develop programs for cultural strengthening and rediscovery such as bilingual education, Mayan languages for adults, traditional dance contests, traditional crafts contests, costumes contests, special support for traditional celebrations and regional events, etc.
- Increasing the level of control of local people over their resources can be attained by developing schemes, in which the community fully participates. These schemes, however, have to be developed specifically for each particular case.

- It is necessary to facilitate and support the creation of communitarian and private enterprises controlled by local interests. Micro-credits and technical support are necessary.
- Involving local people in the decision-making process will also increase their commitment to resource conservation.

The involvement of local communities and government representatives, among others, in tourism resource management is necessary to maximize benefits. In general terms communities are currently not ready to fully participate in the co-management schemes. Although some communities have had certain experiences with tourism, many have little understanding of how tourism can benefit them or even what tourism is. Training is a universal necessity in the region, but depending on the community, different issues need to be addressed. Training programs need to be complemented with hands on experience to build local capacity so locals can take responsibility for managing tourist resources.

- Depending on the capabilities of particular communities with tourism potential *training and increasing responsibility should be transferred to them. In the more remote and smaller rural communities INGUAT should start the process from basic training on what is tourism and what are the potential benefits for the community. Clearly explaining the potential negative impacts of tourism is vital to allow them to make an informed decision on their willingness to participate in the activity and how to do so.*
- Communities with certain tourism experiences should receive training on tourist operations and planning as well as on the role of conservation in tourism development and vice versa.
- Encouraging community organizations to develop small business to provide much needed tourist services such as refreshment and souvenir shops, restrooms and guided tours will help to start building local capacity and allowing the community to understand the potential benefits of tourism and conservation.
- *As communities build their management capacity more responsibility can be given to them gradually in terms of visitor management, vigilance and maintenance of tourist services and attractions.*

The Southwestern Highlands PTDA has many possible sites for the development of Community Tourism. Based on the proposed strategy of developing the region concentrating tourism development on living indigenous cultures, Community Tourism is a core concept. The implementation of Community Tourism will help planning and organizing communities to be more appealing to tourists as it contributes to identity strengthening, cultural recovery and distribution of tourism benefits among large segments of the population.

- A prerequisite to start Community Tourism is a strong community organization and community will to develop tourism.
- Community Tourism can also help to give an appropriate structure to visitor management in communities that already are experimenting some incipient tourism activities.
- An ad hoc community organization can begin with small efforts to standardize the presentation of existing "Satellites" and give the image of being a cohesive community through the development of a unified interpretive script.
- Technical support from a resource person in charge of Community Tourism from INGUAT and from NGOs with tourism development experience is necessary. Orientation should be given about national tourism development policies, but helping communities to attain their own goals in their terms is the priority.
- At an early stage in the planning process for Community Tourism the community should establish clear rules of behavior for tourists. The code of behavior should be spread in tourist attractions within the community; in visitor centers of nearby communities, tourism centers and sub-centers; through tourist operators, and in the community's promotional material.

Some indigenous communities or individuals do not want to have direct interaction with tourists or want to exclude areas from tourism use. The tourism irritation tends to increase as tourism grows and invades locals' privacy. Similarly some communities of the highlands depending on agricultural production do not want to be disturbed from their work by inquiring tourists during the busy season of seeding or harvesting.

- Communities not interested in tourism development should be respected and tourism should be discouraged in those areas. To avoid tourism development in communities where it is not desired first and foremost tourism promotion and signaling should be avoided; their existence should be minimized or avoided in tourism guides and maps, and tours should be discouraged.
- Markets are public places where local-visitor interaction is permitted and desirable. Those places should be strengthened as tourism products making them more visitor friendly by improving cleanliness and providing interpreters and encouraging the sale of crafts and other products for the tourist market.
- In communities where tourism development is wanted or occurring, zoning including tourism use, buffer zone and "out of bound" areas must be included in community tourism plans.
- Strengthening handicraft production through technical assistance, micro-credits and craft contests will help communities and individuals that do not want to directly

interact with tourists to participate on its economic benefits. INGUAT and MICUDE with the help of interested NGOs should train artisans to apply traditional skills and materials in the development of new designs and products more appealing to tourists.

- Staged cultural activities work as boundaries to avoid tourists entering zones where they are not desired. Artisan workshops, model households and other potentially attractive activities that reflect the communities' everyday life could be open for tourists' enjoyment in the core tourism area. The creation of a space to reproduce rituals and ceremonies can also help to satisfy some tourist segments avoiding overcrowding buffer zones and back stage areas.
- Tourist promotion should be concentrated in bringing tourists to rural communities during the slow periods for the agricultural activities when local people have more time to develop other activities.

**Table 6.4 Calendar of agricultural activities**

Product	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Carrots												
Radish												
Onion												
Polato												
Corn												
Beans												

Source: JICA Study Team

Key to reduce negative cultural impacts while strengthening local identity is to present a truthful image of the reality that each region and particular communities live.

- Tourism promotion for the Southwestern Highlands should be focused on living *indigenous cultures*, which is the main tourism resource of the region. However an awareness program of community sensible issues should be including in the promotion of Indigenous communities so tourists know how to behave previous to their arrival.
- The local reality of Indigenous communities and what they are capable and willing to show to tourists should be the basis to developing the image of the region: The region has strong, colorful indigenous culture; its people maintain many of their traditions, which are a mixture of pre-Hispanic and colonial elements with different degrees of contemporary influences. The main productive activity is agriculture and many people live in poverty conditions. Evangelic and Catholic are the two main religions, but increasingly they are recovering their Maya spirituality which is not exclusive of other religious believes; they have private ceremonies but also welcome outsiders to public celebrations, but demand respect. Many of their dances and rituals are simple and not necessarily appealing to tourists, but have important cultural meaning.

- The specific characteristics of Indigenous tourism sites should not be exaggerated or modified to attract tourists to the particular communities since that will negatively affect the community in the medium and long term.

### 6.2.3. Cultural Tourism Resources

#### (1) Conservation of townscape

Townscape in the PTDA such as Quetzaltenango, Momostenango, San Martin Sacatepequez, Zunil, San Francisco El Alto, should be conserved and used for tourism with the following measures:

- It is necessary to introduce “design standards” for newly constructed buildings based on the elements of existing townscape such as color scheme, pavement texture, roofing material, height of eaves, height restriction of the buildings.
- Suggested walking routes should be introduced, and the efforts for urban beautification should be concentrated along the routes at the initial stage.

#### (2) Wise use

The concept of wise use should be widely applied for conservation of colonial and republican buildings.

- Wise use of historical buildings for such purposes as hotel, local food restaurant, bar, cafe, museum, tourism information center, souvenir shop, concert hall, handicraft or music workshop, discotheque, exhibition hall, is recommendable and should be promoted.
- Modification of colonial buildings for safety and modern comforts such as structural strengthening, fire prevention, fire hydrants, securing evacuation route, water and electricity supply, should be kept minimum but be permitted under certain guidelines to facilitate wise use.
- “Teatro Municipal” is recommendable to be open for tourist visit with an admission fee to supplement its operation cost.
- Tourism development should not marginalize local people but respect their activities, which constitute important part of the tourism attractions in historical town.

#### (3) Conservation of individual buildings

- Interior of the historical buildings should be conserved, or at least, the original designs should be respected.
- Appropriate protection for historical buildings against acid rain or air pollution is necessary.

**(4) Public education and local participation**

Local residents, NGOs, the private sector, as well as different government organizations should be encouraged to participate in conservation activities at all stages.

- On-site interpretation boards should be installed for visitors and local residents to arouse interest in, and to create public awareness for, cultural heritage and its conservation.
- Public awareness campaign should be carried out for the general public to promote ethics and responsibility for cultural conservation.
- Seminars for entrepreneurs and business circles about the possibilities and know-how to utilize colonial and vernacular buildings for tourism purposes.

**(5) Others**

- Excavation works should be conducted before new construction works take place, and findings from excavation works should be registered to IDAEHA
- Some archaeological sites in the PTDA are still used for religious activities; these activities should be respected as far as they don't deteriorate archaeological sites.



## 6.3. Development Strategy

### 6.3.1. SWOT Analysis

Development strategy of the Southwestern Highlands PTDA was conceived based on the SWOT analysis as shown in Table 6.5.

**Table 6.5 SWOT analysis of tourism in the Southwestern Highlands**

<p><b>Strength (present positive aspects)</b></p> <ul style="list-style-type: none"> <li>• There are many indigenous communities that proudly maintain distinctive cultural traditions.</li> <li>• The area is also endowed with diverse types of tourism resources such as colonial cities, volcanoes, cloud forests, and spas.</li> <li>• Handicrafts produced in the area are diverse, and high in quality.</li> </ul>	<p><b>Weakness (present negative aspects)</b></p> <ul style="list-style-type: none"> <li>• The area lacks in an anchor tourist attraction.</li> <li>• The area is located as if at a dead end of Guatemala's tourism network.</li> <li>• Traditional townscape is being lost due to the increase of buildings that do not respect traditional design.</li> <li>• Tourism value of indigenous cultures has not been recognized very well due to the weak linkage between tourism and indigenous community.</li> <li>• There is a lack of visitor facilitation such as signs, interpretation boards, and accommodation in indigenous communities.</li> <li>• Despite their high quality and reputation, handicrafts in the area are not used well for tourism.</li> <li>• It is not easy to differentiate the area from neighboring tourism destinations of Panajachel and Chichicastenango.</li> <li>• There are not adequate legal framework and coordination mechanisms to promote wise use of historical buildings.</li> </ul>
<p><b>Opportunities (future positive possibilities)</b></p> <ul style="list-style-type: none"> <li>• The area is expected to play an important role as a "bridge" between Chiapas Highlands of Mexico and Guatemalan Highlands.</li> <li>• Improvement of the National Road 7W that connects between Huehuetenango and Coban would create a tourism circuit in Guatemala, which is expected to benefit the area.</li> <li>• Indigenous communities are less spoiled by tourism, therefore possibilities exists to introduce alternative tourism products emphasizing more on cultural exchanges between visitors and community members.</li> <li>• Colonial and vernacular houses and buildings could be used for tourism purposes such as hotels, restaurants and art galleries.</li> <li>• Shopping of handicrafts and observation of their production process could be tourism attractions, and Quetzaltenango City could be a center for handicraft shopping.</li> <li>• Spas, which are currently used mostly by locals, could be used for tourism as well.</li> </ul>	<p><b>Threats (future negative possibilities)</b></p> <ul style="list-style-type: none"> <li>• Indigenous cultures would fade as globalization trends continue.</li> <li>• Attractive colonial and vernacular buildings would be replaced by uninspiring modern architecture due to high maintenance costs.</li> <li>• Uncontrolled urban development would not only diminish tourism potential but also the residential environment.</li> </ul>

Source: JICA Study Team

### 6.3.2. Development Directions

The SWOT analysis shows that the Southwestern Highlands PTDA is a tourism destination that is endowed with various tourism possibilities but lacks a focus, and most of its tourism products have tougher competitors located nearby. This situation exhibits a clear contrast with other PTDA's that need tourism diversification. Therefore, the first priority for its tourism development is to choose a focus of the PTDA. It is evaluated to be "living indigenous cultures," in particular, in the manners how visitors and local people interact with each other.

The followings are the future development directions for the Southwestern Highlands PTDA.

- Revitalization of indigenous cultures through tourism,
- Tourism use of historical towns
- Strengthening of linkage with destinations beyond Cuatro Caminos
- Tourism use of hot springs, and
- Visitor facility improvements of nature-tourism sites.

The following sections elaborate on the respective directions in details.

#### (1) **Revitalization of indigenous cultures through tourism**

The Southwestern Highlands PTDA has one of the largest concentrations of indigenous population in Americas, and "living indigenous cultures" observed in the PTDA such as folk Catholicism, handicrafts, festivals, and various distinctive lifestyles are overwhelming. However, local people have only limited awareness of the importance of their cultural heritage and its potential for tourism. A system should be introduced for tourism to provide not only economic benefits but also social ones by enhancing a sense of identity and cultural pride among host community members.

##### **a. Differentiation from neighboring tourism destinations**

Lake Atitlan and Chichicastenango are tourism destinations with similar tourism products as those of the Southwestern Highlands PTDA. Since they are closer to the Aurora International Airport, it is not an easy talk for the PTDA to compete with them. An advantage for the Southwestern Highlands PTDA is that it is less "touristic" because the area is less spoiled by tourism due to the remoteness from the main tourism circuit. It has opportunities to develop facilities and services for alternative tourism that is suited to present-day consumers, as contrasted with the conventional mass tourism in the Atitlan – Chichicastenango area.

##### **b. Development of Community Tourism**

As a measure to address the above-mentioned issue, it is proposed to develop Community Tourism in Momostenango. Community Tourism is a community-based tourism

development program, which intends to transform a whole community like an open-air museum. From a viewpoint of differentiation from the competitors, interaction between host and guest and opportunities for guest to participate in the living culture should be stressed as a concept of developing the Community Tourism.

**c. Promotion of handicrafts and local products through tourism**

Tourism should be viewed as a tool to promote community's image and the awareness of community's other products. Tourism development efforts should include a strategy for promoting and selling local products such as handicrafts, manufacturing products, and agriculture products for visitors. Development of handicraft showcase and workshop visit programs would increase visitors' spending and benefits people who are reluctant to cope directly with tourism.

**d. Establishment of "village identity"**

It is recommended for municipalities in the PTDA to establish a strategy to develop "village identity"

**(2) Tourism use of historical towns**

Quetzaltenango City could rival Antigua in terms of its historical importance and tourism potential. The city is also expected to serve as an accommodation base to explore indigenous communities and nature areas in the PTDA; therefore tourism improvement of the city would create immediate effects for promoting tourism to its surrounding areas. The following actions would also apply to historical centers of surrounding municipalities.

**a. Wise use of colonial and vernacular buildings**

There are many attractive buildings in the historic center, and they could increase the attractiveness of the city if they are converted to quality tourism establishments. A system for wise use of historical buildings should be established to facilitate the conversion.

**b. Conservation of townscape**

It is important for tourism to conserve not only individual buildings but also the townscape of a certain area by introducing a design standard for newly constructed buildings. Considerations to secure the view of the Santa Maria Volcano would be necessary in some important areas of the Quetzaltenango City.

**c. Improvement of tourist information and attractions**

In order to make visitors appreciate the ambiance of historical towns, various tourism attractions should be developed along this line such as walking corridors, observation points (mirador), museums and galleries, as well as cultural activities involving both locals and tourists. Quetzaltenango City should have a function to provide information and interpretation of its surrounding areas including those of Totonicapan Department.

**(3) Strengthening of linkage with destinations beyond Cuatro Caminos**

Like Las Verapaces PDTA, the Southwestern Highlands is currently located at a dead-end of the tourism network in Guatemala and its future depends largely on the development of tourism network. More specifically, the PTDA should make efforts to establish new linkage with potential tourism destinations beyond Cuatro Caminos.

**a. Mundo Maya Circuit**

A possibility of tourism linkage is with San Cristobal de las Casas in Mexico to complete the Mundo Maya circuit.

**b. Huehuetenango – Coban Tourism Corridor**

Another possibility is to establish an ethnic tourism route in the “deep north” from Huehuetenango/ Todos Santos, via the Ixil Triangle in Quiche, and to San Cristobal Verapaz that is another site for Community Tourism development. The tourism Corridor has huge cultural tourism potential for middle and long-haul international tourism.

**(4) Tourism use of hot springs**

The Southwestern Highlands PTDA is famous for its hot springs, which are mostly used by local people. Hot springs could be a supplementary attraction for tourists, and since they are unique to the area, it is worthwhile to make efforts at their tourism use. It is proposed to introduce a system to pipe hot springs water to respective accommodations so that the water could be shared by a group of resort hotels. The proposed system would also avoid conflicts with community’s use of hot springs.

**(5) Tourism improvement of nature tourism sites**

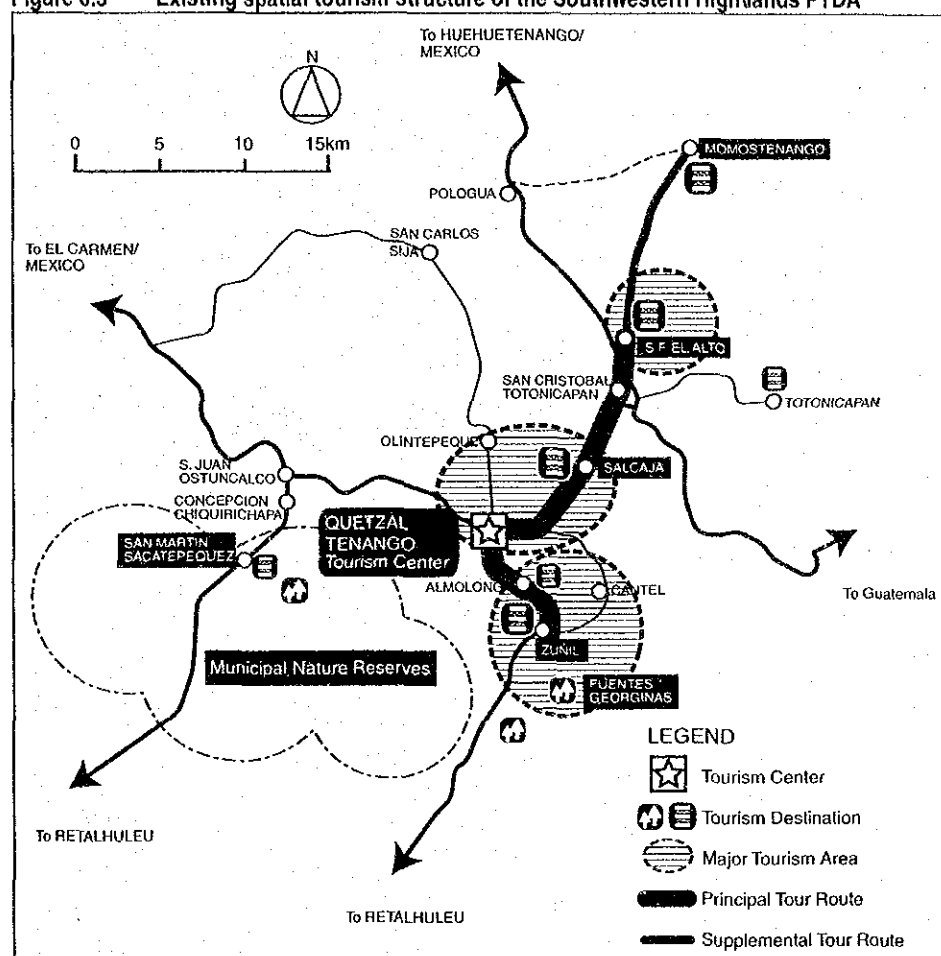
Volcanoes and the forest remaining in the volcanic areas to the south of Quetzaltenango City are important existing tourism products for the PTDA. Visitor facilities such as trails, huts for resting, and observation points need to be improved and/or built for these nature tourism sites.

### 6.3.3. Tourism Development Scenario and Spatial Tourism Structure

The purposes of setting a development scenario are to identify the priority of actions specified by the development directions, and to clarify the sequential procedure to achieve the directions.

Current tourist activities are concentrating in the Quetzaltenango Tourism Center, a few villages in its surrounding areas, and San Francisco El Alto in Totonicapan Department, although the visit to the last one is limited to day trips from a nearby accommodation base. Figure 6.3 shows the existing spatial tourism structure of the Southwestern Highlands PTDA.

Figure 6.3 Existing spatial tourism structure of the Southwestern Highlands PTDA



Source: JICA Study Team

The followings are basic principles for setting the development scenario of the Southwestern Highlands PTDA:

- The first priority is to create a focus of tourism in the PTDA, more specifically, ethnic tourism development in Momostenango.
- Development of other cultural tourism products is given higher priority in the short-term.

- Existing nature tourism products will be strengthened in the long-term.

**(1) Short-term plan**

Cultural tourism and, in particular, ethnic tourism or tourism of living indigenous cultures should be developed and improved in this stage. As has been stressed in the previous section, creation of a focus of tourism should be given the highest priority. Community Tourism development in Momostenango is an anchor tourism project of the PTDA that should be implemented as a pilot project with supports from INGUAT. Tourism improvement of Quetzaltenango is another important project that should be implemented with local initiatives.

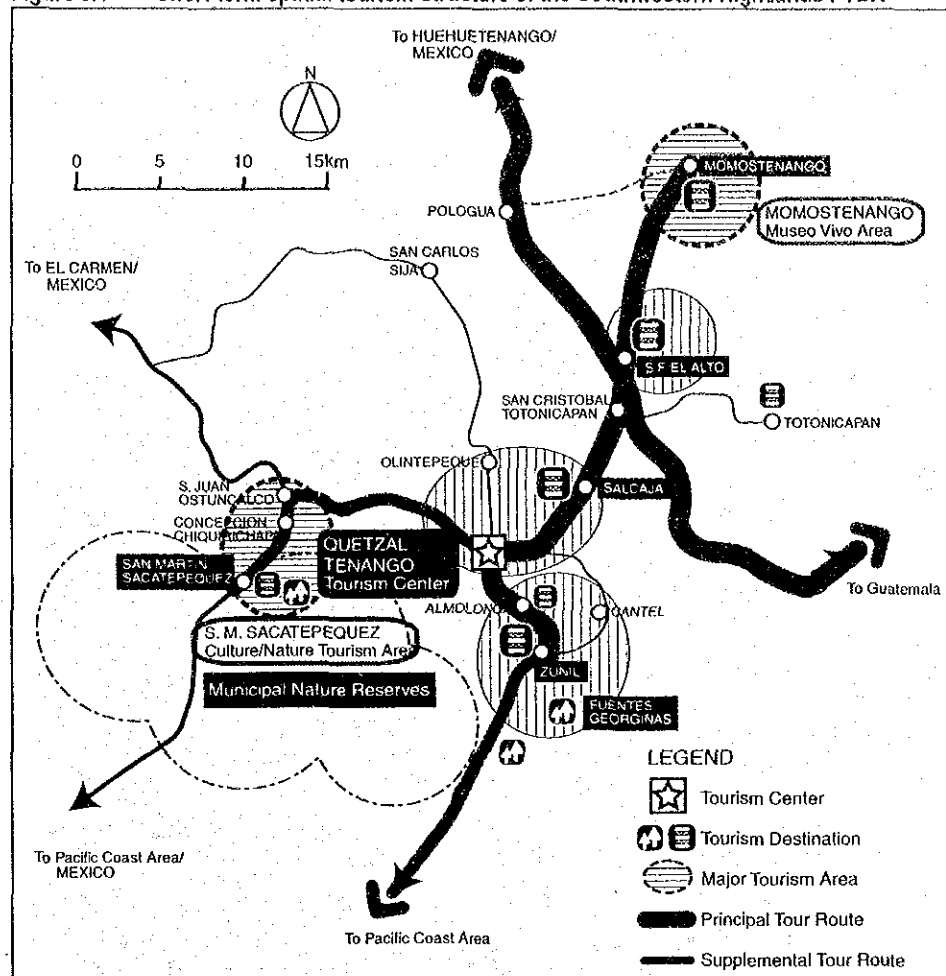
*Necessary actions in the short-term stage are summarized as follows:*

- Community Tourism development in Momostenango,
- Tourism improvement of Quetzaltenango City,
- Development and/or improvement of visitor facilities related with cultural tourism, and
- Establishment of linkage with ethnic tourism destinations along the Huehuetenango – Coban Tourism Corridor.

The above actions are reflected to the following spatial structure development.

- Quetzaltenango and Momostenango would be linked more closely with the Huehuetenango – Coban Tourism Corridor.
- Villages surrounding Quetzaltenango including Momostenango would develop and/or improve existing and/or potential tourism products.
- Linkage with the Pacific Coast would be strengthened with the development of beach tourism for domestic and Salvadorian visitors.

Figure 6.4 Short-term spatial tourism structure of the Southwestern Highlands PTDA



Source: JICA Study Team

## (2) Long-term plan

After intensive improvements of cultural tourism products in the short-term stage, diverse tourism products, both existing and potential, would be developed and/or improved with more emphasis on the domestic and short-haul market. Improvements of nature-based tourism products in the volcanic area to the south of Quetzaltenango are the most substantial development theme. Development of spa resorts, which is to be introduced to Momostenango as a Satellite facility in the short-term stage, would spread to other potential areas targeting mostly at domestic and short-haul markets. They would supplement, and combined with, nature tourism.

Linkage with Mexico would be strengthened, which has two implications: Establishment of Mundo Maya Circuit for long-haul international tourism, and increase of Mexican visitors from Chiapas State. Hosting of cultural events and activities in Quetzaltenango City would be important to develop the short-haul market including Mexico.

The followings summarize the actions needed in the long-term:

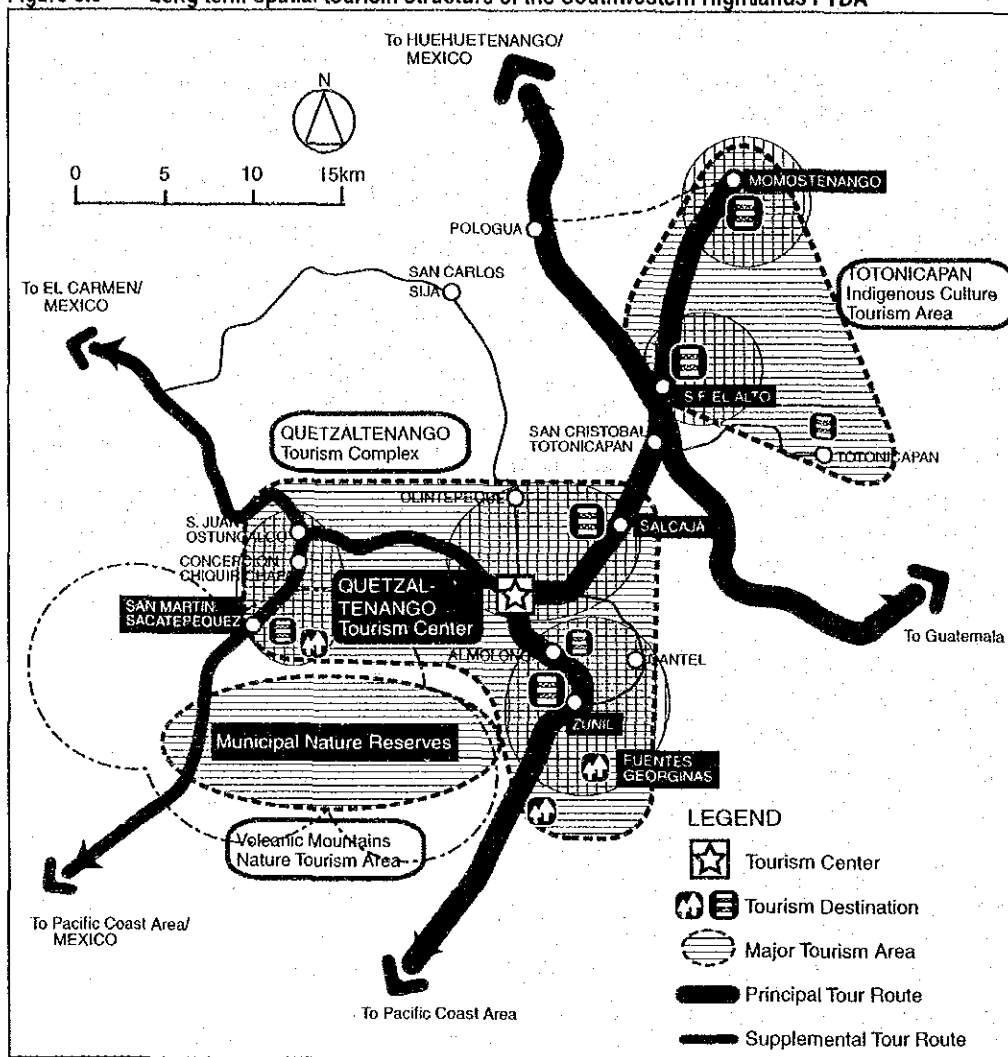
- Development/ improvement of nature-based tourism products in the volcanic area,

- Development of spa resorts and their integration with nature and cultural tourism, and
- Strengthening of linkage with Mexico.

The above actions are reflected to the following spatial structure development.

- Strengthening of linkage with the Chiapas State in Mexico.
- Development of the southern volcanic areas.

Figure 6.5 Long-term spatial tourism structure of the Southwestern Highlands PTDA



Source: JICA Study Team

Table 6.6 summarizes the development process of the spatial structure.



**Table 6.6** Directions for spatial tourism structure development

Tourism Structure	Existing	Short-term	Long-term
Tourism Center	• Quetzaltenango		
Tourism Sub-center	None		
Major Tourism Area	• Quetzaltenango and Surrounding areas • San Francisco El Alto	• Momostenango • Zunil • San Martin Sacatepequez	• Volcanic mountain areas
Major Tour Route	• Quetzaltenango – Surrounding areas • Quetzaltenango – San Francisco El Alto	• Quetzaltenango – San Francisco El Alto – Momostenango • Quetzaltenango – La Esperanza – San Martin Sacatepequez • Quetzaltenango – Zunil	• Quetzaltenango – Zunil – Volcanic mountain areas • Quetzaltenango – San Martin Sacatepequez – Volcanic mountain areas
International Linkage	None		• Quetzaltenango – Mexico
Inter-regional Linkage	None	• Quetzaltenango – Huehuetenango – Ixil • Quetzaltenango – Panajachel/ Chichi. • Pacific coast area – Quetzaltenango	• Quetzaltenango – Northern Huehuetenango

Source: JICA Study Team

### 6.3.4. Marketing Directions

#### (1) Competitor analysis

Table 6.7 compares the Southwestern Highlands PTDA with Oaxaca in Mexico to clarify the characteristics of the PTDA.

**Table 6.7** Comparison of the Southwestern PTDA and Oaxaca and its vicinity

	Quetzaltenango	Oaxaca
Hotel services	Poor	Excellent
Friendlyness to foreign visitors	Good	Not very friendly
Access	Good	Good
Security	Acceptable	Good
Food	Acceptable	Good
Shopping	Poor	Excellent
Hot spring	Available	Not available
Conservation of historical town	Not very good	Very good( World Heritage)
Nature attraction	Volcano and forests	Not very rich
Textile Quality	Excellent	Good
Climate	Cool & humid	Temperate & dry

Fuente: Equipo de Estudio de JICA

#### (2) Marketing directions

##### a. Mexico and Central America

Cultural activities that should be introduced to Quetzaltenango City would be the key to develop this market segment. Features related with old buildings, scale, as well as a regular cultural activities, if they are introduced, would play a key role to attract people from this market, in particular, from El Salvador, which is one of the most important markets for Guatemala, and Mexico. Mexican market should not be neglected because the PTDA is close to major urban centers in the southeastern part of Mexico such as Tuxtla Gutiérrez, Tapachula and

Comitán de Domínguez. Table 6.8 shows the population of the cities close to Southwestern Highlands PTDA.

**Table 6.8 Population of Mexican cities with market potential for the Southwestern Highlands PTDA**

City/ Population	2000 1/	2010 1/	% Annualized Rate in Period	2020 2/
<b>Urban Cities</b>				
Tuxtla Gutiérrez, Chiapas	485.1	640.5	2.8%	844.2
Tapachula, Chiapas	269.7	294.6	0.9%	322.2
Comitán de Domínguez, Chiapas	111.4	132.8	1.5%	154.1
Total	866.2	1,067.9	2.1%	1,320.5

Source: 1/ Consejos Estatales de Población. CONAPO, Mexico. 2/ JICA Study Team's estimate using inter-decade growth rate.

Other Central America countries (Costa Rica, Honduras, Nicaragua, Panama and Belize) would continue to be marginal markets for the region.

Tourism promotion activities should emphasize the proposed cultural activities. Local Tourism Committee and INGUAT should develop a short and middle-term cultural programs to be performed in Quetzaltenango and promote them among cultural institutions and universities in Central America, in particular, in El Salvador and southeastern Mexico. It is important that these events would be conducted in the Central American scale. Sponsorship from Guatemalan and Central American companies such as TELGUA and Gallo should be sought to implement the programs.

#### **b. North America**

The Southwestern Highlands PTDA should focus strongly on the improvement of urban amenities, tourism facilities, and services. Current market is basically low-budget long-stay young people like Spanish school student, which is limiting the possibility of developing quality facilities and services.

It is foreseen that North American travel market be constituted by young people and young couples looking for activities, as well as retired people looking for products such as cultural, special interest, and learning. Considering the tourism products, elder people would be a main target for this PTDA. Indigenous culture will continue to be the main product, but efforts should be made to increase the number of tourism products to be combined with other cultural interests.

Since "archaeology" and "living indigenous culture" are main attractions to this market, tourism promotion strategy should emphasize Community Tourism as a core product of the PTDA. Cultural ambiance and recreational nature activities would be supplementary attractions for elders. Tour operators specializing in SIT, as well as anthropologist and ethnologist should be invited to the PTDA to inform them of Community Tourism that is a new way to seek interactions between host and guest.

Specific information on Quetzaltenango's cultural activities and Community Tourism should be publicized through Internet, which is an important media for North American travelers to obtain information on travel

**c. South America and Caribbean**

Visitors from major South American and Caribbean countries may be interested in Community Tourism and in cultural events in the PTDA. However, archaeological site is their principal reason to come to Guatemala; therefore the market segment would constitute only a marginal segment for this PTDA.

Main tourism promotion efforts at this market should be directed to tour operators specialized in SIT travels, which would include fam trips to the PTDA. It is recommended that local tourism associations would send newsletters to these tour operators to inform of progress, achievements and news in the PTDA.

**d. Europe and others**

Indigenous culture is one of the major travel purposes of the long haul market; therefore, Community Tourism would be an important tourism product for the market. Poor tourism facilities are a main constrain to develop this market. Hot springs would be supplementary tourism attractions for a break in the long journey around the Mundo Maya Circuit. SIT tourism is prospective, in particular, themes related with textiles, anthropology, and bird watching.

Tourism promotion strategy should include Fam trips to selected specialized SIT tour operators of main tourism generating countries (namely Germany, Italy, Spain, France, UK, and Netherlands and Japan), as well as a up-to-date service information of the area.

Considering that Europeans are touring all around the Mundo Maya and San Cristobal de las Casas in Mexico is one of their favorite destinations, it is worth a consideration to establish a representative office in the colonial town famous for indigenous tourism in order to provide tourism information of Guatemala and Southwestern Highlands PGTDA.

**e. Domestic**

Promotion of domestic tourism will be very important for this PTDA due to its proximity and familiarity. In order to develop of this market further, it is necessary to strengthen cultural activities, in particular, in Quetzaltenango. Since historical buildings can be utilized for congress and events, domestic MICE market may be able to play an important role to develop tourism in the PTDA.

Tourism promotion activities should emphasized cultural activities in Quetzaltenango, and recreational alternatives for university students and young people in the surroundings. Hosting of events such as paintings, music, and photos would also be useful to promote domestic travel to the Tourism Center of the PTDA. For the development of the domestic market in the long-term perspective, efforts should be made to provoke interest in living

indigenous cultures among urban Guatemalans, in particular, the middle-class that constitutes a major part of the domestic market.

**(3) Recommended promotion activities**

Table 6.9 summarizes recommended tourism promotion activities by origin market.

**Table 6.9 Recommended tourism promotion activities by origin market**

	C.A./ Mexico	N. America	S. America	Europe	Comment
Promotional tools					
Brochure	XX	XX	XX	XX	
Map	-	-	-	-	
Poster	X	XX	X	X	
Video	XX	X	X	XX	Archaeology, living indigenous cultures
Sales Manual	-	-	-	-	
Advertisement					
TV	XX	-	-	-	
Newspaper	X	X	XX	-	
Magazine of special interest	XX	XX	XX	XX	
Trade stimulation					
Travel tradeshow	-	-	-	XX	
Familiarization trip	X	-	XX	XX	
Seminar	XX	XX	-	XX	
Public relations					
Press tour	X	X	XX	XX	
Press release	X	XX	X	XX	
INTERNET	-	XX	-	-	
Others					
Event	XX	XX	XX	-	
Approach to SIT market	XX	XX	XX	XX	Hot springs, bird watching
Approach to MICE market	-	-	-	-	
Participatory program	-	X	-	XX	

Note: XX= Very effective, X= Effective, - = Not recommendable

Source: JICA Study Team

### 6.3.5. Development Framework

Tourism development framework was set based on the estimation of the bed-nights in the Southeastern Highlands PTDA as shown in Table 6.10. The Southeastern Highlands PTDA is assumed to be a moderately growing Tourism Region. It would receive 0.5 million visitors in 2010 (1.4 times from 2000), and some 0.8 million visitors in 2020 (2.1 times from 2000). The long haul market is expected to grow faster than other market segments due to the area's potential for ethnic tourism.

The room requirements are calculated based on the following assumptions:

- Guest per room: 1.7 persons/room, and
- Occupancy rate: 75% for high class, 65% for middle class, 55% for low class

Numbers of visitor arrivals are calculated with the following assumptions:

- Domestic visitors: 1.5 nights (assumed from the hotel statistics of INGUAT).
- International visitors: the numbers of visitor arrival are calculated by market area (short, middle and long-haul) and by purpose of visit from the estimated bed-nights. Average length of stay by market segment was used to calculate the number of arrivals for respective market segment.

These calculated figures are summed up for each market area as shown in the Table 6.10.

**Table 6.10 Development framework of the Southwestern Highlands PTDA**

Year		2000		2010		2020	
Frame		Bed-night	Arrival	Bed-night	Arrival	Bed-night	Arrival
Hotel visitor	Total	773,540	383,649	1,055,019	524,884	1,631,418	818,486
	Domestic	475,346	316,898	618,321	412,214	962,525	641,683
	International	298,194	66,752	436,698	112,670	668,893	176,802
	Short Haul	137,060	35,838	151,997	47,351	240,231	73,601
	Middle Haul	99,307	14,499	158,604	30,400	235,164	47,511
	Long Haul	61,827	16,414	126,097	34,920	193,499	55,691
Room requirement	Total		2,710		2,979		4,322
	High Class		75		113		247
	Middle Class		924		1,155		2,022
	Low Class		1,711		1,711		2,053

Source: Visitor Survey (March and July 2001), JICA Study Team, INGUAT

## 6.4. Projects and Programs

### 6.4.1. Project Evaluation

Existing projects and project ideas proposed by a broad range of organization and individuals in the Study Area as well as by JICA Study Team were evaluated with the following criteria:

- Conformity with development strategy,
- Development effects
- Project maturity, and
- Necessity for the central government supports.

Each project was evaluated by calculating the total of the points given in 3 grades to the respective evaluation criteria. In the Southwestern Highlands PTDA, tourism development of living indigenous culture is given a relatively high point to comply with its development strategy. The result of the evaluation is shown in Table 6.11

**Table 6.11 Result of project evaluation for the Southwestern Highlands PTDA**

No	Project name	Department/ Municipality	Strategy	Effect	Maturity	Support	Total
Short-term Pilot Project							
1	Community Tourism Development in Momostenango	Totonicapan/ Momostenango	3	3	3	3	12
Short-term Project							
1	Tourism Improvement of Quetzaltenango City	Quetzaltenango/ Quetzaltenango	3	3	3	1	10
2	Construction of Guatemala Toy Museum	Quetzaltenango/ Quetzaltenango	3	2	3	2	10
3	Development of Handicrafts Showcase and Herakdic Museum	Quetzaltenango/ Salcacha etc.	2	2	1	3	8
4	Improvement of Community Museum and Extension of Workshop in San Cristobal Totonicapan	Totonicapan/ San Cristobal Totonicapan	2	1	2	1	6
5	Integrated Development of San Martin Sacatepequez	Quetzaltenango/ San Martin Sacatepequez	2	1	2	2	7
Long-term							
1	Development of Volcano Trekking Facilities	Quetzaltenango/ Zunil, Quetzaltenango	2	2	1	1	6
2	Improvement of Hot Spring Bathing Facilities	Quetzaltenango/ Zunil	2	1	1	2	6
3	Upgrading of Community Tourism	Totonicapan/ Momostenango	3	1	1	1	6

Source: JICA Study Team

## 6.4.2. Short-term Pilot Projects

### (1) Community Tourism Development in Momostenango

#### a. Background and rationale

Momostenango is a Quiche Maya community located to the north of Quetzaltenango City. It is well known for preserving Mayan cultural traditions as well as local handicrafts. Momostenango has the following advantages to be chosen as a site for Community Tourism.

- Attractiveness of the Quiche Maya cultural heritage,
- Activities of cultural and religious events,
- Textile workshops for Poncho (blanket),
- Hot springs within the community,
- Availability of lands for facilities development
- Effort for the conservation of Mayan “Quiche” culture including the establishment of an academy of the Quiche language and theatrical inheritor museum
- Beautiful scenery with unique topographical features included the Riscos Park,
- Seasonal cultural and historical events with dance performances, and
- Active community groups that are positive to tourism development.

Among the Community Tourism plans in the JICA Study, Momostenango is given the highest priority for the implementation of Community Tourism due to a relative importance of developing ethnic tourism in the PTDA’s development strategy.

#### b. Project objectives

This project is planned with the following objectives:

- To revitalize and activate the Quiche Maya culture using tourism as a catalyst,
- To promote cultural exchange and interaction between locals and visitors, and
- To improve local economic conditions by introducing tourism.

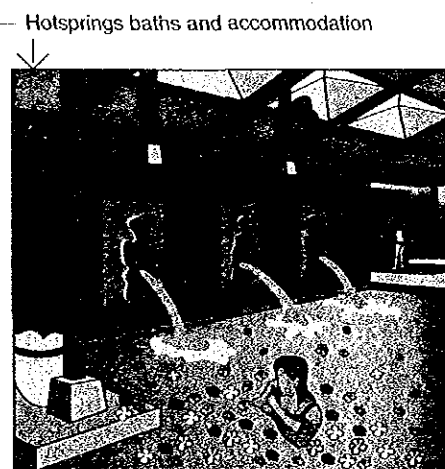
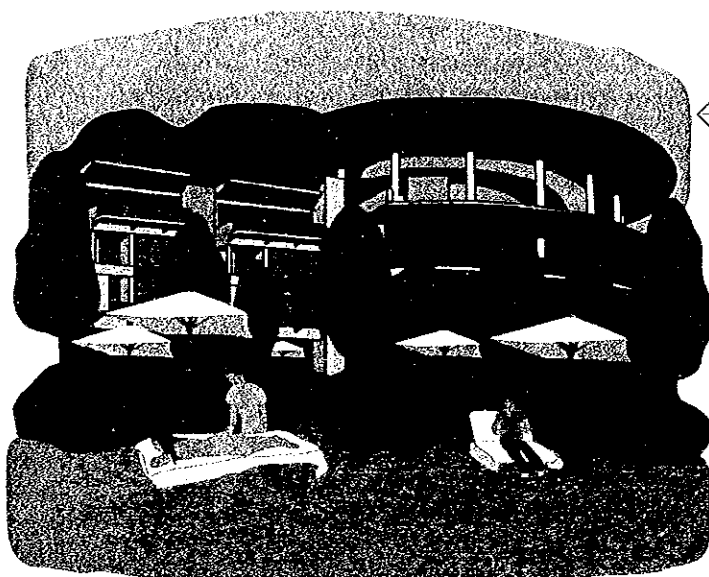
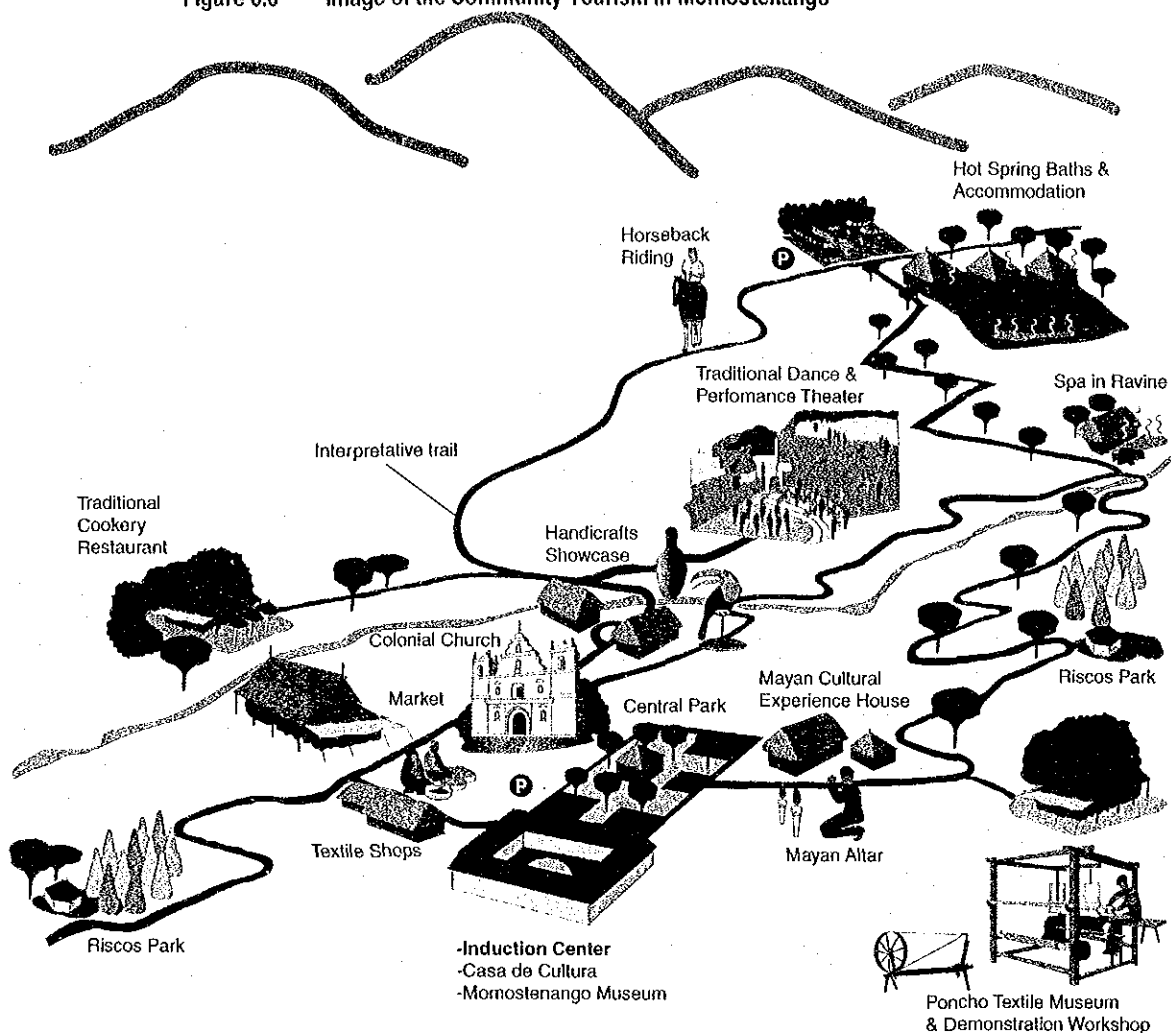
#### c. Site and location

Momostenango town is located in the Municipality of Momostenango, in Totonicapan Department. The project site is 40km north from Quetzaltenango City and 15km from department capital City of Totonicapan.

#### d. Project component

Contents for proposed satellite facilities is as follows:

Figure 6.6 Image of the Community Tourism in Momostenango



← Hotsprings baths and accommodation

Source: JICA Study Team



### **Induction Center**

Community Tourism consists of 1) an Induction Center, 2) Satellites/ Comets, and 3) Interpretative Trails that connect Satellites. The Induction Center that functions as a core museum is the gateway to the community. Its major functions are:

- To provide an induction program that instruct visitors how to behave in the community,
- To provide information materials (interpretation pamphlet and map) and guiding services by the community representative,
- To work as an encounter place for community members and visitors, and
- Other basic functions such as transportation service by land (car/ horse) and boat, selling of souvenirs and refreshments, and washrooms.

The candidate place for the Induction Center is Casa de la Culutura in the municipal building near the Central Park.

### **Satellite-1: Riscos Tourist Park**

Sandstone pillars called “riscos” is located in the outskirts of the Momostenango town. There are two riscos sites, one is located northeast of the town and, the other is southwest on the way to Pologua. These two sites would be developed as Satellites with the following improvements:

- Landscaping with light-up illumination,
- Resting facilities with washrooms, and
- Signs and information.

### **Satellite-2: Poncho Textile Museum**

Momostenango is well known for the production of wool blanket (poncho) throughout the country. This satellite exhibits traditional Ponchos (blanket) of various designs, demonstrates the weaving process, and sells the products.

### **Satellite-3: Hot Springs Bath and Accommodation**

Located in the outskirts of the town, this Satellite is an experiment to develop a spa resort in Guatemala. In order to avoid conflicts with community use of hot springs, a new facility is developed along the road to a community spa by pumping spa water to the development site. Spa facility is integrated with accommodation, which functions as an ecolodge for people who are interested in staying in Momostenango to observe its cultural activities.

### **Satellite-4: Indigenous Dance and Music Performance Theater**

The Municipality has a distinct folkloric dance and music traditions such as Los Mejicanos, La Conquista, El Venado and Vaqueros. This satellite is aimed at preserving

and refining the traditions and also provide opportunities for visitors to appreciate the performance.

**Satellite-5: Handicrafts Showcase**

This satellite demonstrates and sells handicrafts produced in the surrounding areas.

**Satellite-6: Indigenous Cookery Restaurant**

This satellite serves variety of traditional cuisine, local beverages prepared by traditional methods together with suitable natural landscape.

**Satellite-7: Horseback riding center**

It is recommended to introduce horseback tours to visit far satellites in mountainous areas combined with the appreciation of nature areas.

**Satellite-8: Mayan cultural experience house**

This satellite exhibits various elements of the traditional Quiche Maya culture such as costume, ceremony, astronomy, calendar, religion/belief, and society on their real life.

**e. Costs**

The direct construction cost is estimated at US\$ 3.0 million in total. Cost breakdown of satellite facilities is as follows:

**Table 6.12 Construction costs**

1. Induction center	93
2. Riscos park	283
3. Poncho textile museum	281
4. Spa	417
5. Indigenous dance and music performance theater	240
6. Handicrafts showcase	167
7. Indigenous cookery restaurant	96
8. Horseback riding	83
9. Mayan cultural experience museum	138
10. Accommodation (attached to spa facility)	1,200
<b>Total</b>	<b>2,998</b>

Source: JICA Study Team

**f. Implementation schedule**

The project would be implemented in the early stage of the short-term period.

**Table 6.13 Implementation schedule**

2002	2003	2004	2005	2006	2007	2008	2009	2010
Pre-stage		Construction			Operation			

Source: JICA Study Team

**g. Implementation setup**

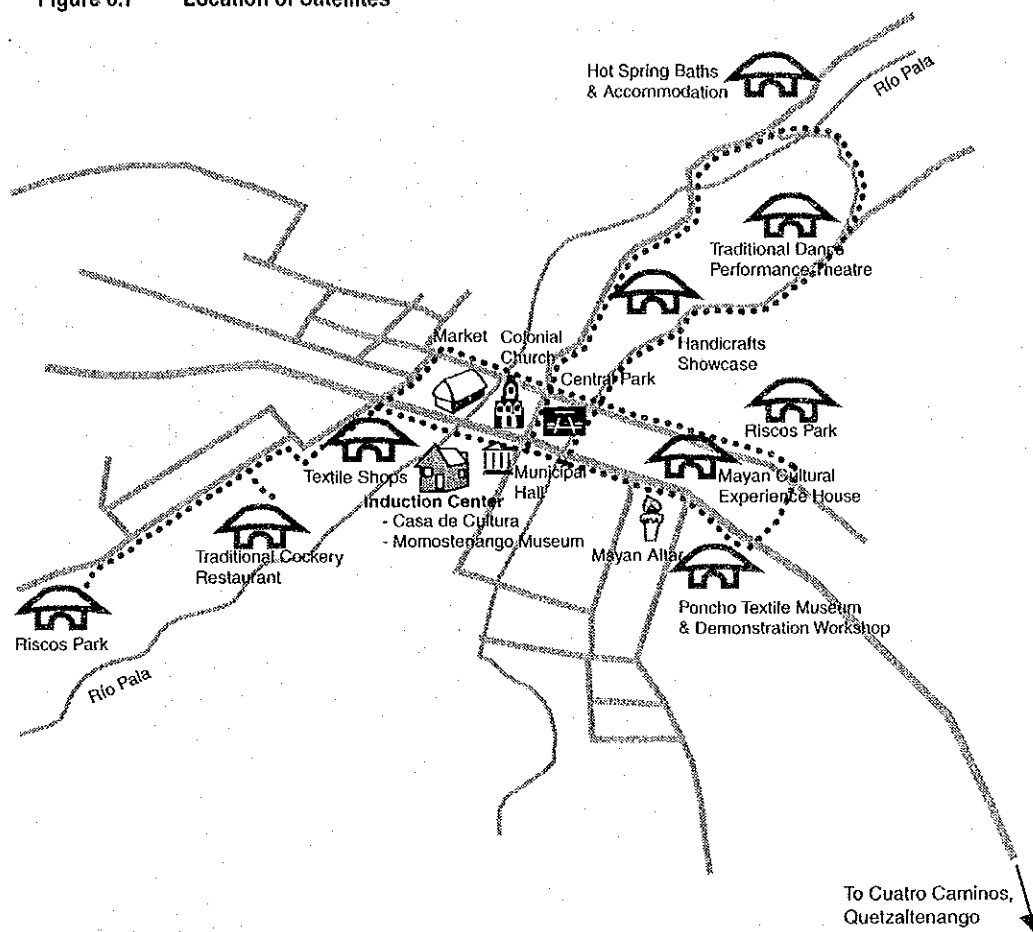
New facilities will be developed by INGUAT and operated by Momostenango Municipality.

INFOM and INGUAT jointly provide technical supports for operating tourism facilities. Operation of the spa resort hotel is subcontracted to a private sector company that has

expertise in operating quality accommodation, which is expected to transfer skills to local communities.

INGUAT should set up the Momostenango Community Tourism Implementation Committee with the mayor of Momostenango as the chairman. Members of the committee would be INGUAT, INFOM, MICUDE, local private sector companies, and NGOs. Community Tourism should be operated based on a co-management scheme. As to the manners to develop Community Tourism, please refer to “3.1.1 Introduction of Community Tourism.”

Figure 6.7 Location of Satellites



Source: JICA Study Team

### 6.4.3. Other Short-term Projects

#### (1) Tourism Improvement of Quetzaltenango City

##### a. Background and Rationale

Quetzaltenango is the second largest city in Guatemala. The city preserves cultural and historical heritage, in particular, those from the colonial period, which could be utilized for transforming the city to an attractive tourism destination. On the other hand, the city occupies a strategic position for tourism development of the Southwestern Highlands PTDA.

Currently, the city has the following inconveniences that would negatively affect visitors' satisfaction:

- Historical and vernacular buildings are deteriorating due to daily use with insufficient technical and economical resources for its maintenance.
- Heavy traffic in the city center discourages people to walk around.
- Entrance to Quetzaltenango is confusing for visitors due to a lack of information and signs.
- There are no adequate gathering places for tourists and locals.
- There is a lack of entertainments for visitors and locals.
- There are not enough tourist-class accommodations and hotels are expensive for their quality due to the lack of competition.
- There are not enough restaurants that offer typical local foods.
- There is not enough information about tourism attractions in its surrounding areas.
- There is a lack of professionalism in the tourism sector at all levels
- There are garbage and sanitary problems in some places.

There is an ongoing program to revitalize the historical district of Quetzaltenango, which has made an important advance in terms of urban planning, and its implementation will increase the value of the city and the opportunities for tourism development.

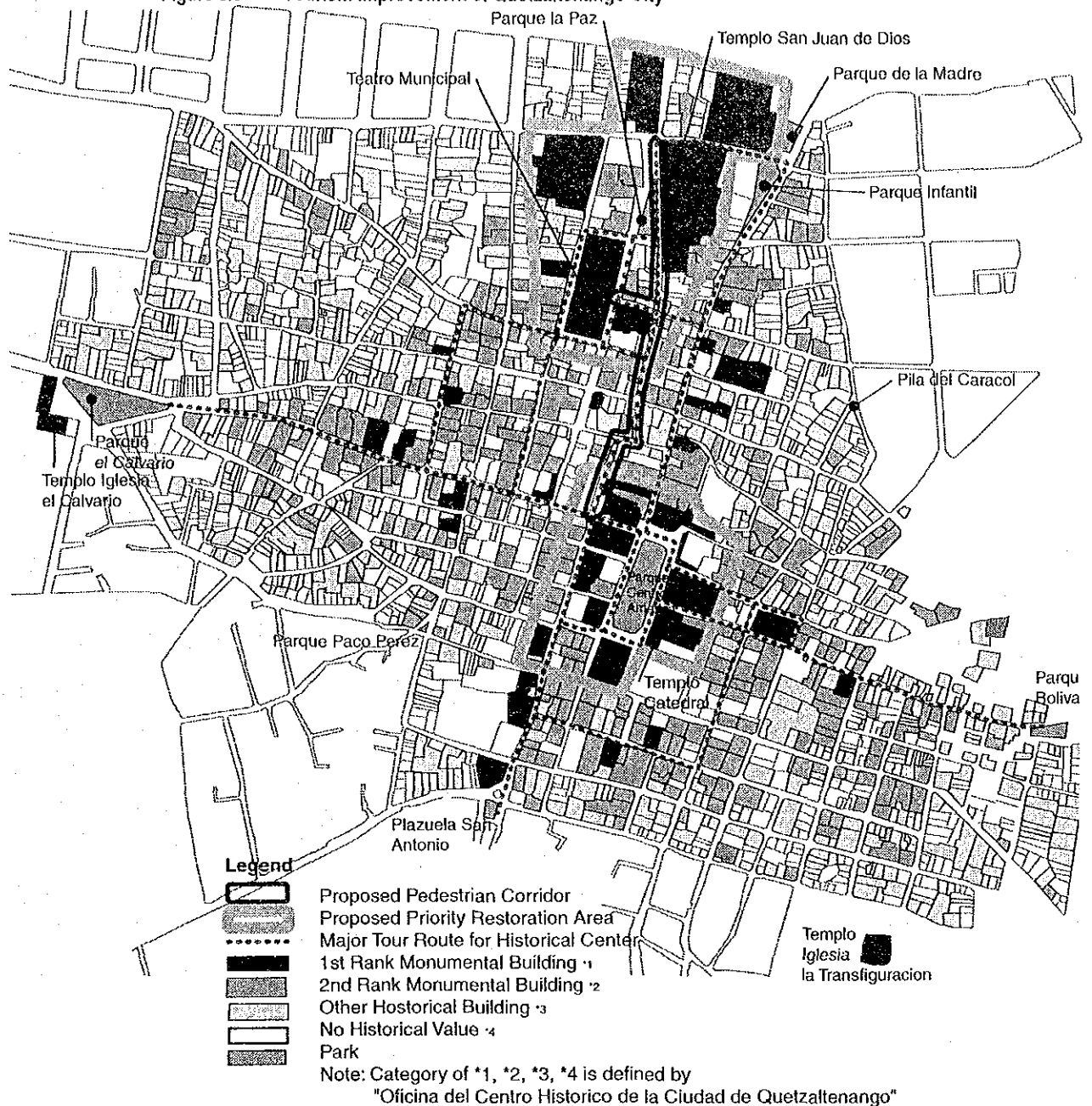
##### b. Project objective

The project objective is to consolidate Quetzaltenango as a Tourism Center, and to strengthen the competitiveness of the Southwestern Highlands PTDA as a whole.

##### c. Site and location

The city of Quetzaltenango is the capital of the Quetzaltenango Department, and is located 206 km to the west of Guatemala City.

Figure 6.8 Tourism Improvement of Quetzaltenango City



Source: JICA Study Team

**d. Project components**

**Revitalization of the central park area**

- Improvement and/or restoration of historical buildings: The buildings that need improvement are Casa de la Cultura, which houses the Natural History Museum, and Pasaje Enriquez that could be transformed into a shopping and art arcade.
- Improvement of the central park,
- Establishment of a well-equipped and visible visitor information center: INGUAT office could be used for this propose. It should provide more information of the surrounding areas and private establishments.

- Introduction of a cultural program: The program should include Marimba and other regional instruments concerts, typical clothes exhibitions, painting and sculptures exhibitions, theatre plays, and folkloric dances

#### **Walking Corridor from the central park area to the municipal theater area**

- Conversion of the streets from the central park to Parque Infantil or Parque de las Enfermeras via 12 Avenida to a vehicle-free promenade.
- Refurbishment of the road using typical stone pavement in Quetzaltenango,
- Beautification and/or restoration of the buildings along the Walking Corridor with vernacular architectural styles,
- Installation of underground cables, and
- Establishment of a traffic management system.

#### **Improvement of the municipal theater area**

- Improvement of Parque Infantil and Parque 10 de Mayo, and
- Securing of the view of Santa Maria Volcano from the municipal theater by introducing building regulations such as height, building style, prohibition of billboard etc.

#### **Development/ improvement of museums and interpretation facilities**

- Improvement of the Museum of Natural History and Arts at Casa de la Cultura on the Central Park: and
- Development of Art Craft Showcase: an interpretation facility that exhibits regional, folkloric, and cultural interpretation that includes clothes, gastronomy, costumes, festivities, and other cultural manifestation exhibitions, workshops for visitors.

#### **Improvement of “Miradores” – lookout points of the city**

##### **Cerro el Baúl**

- Improvements of the road and sidewalks to get to the observation point,
- Development of a visitors center with restaurants, shops, terrace with telescopes,
- Strengthening of security, and
- Development of a walking/ biking path.

##### **Cerro de la Transfiguración**

- Improvement of the path and landscaping, and
- Development of a visitors center with restaurants, shops, terrace with telescopes.

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### **Beautification of the entrances of Quetzaltenango**

- Improvement of the roads and installation of a “welcome to Quetzaltenango” sign,
- Implementation of a cleaning and beautification campaign, and
- Construction of a regional tourism information center at the entrance.

### **Establishment of a signing system**

- Installation of signs and interpretation boards that help visitors to find important attractions and obtain their basic information.

### **Investment promotion for wise use**

- Creation of a special fund to promote the wise use of vernacular buildings for such purposes as hotels, restaurants, art craft shops, and galleries, which could be managed by a regional branch of a bank
- Introduction of an incentive program by the municipality to promote renovation of historical and vernacular houses, in particular, along the Walking Corridor, and
- Donation of paint and red roof tiles by INGUAT for houses that have made renovation and restoration of vernacular style.

### **Introduction of a city tour using a special bus**

- City tour starting from central park using a double-decker bus or connected bus, which provides visitors with an overview of the most important attractions of the city.

### **Preparation of a local guidebook**

- A local guidebook should be prepared to promote visitors’ spending, which contains basic information about Quetzaltenango and nearby attractions, activities as well as hotels, places to eat, and shops.

### **Introduction of tourism police**

- Tourism police should be introduced to the Quetzaltenango municipality.

### **Programs of awareness creation and training**

- The programs should be introduced for entrepreneurs, tourism employees, as well as for general public to create awareness
- Programs should be introduced to increase administration and technical skills of entrepreneurs and tourism employees, as well as to create tourism awareness for the general public

**e. Implementation setup**

This project should be implemented by creating a Committee like the one in Antigua and Guatemala City, with participation of INGUAT, MICUDE, Municipality, the private sector, NGOs, and international donor agencies.

**(2) Integrated tourism development in and around San Martin Sacatepequez**

Volcano and Lake Chicabal is a relatively accessible nature area with cultural attractions of Mayan alters. San Martin Sacatepequez Municipality is eager to open up the nature area for tourism. Therefore it is considered that the area has the highest priority among nature areas in the PTDA.

It is recommended to develop/improve the followings in and around San Martin Sacatepequez Municipality.

- Improvement of the trails to, and visitor facilities in, Laguna Chicabal,
- Tourist information center,
- Souvenir shops,
- Restaurants
- Improvement of market places, church and access roads

**(3) Development of Community Museums**

Development/ improvement of museums, in particular, that specialize in local cultural traditions need to be promoted and implemented with local initiatives since they would encourage cultural awareness that is important to develop tourism products in the PTDA.

**a. Guatemala Traditional Toy Museum**

This project is proposed from local entities of FUNDACH (Foundation for the Development of Children) and CISMA (Maya Social Investigation Center). The objectives of the project are as follows:

- To preserve traditional toys and playing games of Guatemala,
- To contribute these toys and games to the other cultures of the world,
- To assist local children's integral education and make proud with them, and
- To promote the Guatemalan original toys and games as an attraction for foreigners, especially for younger generation.

The proposed museum would be facilitated exhibition rooms, playing room with supervisors, toy library with audio visual monitor system, information, and so on. Considering the short-term development strategy of the PTDA, which focuses on cultural tourism attractions, implementation of the project is highly recommendable.



### **b. Handicrafts Showcase and Heraldic Museum**

Some projects related to handicraft were proposed by different entities to the JICA Study Team. Promotion of handicrafts would contribute greatly to increase tourist spending and is considered important to enforce the cultural destination image of the Southwestern Highlands PTDA. Salcaja is a municipality just to the north of Quetzaltenango. The town is chosen due to its convenient location at the entrance of the Quetzaltenango City, and its reputation of quality textiles production.

An integrated facility should be built in the short-term with the following functions.

- Manufacturing demonstration and presentation of handicrafts, textiles and musical instruments,
- Exhibition of history of textiles, specially traditional costume of “huipil”, and
- Exhibition of whole Guatemalan heraldic collections with sufficient explanation, and
- Interpretation of the “Los Altos” tourism circuit and the route of conquistadors.

### **c. Improvement of Community Museum in San Cristobal Totonicapan**

This is the long-term project and response to the local community’s willingness to upgrade museum facility. The projects consist of:

- Restoration of existing museum building,
- Extension of training and artists workshop,
- Establishment of program for preserving oral culture with own languages, and
- Establishment of pilot experience courses.

There is a similar project proposal of community museum and tourist center as “Atanasio Tzul.” The two projects need to be integrated to a community museum development project.

## **6.4.4. Long-term Projects**

### **(1) Development of volcano trekking facilities**

Volcanoes are important tourism products, which are receiving a certain number of visitors. It is also noted that the cloud forests that remain near the peaks of volcanoes have tourism potential and provide bird watching opportunities. The chain of volcanoes constitute part of the Ecological Corridor system in Guatemala. Population growth rate is relatively low in the area; therefore the risk of deforestation is considered lower than Las Verapaces and El Peten. It is recommended to install minimum visitor facilities to the nature areas so that a wider range of people would be able to enjoy the nature. The following improvements would be worth a consideration for development in the long-term

- Development of bird-watching station (hiding hut),
- Improvement of trails for safety,
- Development of observation decks, resting hut with wash room and
- Installment of signs.

**(2) Improvement of Spa Facilities**

The Southwest Highlands PTDA has a number of hot springs with different characteristics. Unfortunately, the potential of hot springs are not fully utilized due to the lack of facilities that would meet tourists' needs. The following improvements are recommended:

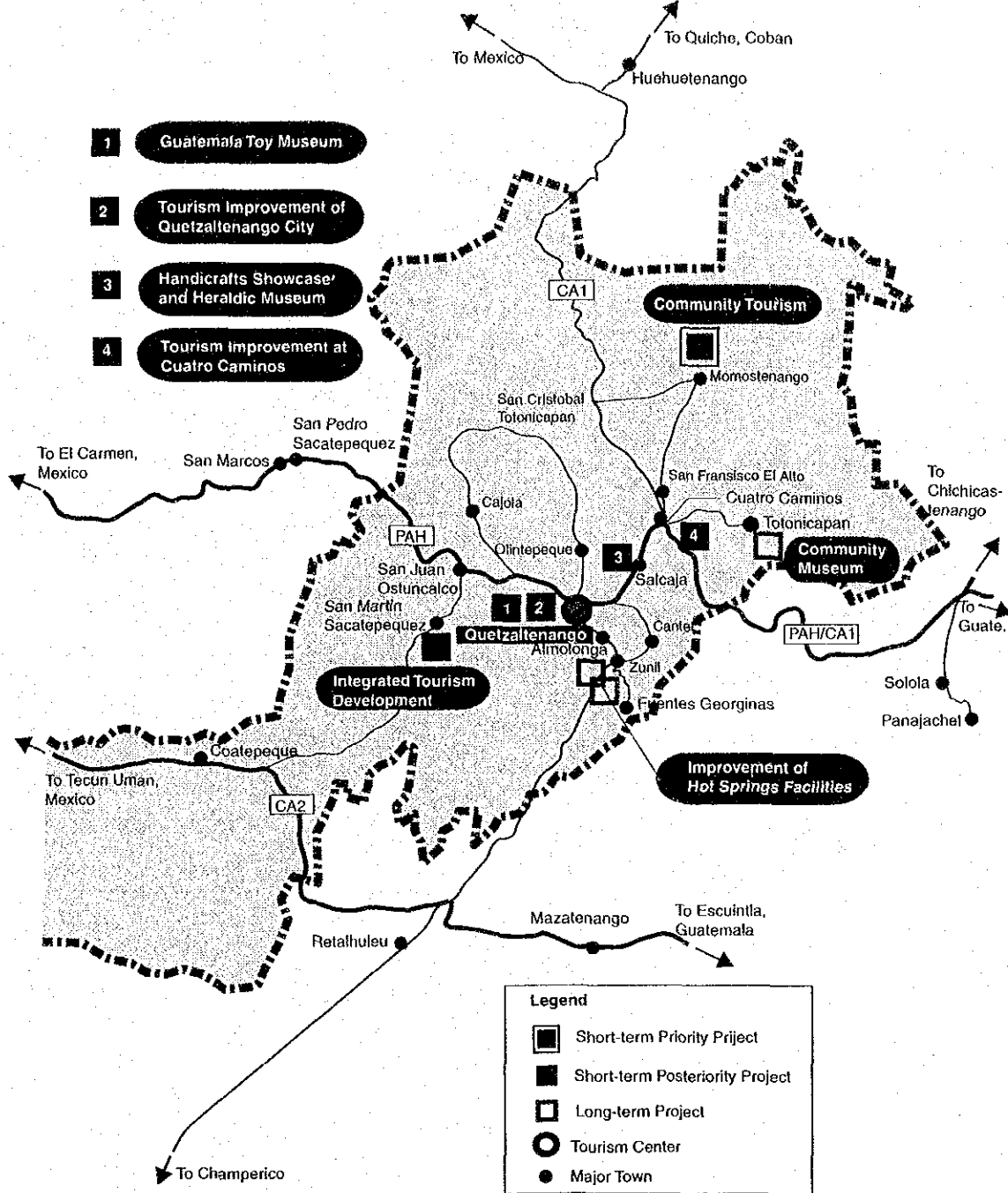
- Improvement of existing bathing facilities with more emphasis on cleanness and comfortableness,
- Construction of food and beverage facilities,
- Development of supplementary attractions such as kids play park, game room, and bar, and
- Landscaping, and car parking

**(3) Upgrading of Community Tourism**

Community Tourism is expected to develop reflecting the dynamism of the target community. The followings are recommended for implementation in the long-term.

- Review and renewal of existing facilities to maintain the quality of services,
- Development of new facilities and attractions, and
- Training of personnel to inherit cultural traditions.

Figure 6.9 Project location of the Southwestern Highlands PTDA



Source: JICA Study Team

### 6.5. Construction Cost

Total direct construction cost for the pilot projects is US\$ 3.0 million. Breakdown of the cost is summarized in Table 6.14.

Total direct construction cost for the other short-term projects is US\$13.2 million. Breakdown of the costs is summarized in Table 6.15.

**Table 6.14 Construction cost for the short-term pilot project of the Southwestern Highlands PTDA**

No.	Projects and components	Cost (US\$1,000)	Remarks
	Total of Southwestern Highlands PTDA	2,998	
QSP-01a	Development of Induction Center		
	a. Center Facility	80	Renovation and extension of existing "Casa de Cultura" building
	b. Utilities	5	Septic tank, piped water
	c. Equipment	8	For the building
	Construction cost total	93	
QSP-01b	Community Tourism Satellite -1: Riscos Tourist Parks		
	1) Park-A		Near the town center
	a. Landscaping, parking	120	
	b. Light-up illuminations	50	
	c. Rest house	10	Single story, timber structure, with toilet
	d. Utilities	10	Septic tank, piped water
	e. Signs and Information	5	Sign system in the site
	2) Park-B		Suburban of the town
	a. Landscaping, parking	60	Sign system in the sites
	b. Observation facility	13	Single story, timber structure, with toilet
	c. Utilities	10	Septic tank, piped water
	d. Signs and Information	5	Sign system in the site
	Construction cost total	283	
QSP-01c	Community Tourism Satellite -2: Poncho Textile Museum and Demonstration Workshop		
	a. Exhibition and interpretation building	240	2 stories, reinforced concrete structure
	b. Utilities	5	Septic tank, piped water
	c. Equipment	24	For the building
	d. Landscaping, parking	12	Surrounding of the building and parking
	Construction cost total	281	
QSP-01d	Community Tourism Satellite -3: Tourists and Community's Spa		
	a. Exhibition and interpretation building	270	Single story, concrete structure, several type of indoor and open-air baths
	b. Spring water pump-up system	50	For the spa facilities at road side
	c. Landscaping, parking	60	Surrounding of the building and parking
	d. Utilities	10	Septic tank, piped water
	e. Equipment	27	For the building
	Construction cost total	417	
QSP-01e	Community Tourism Satellite -4: Indigenous Dance and Music Performance Theater		
	a. Theater building	160	Single story, timber structure
	b. Toilet	6	
	c. Utilities	10	Septic tank, piped water
	d. Landscaping, Parking	32	Surrounding of the building and parking
	e. Theater equipment	32	
	Construction cost total	240	
QSP-01f	Community Tourism Satellite -5: Highlands Handicrafts Showcase		
	a. Workshop and sales building	125	Single story, timber structure
	b. Utilities	5	Septic tank, piped water
	c. Landscaping, Parking	24	Surrounding of the building and parking
	d. Equipment	13	For the building
	Construction cost total	167	
QSP-01g	Community Tourism Satellite -6: Indigenous Cookery Restaurant		
	Restaurant building	75	Single story, timber structure
	Landscaping, parking	8	Surrounding of the building and parking
	Utilities	5	Septic tank, piped water
	Equipment	8	For the building
	Construction cost total	96	
QSP-01h	Community Tourism Satellite -7: Horseback Riding Arcadia		
	Stable building	20	Single story, timber structure
	Toilet	6	
	Utilities	5	Septic tank, piped water
	Landscaping, Parking	12	Surrounding of the building and parking
	Equipment	10	For the building
	Horse Trail	30	
	Construction cost total	83	
QSP-01i	Community Tourism Satellite -8: Mayan Cultural Experience House		
	Center building	50	Single story, timber structure
	Ceremonial place	40	
	Mayan altar regulated holy places	10	
	Utilities	5	Septic tank, piped water
	Landscaping, parking	16	Surrounding of the building and parking
	Equipment	10	For the building
	Sign and Information boards	7	
	Construction cost total	138	
QSP-01j	Community Tourism Satellite -9: Accommodation Development		
	Middle class	1,200	
	Low class	0	
	Construction cost total	1,200	

Note: a) Official tax is not included.  
b) Price escalation and inflation are not included.

Source: JICA Study Team

Table 6.15 Construction cost of other short-term projects in the Southwestern Highlands PTDA

No.	Short-term projects and components	Cost (US\$1,000)	Remarks
	Total of whole short-term projects (Excluded short-term pilot projects)	13,204	
QSN-01	Tourism Improvement of Quetzaltenango City		
	a. Revitalization of Central Park and its surroundings	594	Relocation of government offices and introduce new shops
	b. Establishment of tourist mall	223	Create commercial street
	c. Improvement of El Baul observation hill	138	Park landscape with facility improvement, lighting
	d. Improvement of entrance area of Quetzaltenango City	90	Create sense of arrival for visitors
	e. Other improvement	60	Outdoor furniture, sign and information, tour guide, tourist police, enlightenment and education, operation of two-cars-bus for city tour
	Improvement cost total	1,105	
QSN-02	Construction of Guatemala Toy Museum		
	a. Exhibition building	400	500m <sup>2</sup> , partially 2 stories, reinforced concrete structure, land 3,000m <sup>2</sup>
	b. Utilities	10	Septic tank, piped water, elect.
	c. Equipment	40	For the building
	d. Landscaping and car parking	40	
	Construction cost total	490	
QSN-03	Development of Handicrafts Showcase and Heraldic Museum		
	a. Exhibition, workshop and sales building	175	350m <sup>2</sup> , 30 seats, timber structure, single story, land 2,000m <sup>2</sup>
	b. Utilities	10	Septic tank, piped water, elect.
	c. Equipment	35	For the building
	d. Landscaping	40	With car parking
	Construction cost total	260	
QSN-04	Integrated Tourism Development in and around San Martín Sacatepequez		
	a. Visitor center	100	200m <sup>2</sup> , single story, timber structure, land 500m <sup>2</sup>
	b. Toilets	6	15m <sup>2</sup>
	c. Landscaping	24	With car parking
	d. Utilities	5	Septic tank, piped water, elect.
	e. Equipment	10	For the building
	f. Improvement of market places and churches	100	3 places each
	g. Utilities	10	Septic tank, piped water, elect.
	h. Landscaping	24	Included car parking
	i. Access road improvement	750	W=3m, gravel pavement
	Construction cost total	1,029	
	Total of short-term projects (Except private hotel development)	2,884	
QSN-Add	Accommodation development		
	a. Hotel: high class	2,280	38 rooms
	b. Hotel: middle class	8,040	201 rooms
	c. Hotel: low class	0	0 rooms
	Construction cost total	10,320	

Note: a) Official taxes and development permission costs are not included  
b) Price escalation and inflation are not included

Source: JICA Study Team

## 7. CONCLUSIONS AND RECOMMENDATIONS

The followings are the conclusions of the Study, and recommendations for the Government of Guatemala and INGUAT.

- The pilot projects, which are chosen and evaluated in the Study, are indispensable for developing the tourism sector of Guatemala, are economically and financially feasible, and environmentally sound. Therefore these pilot projects should be implemented by the year 2010.
- Tax revenues for INGUAT is expected to increase steadily due to a growth of international visitor arrivals. A large portion of the increased revenues should be directed to tourism investments in rural areas including the implementation of the proposed pilot projects in view of Guatemala's necessity for rural development.
- INGUAT should strengthen its capability for inter-agency coordination since implementation of tourism projects need concerted efforts by different entities. In particular, INGUAT should establish a strategic alliance with IDAEH and build a consensus to implement the proposed pilot projects related to archaeological tourism development.
- Local participation is needed not only for democracy and social development but also for nature and cultural conservation, and for authenticity in tourism. Therefore government agencies in charge of implementing the proposed pilot projects should establish a project implementation committee for respective pilot project sites with members from relevant government agencies, local governments and local communities.
- There are potential tourism sites, which the JICA Study Team could not make surveys due mainly to security concerns. Most of all, Huehuetenango and Quiche Departments abound in both natural and cultural tourism resources, and occupies a strategic location as a link between the Southwestern Highlands PTDA and Las Verapaces PTDA. It is strongly recommended for INGUAT to conduct a tourism study of the departments after security issues are removed.
- Tourism is an economic sector that Guatemala has comparative advantage in the international market. Tourism also contributes greatly to the conservation of natural and cultural heritage and the creation of employments in rural areas. Therefore, it is recommended for the government of Guatemala to strategically nurture its tourism sector as part of the national policy.

JICA