

Ministry of Tourism
Ministry of Environment and Natural Resources
The Dominican Republic

The Study on the National Strategic Plan for Ecotourism Development in the Dominican Republic

Final Report

March 2010

JAPAN INTERNATIONAL COOPERATION AGENCY
PADECO Co., Ltd. in association with PACET Corp.

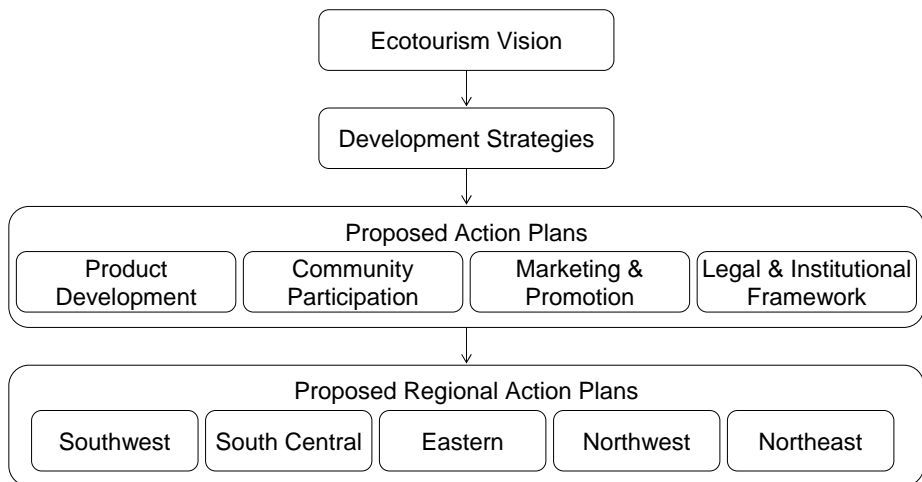



The Study on the National Strategic
Plan for Ecotourism Development in the
Dominican Republic

Final Report
Executive Summary




Structure of Proposals







Ecotourism Vision



- As seen from the outside, the image of the Dominican Republic will become a destination offering diverse experiences in beach resorts with many activities inside and outside, and in beautiful and interesting natural and cultural settings that are well preserved and with opportunities to interact with friendly local people;
- Within the Dominican Republic everybody associated with the expanded tourism scene complements each other for mutual benefit, including those in the hinterlands taking care of ecotourism, who contribute to make tourism sustainable.



Development Strategies



- Short-Term (until Year 2014)
 - Implement efficient ecotourism development initiatives by enhancing existing ecotourism activities
- Medium/Long-Term (until Year 2020)
 - Improve the total quality of ecotourism for the increased economic and environmental benefits

Development Components

1. Product Development
 - For sustainable use of tourism resources
2. Community Participation
 - For increased benefit for local people and economy
3. Marketing and Promotion
 - For stimulation of tourists and economy
4. Legal and Institutional Framework
 - For support of other development components

Proposed Action Plans Product Development

Action Plans	Key Points for Development				
	Develop natural, cultural and geographical resources	Improve infrastructure and systems	Curb undesirable activities	Conserve environment at ecotourism sites	Mitigate inappropriate usage of tourism resources
PN1: Study and design ecotourism attractions and services	*				
PN2: Improve physical infrastructures and security systems		*			
PN3: Propose an itinerary model					*
PN4: Design and produce printed materials		*			
PN5: Develop and promote Special Interest Tours	*				
PN6: Develop a tourist management system		*	*	*	*
PC1: Formulate programs for the conservation of historic urban landscapes	*	*			
PC2: Conduct a clean-up campaign			*		
PC3: Formulate a guideline for the conservation of historic urban landscapes		*	*		
PC4: Construct an eco-museum				*	*
PC5: Enact regulations to rehabilitate and conserve historical buildings	*				
CC1: Promote eco-lodging development	*				
CC2: Develop various facilities to improve the convenience of tourists					*

Proposed Action Plans Community Participation

Action Plans	Key Points for Development				
	Propose strategic direction of community-based ecotourism development	Propose strategy for community-based operation and maintenance	Enhance skill development and community-based ecotourism development	Foster the ownership of local communities on ecotourism development	Review a CPM and action plans consistent with the ecotourism vision
C1: Select the local communities for the pilot implementation of CPM	*				
C2: Develop an organizational framework at pilot local communities	*	*			
C3: Propose and implement community-based ecotourism activities	*	*	*	*	*
C4: Implement capacity building programs			*		
C5: Design and implement operations and maintenance systems for ecotourism activities	*	*	*	*	*
C6: Conduct monitoring and evaluation of ecotourism activities and the CPM				*	*

Proposed Action Plans Marketing and Promotion


Action Plans	Key Points for Development				
	Enhance and diversify the tourism brand image	Exploit the existing large market	Increase knowledge and information of ecotourism	Extend marketing and promotion to cultivate a new market	Enhance marketing and promotion for individual travels and special interest tours
M1: Identify featured ecotourism products	*				
M2: Conduct intensive promotion of featured ecotourism products in the mass-market channel	*				
M3: Incubate ecotourism products	*				
M4: Approach to mass-tourism business	*				
M5: Establish a business network between ecotourism stakeholders and mass-market business	*				
M6: Conduct an environmental conservation awareness campaign targeting mass-tourists at beach resorts	*	*	*		
M7: Conduct an environmental conservation awareness campaign targeting national tourists	*	*			
M8: Implement an ecotourism Social Networking Service (SNS)			*	*	
M9: Enhance marketing and promotion target	*		*	*	*
M10: Explore the new market			*	*	
M11: Assist direct marketing by ecotourism operators					*

Proposed Action Plans Legal and Institutional Framework

Key Points for Development				
Action Plans				
	*			
L1: Establish coordination mechanism for collaborative and harmonized implementation of PENDE	*	*		
L2: Harmonize approaches and administrative procedures for ecotourism development	*			
L3: Review and improve human resources development programs	*	*		
L4: Develop framework for sustainable ecotourism development at selected Protected Areas	*			
L5: Resolve the land issues at selected Protected Areas	*			
L6: Enhance co-management agreements	*	*		
L7: Enhance monitoring and evaluation activities at Protected Areas	*			
L8: Improve capacity of officials at provincial and local levels	*	*	*	*
L9: Disseminate incentives information about ecotourism development	*	*		
L10: Increase the number of internationally competitive ecotourism guides				*
L11: Introduce ecotourism certification and eco-labeling systems				*


Regional Action Plans Southwest

- Provinces: Barahona; Baoruco; Independencia; Pedernales; Azua; Elías Piña; San Juan
- Vision: "The Last Nature Paradise"
- Action Plans
 - SW1 Provide lookouts and maps at selected scenic spots to promote ecotourism products for photo hunting
 - SW2: Improve ecotourism activities at Lago Enriquillo e Isla Catoritos National Park
 - SW3 Improve ecotourism activities at Laguna de Rincón o de Cabral
 - SW4 Improve ecotourism activities at Jaragua National Park and Lago Oviedo
 - SW5 Improve ecotourism activities at Sierra de Bahoruco National Park
 - SW6 Develop community-based ecotourism at Polo
 - SW7 Improve community-based ecotourism at Cachote
 - SW8 Promote special interest tours in Jaragua National Park
 - SW9 Promote special interest tours in Bahoruco National Park
 - SW10 Promote special interest tours in Neiba National Park
 - SW11 Promote special interest tours in Cabo Rojo - Bahía de las Águilas
 - SW12 Establish cultural town at Barahona
 - SW13 Establish cultural town at Azua
 - SW14 Establish cultural town at San Juan




Regional Action Plans

South Central




- Provinces: Distrito Nacional; Santo Domingo; San Cristóbal; Monseñor Nouel; Monte Plata; Peravia; Sánchez Ramírez; San José de Ocoa
- Vision: "Historic and Modern"
- Action Plans
 - SC1 Conserve historic urban landscape in Colonial Zone
 - SC2 Create traditional townscape of Bayaguana, Yamasa and San Jose de Ocoa
 - SC3 Use "the Congos in Villa Mella" for cultural tourism
 - SC4 Develop Monte Plata ecotourism routes along Santo Domingo - Samaná new highway
 - SC5 Develop ecotourism activities at landward side of Los Haitises National Park
 - SC6 Develop ecotourism activities in green belts on Rio Isabela and Rio Haina in Santo Domingo
 - SC7 Develop lakeside recreational sites at artificial lakes in the suburban areas of Santo Domingo
 - SC8 Develop community-based ecotourism at Los Cacaos
 - SC9 Promote Colonial Zone eco-museum with visitor management system
 - SC10 Establish cultural town at Bani




Regional Action Plans


Eastern



- Provinces: El Seibo; Hato Mayor; La Romana; San Pedro de Macorís; La Altagracia
- Vision: "Grand Confluence"
- Action Plans
 - E1 Improve ecotourism activities at Lagunas Redonda y Limón
 - E2 Develop ecotourism activities for mangrove observation at the Jina Bay
 - E3 Develop observatories on the coastal area at the Jina Bay
 - E4 Develop observatories at the Miches Bay
 - E5 Diversify ecotourism activities in Los Haitises National Park with promotion of community participation
 - E6 Diversify ecotourism activities in Del Este National Park with promotion of community participation
 - E7 Promote organic cacao route in Hato Mayor
 - E8 Improve visitor management at Los Haitises National Park
 - E9 Improve visitor management at Del Este National Park
 - E10 Promote special interest tours in Los Haitises National Park
 - E11 Promote special interest tours in Del Este National Park
 - E12 Diverse ecotourism activities in Isla Catalina
 - E13 Diverse ecotourism activities in Rio Cumayasa y Cuevas Las Maravillas
 - E14 Establish cultural town at San Pedro de Macorís




Regional Action Plans Northwest




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graph TD
    A[Ecotourism Vision] --> B[Development Strategies]
    B --> C[Proposed Action Plans]
    C --> D[Proposed Regional Action Plans]
    subgraph C [Proposed Action Plans]
        C1[Product Development]
        C2[Community Participation]
        C3[Marketing & Promotion]
        C4[Legal & Institutional Framework]
    end
    subgraph D [Proposed Regional Action Plans]
        D1[Southwest]
        D2[South Central]
        D3[Eastern]
        D4[Northwest]
        D5[Northeast]
    end
    
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- Provinces: La Vega; Santiago; Santiago Rodórguez; Valverde; Espaillat; Puerto Plata; Monte Cristi; Dajabón
- Vision: “Amazing Showcase”
- Action Plans
 - NW1 Improve nature observation activities in Armand Bermudez National Park
 - NW2 Improve nature observation activities in Valle Nuevo National Park
 - NW3 Improve community-based ecotourism at Ebano Verde Scientific Reserve
 - NW4 Improve community-based ecotourism at Pico Diego de Ocampo National Monument
 - NW5 Improve ecotourism activities at El Morro National Park
 - NW6 Improve ecotourism activities at Estero Hondo National Park and Monte Cristi Marine National Park
 - NW7 Promote special interest tours in Villa Elisa Scientific Reserve
 - NW8 Promote special interest tours in Pico Diego de Ocampo National Monument
 - NW9 Develop nature observation activities in Cayos Siete Hermanos Wildlife Protected Area
 - NW10 Develop nature observation activities in Mangares del Estero Balsa National Park
 - NW11 Establish cultural town at Puerto Plata
 - NW12 Establish cultural town at Santiago
 - NW13 Establish cultural town at La Vega



Regional Action Plans Northeast



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graph TD
    A[Ecotourism Vision] --> B[Development Strategies]
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        D1[Southwest]
        D2[South Central]
        D3[Eastern]
        D4[Northeast]
        D5[Northeast]
    end
    
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- Provinces: Hermanas Mirabal; Duarte; María Trinidad Sánchez; Samaná
- Vision: “Cradle of Biodiversity”
- Action Plans
 - NE1 Provide observation sites for the sceneries of Samaná Bay and the forests of Samaná Peninsula
 - NE2 Provide observatories on the Caretera Nagua-Sánchez
 - NE3 Develop ecotourism activities at mangrove forest in Mangles de Bajo Yuna National Park
 - NE4 Improve ecotourism activities in Los Haitises
 - NE5 Improve community-based ecotourism in Loma Guaconejo
 - NE6 Improve community-based ecotourism in Loma Quita Espuela
 - NE7 Improve visitor management system for whale watching (Bancos de la Playa y de la Navidad)
 - NE8 Improve visitor management system for Los Haitises
 - NE9 Promote special interest tours in Samaná Peninsula
 - NE10 Develop ecotourism activities in Samaná Peninsula: Cabrón cape, Cabo Samaná National Monument
 - NE11 Develop ecotourism activities on the Atlantic coast: Cabo Francés Viejo, Bosque Húmedo de Río San Juan, Mirador del Atlántico Panoramic Route
 - NE12 Establish cultural towns at Samaná and Sanchez

Vision

- As seen from the outside, the image of the DR will become a destination offering diverse experience in beach resorts with many activities inside and outside, and in beautiful and interesting natural and cultural settings that are well preserved and with opportunities to interact with friendly local people; and
 - Within the DR everybody associated with the expanded tourism scene complements each other for mutual benefit, including those in the hinterland taking care of ecotourism, who contribute to make tourism sustainable

	Major Issues based on Situation Analysis And Lessons Learnt from Pilot Projects	Key Points for Development	Short-Term Strategy Implement an efficient ecotourism development initiative by enhancing existing ecotourism activities	Medium/Long-Term Strategy Improve the total quality of ecotourism for increased economic and environmental benefits
Product Development	<ul style="list-style-type: none"> -Improve infrastructure and business environment -Mitigate congestion at the ecotourism sites -Raise motivation for ecotourism development -Secure sufficient resources for ecotourism product development -Maintain and improve the product value of tourism resources -Develop attractions and diversify tourism products -Consider accessibility by a diverse tourist base -Develop infrastructure and tourist facilities in consideration of tourist safety → -Enhance and detail guide training -Raise awareness about risks and controls of ecotourism activities -Set up a common access point 	<ul style="list-style-type: none"> -Develop, natural, cultural and geographical resources -Improve infrastructure and systems -Curb undesirable activities -Conserve environment at ecotourism sites -Mitigate inappropriate usage of tourism resources -Increase tourists satisfaction -Develop ecotourism circuits and corridors 	<p>Short-Term Strategy and Action Plans: Product Development Enhance and strengthen the existing ecotourism activities for ecotourism site development</p> <ul style="list-style-type: none"> -PN1 Study and design ecotourism attractions and services -PN2 Improve physical infrastructures and security systems -PN3 Develop and distribute an itinerary model -PN4 Design and produce printed materials <p>→</p> <ul style="list-style-type: none"> -PC1 Formulate conservation programs of historic urban landscapes -PC2 Conduct a clean-up campaign -PC3 Develop a conservation guideline of historic urban landscapes 	<p>Medium/Long-Term Strategy and Action Plans: Product Development Develop more attractive and quality tourism products for the increased economic and environmental benefits</p> <ul style="list-style-type: none"> -PN5 Develop and promote Special Interest Tours -PN6 Develop and implement a tourist management system -PC4 Construct an eco-museum -PC5 Enact regulations to rehabilitate and conserve historical buildings -CC1 Promote eco-lodging development -CC2 Develop various facilities for convenience of tourists
Community Participation	<ul style="list-style-type: none"> -Raise awareness of local residents about value of ecotourism resources -Improve organizational capacity of local communities -Develop Community Participation Model (CPM) -Need a certain period of ecotourism guide training -Develop an ecotourism guide training standard -Develop an organizational framework at the community level -Introduce practical skills in a training course for ecotourism business management → -Understand the sense of value of the target local communities 	<ul style="list-style-type: none"> -Propose strategic direction of community-based ecotourism development -Propose strategy for community-based operation and maintenance -Enhance skill development and community-based ecotourism development -Foster the ownership of local communities on ecotourism development -Review a CPM and action plans consistent with the ecotourism vision → 	<p>Short-Term Strategy and Action Plans: Community Participation Introduce a Community Participation Model at pilot local communities</p> <ul style="list-style-type: none"> -C1 Select the local communities for the pilot implementation of CPM -C2 Develop an organizational framework at pilot local communities -C3 Propose and implement community-based ecotourism activities -C4 Implement capacity building programs 	<p>Medium/Long-Term Strategy and Action Plans: Community Participation Improve and penetrate the Community Participation Model</p> <ul style="list-style-type: none"> -C5 Design and implement operations and maintenance systems for ecotourism activities -C6 Conduct monitoring and evaluation of ecotourism activities
Marketing and Promotion	<ul style="list-style-type: none"> -Mitigate lack of knowledge and information on the tourism market and products -Expand means of ecotourism marketing and promotion -Utilize available promotion channel for ecotourism promotion -Promote ecotourism products according to the positioning in the market -Expand market for field trip and summer-camps by youth groups and schools → -Introduce SNS for small-scale stakeholders in remote areas 	<ul style="list-style-type: none"> -Enhance and diversify the tourism brand image -Exploit the existing large market -Increase knowledge and information of ecotourism -Extend marketing and promotion to cultivate a new market -Enhance marketing and promotion for individual travels and special interest tours 	<p>Short-Term Strategy and Action Plans: Marketing and Promotion Exploit the existing marketing and promotion channels according to the quality levels</p> <ul style="list-style-type: none"> -M1 Identify featured ecotourism products -M2 Conduct intensive promotion of featured ecotourism products in the mass-market channel -M3 Incubate ecotourism products -M4 Approach to mass-tourism business <p>→</p> <ul style="list-style-type: none"> -M5 Establish a business network between ecotourism stakeholders and mass-market business -M6 Conduct an environmental conservation awareness campaign targeting mass-tourists -M7 Conduct an environmental conservation awareness campaign targeting national tourists -M8 Implement an ecotourism Social Networking Service (SNS) 	<p>Medium/Long-Term Strategy and Action Plans: Marketing and Promotion Enhance the marketing and promotion to establish the position as an ecotourism center in the Caribbean region</p> <ul style="list-style-type: none"> -M9 Enhance marketing and promotion target -M10 Explore the new market -M11 Assist direct marketing by ecotourism operators
Legal and Institutional Framework	<ul style="list-style-type: none"> -Mitigate lack of knowledge and information on the tourism market and products -Expand a means of ecotourism marketing and promotion -Utilize available promotion channel for ecotourism promotion -Promote ecotourism products according to the positioning in the market -Expand market for field trip and summer-camps by youth groups and schools -Introduce SNS for small-scale stakeholders in remote areas → 	<ul style="list-style-type: none"> -Enhance and diversify the tourism brand image -Exploit the existing large market -Increase knowledge and information of ecotourism -Extend marketing and promotion to cultivate a new market -Enhance marketing and promotion for individual travelers and special interest tours 	<p>Short-Term Strategy and Action Plans: Legal and Institutional Framework Improve institutional framework for ecotourism administration</p> <ul style="list-style-type: none"> -L1 Establish coordination mechanism for collaborative and harmonized implementation of PENDE -L2 Harmonize approaches and administrative procedures for ecotourism development -L3 Review and improve human resources development programs -L4 Develop framework for sustainable ecotourism development at selected Protected Areas <p>→</p> <ul style="list-style-type: none"> -L5 Resolve the land issues at selected Protected Areas -L6 Enhance co-management agreements -L7 Enhance monitoring and evaluation activities at Protected Areas -L8 Improve capacity of officials at provincial and local levels -L9 Disseminate information about the incentives of ecotourism development -L10 Increase the number of internationally competitive ecotourism guides -L11 Introduce ecotourism certification and eco-labeling systems 	<p>Medium/Long-Term Strategy and Action Plans: Legal and Institutional Framework Enhance the high standard of ecotourism industry (The following action plans to be continued)</p> <ul style="list-style-type: none"> -L6 Enhance co-management agreements -L7 Enhance monitoring and evaluation activities at Protected Areas -L8 Improve the capacity of officials at provincial and local levels -L9 Disseminate information about the incentives of ecotourism development -L10 Increase the number of internationally competitive ecotourism guides -L11 Introduce ecotourism certification and eco-labeling systems

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Acronyms

ACESAL	Community Ecotourism Association of Salto del Limón
ACS	Association of Caribbean States
ADAVIT	Dominican Association of Travel Agents
ADEDES	Ecotourism Development Association of La Descubierta
ADEMI	Association for the Development of Small Businesses, Inc.
ADOTUR	Dominican Association of Tour Operators, Inc.
AGELE	Association of Ecotourims Guides of Lake Enriquillo
ASONAHORES	National Hotel and Restaurant Association
BBS	Bulletin Board Service
BNVP	National Development Bank of Housing and Production
BRICs	Brazil, Russia, India, and China
CAFTA	Central American Free Trade Agreement
CANARI	Caribbean Natural Resources Institute
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States
CAST	Caribbean Alliance for Sustainable Tourism
CBO	Community-based Organization
CEA	Community Ecotourism Association
CEBCE	Center for the Converstion and Eco-development of Samana Bay
CEIZTUR	Infrastructure Executing Committee in Tourism Zones
CHA	Caribbean Hotel Association
CIELO	Committee of the Initiatives for Local Ecotourism
CNC	National Competitiveness Council
CONDESPI	Council for the Sustainable Development and Promotion of the Dominican Republic
CORPHOTELS	Development Corporation of the Hotel and Tourism Development Industry
CPM	Community Participation Model
CPT	Tourism Promotion Council
CRS	Computer Reservation System
CTO	Caribbean Tourism Organization
DATE	Dominican Annual Tourism Exchange
DED	Deutschen Entwicklungsdienstes / German Development Service
DEFINPRO	Department of Development and Project Financing
DGAP	Protected Areas Management Department
DOP	Dominican Peso
DR	Dominican Republic
DSTA	Dominican Sustainable Tourism Alliance
EPENDE	Study on the National Strategic Plan for Ecotourism Development
FDI	Foreign Direct Investment
FIPA	Investment Fund for Environmental Protection
FITUR	International Tourism Trade Fair
FLQE	Fundación Loma Quita Espuela

FOROAP	National forum of Protected Areas
GDP	Gross Domestic Product
GDS	Global Distribution System
GEF	Global Environment Facility
GHG	Greenhouse Gas
HDI	Human Development Index
IADB	Inter-American Development Bank
ICT	Information and Communication Technology
IDAC	Dominican Institute of Civil Aviation
IDDI	Dominican Institute of Integral Development
IDEAC	Institute of Associative Economic Development
IFC	International Finance Corporation
IMF	International Monetary Fund
INDECOOP	Institute of Cooperative Development
INFOTEP	National Institute of Professional Technical Training
INFRATUR	National Tourism Development Trust Fund
ITB	Internationale Tourismus-Börse
IUCN	International Union for the Conservation of Nature and Natural Resources
JATA	Japan Association of Travel Agents
JICA	Japan International Cooperation Agency
JIS	Joint Implementation Structure
JST	Japanese Study Team
JWTF	JATA World Tourism Congress & Travel Fair
MDGs	Millennium Development Goals
MIGA	Multilateral Investment Guarantee Agency
NGO	Non Governmental Organization
O&M	Operations and Maintenance
ODTS	Dominican Organization of Sustainable Tourism
ONAPLAN	National Planning Office
OPETUR	Tour Operators Association of the Dominican Republic
OPT	Overseas Tourism Promotion Office
PCM	Project Cycle Management
PEDTURD	Strategic Plan for Tourism Development of the Dominican Republic
PENDE	National Strategic Plan for Ecotourism Development
PMT	Transfronteir Environmental Program
PNCS	National Systemic Competitiveness Plan
POLITUR	Tourist Police
PPP	Purchasing Power Parity
PROMIPYME	Program for the Assistance of Small and Medium Enterprises
REDEC	Enriquillo Network of Community Ecotourism Initiatives

REDOTUR	Dominican Network for Rural Tourism
SEC	Ministry of Culture
SECTUR	Ministry of Tourism
SEEPYD	Ministry of the Economy, Planning and Development
SEMARENA	Ministry of the Environment and Natural Resources
SEOPC	Ministry of Public Works
SGP	Small Grants Program
SINAP	National System of Protected Areas
SIT	Special Interest Tour
SME	Small and Medium Enterprise
SNS	Social Networking Services
SODIN	Society for the Integral Development of the Northeast
SOECI	Ecological Society of Cibao
SOEPA	Ecological Society of Paraíso
SOPDE	Society of Planning and Development
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TIA	Travel Industry Association of America
TIES	The International Ecotourism Society
TOI	Tour Operators Initiative
UGAM	Municipal Environmental Management Unit
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
URL	Uniform Resource Locator
USAID	United States Agency for International Development
WB	World Bank
WEF	World Economic Forum
WTM	World Travel Market

1 Introduction

1.1 Background and Objectives

The Dominican Republic (DR) has successfully become the largest international tourist destination in the Caribbean region through numerous public-private initiatives for tourism development focusing on large-scale beach resorts since the 1960s. However, sustainable tourism development and tourism product diversification have become the priority issues of concern in response to the increasing negative impacts of the tourism development: adverse environmental impacts due to less eco-friendly development at many large-scale beach resorts; declining competitiveness in the international tourism market due to lack of promotion of the tourism products other than the beach resorts; and limited opportunities for the local communities because most of the beach resorts are all-inclusive where few tourists opt to venture outside of the compound for a short excursion. His Excellency President Dr. Leonel Fernandez Reyna stated in his third term inauguration ceremony in August 2008, about the direction of national tourism development as follows:

“In the tourism sector we must aim to overcome, without claiming to dismiss, the pattern of all-inclusive packages in order to attract tourists willing to pay higher prices for quality services. We must diversify tourism. Instead of beach, sun and sand, in which we already have competitors, we can develop mountain tourism, adventure tourism, cruise, sports tourism, etc., as I know we are doing.”

Ecotourism has attracted a great deal of interest from many national stakeholders as a means of alternative tourism development, and a wide variety of ecotourism development projects have been implemented nationwide since the 1980s. In order to support the ecotourism development initiatives, the Government has embarked upon formulating “the National Strategic Plan for Ecotourism Development” (PENDE). In December 2006, the Ministry of Tourism (SECTUR) and the Ministry of Environment and Natural Resources (SEMARENA) agreed on joint ecotourism development and finalized an official inter-ministerial document paving the way to formulate PENDE supported by Japan International Cooperation Agency (JICA). Consequently, in July 2007, “The Study on National Strategic Plan for Ecotourism Development” (hereinafter referred to as “the Study”) was launched.

Aiming at tourism product diversification, natural resources conservation, and improved quality of life in the local communities, the Study has assisted in formulating PENDE as well as personnel and institutional capacity building at the organizations including SECTUR and SEMARENA, the local communities and the private sector, so as to attain nationwide ecotourism development jointly leveraged by public-private sectors and non-governmental organizations (NGOs).

1.2 Definitions of Terms

1.2.1 Perspectives of Ecotourism Development

Ecotourism

The term “ecotourism” was coined by Hector Ceballos-Lascurain in 1983. It became generally accepted as a concept in the early 1990s through a series of workshops and meetings among academics and development practitioners. Nowadays, ecotourism is applied and understood as a development concept, a social movement, a philosophy, a market segment, and an industry or business.

The year 2002 was designated as the International Year of Ecotourism, under the aegis of the United Nations Environment Programme (UNEP) and the World Tourism Organization (UNWTO). In May 2002, the United Nations (UN) held the Québec Summit in order to consolidate the interests of the

ecotourism stakeholders around the world. According to Québec Declaration adopted at that time, the distinguishing elements of ecotourism include:

- To contribute actively to the conservation of natural and cultural heritage;
- To include local and indigenous communities in its planning, development and operation of ecotourism activities so as to contribute to their well-being;
- To interpret the natural and cultural heritage of the destination for visitors; and
- To lend itself better to independent travelers and organized tours of small groups.

While ecotourism is understood in various ways, the perspectives of ecotourism development are classified into two types. One is “Ecotourism development for sustainable tourism” whereby natural and cultural resources are developed in a sustainable way with an appropriate environmental consideration to cater for mass tourists. The other is “Ecotourism development for environmental studies and local communities” whereby natural and cultural resources provide eco-conscious tourists with a profound opportunity for environment studies and benefit the local communities at the same time.

Ecotourism Development for Sustainable Tourism

UNWTO states the concepts and definitions of sustainable tourism development as follows:

“Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.”

In this sense, ecotourism is regarded as a blend of conservation and tourism. It aims to be sustainable with the least possible impact on the landscape and environment. From this definition, it is assumed that the ecotourism development aims to sustain the environment, socio-cultural aspects, and economy with the following principles:-

- To make optimal use of environmental resources;
- To conserve natural heritage and biodiversity thereby maintaining essential ecological processes;
- To respect socio-cultural authenticity of the communities;
- To conserve cultural heritage and traditional values;
- To contribute to inter-cultural understanding and tolerance;
- To ensure viable and long-term economic operations; and
- To provide socio-economic benefits for poverty alleviation (e.g., employment, provision of social services at the communities).

The typical ecotourism products emerged from these principles include recreation, nature, adventure, and sports tours.

Ecotourism Development for Environmental Studies and Local Communities

In 1991, the International Ecotourism Society (TIES) produced one of the earliest definitions of what is considered ecotourism:

“Responsible travel to natural areas that conserves the environment and improves the well-being of local people.”

In 1996, the World Conservation Union (IUCN) defined ecotourism as:

“...environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any

accompanying cultural features - both past and present) that promotes conservation, has low negative visitor impact, and provides for beneficially active socioeconomic involvement of local populations.”

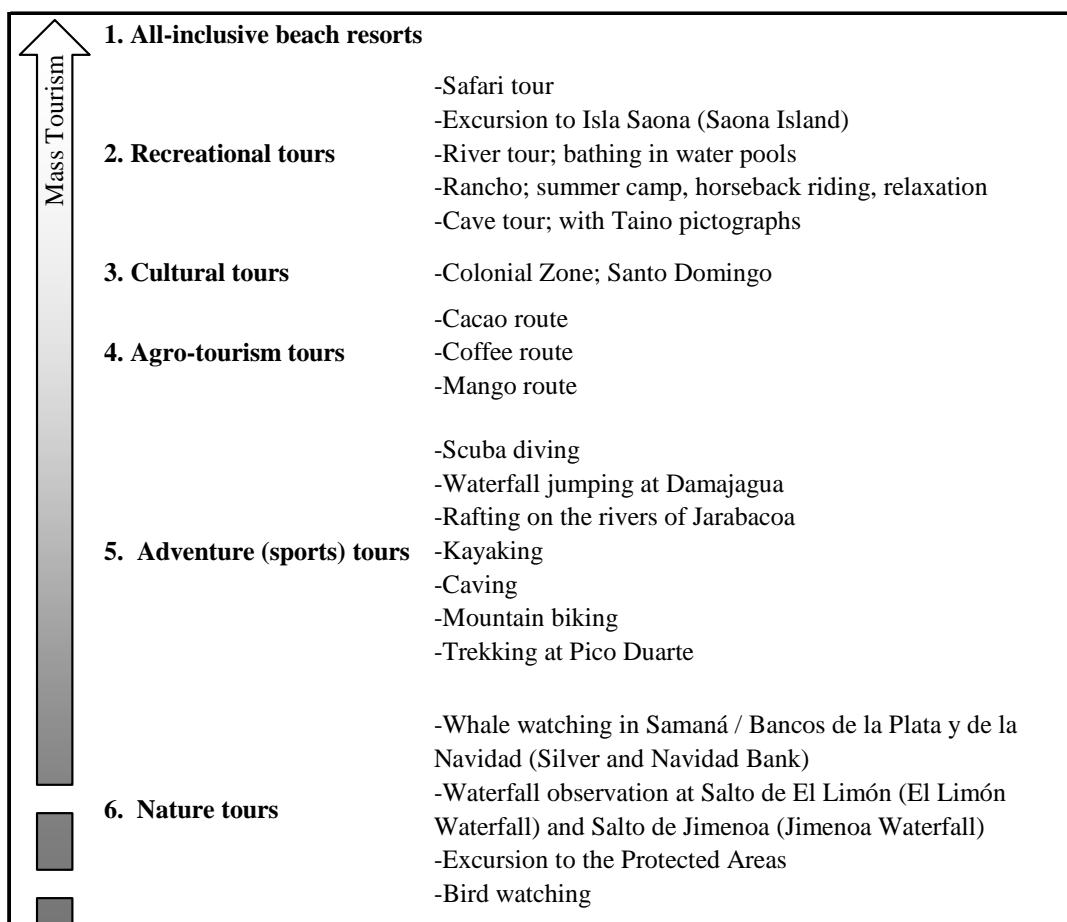
According to the above interpretations, ecotourism responds to the ecological, social and economic needs in the region, and fosters environmental and cultural understandings, appreciation and conservation. Based on the above definitions, it is assumed that the ecotourism development aims to conserve the environment and improve the livelihoods of local people and local economies with the following principles:-

- To minimize impact on environment;
- To build environmental and cultural awareness and respect;
- To provide positive experiences for both visitors and hosts;
- To provide direct economic benefits for conservation;
- To provide financial benefits and empowerment for local people; and
- To raise sensitivity to political, environmental, and social circumstances.

The typical ecotourism products emerged from these principles include ecotourism tours for environmental studies for eco-conscious tourists. This type of ecotourism requires highly trained tour guides and carefully considered programs supported by environmental knowledge.

Ecotourism Development Practices

Many ecotourism activities are influenced by the two perspectives as stated above, and a wide variety of ecotourism practices are covered in the Study. The typical ecotourism activities in the DR are listed in Figure 1.1. All-inclusive beach resort is a special product segment for mass tourism. Many of these ecotourism activities are offered at all-inclusive beach resorts as optional tours.



Source: JICA Study Team

Figure 1.1 Ecotourism Product Segments

1.2.2 Ecotourism Factors and Development Components

Ecotourism Factors

In the Study, it is assumed that ecotourism consists of three factors: “Tourism Resources and Environment”; “Communities and Local Residents”; and “Tourists and Economy”. The President’s inauguration speech referred to these factors as issues of consideration for tourism development:

“We must integrate the tourism development of communities, so that the benefits of tourism are more widespread. We must continue to expand all kinds of infrastructure necessary for the consolidation of the different poles and have proper land use planning. We must continue our current levels of promotion and develop the country for disseminating the image of the Dominican Republic.”

Development Components

Furthermore, the Study assumed four development components to improve these ecotourism factors. The development components were applied at each stage of the Study, i.e., the situation analysis, the pilot projects, identifying the key points for development, and proposing development strategies and action plans.

- “Product Development”: in relation to utilization/conservation of “Tourism Resources and Environment”
- “Community Participation”: in relation to capacity building of “Communities and Local

Residents”

- “Marketing and Promotion”: in relation to stimulation of “Tourists and Economy”
- “Legal and Institutional Framework”: in relation to sustain three ecotourism factors

Figure 1.2 illustrates the relationship among the ecotourism factors and the development components.

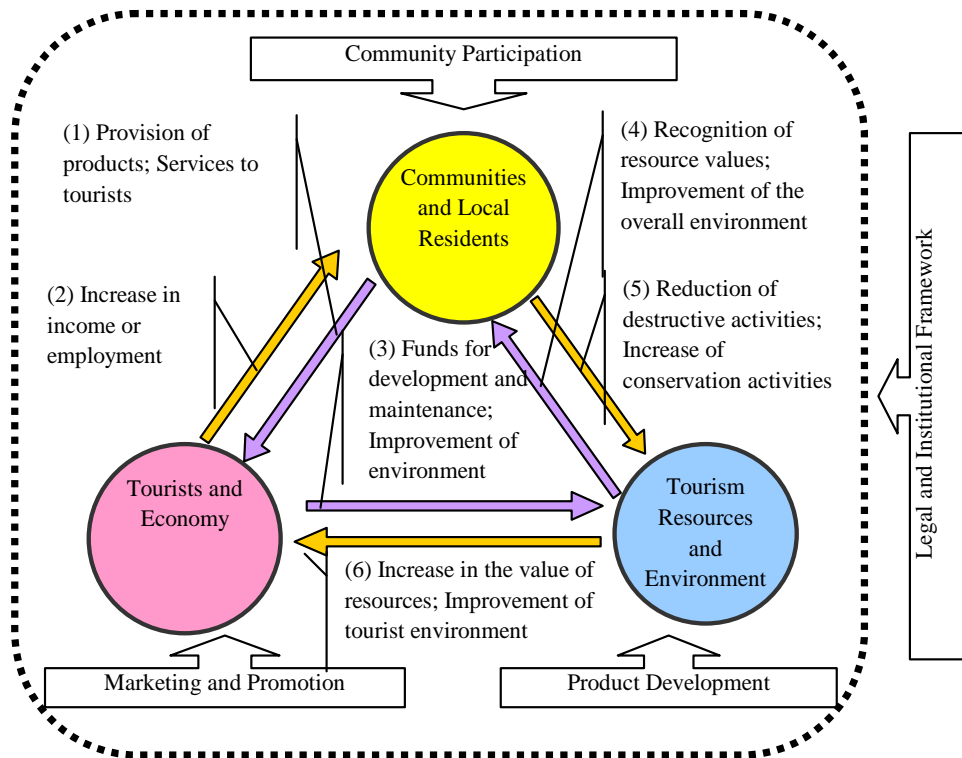


Figure 1.2 Ecotourism Factors and Development Components

1.3 Methodology

1.3.1 Study Team

A counterpart team was formed by the officials chosen from SECTUR and SEMARENA, while a consultant team consisted of experts dispatched by JICA. The consultant team is referred to as the Japanese Study Team (JST). A joint JICA Study Team was formed by the two teams to discuss the issues arisen during the Study. The JICA Study Team has cultivated a relationship through face-to-face meetings and video-conferencing. Some members of the counterpart team participated in all activities held across the nation, including reconnaissance trips and participatory workshops. The list of JICA Study Team members is attached in Appendix I.

1.3.2 Study Approach

The Study consisted of the following tasks: analysis of existing situation and pilot projects implementation to identify the key points for development; proposals for national ecotourism vision and development strategies; and proposals for action plans necessary to realize the ecotourism vision.

The main report consists of five parts. The scope and approach were set and general conditions surrounding socioeconomics and tourism sector were summarized as a ground of the Study. See Chapters 1 and 2 for more details.

In the beginning of the Study, the situation analysis was conducted to depict the current status of ecotourism at the field level. Three stages of regional workshops, two national conferences and a roundtable discussion were held, followed by a SWOT analysis to understand the collective views of the diverse base of nationwide stakeholders and identify the major issues classified by the development components. In addition, an empirical study was conducted in the form of pilot projects, which provided the lessons learned from practice. The key points for development were then identified based on the major issues and the lessons. See Chapters 3-8 for more details. Chapters 3 to 6 explain the situation analysis by four development components. Chapter 7 summarizes the outline and lessons of the pilot projects. Chapter 8 provides key points for development obtained from results of previous chapters.

The ecotourism vision was proposed to depict the ideal state of national ecotourism in the future following the analysis. The ecotourism development strategies were proposed to attain the ecotourism vision, and in consideration of the feasibility short-term strategies towards year 2014 and medium/long-term strategies towards year 2020 were formulated respectively. See Chapter 9 for more details.

Consequently, action plans were proposed to identify the specific ecotourism development activities necessary to realize the ecotourism vision. See Chapters 10-14 for more details. Chapters 10 to 13 propose the action plans by four development components at the national level. Chapter 14 specifies the proposed action plans at a regional level.

Finally, implementation plan, including the structure, steps, and sequencing of actions, as well as potential funding sources and relevant human resource allocation, was considered as recommendations. See Chapter 15 for more details.

2 Socioeconomics and Tourism Sector

2.1 Socioeconomic Situation

2.1.1 Economy

Economy Trend

With close proximity to the mainland of the United States and having recently signed the Dominican Republic - Central America Free Trade Agreement (DR-CAFTA), the DR is poised for rapid economic growth and development. It has made significant strides to integrate into the globalized economy since the 1990s. In particular, the national economy experienced considerable expansion during the 1992-98 and 2000-02 periods, thanks to the macroeconomic stability and influx of foreign investment.

In 2003, however, the Gross Domestic Product (GDP) shrunk by 5% and inflation reached 27% as a result of a severe banking crisis. An erosion of confidence and capital flight caused about 50% depreciation of the local currency and about 30% reduction of real incomes. This caused a sharp increase in poverty as the percentage of the population classified as poor increased from 22.1% in 2000 to 35.3% in 2004. With the advent of a new administration and an IMF-sponsored policy of fiscal and financial discipline, GDP growth rates climbed to 9.3% in 2005. The Central Bank reports that, despite climbing oil prices, the year 2007 closed with a GDP growth rate of 8.5%.

Industry

The national economy is largely dependent on the services sector and remittances from abroad. In the last two decades, the services sector has replaced agriculture as the main provider of employment principally due to the growth and development of tourism sector and introduction of free-trade zones. The agriculture sector remains the most important sector in terms of domestic consumption and places the second in exports after mining.

Foreign Investment

The foreign investment increased by 16% in 2006. The tourism sector recorded US\$544 million in 2005; approximately 86% of all hotel rooms are owned or managed by foreign investors as shown in Table 2.1.

Table 2.1 Origin of Investors of Major Hotels

Country	Rooms	Hotels
Spain	33,172 (66.2%)	76 (51.7%)
Dominican Republic	6,930 (13.8%)	28 (19.0%)
United States	3,926 (7.8%)	13 (8.8%)
Italy	1,881 (3.8%)	7 (4.8%)
France	719 (1.4%)	3 (2.0%)
Canada	820 (1.6%)	4 (2.7%)
Other Countries*	778 (1.6%)	3 (2.0%)
Unidentified	1,896 (3.8%)	13 (8.8%)
Total	50,122	147

*Includes Austria, Germany and El Salvador.

Source: ASONAHORES

The DR has one of the most liberal and attractive legal frameworks for foreign investment in the Caribbean region¹: no restriction on repatriation of capital and dividends; free access to foreign

¹ World Bank Group/Multilateral Investment Guarantee Agency,
http://www.fdi.net/opportunities/infm_resource.cfm?infd=200&srcpg=7&countrynum=60.

currency through the Central Bank and local banks; affiliation with the Multilateral Investment Guarantee Agency (MIGA) to protect from non-commercial risks; simplified company name registration; online tax registration system, exemption of consular notarization of import documents; and new reforms of the registry.

2.1.2 Demography and Society

Population

According to the 2002 census, the population of Distrito Nacional (National District) including the capital of Santo Domingo was 2,731,294. Santiago de los Caballeros is the second most populous city with more than 700,000 inhabitants. Other cities of importance are San Cristóbal, La Romana, San Pedro de Macorís, San Francisco de Macorís, La Vega, San Juan, Barahona and Puerto Plata. Some 70% of the populations live in urban areas.

Basic Human Needs and Poverty Alleviation

According to the 2002 Demographic and Health Survey, 81.1% of inhabitants had access to water, while 37.4% had internal plumbing and 43.7% had external plumbing, respectively. 92.3% of households had electricity. With regard to the Human Development Index (HDI) of the United Nations Development Programme (UNDP), the DR ranked 94th in the world, 26 places behind the GDP per capita income measured by the Purchasing Power Parity (PPP) of US\$7,020. The DR spends only 2.5% of GDP for education and 1.8% for health services, which is far below its neighbors.²

The World Bank (WB) reports illustrated recent improvements of social indicators in the nation: infant mortality; life expectancy; primary school enrolment; and access to safe water. However, it also warns that, “although the Dominican Republic is on track for meeting many of the Millennium Development Goals (MDGs), under the current conditions it is unlikely to achieve the goals related to the eradication of hunger, improvement of child and maternal health, and environmental sustainability by 2015.”³ The UNDP also concluded that economic growth has excluded the poor people from its benefits and the DR still lags seriously behind in its fight to eradicate poverty.⁴

According to the WB, about 30% of the population between the years of 1999 and 2005 were living in situations of extreme poverty.⁵ Figure 2.1 illustrates the distribution of families below the poverty line. The DR has a formidable challenge to reduce poverty which the ecotourism development must address. Ecotourism can contribute to fighting poverty in the priority areas where some of the most prominent Protected Areas are located.

² *Guía País. República Dominicana*, Oficina Económica y Comercial de la Embajada de España en Santo Domingo, 2006.

³ <http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/DOMINICANEXTN/0,,menuPK:337779~pagePK:141132~piPK:141107~theSitePK:337769,00.html>

⁴ <http://portal.unu.org.do/interfaz/main.asp?Ag=27&CategoriaNo=266&did=1114&pid=983&N=4>

Other sources consulted for this section include the following:

Economist Country Briefings:

<http://www.economist.com/countries/DominicanRepublic/profile.cfm?folder=Profile%20Economic%20Structure>;

World Bank Group: <http://www.doingbusiness.org/>; Infoplease: <http://www.infoplease.com/ipa/A0107475.html>;

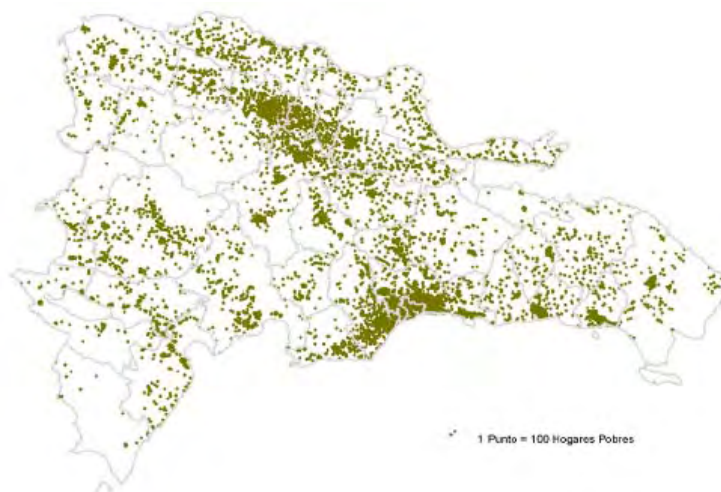
http://www.fias.net/ifcext/fias.nsf/Content/FIAS_Projects_Latin_America_the_Caribbean;

http://www.fdi.net/opportunities/infm_resource.cfm?infid=20&srcpg=6&countrynum=60

U.S. State Department: <http://www.state.gov/r/pa/ei/bgn/35639.htm>;

CIA's World Factbook: <https://www.cia.gov/library/publications/the-world-factbook/geos/dr.html>

⁵ Melo, Ana, Brandão, Anderson, Lora, Jacqueline, Siles, Patricia, Hobbs, Jason, *A Comparative Analysis of the Design and Implementation of CCTs in LAC*, The World Bank, 2007.



Source: ONAPLAN, “Estrategia para la Reducción de la Pobreza en la Republica Dominicana”, 2003

Figure 2.1 Distribution of Families below the Poverty Line

2.2 Tourism Sector

2.2.1 Tourism in Caribbean Region

Competitor Analysis

The growth of international arrivals to Caribbean region from 2002 to 2007 was 20.6%, which was lower than the world average of 26.7%, as shown in Table 2.2.

Table 2.2 International Tourist Arrivals by Region

Region	Unit: millions						5 years' growth
	2002	2003	2004	2005	2006	2007	
World	709	697 (-1.7%)	766 (9.9%)	802 (4.7%)	842 (5.0%)	**898 (6.7%)	189 (26.7%)
Americas	116.7	113.1 (-3.1%)	125.1 (10.6%)	133.2 (6.5%)	136.0 (2.1%)	142.1 (4.5%)	25.4 (21.8%)
Caribbean	16.0	17.0 (6.3%)	18.2 (7.1%)	18.8 (3.3%)	19.4 (3.2%)	19.3 (-0.5%)	3.3 (20.6%)
South America	12.7	13.7 (7.9%)	16.0 (16.8%)	18.2 (13.8%)	18.9 (3.8%)	20.2 (6.9%)	7.5 (59.1%)
Europe	407.4	408.6 (0.3%)	425.6 (4.2%)	438.3 (3.0%)	456.9 (4.2%)	480.1 (5.1%)	72.7 (17.8%)
Asia & Pacific	126.1	114.2 (-9.4%)	145.4 (27.3%)	155.4 (6.9%)	167.4 (7.7%)	184.9 (10.5%)	58.8 (46.6%)
Africa	29.5	30.7 (4.1%)	33.3 (8.5%)	37.3 (12.0%)	40.9 (9.7%)	44.2 (8.1%)	14.7 (49.8%)
Middle East	29.2	30.0 (2.7%)	35.9 (19.7%)	38.3 (6.7%)	40.7 (6.3%)	46.4 (14.0%)	17.2 (58.9%)

** Figures depend on the First Version of the World Tourism Barometer (January 2008).

Source: UNWTO World Tourism Barometer

Table 2.3 shows the competitiveness rankings in the World Economic Forum (WEF) Travel and Tourism Competitiveness Report 2007. The DR is ranked 50th out of 124 countries surveyed. In addition to the nations listed in the table, Cuba, the Bahamas and Puerto Rico are also strong competitors in the Caribbean region.

Table 2.3 Travel and Tourism Competitiveness Ranking

Criteria	DR	Costa Rica	Jamaica	Mexico	Barbados
Overall Ranking (out of 124 countries)	50	41	48	49	29
1) Regulatory framework	51	39	49	48	31
-Policy rules and regulations	14	17	3	48	27
-Environmental regulations	72	35	67	47	42
-Safety and security	87	67	111	104	35
-Health and hygiene	79	50	67	49	32
-Prioritization of T/T strategies	18	34	10	29	11
2) Business environmental and infrastructure	71	52	59	57	36
-Air transport infrastructure	63	44	47	32	53
-Ground transport infrastructure	71	93	57	62	41
-Tourism infrastructure	39	36	64	47	42
-ICT* infrastructure	79	45	44	60	25
-Price competitiveness in T/T	104	42	95	80	33
3) Human, Culture and Natural resources	29	20	36	50	17
-Human resources	57	28	39	50	42
-National tourism perception	21	39	15	91	2
-Nature and culture resources	45	28	76	29	68

*ICT= Information and Communication Technology, T&T= Travel and Tourism

Source: Travel and Tourism Competitiveness Report 2007, World Economic Forum

According to JST's survey of tour operators, Mexico and Jamaica are identified as the most powerful competitors. Mexico received almost 20 million tourist arrivals from the United States in 2006, thanks to its geographical proximity, product diversity, frequent air flights, well-equipped hotels, and well-established brand image in the international tourism market. In particular, Cancun is a strong competitor with its nearby attractive Mayan monuments and world-class transparent sea in Cozumel.

Since it has promoted an image of "sun and beach" destination in the international tourism market, the DR will also find it necessary to compete with beach resorts outside the Caribbean region (e.g., Balears Islands in Spain, the Aegean Islands in Greece).

Most analysts agree that the DR will be more attractive tourism destination if the political condition is improved in neighboring Haiti to diversify options for tourists. As for the rest of the Caribbean countries, the national tourism industry has drawn an increasing number of intraregional visitors. However, analysts agree that tourist traffic to the DR from those countries will continue to be insignificant for the foreseeable future, because of transportation bottlenecks and cultural differences.

Regional Tourism Institutions

To encourage further tourism development, the DR may seek assistance of a number of regional institutions or organizations. The most prominent institution is Caribbean Tourism Organization (CTO). It has provided technical assistance to the member states through "Caribbean Regional Sustainable Tourism Development Program" of the Caribbean Forum of African, Caribbean and Pacific States (CARIFORUM) and other means. The program is jointly sponsored by the Caribbean Hotel Association (CHA).

The Association of Caribbean States (ACS) has a tourism unit to promote the "Convention Establishing the Sustainable Tourism Zone of the Caribbean". Though signed by member countries in

1994, it has yet to be ratified by the parliaments of a majority of the signatories. The Caribbean Alliance for Sustainable Tourism (CAST) has promoted the sustainability of various industries involved in tourism.

2.2.2 Destinations

Major Tourism Areas

Table 2.4 shows the major tourism areas in the DR. The all-inclusive beach resorts have generated a very vigorous market for one-day tours to neighboring natural attractions.

Table 2.4 Major Tourism Areas

Area	Descriptions
North Coast (Puerto Plata etc.)	Mainly mass tourism. Tourists from this area practice ecotourism in the Jarabacoa and Pico Duarte areas.
Northern Inland (Jarabacoa)	This area is known as the birthplace of ecotourism, and advanced ecotourism is found.
North Coast (Samana)	Communities provide tourist guides to nature tours from beach mass tourism sites.
Southwest	The region has a biosphere reserve, and nature conservation is required.
Santo Domingo	The old colonial city is designated as a World Heritage Site.
South Coast (Boca Chica etc.)	A mecca of beach mass tourism. Ecotourism is limited to tours into caves. Many tours to Isla Saona (Saona Island) take off from here.
Eastern Coast	Del Este (Eastern) National Park hosts Isla Saona tours.

Source: JICA Study Team

Airports and Ports

There are several international airports and ports on the coastal areas and the capital as shown in Table 2.5 and 2.6. There is also a new international airport in Samaná which started operation in January 2007.

Table 2.5 International Visitor Arrivals at Major Airports in 2006

Airport	International	Domestic	Total
Las Américas	619,666	335,424	955,090 (24%)
General Gregorio Luperón	605,082	13,975	619,057 (16%)
Punta Cana	1,720,856	7,743	1,728,599 (44%)
Punta Aguila	233,212	7,065	240,277 (6%)
Cibao	153,005	258,134	411,139 (10%)
Total	3,331,821	622,341	3,954,162

Note: Excludes Dominican Residents

Source: ASONAHORES, JICA Study Team

Table 2.6 Passenger Arrivals at Major Ports in 2006

Port	Passenger
Santo Domingo	70,372 (23%)
Puerto Plata	277 (0%)
La Romana	181,330 (60%)
Samaná	51,510 (17%)
Total	303,489

Source: Central Bank, JICA Study Team

Accommodations

The accommodation rooms in La Altagracia province account for about 44% as shown in Table 2.7. Santo Domingo and Distrito Nacional (National District) are the most populated areas and contain the largest number of accommodation rooms. The area is also the most potent source of domestic visitors.

Table 2.7 Accommodations in 2006

Province	Rooms	Establishment*
Santo Domingo/Distrito Nacional	6,520 (10.3%)	125 (18.0%)
San Pedro de Macorís	3,623 (5.7%)	36 (5.2%)
La Altagracia	28,028 (44.3%)	77 (11.1%)
Samaná	2,959 (4.7%)	70 (10.1%)
Puerto Plata	16,026 (25.4%)	172 (24.7%)
Others	6,050 (9.6%)	215 (30.9%)
Total	63,206	695

Note: * Reference figures (preliminary figures)

Source: Central Bank, ASONAHORES, SECTUR, JICA Study Team

2.2.3 Tourism Industry⁶

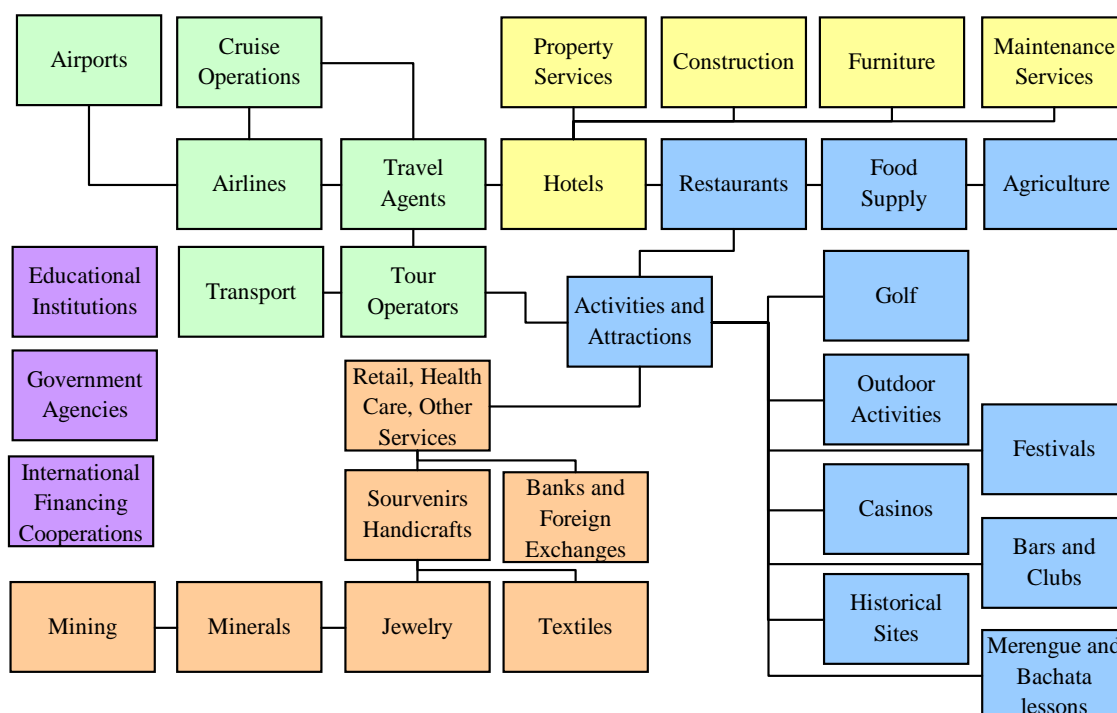
Industry Overview

As the leading foreign exchange earner in the nation, the tourism sector contributed US\$3.8 billion in income in 2006, generating approximately 20% of all fiscal revenues and 12.5% of the GDP. The nation received almost 3.5 million foreign air arrivals in 2006, and the tourist traffic increased by an average of 7.14% per year during the 2002-06. In 2007 with strong growth surpassing 7%, the tourism industry accepted nearly 4 million visitors.

With a hotel room inventory in excess of 60,000, the DR is the largest Caribbean tourist destination by far. It is no surprise that the tourism development has contributed to a boom in beach land prices and in certain niches of agricultural production (e.g., vegetables, dairy products).

The rapid growth of the tourism industry has been credited mostly to all-inclusive beach resorts featuring “sun and beach” and competitive prices within the Caribbean region. Recent spontaneous developments point toward a more diversified product range: marinas; golf; residential and mountain lodges; large-scale resort complexes; luxurious hotels; and boutique hotels. Figure 2.3 shows the productive activities involved in the tourism sector.

⁶ The main sources for this section include: Consejo Nacional de Competitividad, *Plan Nacional de Competitividad Sistémica de la República Dominicana*, Santo Domingo, 2007; Lieb, Manfred, *Dominican Republic: Approaches Towards a Sustainable Tourism Development*, University of Applied Sciences, Germany, November 2001; Vial, J., Brown, M., Seward, J., *Enhancing Competitiveness of Tourism in the Dominican Republic*, Harvard Center for International Development/ Fundación Global Democracia y Desarrollo, Cambridge, Octubre 2002; Barrera, B., Gjurgilova, P., Rabinovitz, S., Suemori, H., *Tourism in the Dominican Republic*, MOC Project Paper, May 2007; World Travel and Tourism Council/Accenture, *Dominican Republic Travel and Tourism: Navigating the Path Ahead*, London 2007 (see also its Data File at http://wtcc.travel/download.php?file=http://www.wtcc.travel/bin/file/original_file/v7dominicanrepublic.xls).



Source: Barrera, B. et. Al. al. al., Ibid, p.12.

Figure 2.2 Tourism Cluster

2.2.4 Major Markets

International Market

Table 2.8 shows the major international source markets. The international tourist arrivals are dominated by these seven countries, comprising nearly 82.8% of all visitors. The major source market countries have favorable growth, except Germany. There is a conspicuous tendency for the tourists from the United States (530,230, 48.2%) and Canada (358,759, 60.6%) to arrive at Punta Cana Airport⁷, as they are motivated by the setting and activities at beach resorts in Punta Cana.

Table 2.8 International Tourist Arrivals

Source Market Country	Unit: Millions					
	2002	2003	2004	2005	2006	2007
United States	711	877	933	1,010	1,092	1,100
Canada	313	413	449	427	509	592
France	242	38	300	310	306	278
United Kingdom	146	172	198	220	243	220
Germany	241	243	233	234	227	215
Spain	136	202	228	256	274	267
Italy	114	135	124	134	144	140
Total	2,296	2,758	2,873	3,088	3,342	3,398

Source: Central Bank, 2007

⁷ From statistics of the Central Bank, Punta Cana International Arrivals in 2007

In 2006, the Central Bank conducted a visitor survey at five major international airports. The survey took an exit poll of 7,650 departing passengers in order to understand the reasons to choose the DR as their holiday destination. As shown in Table 2.9, many respondents answered “Beach Quality” and “Climate” as the primary reason to visit the DR, and it clearly demonstrates “sun and beach” image of the DR.

Table 2.9 Reasons to Choose the DR as the Destination

Country	Beach Quality	Climate	Repeater	Prices	Hospitality	Calm	Natural Resource	Cultural Resource	Night Life	Others
U.S.	28.1%	11.5%	25.9%	5.8%	5.9%	3.7%	0.9%	0.9%	0.7%	16.6%
Canada	29.8%	29.0%	12.2%	10.0%	5.1%	3.8%	1.5%	0.7%	1.2%	6.7%
France	43.7%	21.6%	8.8%	5.7%	4.2%	7.2%	1.0%	2.1%	2.0%	3.7%
U.K.	31.3%	40.2%	5.4%	11.5%	1.9%	2.2%	0.3%	0.2%	0.2%	6.8%
Germany	45.3%	27.1%	3.3%	7.6%	1.8%	7.2%	0.2%	2.3%	1.8%	3.4%
Spain	55.4%	9.1%	7.8%	3.2%	4.7%	0.6%	1.7%	3.4%	2.5%	11.6%
Italy	38.8%	15.4%	13.9%	3.6%	3.8%	1.0%	17.4%	0.3%	0.7%	5.1%
Total	33.5%	18.1%	17.9%	6.4%	5.0%	4.4%	1.6%	1.2%	1.0%	10.9%

Source: Central Bank, 2006

The United States

Travel Industry Association of America (TIA)⁸ reports illustrated the United States market as follows:

- Baby boomers generated the highest travel volume in the United States. (259 million trips).
- Mature Americans have more financial power and free time.
- One-half of the adults have taken an adventure trip in the past five years.
- Adventure travelers are more likely to be young, single, and employed.
- Nature parks are one of their favorite attractions.
- Hiking is the most popular outdoor activity (53% of outdoor activities).
- American travelers tend to be quite computer savvy, with two thirds (65%) of the 98.3 million travelers online, using the Internet to make travel plans in 2004.

The average daily expenditure is extremely high at approximately three times the average expenditure of international tourists in the DR (US\$102.72).⁹

Canada

Travel Activities and Motivations Survey¹⁰ illustrated the Canadian market as follows:

- The United States is the top destination visited by Canadians, followed by Europe and the Caribbean.
- 38% of Canadian travelers regularly browse travel websites to get information.
- More than 80% of Canadian travelers depend on the advice of friends, relatives and travel agents.
- Safety (66%) and health (50%) are the important factors when they choose the destination.
- More than 6 millions (29%) visited nature parks.

According to the statistics from the Central Bank, Canadian tourist arrivals increased to 323,000 (63.5%) in the winter season (December to March).

France

“Compendium of Tourism Statistics” by UNWTO¹¹ illustrated the French market as follows:

⁸ <http://www.tia.org/Travel/TravelTrends.asp>

⁹ “Informe Estadístico Turismo RD 2006” by Central Bank

¹⁰ <http://www.tourism.gov.on.ca/>

- Europe accounts for 69% of all French destinations, with Spain (15%) followed by Italy (10.5%) being the major contributors. This trend is progressively changing as long-haul destinations are becoming popular.
- French travelers prefer to take individual “à la carte” holidays.
- Tour operator customers are few (15%) among French travelers.
- They are becoming increasingly interested in “bio” and nature tourist products.
- “Fun-in-the-sun” packaged tours are equally popular.

With an individualistic mindset, many French prefer independent excursions. Due to their five weeks of paid vacation mandated by law, they spare no pains in planning a long-haul trip.

United Kingdom (U.K.)

“National Statistics 2008”¹² illustrated the U.K outbound tourists as follows:

- In 2005, U.K residents made a record 66.4 million visits abroad, up 4% from the year before.
- 43% of visits were packaged tours.
- Four-fifths of all visits abroad made by U.K. residents were to Europe.

On popular online travel sites such as Expedia.co.uk, Caribbean countries including Barbados and Jamaica are promoted as “classic” destinations, where English is an official language. However, the language is not the main motivator for many U.K. tourists. The above results indicate that there is a strong tendency for the U.K. tourists to prefer packaged tours, which are provided by major tour operators such as TUI Travel, First Choice and My Travel.

Germany

According to face-to-face interviews with a German hotelier in the DR, there has been a considerable decrease in German tourists, which is thought to be the consequence of several deficiencies in tourism in the DR as perceived by many German tourists. Such deficiencies included:

- Price increases in airfare to the DR.
- A somewhat drab image of “Sun, Sea and Sand” destinations.
- Lack of promotion, especially focused on nature and biodiversity.
- Disregard for traditional trends among many German tourists, where a rising influence among new generation has seen a shift towards non-beach activities (e.g., rafting, bush-walking, and wildlife watching).

German tourists spend the highest outbound expenditure (US\$74.8 billion in 2006)¹³ in the world. The decrease in the DR was most noticeable in Puerto Plata where German tourist arrivals decreased by almost 90,000 from 2001 to 2006.¹⁴

Spain

A report by the Ministry of Industry of Spain¹⁵ illustrated Spanish tourists as follows:

- 10.7 millions Spanish tourists took overseas travel in 2006.
- The main purpose of travel was leisure (55.0%), followed by visiting friends and relatives (21.4%).
- Some 8.3 million tourists (77.2%) went to Europe, followed by America (12.4%) and South America (10.2%). The DR, representing 2.0% of all tourists, surpassed Mexico at 1.5% of all tourists.
- 19.7% of tourists contracted packaged tours, 18.2% bought through a travel agent.
- 60.7% of leisure trips were motivated by a cultural site.

¹¹ By special report “The French Ecotourism Market”, published in 2002.

¹² <http://www.statistics.gov.uk/pdfdir/trends1106.pdf>

¹³ UNWTO World Tourism Barometer, http://www.unwto.org/facts/eng/pdf/barometer/unwto_barom07_2_en_excerpt.pdf

¹⁴ Statistics of Central Bank of Dominican Republic (Tourist arrivals by air, according to nationalities)2000-2007

¹⁵ <http://www.iet.tourspain.es/Informes/Documentacion/familitur/Familitur2006.pdf>

It is expected that the DR has an advantage in this market by its historic and linguistic heritage and background.

Italy

The Ecotourism Report published by UNWTO illustrated the Italian market as follows:

- Italians prefer Europe as a foreign destination (e.g., France, Germany, and Spain).
- Pleasure and amusement are the main motivations for Italian tourists, accounting for 68.5% of all trips.
- Italians are progressively decreasing the length of their holidays.

One reason for the highest rate of repeat visitors among European countries can likely be traced to the fact that a “vacation club” system, common to Italians, offers low cost packaged tours to the DR.

2.2.5 Challenges

Many analysts warn that the DR is now faced with the need to diversify its markets and increase the competitiveness in the international tourism market. An alleged lack of state policy on sustainable development of the tourism sector and on the promotion of its competitiveness is blamed for the continuing deterioration of tourism infrastructure and environmental conditions.¹⁶ It is also thought that the national tourism should reduce its dependency on the enclave, tour-operator, and all-inclusive beach resorts to enhance its benefit to more stakeholders including the local communities.¹⁷

The tourism industry is challenged on numerous fronts to improve its product offering. The most urgent needs concern: i) lack of basic infrastructure services (e.g., roads, wastewater and solid waste disposal systems, water supply systems, sanitation); ii) inefficient bureaucratic processes; iii) safety and health issues; iv) tax issues (both for operations and property); and v) foreign exchange rate issues. In October 2008, it was announced that the Strategic Center for Tourism Development would be created and tasked with conducting research on key topics.

With respect to environmental degradation caused by the tourism industry, the most common complaints are:¹⁸ i) deteriorating water quality and reef damage; ii) silt and pollutants into coastal waters; iii) shoreline construction, dredging, and coral reef damage; iv) deforestation and soil erosion; and v) destruction of wetlands, important as fish nurseries and wildlife habitat.

2.2.6 Emerging Trend

“New Tourists”

New Tourists is the generic name applied to the changing demand. Figure 2.4 is taken from Lieb’s study,¹⁹ which is useful as some items are still applicable in explaining recent trends in global demand for ecotourism. The important role of marketing is to anticipate these changes with accuracy and to take prompt actions to increase benefits for the national tourism sector.

¹⁶ IADB – Program for the Development of Competitive Advantages – *Innovation Loan DR-0152*, pp.2–6.

¹⁷ Consejo Nacional de Competitividad, *Ibid*, pp. 67–77.

¹⁸ Lieb, M., *Ibid*, p.141.

¹⁹ Prof. Dr. Manfred G. Lieb used this concept in his study for Dominican Republic, “Approaches towards a Sustainable Tourism Development”.

More Experienced	<ul style="list-style-type: none"> -More travel experience -Quality conscious -Better educated -Newcomers quick to learn -More fun and adventure -More variety Special interests
Changing Values	<ul style="list-style-type: none"> -From having to being -Just for the fun of it -Sensitive to environment -Appreciate differences -High touch -Search for the real and natural
Changing Lifestyles	<ul style="list-style-type: none"> -Flexible work hours -More income -More free time -Healthy living -More frequent short breaks -Travel is a way of life
Changing Demographics	<ul style="list-style-type: none"> -Empty nesters -Aging population -Smaller households -More singles and couples -DINKS -YUPPIES
More Flexible	<ul style="list-style-type: none"> -Spontaneous -Hybrid consumers -Unpredictable -Less holiday planning -Changing booking behavior
More Independent	<ul style="list-style-type: none"> -Consumers want to be in charge during their free time -Risk-taking -Want to be different from the crowd

Figure 2.3 Characteristics of New Tourists

Baby Boomers

The international tourists visiting the DR are comparably young. In 2006, some 1,122,458 tourists (33.6%) were between the ages of 21-35, and 936,453 tourists (28.0%) were between the ages of 35-49²⁰, while 723,502 tourists (21.6%) were the age of 50 or older. Some baby boomers are bound to visit the DR in order to take back control of their own life after suffering “time poverty” - i.e., the lack of personal time, while working for several decades. This segment is now around 60 years old and for the most part, still active to travel around. Other than sunbathing which may cause skin cancer, they may be attracted to alternative attractions surrounding beach resorts (e.g., well-equipped beach resorts, golf).

BRICs (Brazil, Russia, India, China)

BRICs are the highly potential international tourism markets because of rapidly emerging economies and large population. As for Russia, India and China, the geographical distances are the obstacle to

²⁰ Statistics of Central Bank of Dominican Republic, 2006

attract the tourists from these nations. Brazil, although in a fortuitous geographical position, already has well-known beach resorts in places like Copacabana and Ipanema. Therefore, in all of the BRIC countries it is necessary to develop non-beach tourism demand.

Nature-Oriented

The nature-oriented and eco-conscious activities are increasing especially among the tourists from developed countries. The international tourism is heading towards a quest for the last piece of “unspoiled nature” that scarcely remains in the world. If the national tourism receives an unfavorable reputation for “polluted nature,” it could incur significant damage.

Climate Change

The Davos Declaration²¹ of UNWTO stipulated that the tourism sector must rapidly respond to climate change within the evolving UN framework and progressively reduce its Greenhouse Gas (GHG) contribution if it is to grow in a sustainable manner. In the long-term, climate change will be a major concern for the international tourism and may decisively influence the DR. Global warming may change the trends of tourists from northern climates, such as Canada, Germany, and the U.K., who are now motivated to visit the DR to avoid the severe climates of their home countries in winter.

Health and Safety

There is a great deal of concern about health and safety, as the media coverage of disasters and tragedies occurring worldwide inevitably create a negative image for potential tourists. To ensure the safety of tourists, the Tourist Police (POLITUR) is deployed in every major tourism pole of the nation to protect the tourists against crime. The promotion of health, through the provision of organic food products or pure potable water, should be an important subject for both the public and private sectors in products and promotion.

Website: Technology and Distribution-Channel Change

The increasing number of Internet users is astounding. This promotion-related matter will be examined in a later section.

²¹ <http://www.unwto.org/pdf/pr071046.pdf>

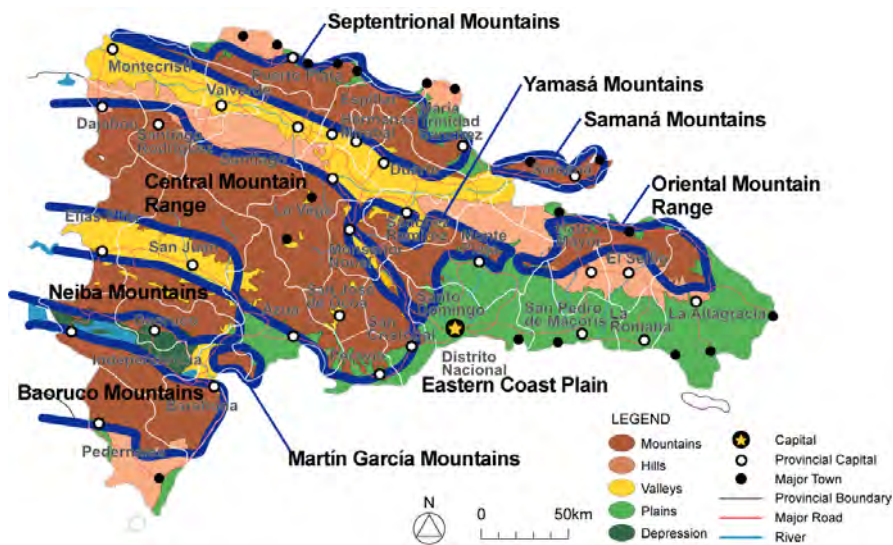
3 Situation Analysis: Product Development

3.1 Situation Analysis

3.1.1 Geographical Aspects

Topography

The nation is subdivided by the eight mountain ranges as illustrated in Figure 3.1. The largest plain is the Eastern Coastal Plain, which lies in the southeast of the nation, and a narrow plain runs along the coastline along the North Atlantic coast and the Southwest Caribbean coast.

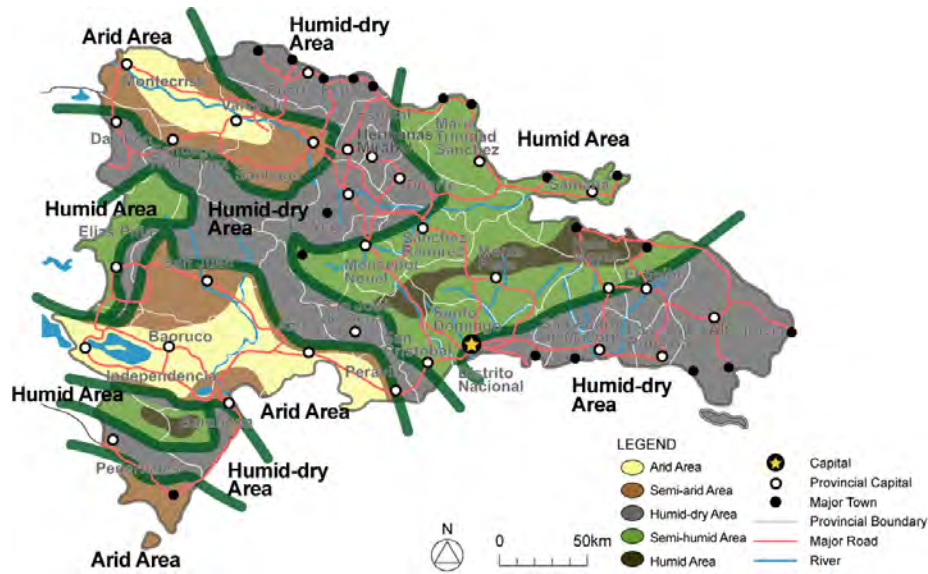


Source: JICA Study Team, Atlas de Los Recursos Naturales de La República Dominicana (SEMARENA)

Figure 3.1 Topography

Climate

Dry and humid zones are found in the nation as illustrated in Figure 3.2. The dry provinces of importance are Independencia, Bahoruco, Peravia, Monte Cristi, and Valverde. The humid provinces of importance are Pedernales, Hato Mayor, Monte Plata, and San Cristóbal.

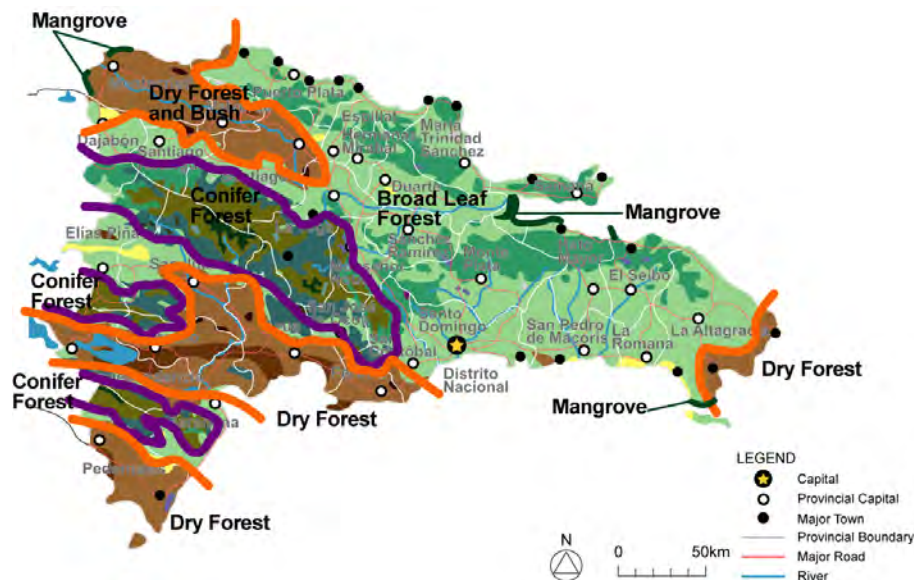


Source: JICA Study Team, Atlas de Los Recursos Naturales de La República Dominicana (SEMARENA)

Figure 3.2 Climate

Vegetation

The specific locations for vegetation are illustrated in Figure 3.3. As the altitude increases, coniferous forests are increasingly visible. In the humid areas, broad leaf forests dominate with bryophytes and ferns. A broad leaf cloud forest can be seen in humid areas with the high altitude. Conversely, dry forests and bush such as nettle-encrusted trees and cacti are typical in the dry areas.



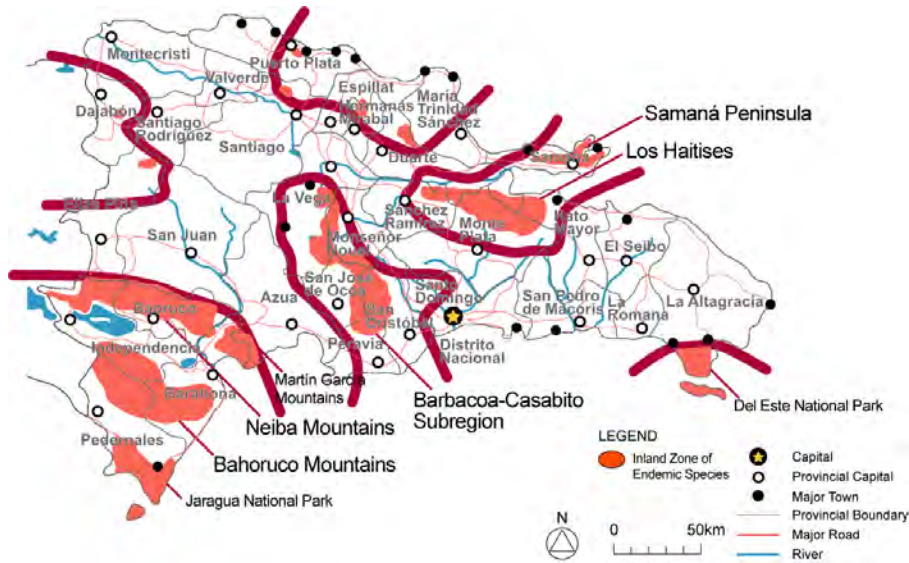
Source: JICA Study Team, Atlas de Los Recursos Naturales de La República Dominicana (SEMARENA)

Figure 3.3 Vegetation

Endemic Species

The Baoruco Mountains have the most endemic species of flora and a relatively large amount of endemic species of fauna due to the fact that the area used to be isolated by a sea channel a long time ago. The Barbacoa-Casabito subregion is also important in terms of endemic species of flora and the

richest in terms of endemic species of fauna. Other noteworthy areas with great diversity in flora and fauna include the Neiba Mountains, Samaná Peninsula and Los Haitises, as illustrated in Figure 3.4.



Source: JICA Study Team, Atlas de Los Recursos Naturales de La República Dominicana (SEMARENA)

Figure 3.4 Endemic Species

3.1.2 Ecotourism Resources

Resource Inventory

Table 3.1 summarizes the number of resources listed in the ecotourism resources inventory. The whole list is attached in Appendix II.

Table 3.1 Number of Resources Listed in Inventory

Category		Description	Number of Resources
Main	Sub		
Business	CO	Community Tourism	14
	AC	Accommodation (with Recreational Activities)	18
	RA	Rancho (Recreational Activities)	17
	RE	Recreation (Excursion)	5
	AD	Adventure Sports	4
	AG	Agro-Tourism	3
	BO	Boat Transportation (for Whale Watching)	10
	MR	Marine Sports	10
	GU	Tourist Guide	1
	OP	Ecotour Operator	11
	AM	Amusement	1
HA	Handicrafts	1	
Project	CO	Community Project	38
	EP	Ecotourism Province	7
	CL	Cluster Projects	8
	OT	Other Projects	1
Nature	PM	Protected Area: Mountain/Forest/Dune	*64
	PS	Protected Area: Sea/Island	*14
	PL	Protected Area: Lagoon	*8
	PR	Protected Area: River	*7
	PMS	Protected Area: Mountain/Forest/Sea Mixed	*2
	PSC	Protected Area: Panoramic View	*10
	FO	Forest	2
	RI	River (& Lagoon)	27
	WF	Waterfall	4
	CA	Cave	9
	BE	Beach	15
	SP	Spring	7
	SC	Scenery	19
	IS	Island	4
AC	Activities (Fishing and Diving Sites)	10	
Culture	GA	Gastronomy	29
	HA	Handicraft	41
	CH	Church	13
	MU	Museum	27
	AR	Architecture	33
	DA	Dance	25
	HI	History	89
	CV	Carnival	21
	RE	Religion (Celebration)	57
	MS	Music	32
	AT	Art	21
COT	Others	11	
Manmade	RA	Rancho	1
	PA	Park (Observation)	11
	MA	Manufacture	4
	DM	Dam Reservoirs	5
	AM	Amusement	3
Others	AG	Agriculture	4
	MI	Mine	9
	OOT	Others	5

* Excluding Decree571-09

Source: Collection by Lic. Bolivar Troncoso, SEMARENA, SECTUR and SEC, JICA Study Team

Protected Areas

SEMARENA stipulated Protected Areas as listed in Appendix III.

SEMARENA has been developing management plans for the Protected Areas. Zoning is an important method for the management plans of the Protected Areas. For example, three zones were proposed in the draft management plan of Armando Bermúdez National Park: i) primitive and investigation zone for limited public use (e.g., scientific studies, investigation, monitoring, education); ii) recovery zone for limited tourism use oriented by guide (e.g., education, environmental awareness) and; iii) public and administrative use zone for educational and recreational use with facilities.

Table 3.2 shows the visitor arrivals to the Protected Areas in 2006.

Table 3.2 Visitor Arrivals to the Protected Areas in 2006

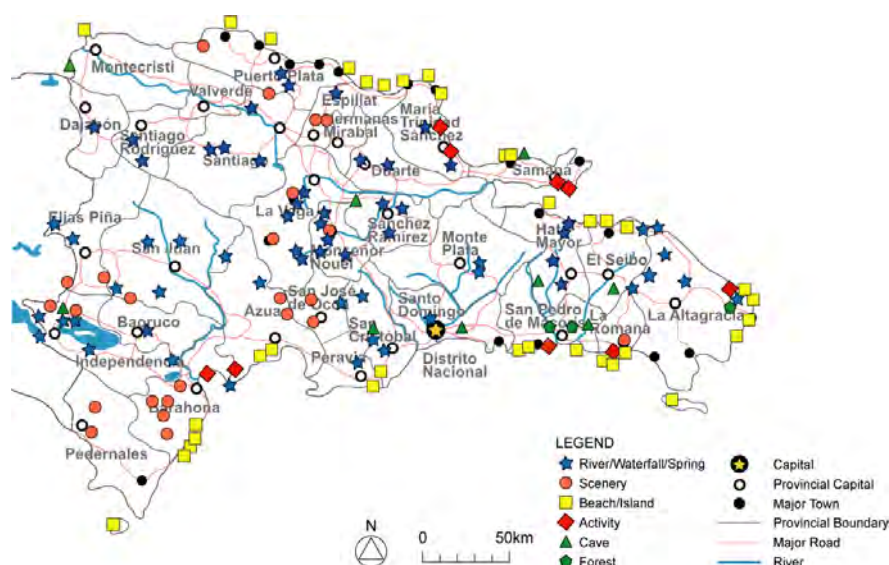
Protected Area	Total	Domestic	International
National Parks			
Armando Bermudez	3,062	2,461 (80.4%)	601 (19.6%)
José del Carmen Ramírez	26	26 (100.0%)	0 (0.0%)
Sierra de Bahoruco	4,304	3,683 (85.6%)	621 (14.4%)
Los Haitises	27,515	3,610 (13.1%)	23,905 (86.9%)
Del Este	358,045	1,877 (0.5%)	356,168 (99.5%)
Submarino La Caleta	1,568	1,316 (83.9%)	252 (16.1%)
Jaragua	5,978	5,565 (93.1%)	413 (6.9%)
Lago Enriquillo e Isla Cabritos	7,885	7,257 (92.0%)	628 (8.0%)
Scientific Reserves			
Ebano Verde	1,905	1,834 (96.3%)	71 (3.7%)
Loma Quita Espuela	1,775	1,735 (97.7%)	40 (2.3%)
Loma Guaconejo	1,632	1,472 (90.2%)	160 (9.8%)
Marine Mammal Sanctuaries			
Bancos de la Plata y de la Navidad*	26,665	6,666 (25.0%)	19,999 (75.0%)
Estero Hondo (Monte Cristi)	70,808	2,441 (3.4%)	68,367 (96.6%)
Natural Monuments			
Bahia de las Calderas	501	501 (100.0%)	0 (0.0%)
Isla Catalina	14,929	1,065 (7.1%)	13,864 (92.9%)
Lagunas Cabarete y Goleta (El Choco)	1,299	21 (1.6%)	1,278 (98.4%)
Salto de la Damajagua	50,184	1,909 (3.8%)	48,275 (96.2%)
Río Cumayasa y Cuevas Las Maravillas	45,024	30,911 (68.7%)	14,113 (31.3%)
Wild Life Protection Areas			
Laguna Redonda y Limon	9,216	0 (0.0%)	9,216 (100.0%)
Cueva de los Tres Ojos de Santo Domingo	131,429	29,077 (22.1%)	102,352 (77.9%)
TOTAL	763,750	123,426 (16.2%)	640,324 (83.8%)

Note: * 75% of visitors are assumed for international visitors by SEMARENA

Source: SEMARENA, JICA Study Team

Natural Resources

The natural resources for the ecotourism development are chiefly found in the Protected Areas as illustrated in Figure 3.5. The provinces rich in natural resources include La Altagracia, Azua, Barahona, Independencia and María Trinidad Sánchez.

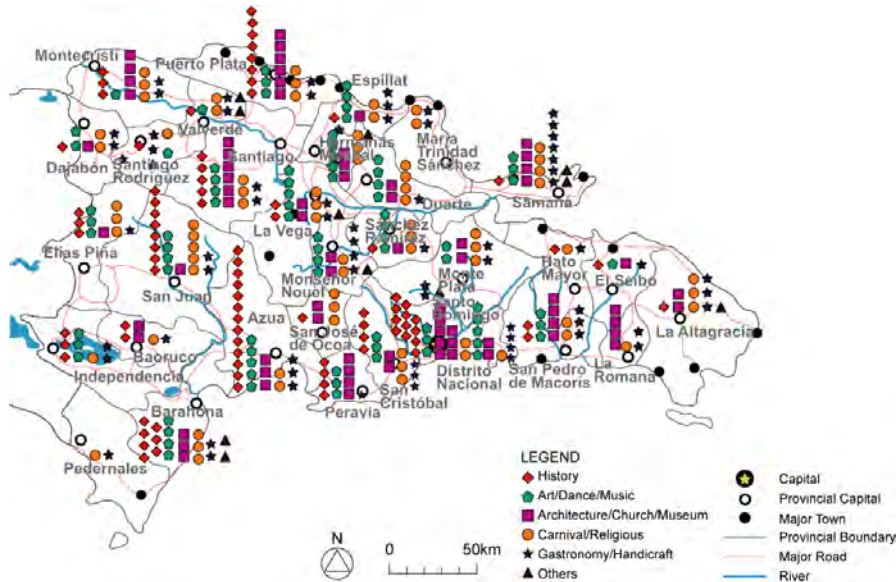


Source: JICA Study Team

Figure 3.5 Nature Resources

Cultural Resources

The Colonial Zone in Distrito Nacional (National District) is registered as a World Heritage Site. An intangible World Cultural Heritage site is in Villa Mella, a municipal district of Santo Domingo Province. Other intangible cultural resources are found across the nation such as historical monuments, religious ceremonies (celebrations), handicrafts, music, dances, carnivals, and gastronomy. The provinces rich in cultural resources include Barahona, San Juan, Peravia, San Cristóbal, San Pedro de Macorís, La Vega, Santiago, Puerto Plata, and Samaná.

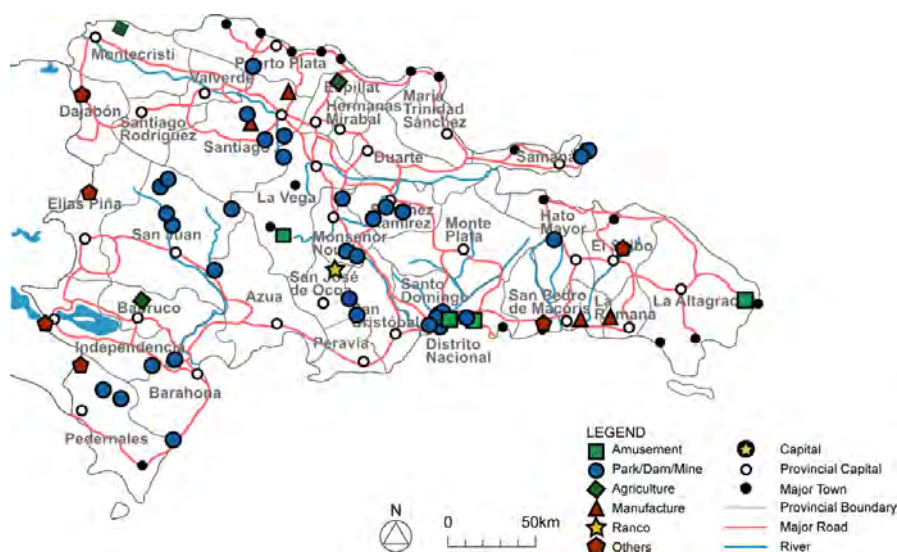


Source: JICA Study Team

Figure 3.6 Cultural Resources

Man-made/other Resources

The examples of man-made resources are parks and mines. Mines can be used as tourism resources especially for amber and endemic larimar. The dam reservoirs are the most likely resources for man-made tourism activities. Monseñor Nouel, Sánchez Ramírez, and Santiago provinces have the potential to develop such resources.



Source: JICA Study Team

Figure 3.7 Man-made Resources

Flora and Fauna

The number of endemic species of flora is about 1,800, out of 5,600 species found across the nation. 42 species of flora are classified into endangered.

There are also variety species of fauna across the nation. There are 306 species of birds, of which 38 are endemic. There are 65 species of amphibians, of which 63 are endemic. With regard to mammals, there are 33 species, with endemic species of bat (*Phyllops haitiensis*), rodent (*Plagiodontia aedium*), and the agouti (*Solenodón paradoxus*). The rodent and the agouti are in danger of extinction, with populations residing within the Protected Areas. With regard to marine mammal, there are 16 species of cetaceans (4 species of beard whales, 3 species of sperm whales, 2 ziphius whales and 7 species of dolphins) and 1 specie of manatee (*Trichechus manatus*).

The number of species on the IUCN Red List is 425, categorized into Extinct (8), Critically Endangered (20), Endangered (38), Vulnerable (53), Near Threatened (37), Least Concern (253), Data Deficient (16).

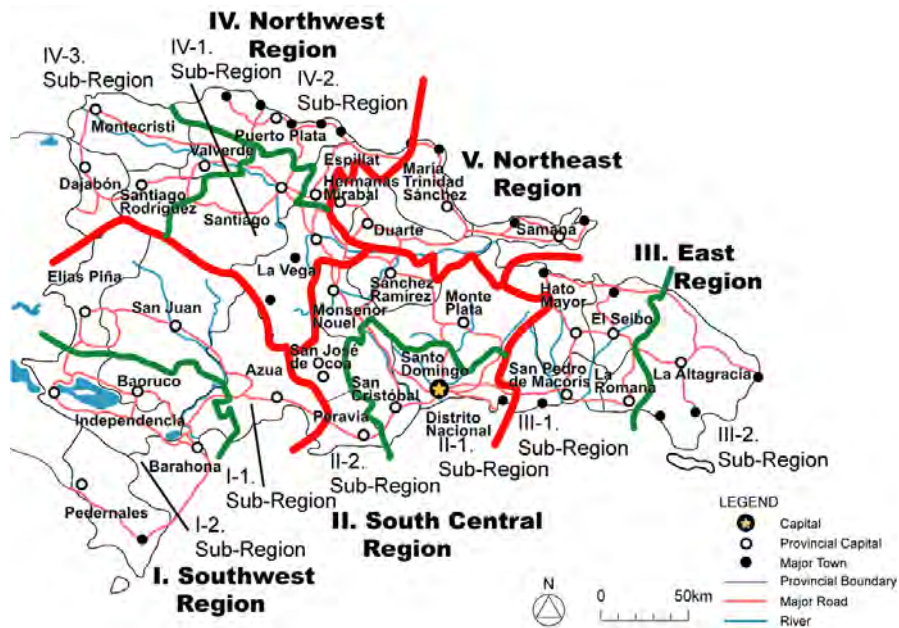
The typical faunas are the manatee and the great migratory population of humpback whales (*Megaptera novaeangliae*). The former is especially prevalent at the Marine Mammal Sanctuary of Estero Hondo and Monte Cristi, while the latter is found in the Marine Mammal Sanctuary of Bancos de la Plata y de la Navidad (Silver and Navidad Bank), Samaná.

3.1.3 Ecotourism Regions

In the Study, five ecotourism regions and ten sub-regions are assumed according to the existing tourism structure as well as geographic and resource characteristics, as shown in Figure 3.8. This regionalization is a result of the Study's field reconnaissance, questionnaire surveys, participatory workshops as well as literature surveys including ONAPLAN 2004²² by Ministry of the Economy, Planning and Development (SEEPYD) and Strategic Tourism Development Plan of the Dominican Republic²³.

²² Regiones de la Oficina Nacional de Planificación, Decree No. 710, 30 July 2004

²³ Plan Estratégico de Desarrollo Turístico de la República Dominicana, 2000.



Source: JICA Study Team

Figure 3.8 Ecotourism Regions and Sub-Regions

Each ecotourism region, except the Southwest region, has a tourism center that is a significant source of visitors from accumulated accommodation on the coastal areas or urban areas.

The characteristics of provinces in terms of topography, climate, vegetation, ecosystems and resources are summarized in Table 3.3.

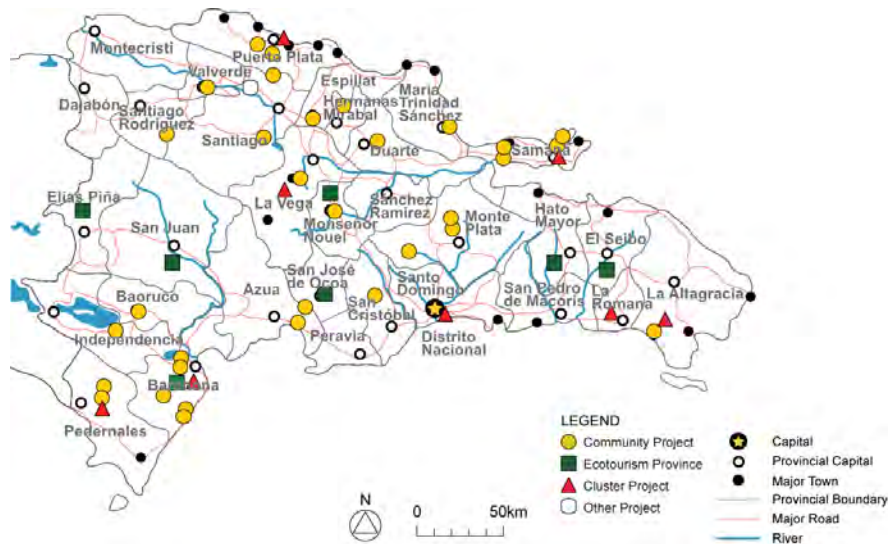
Table 3.3 Characteristics of Provinces

Region	Province	Topography	Climate	Vegetation	Ecosystem	Resources
Southwest	Barahona	Mountainous/Valley	Humid/Dry	Conifer/Broad leaf forests, Dry forest/bush	Biodiversity	Highly Nature/Culture oriented
	Baoruco	Mountainous/Plain	Dry	Dry forest/bush, Conifer/Broad leaf forests	Biodiversity	Nature oriented
	Independencia	Mountainous/Plain	Dry	Dry forest/bush, Conifer/Broad leaf forests	Biodiversity	Highly Nature oriented
	Pedernales	Mountainous	Humid/Dry	Dry forest/bush, Conifer/Broad leaf forests	Biodiversity	Highly Nature oriented
	Azua	Mountainous/Plain	Dry/Middle	Dry forest/bush, Conifer/Broad leaf forests	-	Highly Nature/Culture oriented
	Elías Piña	Mountainous/Valley	Humid	Conifer/Broad leaf forests	-	Nature oriented
	San Juan	Mountainous/Valley	Middle	Dry forest/bush, Conifer/Broad leaf forests	-	Highly Culture oriented
South Central	Distrito Nacional	Plain	Middle	-	-	Highly Culture oriented
	Santo Domingo	Plain	Humid	Conifer/Broad leaf forests	-	Highly Culture oriented
	San Cristóbal	Mountainous	Humid	Conifer/Broad leaf forests	Biodiversity	Nature/Culture oriented
	Monseñor Nouel	Mountainous	Humid	Conifer/Broad leaf forests	Biodiversity	Nature/Culture oriented
	Monte Plata	Mountainous/Plain	Humid	Broad leaf forests	Biodiversity	Nature/Culture oriented
	Peravia	Mountainous	Dry	Dry forest/bush, Conifer/Broad leaf forests	Biodiversity	Highly Culture oriented
	Sánchez Ramírez	Valley	Humid	Broad leaf forests	-	Culture oriented
	San José de Ocoa	Mountainous	Middle	Conifer/Broad leaf forests	-	Nature oriented
	Eastern	El Seibo	Mountainous	Middle	Broad leaf forests	-
Hato Mayor		Mountainous	Humid	Broad leaf forests, Mangrove	Biodiversity	Nature oriented
La Romana		Plain	Middle	Broad leaf forests	-	Nature oriented
San Pedro de Macorís		Plain	Middle	Broad leaf forests	-	Highly Culture oriented
La Altagracia		Plain	Middle	Broad leaf forests, Dry forest/bush,	Biodiversity	Highly Nature oriented
Northwest	La Vega	Mountainous/Valley	Middle	Conifer/Broad leaf forests	Biodiversity	Highly Nature/Culture oriented
	Santiago	Mountainous/Valley	Middle/Dry	Dry forest/bush, Conifer/Broad leaf forests	-	Highly Nature/Culture oriented
	Santiago Rodríguez	Mountainous	Middle/Dry	Conifer/Broad leaf forests	-	Nature oriented
	Valverde	Mountainous/Valley	Dry	Dry forest/bush	-	Nature oriented
	Españillat	Mountainous	Middle	Broad leaf forests	-	Culture oriented
	Puerto Plata	Mountainous	Middle	Broad leaf forests	-	Highly Nature/Culture oriented
	Monte Cristi	Valley	Dry	Dry forest/bush, Mangrove	-	Highly Nature oriented
	Dajabón	Mountainous	Middle	Broad leaf forests	-	Nature oriented
	Northeast	Hermanas Mirabal	Mountainous/Valley	Middle	Broad leaf forests	-
Duarte		Mountainous/Valley	Humid	Broad leaf forests	Biodiversity	Nature/Culture oriented
María Trinidad Sánchez		Mountainous/Plain	Humid	Broad leaf forests	-	Highly Nature oriented
Samaná		Mountainous	Humid	Broad leaf forests, Mangrove	Biodiversity	Highly Nature/Culture oriented

Source: JICA Study Team

3.1.4 Ecotourism Projects

The vast majority of ecotourism projects are community-based, and they are distributed across the nation, particularly in the Southwest area, the Atlantic Coast, and the Central area, as illustrated in Figure 3.9.



Source: JICA Study Team

Figure 3.9 Location of Ecotourism Projects

Many ecotourism projects are supported by NGOs and/or international donors. For instance, the United States Agency for International Development (USAID) supports projects with the Investment Fund for Environmental Protection (FIPA). UNDP implements the Small Grant Program (PPS) as a corporate program funded by the Global Environment Facility (GEF).

3.1.5 SWOT Analysis

In order to conduct in-depth analysis of the ecotourism development at a regional level, the JST undertook the SWOT analysis following the regional workshops and national conferences in the course of the Study. The SWOT matrices are shown in Table 3.4 to 3.8.

Table 3.4 SWOT Analysis: Southwest Region

<p>Strength (S) [Resources]</p> <ul style="list-style-type: none"> -Mountain/plain (under sea level) topography -Humid/arid climate and vegetations -Forests, lakes and untouched beaches -Many Protected Areas -Broad area of the endemic species of flora and fauna -Community-based projects 	<p>Weakness (W)</p> <ul style="list-style-type: none"> -No tourism center (no accumulated accommodations) -Low accessibility: Far from other tourism centers like Santo Domingo (maybe 2-3 hours or more by car) -Lack of sewage treatment system -Lack of solid waste disposal system: dumping burnout, no separation, no recycling -Lack of knowledge about local ecological system -No tradition of developing ecotourism products -Lack of access to travel agencies -Difficulty in obtaining financial services -Less involvement of the government -Public insecurity in rural areas -Mentally excluded from other areas
<p>Opportunity (O)</p> <ul style="list-style-type: none"> -Many donors and NGOs are focusing on communities -Increasing positive support from SECTUR & SEMARENA -Promotion of co-management agreements by SEMARENA -Stable or growing potential international market -Advanced ecological technologies -Lake improvement project for ecotourism by SECTUR 	<p>Threat (T)</p> <ul style="list-style-type: none"> -Increase of competitors in the nation -Increase of competitors in neighboring countries -Increase of discharged water from both hotels and urban areas (increasing water contamination) -Increase of solid waste (prevailing disposable ware)

Source: JICA Study Team, SECTUR, SEMARENA

Table 3.5 SWOT Analysis: South Central Region

<p>Strength (S)</p> <ul style="list-style-type: none"> -Mountain/plain topography -Humid (middle) climate and vegetation -Area of endemic species of flora and fauna at the edge of the central mountain range -Colorful local houses in the suburban areas (San José de Ocoa, Hato Mayor) -Many ranchos (Monte Plata) -Various cultural resources in Santo Domingo: a World Heritage Site, Colonial Zone, a World Intangible Cultural Heritage in Villa Mella -Community-based projects -International gateways with Las Americas Airport & Santo Domingo Port -The largest tourism center (Santo Domingo) for domestic visitors and some international visitors 	<p>Weakness (W)</p> <ul style="list-style-type: none"> -Lack of promotion channels, skills and methods (for small enterprises) -Lack of certification and supervision of businesses -Increasing informal business presence -Less control of illegal tour operators -Difficulty of finance for small- scale businesses -Lack of human resources for businesses -Poor accessibility in remote areas (poor road conditions) <p>Environment</p> <ul style="list-style-type: none"> -Forest fires due to slash-and-burn agriculture and logging -Low morale of local people concerning the natural environment -Insecurity (lack of police) in remote areas
<p>Opportunity (O)</p> <ul style="list-style-type: none"> -Many donors and NGOs are focusing on communities -Increasing positive support from SECTUR & SEMARENA -Promotion of co-management agreements -Stable or growing potential international market -Advanced ecological technologies -Constructing the road between Santo Domingo – Samaná provinces -Construction projects: tourist port of Santo Domingo 	<p>Threat (T)</p> <ul style="list-style-type: none"> -Increase of competitors in the country -Increase of competitors in neighboring countries -Increase of discharged water from both hotels and urban areas (increasing water contamination) -Increase of solid waste -Increase of 4WD drives in nature areas -Increase of urbanization pressure to protected areas (dunes)

Source: JICA Study Team, SECTUR, SEMARENA

Table 3.6 SWOT Analysis: Eastern Region

<p>Strength (S)</p> <ul style="list-style-type: none"> -Plain/mountain topography -Mid-humid, very humid climate and much vegetation -Forests/mangrove/coral -Endemic species of flora and fauna: Los Haitises & Del Este -Bird watching tours in Los Haitises -Community-based projects -The largest international gateway: Punta Cana Airport & La Romana Port -The largest tourism center of international visitors: Punta Cana/ Bavaro -Large tourism center of domestic visitors: San Pedro de Macoris & La Romana, the third/fourth most populated cities 	<p>Weakness (W)</p> <ul style="list-style-type: none"> -Strong image of a beach resort -High concentration of visitors to limited sites (caves) in Los Haitises (from Samaná by speed boat) -High concentration of visitors to limited sites (caves) in Saona Island (from Bayahibe by speed boat) -Destruction of coral due to anchoring of boats -Lack of trails for visitation at Los Haitises National Park -Garbage dumping/burning and land ownership conflicts in Lagunas de Bávaro y el Caletón -Direct discharge of wastewater (municipal effluent) into rivers and sea -Littering and burning in the field -Deficient infrastructure: roads and piers -Lack of public transportation services -Lack of human resources (tourist guides) -Lack of funding sources and incentives for small-scale businesses -Little collaboration among ecotourism actors -Difficulty in understanding regulations or guidelines
<p>Opportunity (O)</p> <ul style="list-style-type: none"> -Many donors and NGOs are focusing on communities -Increasing positive support from SECTUR & SEMARENA -Promotion of co-management agreements -Stable-to-growing potential international ecotourism market -Advanced ecological technologies -Road construction project: Macao - Miches - Sabana de la Mar -Road construction project: Cruz del Isleño – Macao -Lake improvement project for ecotourism 	<p>Threat (T)</p> <ul style="list-style-type: none"> -Increase of competitors in the country -Increase of competitors in neighboring countries -Increase of discharged water from both hotels and urban areas (increasing water contamination) -Increase of solid waste -Depending on the excursion market of international visitors (increased pressure on resources) -High volume of charter flights (international visitor arrivals) depend on foreign tour agents -Depletion of underground water due to excessive supply to beach resorts -Contamination of underground water quality

Source: JICA Study Team, SECTUR, SEMARENA

Table 3.7 SWOT Analysis: Northwest Region

<p>Strength (S)</p> <ul style="list-style-type: none"> -Mountain/valley topography -Mid-humid/arid climate and vegetations -Forests/mangrove/coral -Limited areas of endemic species of flora and fauna -Panoramic view of Atlantic Coast -Monte Cristi (a manatee habitat), Armando Bermúdez National Parks (trekking route to Pico Duarte) -Other protected areas -Co-management of advanced areas (Salto de La Damajagua, Ebano Verde, Pico Diego de Ocampo) -Various cultural resources -International gateways: General Gregoria Luperón airport, Cibao Airport & Puerto Plata Port -Tourism center of international visitors: Puerto Plata & neighboring coast -Tourism center of domestic visitors: Santiago (the second most populated city) & Puerto Plata 	<p>Weakness (W)</p> <ul style="list-style-type: none"> -Poor access conditions in rural areas -Lack of mountain, adventure and ecotourism destinations -Lack of support for the development of organic farming -Lack of information to educate local and foreign tourists on resources -Forest fires -Solid waste dumping in rivers -Lack of enforcement of regulations -Inflow of pesticide to rivers -Illegal land occupants (cutting trees) -Lack of awareness of regulations and guidelines -Lack of knowledge about local ecological system -Lack of tradition of developing ecotourism products -Less awareness of the importance of preserving natural resources -Lack of promotion channels, skills, and methods (for small enterprises) -Lack of human resources for businesses -Public insecurity in rural areas
<p>Opportunity (O)</p> <ul style="list-style-type: none"> -Many donors and NGOs are focused on communities -Increasing positive support from SECTUR & SEMARENA -Promotion of co-management agreements -Stable or growing potential international market -Advanced ecological technologies -Road construction project: Puerto Plata - Monte Cristi -Road construction project: Monción–Jarabacoa–Constanza –San José de Ocoa -Rehabilitation project of Puerto Plata Port -Renovation project: drainage of Puerto Plata City -Construction project: sewage system in Jarabacoa, Luperon, Río San Juan -Lake improvement project for ecotourism 	<p>Threat (T)</p> <ul style="list-style-type: none"> -Increase of competitors in the country -Increase of competitors in neighboring countries -Increase of discharged water from both hotels and urban areas (increasing water contamination) -Increase of solid waste -Increase of deforestation from vacation home developments in Jarabacoa -Increased contamination of river water due to solid waste dumping and wastewater discharging from urbanization -Increased competitiveness among small enterprises

Source: JICA Study Team, SECTUR, SEMARENA

Table 3.8 SWOT Analysis for Northeast Region

<p>Strength (S)</p> <ul style="list-style-type: none"> -Mountain topography -Humid climate and vegetations -Forests/mangrove/coral -Areas of endemic species of flora and fauna: Samaná Peninsula -Panoramic view of Samaná Peninsula and Bay -Los Haitises, Manglares del Bajo Yuna National Parks -Whale-watching (Bancos de la Plata de la Navidad) -Other protected areas -Co-management advanced area (Salto el Limón, Loma Guaconejo, Loma Quita Espuela) -International gateways: Samaná Airport & Port -Tourism center for international visitors: Samaná Peninsula -Some communities understood the value of sustainable whale-watching 	<p>Weakness (W)</p> <ul style="list-style-type: none"> -Intensifying competition of tourism businesses (competition over whale-watching locations and price reductions) -Occasional misconduct -Less regulatory compliance (by whale-watching boat operators) -Constraints of permission to small enterprises -Strong tour operators initiatives for price determination -Administrative problems of community-based ecotourism
<p>Opportunity (O)</p> <ul style="list-style-type: none"> -Many donors and NGOs are focused on communities -Increasing positive support from SECTUR & SEMARENA -Promotion of co-management agreements -Stable or growing potential international market -Advanced ecological technologies -Constructing the road between Santo Domingo – Samaná provinces -Construction project: sewage system in Cabarete, Las Terrenas, Las Galeras 	<p>Threat (T)</p> <ul style="list-style-type: none"> -Increase of competitors in the country -Increase of competitors in neighboring countries -Increase of discharged water from both hotels and urban areas (increasing water contamination) -Increase of solid waste

Source: JICA Study Team, SECTUR, SEMARENA

3.2 Main Issues

Despite a topographically small island-state, the DR is endowed with complex and diverse natural resources, represented by three mountain ranges and the largest lake in the Caribbean region. The nation's attractive sceneries are formed by panoramic views of mountains, bodies of water, sea coasts, coves, sylvan sceneries and limestone outcrops, while a number of endemic flora and fauna are found in the Protected Areas throughout the nation. A unique and diverse culture is created by a variety of cultural resources such as traditional indigenous cultural resources mostly seen as the ruins, European-oriented cultural resources such as the Colonial Zone in Santo Domingo, and African-oriented cultural resources.

These endemic and diverse national ecotourism resources have a great potential of further product development, and a number of small-scale ecotourism development projects have been launched accordingly. Along with the product development, appropriate conservation measures should be implemented because many of these natural and cultural resources are prone to irreparable environmental damages.

Main Issues of Product Development

First, there is a need to improve the infrastructure and business environment for the ecotourism development, and various needs were reported in the regional workshops such as access roads, public transportation and public security. There is a greater needs in the Northwest and Southwest regions where there is a need to improve sewage treatment systems, tourism centers, accessibility to travel agencies and financial services, which would be necessary for development as an ecotourism center.

Second, there is a need to mitigate the congestion at the ecotourism sites overcrowded by a number of tourists, particularly in the regions where ecotourism has been relatively developed. In the Eastern region, a high concentration of tourists at a few destinations such as Los Haitises and Saona Island raised concerns of insufficient capacity of tourist facilities and tourist dissatisfactions.

Third, in contrast, in the regions where ecotourism infrastructure and business environment are less-developed there is a need for initiatives to motivate ecotourism development. It was pointed out that in the Northwest and Southwest regional workshops that not having a tradition of developing ecotourism products was a weakness of ecotourism development in the respective region.

Fourth, there is a need to allocate sufficient resources for the effective product development. There is a lack of human resources of the ecotourism operators and support framework for the small-scale ecotourism businesses, as indicated in the regional workshops. The small-scale enterprises also have difficulty of funding.

Finally, there is a need to maintain and improve the value of the ecotourism resources. For this purpose, conservation measures should be implemented in cooperation with the local communities.

4 Situation Analysis: Community Participation

4.1 Situation Analysis

4.1.1 Community

Definition

The theoretical concept of community is used in different ways in different cultural contexts. According to the most influential and traditional concept developed by the German sociologist Ferdinand Tönnies, the community is a tight and cohesive social entity within the context of the large society due to the presence of a unity of will. In practice, the communities are made up of groups of individuals and organizations that generally live in the same vicinity, share a similar way of life. They are usually bounded by geography, family ties, economic means, religion, or values.

The communities surrounding ecotourism attractions in the DR can be classified as rural, characteristic of farming or country life. For the purposes of this Study, rural communities refer to the communities whose economic activities are primarily agricultural with populations of 10,000 or less. Since agriculture serves as the fundamental economic base, it tends to articulate other activities within the communities, permeating through a variety of social systems.

Modality

The major modalities in the rural communities include family, churches, community elites, associations and guilds, pressure groups, and NGOs or other type of local organizations.

The community elites describe the groups of people who have a higher status within the communities, and they are categorized into circumstantial leaders (e.g., medical doctors, educators, business entrepreneurs or landowners), traditional leaders (e.g., patriarchs of households, those with wealth or material inheritance, religious heads), and political leaders (e.g., village mayor).

The associations are the groups of people having common interests, activities, or purpose. The guilds are more refined than the associations in the sense that they usually consist of members who have mastered the same trade or pursuit. A variety of associations or guilds may exist including those for cooperatives, guides, women, agricultural production, and handicrafts.

The pressure groups describe the interest groups that endeavor to influence the state of affairs within the community and act in defense of the community's rights (e.g., agricultural lobbies, mother's clubs, and water committees).

NGOs, community-based organizations (CBOs), and local organizations are operated without participation or representation of the Government sector. They often play an active role in capacity building of the community members and relationship among the communities. In the DR, the Ecological Society of Cibao (SOECI) and Grupo Jaragua are the examples of this modality.

4.1.2 Community Participation

The levels of community participation in the ecotourism development are classified into three categories as shown in Table 4.1.

Table 4.1 Community involvement in ecotourism development

Category of Participation	Type of enterprise	Nature of Local Involvement	Examples
Community owned and/or operated	Community enterprise	<ul style="list-style-type: none"> -Collective ownership -Collective or individual management 	<ul style="list-style-type: none"> - Supply of goods and services (e.g., guiding) -Employment or contributed labor -Community campsite -Ecotourism restaurant -Craft center -Cultural center -Guesthouse/ecolodge
Community involvement with some decision input	Joint venture between community and external stakeholder (private sector, NGO, etc.)	<ul style="list-style-type: none"> - Contractual commitments or shared ownership - Share in revenue - Lease/investment of resources -Participation in decision making 	<ul style="list-style-type: none"> -Could be same as above -Revenue-sharing from ecolodge and/or tour operation to local community on agreed terms - Community leases land/resources/concession to external stakeholder - Community holds equity in the ecotourism operation
Little to no community involvement	Enterprise or informal sector operation run by local individuals	<ul style="list-style-type: none"> -Enterprise ownership -Self-employment 	<ul style="list-style-type: none"> -Supply of goods and services -Craft sales, camping tours -Guiding services -Hawking, sale of fuel wood, food
	Private business run by outsiders	<ul style="list-style-type: none"> -Employment 	<ul style="list-style-type: none"> -Supply of goods and services -Kitchen or hotel staff in a lodge or hotel -Sale of food, building materials, etc.

Source: JICA Study Team (adapted from Häusler and Stradas, 2003)

Community Owned and/or Operated

In this category of community participation, the local community achieves full participation in the ecotourism development and has collective responsibility and authority for decision-making. The local community usually retains a major proportion of the benefits from the ecotourism development such as employment, environmental preservation, cultural autonomy and partnerships with the external stakeholders. It also encourages a broad sense of pride and ownership in the ecotourism products.

Community Involvement with Some Decision Input

In this category of participation, the local community has partial control over the management of ecotourism resources and activities. For example, in Manabao and Boca de Los Rios, the local communities provide services such as meals, guides, transportation, and lodging at the Protected Areas. In Polo, some female members have formulated a cooperative organization and provided a variety of products or services, while the private or non-governmental sector handles the marketing, logistics and training.

Most instances of the community participation fall under this category. While a sense of community's ownership over the ecotourism products may be limited, the communities may be involved in decision making process for the ecotourism development.

Little to No Community Involvement

In this category of participation, most of the community members are usually engaged in an ecotourism-related activity as employees, and essentially have no input in any decision-making or management process.

4.1.3 Co-management in Protected Areas

A co-management is a management process in which the government shares specific rights and responsibilities with the resource users. There are several co-management mechanisms in practice in the DR, and the local co-management councils and community workshops are officially recognized by SEMARENA.

Officially Recognized Mechanisms

The local co-management councils are the integral parts of co-management agreements found in some Protected Areas. They function to: i) approve and supervise the management plan in the Protected Areas; ii) approve and supervise the budget; iii) ensure the conservation compliance in the Protected Areas; iv) administer funds for conservation and development; and v) report on the status of the Protected Areas.

The community workshops provide the opportunity for the local communities to diagnose and develop proposals for the management plans. Its mechanism has been established and institutionalized by the Methodology Guide for the Development and Updating of Protected Area Management Plans, developed by SEMARENA in 2006.

Co-management Agreement

Within the legal framework of SEMARENA, community participation in the management of the Protected Areas is carried out through co-management agreements.

The co-management agreements are typically executed with: i) non-profit organizations (Law 122-05) (e.g., Center for the Conservation and Eco-development of Samaná Bay and Its Surroundings (CEBCE), Tinglar Environmentalist Group, and Jaragua Group); ii) government organizations (e.g., municipalities, state universities, ministries); and iii) pecuniary organizations (e.g., businesses acting by way of concessions, tour operators, boat proprietors).

In January 2008, SEMARENA initiated a process to standardize their co-management agreements in accordance with the classifications presented in Table 4.2.²⁴

Table 4.2 Co-management Modalities and Examples

Modality	Organization
Delegation of Administration	-PROGRESSIO Foundation in the Ebano Verde Scientific Reserve -Trust Foundation for Monumento Natural Cueva de las Maravillas (the Natural Monument, Cave of Marvels)
Co-administration	-Loma Quita Espuela Foundation for the Scientific Reserve of Loma Quita Espuela -Guide Association of Damajagua River in 27 Waterfalls of Damajagua Natural Monument
Concession of Services	-Paraíso Caño Hondo in Los Haitises National Park -Flamingo Bay, Inc. in Monumento Natural Isla Catalina
Cooperation or Technical Assistance	-SEC in La Caleta National Submarine Protected Area -SODIN in Loma Guaconejo Scientific Reserve
Private Protected Areas	-Punta Cana Ecological Foundation in the Punta Cana Ecological Reserve
Municipal Protected Areas	-City Hall of Pedernales in the Los Olivares Municipal Protected Space and Cabo Rojo Wetland (Pending)

Source: JICA Study Team

Other Mechanisms

Some co-management mechanisms are driven by civil society. The National forum of the Protected Areas²⁵ is an Internet-based forum led by civil society. As of January 2008, the forum has about 300 members from diverse civil society actors and key officials of the national government. In the forum, members make decisions on the policy formulation that contribute to the consolidation of management of the National System of Protected Areas (SINAP).

The Committee for the Defense of the Protected Areas represents an alliance of 40 community organizations, environmentalists, scientists, academics, and entrepreneurs. The members may remain anonymous. There is a webpage²⁶ where members discuss themes pertinent to the Protected Areas.

The National Environmental Assembly is a space for public participation that aims to coordinate the efforts to protect natural resources. It also attempts to reinforce environmental education and provide forms of environmental information. Various local groups, organizations, and individuals are encouraged to participate electronically in order to confront the environmental and ecological problems of the nation.

4.1.4 Community Participation Practices

Cachote, Eastern Bahoruco

A community-based company was formulated by the members of the Ébano Verde Farmers Association and Paraiso Ecológico Society in 2002. Based at Jilguero Ecological Center, the company has conducted various ecotourism activities (e.g., bird watching, camping, trekking). 30 members of the community of Cachote have provided food, lodging services (eco-cabins) and guided tours.

²⁴ "La Gestión Compartida de Áreas Protegidas en La República Dominicana," *Secretaría de Estado De Medio Ambiente Y Recursos Naturales*, Subsecretaría de Áreas Protegidas y Biodiversidad, Santo Domingo, Dominican Republic, January 2008, Revised in May 2008.

²⁵ <http://ww.foroap.net.do/>

²⁶ <http://groups.yahoo.com/group/salvemoslasareasprotegidas>

Salto El Limón (El Limón Waterfall), Samaná

The Community Ecotourism Association of Salto del Limón (ACESAL), with the help of CEBSE, developed a community management project around an attractive ecotourism area where the community members serve as the principal managers of the tourist visits. In the project, the community has become the main guards of the natural resources in the Protected Area as workforce.

Los Calabazos, Jarabacoa

La Nueva Esperanza Mothers' Club and the Association of Farmers Las Mercedes Unit developed a small complex called "Sonido del Yaque". Since the inception, the complex has been successfully operated and managed by the Mothers' Club, and an alternative form of economic livelihood has been provided for women in the community.

Sabana de la Mar

Caño Hondo Ecodge is a fully integrated infrastructure for accommodation surrounded by nature and equipped with a jetty for visiting Samaná Bay and Los Haitises National Park. It is one of a few private investment projects, while international donors provided partial support.

Scientific Reserve Loma Guaconejo, Nagua

This area is managed by the Society for the Integral Development of the Northeast (SODIN), in collaboration with SEMARENA. SODIN implemented an ecotourism project of integrated management of natural resources and community development for the gateway community. It has contributed to the institutional development (e.g., land use plan, sustainable production and marketing systems, resources monitoring).

Rio Damajagua (Damajagua River), Imbert

An association of guides from the surrounding community implemented "27 Charcos de la Damajagua" for the tourist management in the area. It began with the establishment of a community ecotourism microenterprise using the 27 pools of Rio Damajagua to develop the visitation standards under sustainable management and improve the living conditions of the surrounding area. It is based on co-management between the community and SEMARENA with support from international donors.

Villas Padre Nuestro, Bayahibe

The Dominican Institute of Integral Development (IDDI) and the Association of Hotels La Romana - Bayahibe, Botanical Garden, and Zoological Park developed Eco-Archaeological and Tourist Route Project to protect the area where the aquifers are present, producing water for the people of Bayahibe. The project encourages an alternative use of the area to enable the residents to develop ecotourism activities, rather than activities potentially damaging to the aquifer.

Jimaní, Duvergé and La Descubierta

The Committees of the Initiative for Local Ecotourism (CIELOs) are the local structures that are developed out of the Transfronteir Environmental Program (PMT) to promote and channel resources locally for the ecotourism development. Each CEILO coordinates, monitors, and promotes ecotourism products in their respective areas, relying on the services of community microenterprises and other local businesses.

4.1.5 Community Survey

The qualitative interviews were conducted with 92 residents of 10 communities across the nation for the in-depth analysis of community participation in the ecotourism development. The profiles of the surveyed communities are provided in Tables 4.3 and 4.4.

Table 4.3 Profile of Surveyed Communities (1/2)

Communities	Los Calabazos	Manabao	Boca de los Ríos (La Cienaga)	El Limón	Los Bracitos/ El Cadillar	Los Cacaos
Province	La Vega (Jarabacoa)	La Vega (Jarabacoa)	La Vega (Jarabacoa)	Samaná	Duarte (San Francisco de Macoris)	San Cristóbal
Size	About 200	About 350	100 – 150	500 – 1,000	30 each	7500
Education	Primary/secondary	Primary/secondary	Primary/secondary	Primary/secondary	Primary/secondary	Primary/secondary
Main economic activities	Ecotourism, Agriculture	Agriculture, Incipient ecotourism	Agriculture, Incipient ecotourism	Tourism, Agriculture	Agriculture (cacao)	Agriculture (coffee)
Main physical/environmental features	River, Mountains	Mountains (Pico Duarte)	Mountains (Pico Duarte), Rivers	Mountains, Waterfall	Mountains, Natural bathing pools, Cloud forest	Mountains, Rivers
Public health services within the community	No	No	No	No	No	Yes
Local organizations, associations	La Nueva Esperanza Mother's Club (Sonido del Yaque)	Tour guide association	Tour guide association	ACESAL	Foundation Loma Quita Espuella	Association of Coffee Cultures
External (and/or donor) organizations	UNDP (PPS)	SEMARENA	SEMARENA	CEBSE, SEMARENA SECTUR	SEMARENA	
Co-management	No	No	No	Yes (comanejo)	Yes (comanejo)	No
Local infrastructure	Moderate	Moderate	Moderate	Moderate	Poor	Moderate
Access ways	Poor	Moderate	Poor	Moderate	Moderate	Poor

Source: JICA Study Team

Table 4.4 Profile of Surveyed Communities (2/2)

Communities	Las Avispas	Polo	Cachote	Padre Nuestro	Los Guineos
Province	San Jose de Ocoa	Barahona	Barahona	La Romana	El Seibo
Size	Less than 100	9500	Less than 50	About 300	About 100
Education	Primary	Secondary/higher education	Primary	Primary/secondary	Secondary/higher education
Main economic activities	Agriculture, Incipient ecotourism	Agriculture (coffee), Incipient ecotourism	Agriculture	Hotel industry, Tourism, (previously Agriculture)	Fishing
Main physical/ environmental features	Mountains, Rivers	"Polo Magnetico", Natural bathing pools, Cloud forest	Cloud forest, Mountains, Rivers	Beach, Rivers	Lagoon
Public health services within the community	No	Yes	No	No	No
Local organizations/associations		CEILO Polo, cooperative organization, youth platform, guide association	Community Ecotourism Microenterprise, Agricultural Association of Ebano Verde	Women's association	Fishing association
External (and/or donor) organizations		IDEAC, UNDP (PPS)	SOEPA, UNDP (PPS)	Hotel Association La Romana-Bayahibe, USAID	SEMARENA
Co-management	No	No	No	No	No
Local infrastructure	Poor	Moderate	Poor	Moderate	Moderate
Access ways	Moderate	Moderate	Poor	Good	Moderate

Source: JICA Study Team

Los Calabazos

Los Calabazos is a community of 200 inhabitants located near the Rio Yaque del Norte (Yaque del Norte River), Jarabacoa. With the help of UNDP, La Nueva Esperanza built an ecotourism restaurant called “Sonido del Yaque” and constructed cabins and a hydroelectric generator²⁷ to cater for the eco-tourists. The profits from the ecotourism activities have been used by the community groups to help the poorest families to improve their homes and cover medical expenses. The ecotourism development has significantly contributed to the environmental conservation and improved quality of life in the local community. The majority of the population of Los Calabazos is now aware of the importance of protecting and respecting the environment.

Manabao

With a population of about 350, Manabao serves as one of the main access points to Pico Duarte, the tallest mountain in the Caribbean located in Armando Bermudez National Park. In recent years, the community members have had a growing interest for ecotourism business such as rental of mules and tour guides. As such, a tour guide association was created by 30 members of the community. For the communities surrounding Armando Bermudez National Park, including Manabao, La Cienaga and Mata Grande, the economic contribution of ecotourism from the rental of mules and tour guides by 3,158 tourists totaled DOP1,258,600 in 2003.²⁸ Nonetheless, the majority of the residents interviewed lacked a concrete understanding of ecotourism. They agreed that lack of adequate infrastructure is one major barrier for the tourism development in their communities.

Boca de los Rios (La Cienaga)

Boca de los Rios is situated on the outskirts of park and is home to the administrative office of the Armando Bermudez National Park. The community members have some job opportunities from ecotourism such as the national park services, rental of mules and tour guides to supplement the main income from agriculture.²⁹ Most of the interviewees noted that improvements have been made in connection to ecotourism (e.g., roads, bridges, entrance of the National Park).

El Limón

The community of El Limón surrounds Salto El Limón (El Limón Waterfall). Prior to 1996, most of the tourists to the area were either independent travelers or tour groups from Las Terrenas and Puerto Plata. Some micro entrepreneurs in the community established roofed meeting places called “paradas”, where several improvised services were provided such as food and beverages, horse or mule rides, and local guides. In 1996, CEBSE initiated a project to promote and regulate the use of tourism and tourist facilities, and ACESAL was established as a community association. The project aimed to tackle a variety of issues including conservation of natural resources, improved cooperation among the owners of paradas, regulations for the land use, and improved quality of services. The project outcome has led to a true process of community ecotourism co-management, in which the stakeholders participate in an active and conscious way in the management of their local resources.

Los Bracitos and El Cadillar

Los Bracitos and El Cadillar are small communities located adjacent to each other. Beginning in the early 1990s, a project called the Integral Development of Natural Resources of the Cloud Forest of Loma Quita Espuela was launched and a series of development programs were initiated for community education, sustainable agriculture, forest investigation and production, and reserve management.³⁰ The programs have contributed to the increased level of community awareness for the conservation of natural resources.

²⁷ Dominican Republic: Los Calabazos Abajo and Las Guazaras Ecotourism. Small Grants Program, UNDP, 2004.

²⁸ Secretaría de Estado de Medio Ambiente y Recursos Naturales, Memoria, Año 2003.

²⁹ Edwards, Victoria M., “Community Based Ecotourism as a Panacea for Protected Areas: the use of common property theory in its analysis and development,” The 10th Biennial Meeting of the IASCP, Oaxaca, Mexico, August 2004.

³⁰ Almánzar, Víctor, “La Participación Comunitaria en el Proyecto Desarrollo Integral de Los Recursos Naturales de Loma Quita Espuela,” in *La Participación Comunitaria en la Gestión Ambiental y Co-manejo en la Republica Dominicana*,

Los Cacaos

Los Cacaos is a municipal district in the mountains of San Cristobal with a population of about 7,500. Coffee production employs the majority of the population, about 95%.³¹ To enhance the job opportunities, their principle resource has been utilized for the construction of a coffee route as a part of ecotourism development. Currently the Association of Coffee Cultures is preparing facilities for tourists, including lodging, as well as guide training. Although ecotourism development is still in its initial stages in Los Cacaos, the majority of residents interviewed had some understanding about the concept. Very few interviewees, however, identified the coffee route as a resource with high ecotourism development potential.³²

Las Avispas

Las Avispas is a small community of about 20-30 families living in a valley. The level of understanding of ecotourism within the community is relatively high, as Rancho Cascada, an ecotourism ranch located on the other side of the community across the Rio Nizao (Nizao River), has offered ecotourism services (e.g., kayaking, horseback riding, mountain biking, hiking). The involvement of the community has been limited to the construction activities and meal preparation for tourists. Nonetheless, the community understands the importance of ecotourism as a majority of residents interviewed preferred to enhance the ecotourism activities in the area in order to boost investment in the local economy. Most interviewees identified improvements in roads and access ways, as well as public health and education as the most important to the community.

Polo

Polo is known for its rolling green mountains and “El Polo Magnético” (the magnetic pole), an area on a mountain just outside the community. Polo has great agro-tourism potential in the production of organic coffee. Every June, the Institute of Associative Economic Development (IDEAC) organizes a coffee festival featuring the organic coffee in Polo as well as local culture, folklore and historic sites with the funds of the SGP. Polo also has a cooperative organization and a tour guide association, which are working as driving forces for the ecotourism development.

Cachote

Cachote is a community of about 30 families in Barahona. With the support of the Ecological Society of Paraíso (SOEPA) and PPS, the community of Cachote has carried out a number of ecotourism activities (e.g., development of the Ebano Verde Reserve, construction of hiking trail and ecological center, development of business plans, workshops for training guides on environmental interpretation and managing ecotourism). In August 2007, 25% of the profits generated by visits to Cachote went to a “sustainability fund”, while the remaining 75% was distributed by the microenterprise directly to the community.³³

Padre Nuestro

After Hurricane Georges in 1998, a group of 180 families formed the community of Padre Nuestro about 5km from Bayahibe and built homes in a relatively arid area located behind the beach resorts. There have been some risks such as health of residents and visitors, and the local ecosystem. The Hotel Association of La Romana-Bayahibe, together with public institutions and USAID, donated land in the nearby town of Benerito to solve these problems. After the inauguration of the new community, a group of women formed an association and began to work together with the Hotel Association to build a community center and a clinic. While tourism jobs are plentiful in the area, the community has some problems such as low salaries, a location farther from the tourist area, and lack of support from the Hotel Association in terms of the provision of job transition assistance for community residents.

Caribbean Natural Resources Institute (CANARI) and Centro para La Conservación y Ecodesarrollo de la Bahía de Samaná y su Entorno (CEBSE), October 1994.

³¹ Interview with Talio Herrera, La Esperanza Association of Coffee Cultures, August 2007.

³² JICA Study Team, Community Residents Survey, 2007.

³³ Moreta Matos, Martiano, Director, Community Ecotourism Microenterprise of Cachote, August 2007.

For its future protection, USAID is working with SEMARENA to convert the area of the old community into an eco-park to create new jobs and attract an even greater variety of tourists to Bayahibe. Despite the installation of infrastructure in the new community, the large majority of residents interviewed cited lack of adequate infrastructure as one of the biggest problems in addition to public health and language barriers.³⁴

Los Guineos

About 40-50 families live in the community of Los Guineos. The area has an abundance of natural attractions (e.g., beaches, mountains, caves, lagoons). About 10-15% of tourism sales of the tour operators are meant to go back to the community. However, there is no mechanism in place to ensure this and the community receives very few benefits from the tourism. The gas/oil boats were used but they are far worse against the natural environment than the boats with electrical motors. Another issue with ecotourism development around the lagoon is that there are only two hotels around, both of which are located about 20km away in Miches. Furthermore, the roads and access ways to Los Guineos and the lagoon are very poor. The community also noted the lack of human resources/capacity, the lack of funding or financing for development, and language barriers as additional obstacles.

Survey Results and Analysis

The questionnaire is provided in Appendix IV and the full survey results are provided in Appendix V. It is important to note that the survey sample size was quite small and that caution should be taken in order not to make any broad-sweeping conclusions from this analysis.

Most of the surveyed communities directly link ecotourism benefits with improving their livelihoods. The large majority of community residents noted that due to ecotourism development, improvements have been made in terms of employment, infrastructure, and capacity building of the community.

In terms of a regional understanding of ecotourism, the survey results show that a large majority of respondents possess some kind of knowledge of ecotourism as shown in Table 4.5.

Table 4.5 Knowledge about Ecotourism

	Southwest	North Central	Northeast	Eastern	South Central	Total
Understands what ecotourism is	15 (75%)	14 (61%)	5 (38%)	8 (42%)	10 (59%)	52 (57%)
May have an idea of what ecotourism is	2 (10%)	1 (4%)	0 (0%)	3 (16%)	2 (12%)	8 (9%)
Does not know what ecotourism is	3 (15%)	5 (22%)	6 (46%)	6 (32%)	5 (29%)	25 (27%)
Not Sure	0 (0%)	3 (13%)	2 (15%)	2 (11%)	0 (0%)	7 (8%)
Total	20	23	13	19	17	92

The Southwest region where many residents have good understandings of knowledge about ecotourism as shown above, also recorded the highest percentage of involvement in ecotourism activities as shown in Table 4.6. Meanwhile, no respondent was involved in ecotourism activities in the Eastern region known as the destination of “sun and beach” tourism.

³⁴ It should be noted that there are quite a few first or second generation Haitians living in the community.

Table 4.6 Involvement in Ecotourism

	Southwest	North Central	Northeast	Eastern	South Central	Total
Involved in ecotourism activities	9 (45%)	4 (17%)	5 (38%)	0 (0%)	1 (6%)	19 (21%)
Total	20	23	13	19	17	92

The majority of residents in all regions noted that improvements that can be attributed to ecotourism have been made in their communities as shown in Table 4.7.

Table 4.7 Improvements due to Ecotourism

	Southwest	North Central	Northeast	Eastern	South Central	Total
Improved	19 (95%)	20 (87%)	12 (92%)	7 (37%)	11 (65%)	69 (75%)
Maybe improved	0 (0%)	2 (9%)	0 (0%)	0 (0%)	1 (6%)	3 (3%)
Not improved	1 (5%)	1 (4%)	0 (0%)	12 (63%)	4 (24%)	18 (20%)
Do not know	0 (0%)	0 (0%)	1 (8%)	0 (0%)	1 (6%)	2 (2%)
Total	20	23	13	19	17	92

In assessing a number of themes and their impact on ecotourism, one of the most formidable results can be found in the impact of the lack of adequate infrastructure. 29% of respondents nationwide noted that lack of infrastructure was an impediment to ecotourism development as shown in Table 4.8.

Table 4.8 Impact of Lack of Adequate Infrastructure on Ecotourism

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very serious	8 (40%)	5 (22%)	2 (15%)	8 (42%)	4 (24%)	27 (29%)
Somewhat serious	3 (15%)	4 (17%)	1 (8%)	6 (32%)	4 (24%)	18 (20%)
Not very serious	4 (20%)	3 (13%)	1 (8%)	1 (5%)	4 (24%)	13 (14%)
Not applicable	5 (25%)	11 (48%)	9 (69%)	4 (21%)	5 (29%)	34 (37%)
Total	20	23	13	19	17	92

The respondents were also asked about the direction of the ecotourism development. As shown in Table 4.9, 56.6% of residents suggested increasing local community involvement in ecotourism to generate local businesses and employment opportunities. This analysis shows that many community residents are aware of the benefits of ecotourism and view it as an alternative means of improving their livelihoods.

Table 4.9 Direction of Ecotourism Development

	Southwest	North Central	Northeast	Eastern	South Central	Total
Leave matters as they are	0 (0%)	3 (13%)	0 (0%)	2 (11%)	0 (0%)	5 (5%)
Promote to increase the number of tourists	14 (70%)	9 (39%)	3 (23%)	11 (58%)	8 (47%)	45 (49%)
Increase investment in the local community	10 (50%)	8 (35%)	7 (54%)	10 (53%)	9 (53%)	44 (48%)
Restrict businesses for environmental protection	4 (20%)	1 (4%)	1 (8%)	4 (21%)	1 (6%)	11 (12%)
Increase involvement of community	16 (80%)	12 (52%)	5 (38%)	9 (47%)	10 (59%)	52 (57%)
Strengthen the development of cooperatives	11 (55%)	7 (30%)	4 (31%)	4 (21%)	4 (24%)	30 (33%)
Total	20	23	13	19	17	92

4.2 Major Issues

The local communities will play a critical role in the national ecotourism development because they are often situated nearby many natural and cultural resources. In practice, some local communities participate in a co-management operation program at the Protected Areas.

A diverse base of organizations in many local communities generally has weak relationships with each other. Most community members have difficulty in seeking financial and technical assistance from the capital market due to low private investment in ecotourism development projects. Instead, the local communities tend to depend on financial and technical assistance from some international donor organizations which support proactive participation of the local communities in ecotourism development.

Major Issues of Community Participation

First, there is a need to raise awareness of local residents about the value of ecotourism resources. Some adverse environmental impacts caused by the local residents were reported in the regional workshops, such as slash-and-burn agriculture and consequent forest fires, solid waste and pesticides contamination of water, and coral damage caused by anchoring. The local residents should be more acquainted with the economic value of ecotourism resources and the conservation activities.

Second, there is a need to improve the capacity of organizations at the community level. A weakness in administration and communication of the organizations at the community level was indicated in the regional workshops. The capacity building of the organizations at the community level is highly required, because they are expected to play an important role to raise awareness of the local residents for the ecotourism development.

Finally, there is a need to develop a Community Participation Model (CPM) presenting the ideal model of local community participation in the ecotourism development. The Study proposed a CPM to implement in the local communities nationwide. The proposed CPM advocates the entrepreneurship and effective use of available resources in the local communities, and the institutional framework and implementation process can be flexibly designed according to their institutional structure and key needs. The concept of CPM is described in Appendix VI.

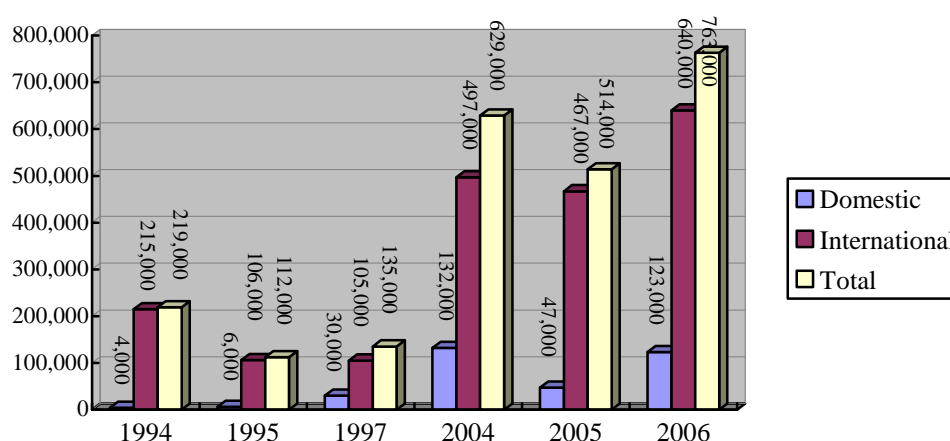
5 Situation Analysis: Marketing and Promotion

5.1 Situation Analysis

5.1.1 Market Segment

Potential Market Segment

The difficulty in considering the demand for ecotourism lies in the fact that there are so many different ways of defining ecotourism and that there are very few statistics for eco-tourists anywhere in the world. For the purpose of the Study, the nature reserve visits may be primarily utilized as a proxy for measuring ecotourism volumes. According to SEMARENA's statistics, over 640,000 international tourists visited the Protected Areas in 2006. The rapid expansion of national ecotourism market is explained by the increase of visitors to the Protected Areas by 3.1 times in the past decade, as illustrated in Figure 5.1.



Source: SEMARENA, 2006

Figure 5.1 Visitors to the Protected Areas

With regard to the short-term prospects of further expansion of the ecotourism market, the existing large tourism market has potential: mass beach tourism market; domestic market; and non-resident Dominican market. Meanwhile, with regard to the medium/long-term expansion of ecotourism market, the pure-end eco-tourists from large market sources of Europe and the United States will gradually increase their importance as the target segments. Table 5.1 shows the characteristics of potential market segments.

Table 5.1 Potential Market Segments for Ecotourism

Market Segment	Description
Mass Beach Tourism Market	<ul style="list-style-type: none"> -Size: 3,342,000 international tourist arrivals -This market is comparatively young with 1,122,458 tourists (33.6%) between the ages of 21-35 and 936,453 tourist (28.0%) between the ages of 35-49 -Typically, these age groups are active and spare no pains in participating in physically exerting activities -Over 640,000 tourists visited protected areas in 2006, mainly the Del Este National Park (358,000) -Originally, almost all Western European tourists arrived in the DR on a package tour, while half of US and Canadian tourists do -Punta Cana (1,830,628), Las Americas (1,362,701), Puerto Plata (582,078), and Cibao (478,601) were their main gateways -Most visitors stayed at all-inclusive hotels on the beach
Domestic Market	<ul style="list-style-type: none"> -Size: 9,350,000 residents of the DR -Uncultivated market with 123,000 visitors to the Protected Areas in 2006 -Based on the popularization of recreation and the increase in disposable income, it is expected to expand -The most popular recreational activity is sunbathing on the beach and playing in natural pools
Non-resident Dominican Arrivals	<ul style="list-style-type: none"> -Size: 622,000 non-resident Dominican Arrivals -As the majority of Dominican emigrants live in New York and Miami, visiting friends and relatives is the main purpose of such visits
European Eco-tourists (Typical Characteristics)*	<ul style="list-style-type: none"> -Higher education -Higher income bracket -Middle-age to elderly -Opinion leaders -Ask and tell their friends and colleagues about the trip -Most important source of trip information
US Eco-tourists (Typical Characteristics)	<ul style="list-style-type: none"> -35-54 years of age -82% have a college education or higher -Willing to pay on average US\$1,000-1,500 per trip more than mass tourists generally spend -70% would pay up to US\$150 more for a two-week stay in a hotel with a "responsible" strategy and attitude

Source: *CTO's Caribbean Regional Sustainable Tourism Development Programme, 2006
JICA Study Team

5.1.2 Marketing and Promotion Channels

SECTUR

SECTUR is the sole body responsible for marketing and promotion of the national tourism. There are five departments related to marketing and promotion activities in SECTUR.

The Promotion Department is responsible for the promotion activities worldwide. Its role includes: i) to execute general promotional direction; ii) to supervise the whole promotional activities; iii) to manage the whole promotional budget; iv) to coordinate the participation for national and international fairs; and v) to manage the expenses of the Overseas Tourism Promotion Offices (OPTs) in 15 countries. Most OPTs align with the present flow of the tourists, except in Russia and Japan, which can be considered as a quasi-investment for the future.

The Fair Division under the Promotion Department manages Fairs and Road/Bridal Trade shows and invites tourism related enterprises to participate in the events. The national tourism is exhibited at major international tourism fair (e.g., ITB in Berlin, International Tourism Trade Fair (FITUR) in Madrid, World Travel Market (WTM) in London, JATA-World Tourism Fair (JWTF) in Tokyo). However, the number of participants from ecotourism business is limited due to the cost incurred for exhibitions. No matter how much SECTUR pays for exhibitions in booth fees and exhibit/stand construction costs, travel expenses including airfare and lodging are heavily loaded for ecotourism operators, which are mostly small and micro enterprises.

The International Public Relations Department is responsible for overseeing three airport offices within the nation and 20 public relations agencies all over the world. The Department is primarily responsible for public relations activities in the domestic and international offices including the coordination of press tours for overseas mass media. The Advertisement Department mainly manages the contract with the advertising agency to realize all promotional activities.

The Communication and Press Department publishes the daily bulletin for the official press release. The Department also organizes the press tours for national newspapers. To execute over 20 press tours annually, the Department has a close relationship, in collaboration with regional Deputy Ministers, with regional hotel associations who provide complimentary rooms and attractive materials. Some press tours originate from the region or donors. For instance, USAID began proposing an ecotourism press tour for the Jarabacoa cluster to the Department in the fall of 2008. After the press tour, the Department conducted an analysis of newspaper articles about the destination of the press tour.

The Marketing Department is responsible for data collection and analysis of national and international tourism, and submits annual report by each main source market country.

SECTUR has an official website (<http://www.godominicanrepublic.com/>) for the general public which has been recently refurbished with the inclusion of English and German pages.

The budget of SECTUR can be roughly classified into three groups: i) general expenditure; ii) infrastructure development budget; and iii) promotional budget. While general expenditures are disbursed from national revenue for salaries, electricity, office supplies and so on, a distinctive structure exists for budget allocations for the other two expenditures.

The source of infrastructure development expenditure is the revenue of the Dominican Institute for Civil Aviation (IDAC), which charges US\$2.50 per passenger/arrival and departure for all airlines. The Executive Committee of Infrastructures of Tourist Areas (CEIZTUR) manages and allocates IDAC's budget of DOP 2,900 million for the 2008 fiscal year towards road construction and improvements to water supply and sewage facilities.

Similarly for the promotional budget, around 50% of the revenue from Tourist Cards (US\$20/tourist) is saved for this purpose as stipulated by law. Consequently, the Government invested US\$28 million to implement promotional activities in fiscal year 2008, such as advertisement for tour operator brochures. Also, SECTUR has invested US\$1 million to promote tourism in Samaná in 2007 to support their relationship with European tour operators.

The National Association of Hotels and Restaurants (ASONAHORES)

ASONAHORE is an association of private businesses including 143 hotel members, 36 restaurant members, and 186 associate members as suppliers, real estate businesses, consultants, food providers, etc. This organization exists as a federation of associations, which has been established in 10 regions of the nation. On August 2008, a new president and four vice presidents were elected from its members, including representatives of major hotels. The Board Directors of ASONAHORES were selected for the 2008-10 period.

In the past, it used to work in conjunction with SECTUR in participating in the fairs. This practice was amended by the new government in 2000, as SECTUR decided to take full control of fair-related activities. But the partnership between SECTUR and ASONAHORES still remains in tact for other activities. At present, the Promotion Department of ASONAHORES has four main responsibilities:

- Organize “Annual Dominican Tourism Exchange (DATE)”: It originally aimed at offering business opportunities to those in the market but later to all markets.
- Organize “EXPO ASONAHORES”: This commercial association fair provides networking opportunities to tourism business enterprises.
- Publish “Dominican Republic Vacation Planner”: This tour guide is published in collaboration with CPT, and 120,000 copies are issued annually for use by SECTUR in participation at international fairs and as regular handouts for OPTs throughout the world. English, Spanish, and French versions are available while German version will be available soon.
- Publish “Welcome Punta Cana” magazine.

International Tour Operators

The major international tour operators also play a significant role to promote national tourism in each market. In particular, it is estimated that over 90% of European tourists are handled by tour operators. The dominant European tour operators include Nouvelles Frontieres (France), TUI Travel, Thomas Cook (Germany), Iberojet Soplan, Sol Travel (Spain) and Teorema (Italy), some of which rely on affiliated airlines within their consortiums, while others offer chartered flights. Table 5.2 shows the share of chartered flights.

Table 5.2 Flights and Passengers

Airport	Flights			Passengers		
	Scheduled	Chartered	Total	Scheduled	Chartered	Total
Santo Domingo	21,911 (97.3%)	598 (2.7%)	22,509	1,347,609 (98.9%)	15,092 (1.1%)	1,362,701
Puerto Plata	5,130 (63.5%)	2,952 (36.5%)	8,082	291,933 (50.2%)	290,145 (49.8%)	582,078
Punta Cana	15,344 (70.0%)	6,577 (30.0%)	21,921	1,133,365 (61.9%)	697,263 (38.1%)	1,830,628
La Romana	1,968 (57.1%)	1,476 (42.9%)	3,444	52,150 (26.5%)	144,436 (73.5%)	196,586
Cibao	7,796 (100.0%)	0 (0.0%)	7,796	478,601 (100.0%)	0 (0.0%)	478,601
La Isabela	2,220 (54.9%)	1,827 (45.1%)	4,047	10,868 (61.2%)	6,904 (38.8%)	17,772
Catey	310 (32.6%)	640 (67.4%)	950	18,148 (32.8%)	37,221 (67.2%)	55,369
Total	54,679 (79.5%)	14,070 (20.5%)	68,749	3,332,674 (73.7%)	1,191,061 (26.3%)	4,523,735

Source: IDAC/JICA Study Team

The international tour operators assemble travel components in a package for the convenience of tourists, and it is widely found in the DR. For example, Iberojet offers the packaged tours to Punta Cana with its affiliated chartered airline and resort hotel. It is no exaggeration to say that the national tourism is supported by mega tour operators and chartered flights. As a new marketing strategy in recent years, especially after the advent of the Internet, tour operators began to control whole travel components including hotels, cruises, and flights to hedge against the increase of self-packaged holidays over the Internet.

Online Travel Agent and Website

Websites can frequently be a starting point of reference to the potential tourists. Many travel agencies have developed their own website and provided information. Online travel agents, such as Travelocity, Expedia and Orbitz, provide booking sites requiring the assistance of the outside travel technology solutions of Global Distribution System (GDS).³⁵ It enables the users to research and reserve an entire gamut of travel elements promptly (e.g., flights, hotels, rent-a-cars, cruises, packaged tours). For

³⁵ Operating systems/companies such as Sabre Holdings, Amadeus, and Galileo provide travel elements to online travel agents. Originally, it was formulated by major airlines as CRS (Computer Reservation System) and afterward used as a sales tool for online travel agents.

the year 2006, Travelocity's global gross travel booked was \$10.1 billion, an increase of 35% year-on-year.³⁶

An example of a recent development in online travel booking is with the firm, Amadeus, which has signed an agreement with the Ministry of Tourism of Cuba to build more than 130 hotels into its network for visitors. This agreement represents 70% of Cuba's hotel service offering. The Amadeus network will let all agencies around the world have access to these hotels. Those hotels will be equipped by Amadeus with web based business model that will allow the hotels to optimize their internal processes and improve their offering around the world.

Effectiveness of Marketing and Promotion Channels

Table 5.3 shows the survey results at Punta Cana Airport asking how the tourists perceived the nation - this can also function as a quasi promotional report card.

Table 5.3 Survey Results: How Did You Learn about the DR?

Country	News- paper	Maga- zine	Internet	TV, Radio	Friend, Relative	Travel Agent	Tour Operator	Repeater	OPTs	Others
U.S.	2.1%	12.2%	12.3%	0.5%	17.2%	40.8%	4.0%	10.1%	0.1%	0.7%
Canada	2.4%	15.7%	11.6%	0.5%	13.8%	43.4%	5.6%	6.8%	0.0%	0.2%
France	5.6%	13.1%	12.1%	0.3%	16.4%	43.4%	5.2%	3.6%	0.0%	0.3%
U.K.	1.9%	11.1%	10.2%	0.0%	14.8%	50.9%	8.3%	2.8%	0.0%	0.0%
Germany	4.6%	14.9%	13.5%	0.0%	11.7%	45.8%	6.0%	3.5%	0.0%	0.0%
Spain	2.9%	11.8%	11.5%	0.0%	20.3%	39.6%	6.4%	7.0%	0.0%	0.5%
Italy	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
All	2.9%	12.7%	11.7%	0.3%	16.7%	41.6%	5.1%	8.5%	0.0%	0.5%

Source: Central Bank

Travel agent was ranked as the most popular channel for tourists, especially in European countries. This fact backs the claim that tourism is sustained by the packaged tours, assuming that chartered direct flights and affordable prices permit European tourists to visit the DR; such prices are based on strong bargaining power. With regards to the tour operators, it may be difficult for many ordinary tourists to distinguish between travel agents (a retailer) and tour operators (a wholesaler). Moreover, large European travel companies are multi-faceted such as TUI Travel PLC³⁷, so it is appropriate to interpret both together in this analysis.

Magazines and Internet have approximately the same rates of effectiveness and are much more potent than newspaper, TV or radio. The latter media are only effective for a single time, whereas the former types of media remain in the mind due to the refinement or composition of attractive photos.

5.1.3 Field Study and Internet Survey

Field Survey at a Regional Level

Project Cycle Management (PCM), with the specific aim of building a problem tree and an objective tree, was utilized in the five regional workshops. Marketing and promotion related notes in the problem tree have been distilled and are presented from the collected data to understand the current situation of each region and to reflect strategies. Although the PCM methods focus on core problems, the causes/effects are two sides of the same coin. To gather opinions of stakeholders by raising their consciousness was important in the workshops. The result is detailed in Table 5.4.

³⁶ <http://phx.corporate-ir.net/preview/phoenix.zhtml?c=75787&p=irol-newsArticle&ID=976238&highlight=gross%20travel%20book>

³⁷ <http://www.tuitravelplc.com/tuitravel/structure/mainstream/>

Table 5.4 Regional Issues: Marketing and Promotion

	Southwest Region	North Central Region	Northeast Region	Eastern Region	South Central Region
Strategy or vision of public sector	<ul style="list-style-type: none"> -The public sector does not have a vision for ecotourism marketing and promotion -Ecotourism sector marketing is insufficient -There is ignorance and anonymity of the region as a tourist destination 	<ul style="list-style-type: none"> -Inadequate communication between the public sector and stakeholders 		<ul style="list-style-type: none"> -Non-existent marketing and promotion strategy for ecotourism in the region 	<ul style="list-style-type: none"> -Limited participation of stakeholders in the ecotourism decision-making system -The emerging movement and competent institutions do not work together -The actual tourism promotional strategy does not include ecotourism
Promotional opportunity, tools		<ul style="list-style-type: none"> -Nonexistent system for gathering, organizing and spreading ecotourism product information -Little investment in coordinated marketing and promotion 	<ul style="list-style-type: none"> -Low level of marketing and promotion of ecotourism in the region -Inadequate information system for ecotourism offerings -Low level of marketing and promotion for ecotourism in the region 	<ul style="list-style-type: none"> -Few development about elements (products) for ecotourism marketing and promotion 	
Knowledge, know-how	<ul style="list-style-type: none"> -Ecotourism target markets have not been defined 	<ul style="list-style-type: none"> -Low level of recognition in global market 	<ul style="list-style-type: none"> -Inadequate marketing plan -Ignorance of ecotourism market 		
Relationship with tour operators				<ul style="list-style-type: none"> -Tour operators monopolize the tourist offerings in the region -Little earning potential for ecotourism operators 	<ul style="list-style-type: none"> -Lack of unity among ecotourism operators on promotion
Others: product quality	<ul style="list-style-type: none"> -Lack of commercial elements (brand) for promotion and marketing -Limited competition possibilities against other ecotourism destinations 				

Source: JICA Study Team

Internet Survey

In the course of the Study, an Internet survey was conducted to understand the current situations and opinions of ecotourism enterprises and tour operators. The questionnaires are attached in Appendices 7 and 8. The current situations with regard to marketing and promotion of ecotourism enterprises are discussed in this section. Table 5.5 shows the information and communication tools used by the ecotourism business. While majority of respondents had websites, some of them are available in alternate portal sites.

Table 5.5 Information and Communication Tools Used by Ecotourism Enterprises

Tools used		Respondents
Telephone		19 (100%)
E-mail		18 (95%)
Website	Spanish	17 (89%)
	English	9 (47%)
	Other Languages	5 (26%)
Total		19

Table 5.6 shows the reservation methods used by the respondents. The majority relies on tour operators for at least 75% of their business. Website was used by only two enterprises, and both of them are hotels.

Table 5.6 Reservation Methods Used by Ecotourism Enterprises

	Respondents
Tour Operators	10 (53%)
Telephone	15 (79%)
E-mail	7 (37%)
Website	2 (11%)
Total	19

The respondents were asked about the existing issues on marketing. As indicated in Table 5.7, cost and tool/opportunities were indicated by some respondents.

Table 5.7 Issues about Marketing

	Respondents
Cost	5 (26%)
Tool/Opportunity	4 (21%)
Others	1 (5%)
Not Applicable	8 (42%)
Total	19

5.2 Major Issues

The DR has become one of the most successful international tourism destinations with an established brand image of “sun and beach” resort in the popular tourism region of the Caribbean Sea. The strong marketing channels have been extended to major international tourism markets, while a number of well-equipped hotels and well-established product distribution systems have been developed in the coastal areas. The national population, including national residents and immigrants to the United States, is enough to generate a certain level of demand for the domestic tourism.

However, there is a growing concern on the possibility of declining national competitiveness in the international tourism market, as it is evident that many tourists have shifted their preference to natural

and cultural attractions. A priority should be given to refurbish and implement a brand new strategy in response to rapidly changing market demand so as to strengthen the national competitiveness in the international tourism market. In particular, ecotourism will require further initiatives for marketing and promotion to raise its position in the international tourism market and overcome its underrated status in comparison with the mainstream tourism product of beach resorts.

Major Issues of Marketing and Promotion

First, ecotourism operators need assistance to mitigate a lack of their knowledge and information on the tourism market and products. Many ecotourism operators have limited contact with the tour operators and the tourists of other forms of tourism, as they are small and medium enterprises based in remote areas. The extended marketing and promotion channel is desirable for them, such as participation in an established mass-marketing channel and an ICT-leveraged channel.

Second, there is a need to expand the means of ecotourism marketing and promotion. In addition to plain brochures and an ecotourism website which are currently available, more sophisticated technology and tools should be utilized to stimulate the market demand.

6 Situation Analysis: Legal and Institutional Framework

6.1 Situation Analysis

6.1.1 Government Plans and Policies

Tourism Development Plan

The tourism industry has been gradually acknowledged as the mainstay of the national economy since the Government first declared tourism development of “high national interest” in 1968. In 2003, the presidential decree (447-03) ratified tourism development as a “national priority and State policy”.

The Strategic plan of Tourist Development of Dominican Republic (PEDTURD) in 2000 offers a useful framework as the tourism sector plan.³⁸ Though no legal endorsement exists on the matter, it has been declared as to be binding by SECTUR. With a 10-year horizon, PEDTURD envisioned a significant role of ecotourism for tourism product diversification as follows:

“It is a vacation product basically oriented toward sun and beach tourism which within the Caribbean Coast product is rather consolidated and is emerging forcefully in the international tourism market. Its main attributes rely heavily on the quality of its sun and beach offer, though a diversification process is now underway targeting the golf, meetings, ecotourism and cultural market segments.”³⁹

PEDTURD specified the prescriptions as to the specific interventions in the various tourism development poles (e.g., infrastructure, land zoning, information, public services, institutional matters, marketing and promotion, training and education, products, awareness and complementary activities). Although some of these prescriptions may be interpreted as part of an ecotourism development strategy, no separate formal ecotourism strategy as such had been formulated.

PNCS

The prediction of future tourism sector sustainability requires an examination of existing national development plans and objectives. For the purpose of the Study, the National Plan for Systemic Competitiveness (PNCS) is reviewed. PNCS was developed in 2007 as a series of strategic guidelines for the national development plan and endorsed publicly by the President. Subsequently, SECTUR announced the Plan of Tourist Competitiveness based on PNCS.

PNCS advocated a new paradigm of competitiveness as follows:

competition is no longer restricted to individual business versus individual business, but it is a continuum which integrates clusters, regions, Government and the country as a whole. Competitiveness needs to be “systemic” to generate economies of agglomeration and value-added through technological knowledge applied to businesses.⁴⁰

PNCS identified the tourism industry as one of six development pillars⁴¹, and suggested that the competitiveness of the tourism industry needs to be achieved on the basis of developing the six elements: infrastructure and land use planning; human resources; promotion; healthiness; public

³⁸ Sociedad de Planificación y Desarrollo, SOPDE, S.A., *Plan Estratégico de Desarrollo Turístico de la República Dominicana – Informe-Resumen*, 2000. Consejo Nacional de Competitividad, *Plan Nacional de Competitividad Sistémica*, Santo Domingo, 2007

³⁹ SOPDE S.A., *Ibid*, p.40.

⁴⁰ Villareal, R., *La Estrategia de Competitividad Sistémica para el Desarrollo Sustentable del Turismo en la República Dominicana*, CNC Powerpoint Presentation, 2004

⁴¹ http://www.cnc.gov.do/vsd/system/contenido.php?id_cat=106&id_prod=342

security; and community integration. PNCS has foreseen that the nation needs to move from a tourism model based on enclave, all-inclusive beach resorts to the one based on an integration, through a competitive cluster, of the value-added chain with the community, the culture and the environment. It suggested the need to: i) establish and enforce guidelines and regulations; ii) strengthen the social responsibility of tourism operators; iii) involve the communities in tourism activities; and iv) create social and institutional capital.

6.1.2 Legal Framework

Legal Structure

Comparatively speaking, the legal structure of the national tourism sector is no more complicated than that of many competing nations. A number of legislations were formulated to allow the tourism sector to operate its most important branches. The legislations include laws passed by Congress, presidential decrees and regulations and resolutions issued by SECTUR, as shown in Tables 6.1 to 6.3.

Table 6.1 In-force Core Legislation: Laws

ID	Subject	Descriptions
541-69	Tourism Organic Law	Establishes the National Tourism Directorate and requirements for tourism establishment operations
542-69	CORPHOTELS	Creates the Corporación de Fomento de la Industria Hotelera y Desarrollo del Turismo (CORPHOTELS)
211-75		Modifies Organic Law 541
84-79	SECTUR	Creates Ministry of Tourism
305-68	Maritime Zone	Establishes public domain of coastline, with width of 60 meters inland
158-01	Incentives Legislation	Promotes the development of scarcely developed tourism poles (later modified by laws 184-02 and 318-04)
175-03	El Coral Highway	Authorizes Executive Branch to borrow US\$255 million to develop the East Coast highway
256-75	Puerto Plata or Costa de Ámbar Tourism Pole	Establishes planning and control mechanisms for development
266-04	Southwest Region	Establishes a priority tourism development area comprised by the provinces of Barahona, Pedernales, Bahoruco e Independencia
	Colonial City	Creates the Colonial City Board
28157	Hato Mayor	Declares it as an Ecotourism Province
212-04	Barahona	Declares it as an Ecotourism Province
195-04	Monseñor Nouel	Declares it as an Ecotourism Province
151-04	San José de Ocoa	Declares it as an Ecotourism Province
156-06	Elías Piña	Declares it as an Ecotourism Province
163-05	San Juan	Declares it as an Ecotourism Province
686-05	El Seibo	Declares it as an Ecotourism Province
199-66 & 67-66	Tourist Card	Card is only requirement for entry into the country for nationals of certain countries.
121-66	Tourism Commissions	Creates tourism commissions at national, provincial, regional and municipal levels
94-67	Beach Protection	It forbids sand extraction from beaches
1091-01	Promotion of Innovation	Creates the National Competitiveness Council
491-06	Civil Aviation	Creates the Dominican Civil Aviation Institute

Source: JICA Study Team

Table 6.2 In-force Core Legislation: Decrees and Regulations

ID	Subject	Descriptions
902-01	National Tourism School	Creates the School
99-01	Mixed Fund for Tourism Image Promotion	50% of income from air traffic and tourist cards is assigned to this Fund for tourism promotion purposes
225-07	Air Traffic Taxes	Assigns income to CEIZTUR and promotion
997-02	Free Trade Zones in Hotels	Establishes free trade zones in tourist hotels
112-95	Protects beaches	
448-03	Tourism Promotion	Creates the National Tourism Promotion Office attached to SECTUR
1083-04	Creates Tourism Cabinet	Establishes a presidential cabinet comprised by various government ministries and agencies
785-04	CONSETUR	Approves the internal regulations of National Commission on Safety and Tourism
15-05	CONSATUR, National Tourism and Health Commission	Creates the National Health and Tourism Commission to deal with all matters related to health in the tourism development poles
16-05	Hotel La Mansión	Assigns this hotel to be managed by CORPHOTELS
559-06	Land Use Certificate	Establishes this requirement for all tourism projects to insure compliance with existing regulations
336-05	CEIZTUR	Creates the Tourism Infrastructure Committee (modified by #447-04 and #403-05)
452-05	CEIZTUR	Application regulation for CEIZTUR
655-05	Golf Promotion	Creates the Golf Development and Promotion Commission
220-93	Colonial City	Creates a Board to steer its tourism use and development
1432-75	Puerto Plata Regulations	Regulations for application of Law 256 on Puerto Plata
406-00	Land Zoning	Establishes Land Zoning Plan for Puerto Plata/Costa ?mbar
686-05	Protected Areas	Creates a commission to develop freed areas in Pedernales and Bayahibe
746-04	Boca Chica	International Area of Free Services Trade under Pekaros Properties, Inc.
667-04	Montecristi	Creates the International Area of Free Industrial and Services Trade
1650-67	Colonial City Limits	Establishes the perimeter of the Colonial City
246-04	Artificial Island	Authorizes the development of CIUDAMAR contiguous to Santo Domingo coastline
595-06	Cabo Engaño	Authorizes the establishment of a wind energy park
760-04	Ecotourism Marina	Authorizes the creation of a marina in Manzanillo
840-04	Marina	Authorizes the development of the marina at Luperon
634-05	Sosua	Authorizes Submarine Attractions Theme Park
1301-00	POLITUR	Establishes the Tourism Police National Directorate
1185-01	Administrative Career	Incorporates SECTUR to Administrative Career track
826-01	Ecotourism Council	Appoints this Council for Hato Mayor Province
184-05	Ecotourism Council	Appoints this Council for San José de Ocoa Province
1125-01 & 74-02	Incentives Law Regulations	Establish regulations for Incentives Law (158-01)
812-03	Jeep Safari Regulations	Establishes regulations for adventure tourism transport (Jeep Safari)
813-03	Gift Shops Regulations	Establishes regulations for gift shops
814-03	Car Rental Regulations	Establishes regulations for car rental companies
815-03	Travel Agencies Regulations	Classification and norms for travel agencies
816-03	Restaurants Regulations	Establishes regulations for restaurants
817-03	Tourism Land Transport	Establishes regulations for tourism land transport companies
818-03	Hotels Regulations	Establishes norms for hotel operations
447-03	Tourism Development	Ratifies tourism to be a matter of high national priority and its development a State policy
532-06	East Coast Board	Creates a board to supervise and control East Corridor development

Source: JICA Study Team

Table 6.3 In-force Core Legislation: SECTUR Resolutions

ID	Subject	Descriptions
15-05	Damajagua Falls	Orders safety measures for visitors
200-05	Parks Operations	Establishes norms for Acuatic, Recreational and Attractions Theme Parks
211-05	Magante Beach	Allows the use of jet skis in this beach
28-06	All beaches	Forbids the use of jet skis, motorcycles, boats, etc. in Holy Week (Easter)
63-05	Tourism Taxis Operations	Orders the modification of the existing system
68-05	Maritime Zone	Forbids operation of motor vehicles in the maritime zone of public domain
99-05	Tourism "Paradores"	Transfers control of "paradores" to CORPHOTELS
163-02	Haiti	Approves cooperation agreement with Haiti on tourism

Source: JICA Study Team

Some legal arrangements are related to the tourism development poles. Initially, they were established by presidential decrees, but some recent poles were established by law (e.g., Southwest, Puerto Plata). In the past, fiscal incentives were granted on the basis of these poles. But more recent legislation has done away with the incentives for the established poles and focused the eligibility to include less developed areas in both tourism and overall terms.

On the other hand, it is of particular interest that 13 provinces have been decreed by law as "ecotourism provinces". With the pending bills that would give the same status to Santiago, almost half of all provinces are chosen as the ecotourism provinces. By and large, these laws set up a provincial ecotourism development council which is expected not only to formulate initiatives for the ecotourism development, but also determine how to use funds assigned by the law for these purposes. But there are no specific laws or decrees pertaining to overall ecotourism development.

6.1.3 Institutional Framework

SECTUR

In terms of public agencies, the paramount one in the tourism sector is SECTUR. Created by Law 84 of December 1979, SECTUR is responsible for planning, programming, organizing, promoting, coordinating and evaluating all tourism activities. As the tourism sector has grown in the nation, SECTUR has established domestic and international branch offices.

The tourism development strategy of SECTUR is based on the following guiding principles: i) sustainable development and growth; ii) comprehensive planning; iii) maximization of backward linkages; and iv) improvement of community welfare. In turn, these break down into five target "strategic guidelines": i) growth of tourist arrivals; ii) improvement of surroundings in tourism poles and in destinations; iii) improvement of product, services and workforce; iv) financial, social and environmental sustainability; and v) product growth and diversification.⁴²

SECTUR established the National Commission on Ecotourism in 1995 and the Ecotourism and Environment Department in 1997. These institutions were expected to raise the level of awareness about environmental matters and spearhead government support for the ecotourism development. In recent years some 13 provinces have been officially designated for the ecotourism development. However, in most of these provinces it is unclear that there has been tangible progress in the ecotourism development.

SEMARENA

SEMARENA is the government agency charged with all matters concerning the environment and the conservation and protection of the Protected Areas. There is an Ecotourism Unit under the Protected Areas Management Department. The unit was meant to stimulate and support the ecotourism development within the Protected Areas system, which should make a contribution to national development through their rational use and development.⁴³ SEMARENA is particularly interested in

⁴² SECTUR's Gustavo Ricart: "Ecoturismo: Complemento del Turismo de Sol y Playa", August 2007.

⁴³ Secretaria de Estado de Medio Ambiente y Recursos Naturales, *Políticas para la Gestión Efectiva del Sistema Nacional de*

promoting local community participation in the ecotourism development and co-management schemes to involve civil society in conservation of the Protected Areas.

SEC

It is also worth noting that the SEC has a cultural tourism department to promote tourism at some of the heritage sites. The department is familiar with SEMARENA's approaches to managing the Protected Areas and recognizes close parallels in areas of mutual interest, such as heritage site development and land management.

The Corporation of Development of the Hotel Industry and Tourism Development (CORPHOTELS)

CORPHOTELS is commissioned by law (542-69) to play an important role in tourism sector development. Since 1969, CORPHOTELS has been charged with the development of the hotel industry and tourism promotion; however, it has limited its operations to the administration of government-owned hotel properties. The funding which the law appropriated to finance hotel development projects has never materialized, though some investments have been made in remodeling existing CORPHOTELS properties.

ASONAHORES

ASONAHORES is a private sector organization, grouping the bulk of the existing establishments catering to the tourism sector. The board members include the representatives from the regional hotel associations. A number of its members have involvements in what could be considered ecotourism businesses. Over the years it has developed a broader based membership extending far beyond hotels and restaurants into other types of businesses, becoming even more representative of the overall tourist industry. ASONAHORES is now generally considered as the most powerful business organization within the tourism sector. Other subsector associations play a more subsidiary role in tourism development (e.g., Dominican Association of Tour Operators (ADOTUR), Tour Operators Association (OPETUR), Dominican Association of Travel Agents (ADAVIT)).

Other Organizations in Private Sector

With regard to ecotourism, the private sector claims more active role. There is the National Association of Ecotourism Enterprises, though it has yet to widen its membership in a significant manner to be able to claim representativeness. Of greater importance for the ecotourism development are the various networks of the ecotourism initiatives: Enriquillo Network of Community Ecotourism Initiatives (REDEC) is quite active in the Southwest region; Dominican Network for Rural Tourism (REDOTUR) is only now beginning to take shape and mobilize as an institution; National Council for Sustainable Tourism Development (CONDESPI) has been trying to develop, through its sister organization, Dominican Organization of Sustainable Tourism (ODTS). The Northern and Central Mountain Ranges Ecological Corridor is an ambitious project that encompasses a number of municipal ecotourism districts and circuits.

Áreas Protegidas, Mayo 2007. See United Nations Environment Programme, *Forging Links Between Protected Areas and the Tourism Sector: How Tourism Can Benefit Conservation*, 2005 and Sustainable Economic Development Unit, *Environmental Management Insertion in Tourism Sector Policies in the Caribbean*, University of the West Indies, 2002.

Table 6.4 Major Ecotourism-related Organizations

Type	Organizations
Clusters	Pedernales, Jarabacoa, Barahona, Puerto Plata, Constanza, Lago Hatillo, Hato Mayor
Networks	REDEC, REDOTUR, CIELO (Duvergé)
Provincial Councils	Barahona, Elías Piña, San Juan de la Maguana, Hermanas Mirabal, El Seibo, Juan Sánchez Ramírez, San José de Ocoa, Monte Plata, Espaillat, Hato Mayor, Monseñor Nouel, La Romana, Santiago Rodríguez
Regional	REDEC, ODTS
Business Associations	National Association of Ecotourism Companies

Source: JICA Study Team

6.1.4 Financial Framework

Public Finance for Tourism Development

The public finance has been critical to the tourism development in the DR. It has not only provided funding for public sector infrastructure projects, but also financing of facilities for individual private sector projects. Since the early 1970s, the most important source of tourism project finance had been a specialized department of the Central Bank known as National Tourism Development Trust Fund (INFRATUR).

With the WB funds initially, and later from Inter-American Development Bank (IADB), this facility offered long-term loans through local development banks at competitive interest rates with no exchange risk involved. Changing financial market conditions eventually did away with this flexibility and the Central Bank restructured its internal operations to create the Department of Development and Project Finance (DEFINPRO). But in recent years there has been even another institutional reorientation, in keeping with the reform of the financial market, with DEFINPRO disappearing as its capital and portfolio were transferred in 2003 to the National Bank of Development of Housing and Production (BNVP).⁴⁴ The institution is meant to provide financing for tourism development, although current interest rates cause it to be a virtually inactive source.

Private Finance for Tourism Development

There are 12 commercial banks and 18 savings and loan associations as potential sources of financing for the tourism sector. Local banks offer short/medium-term loans with repayment periods ranging from one to five years. These loans normally have a revolving interest rate subject to change during the repayment period. For the construction projects with government financing, the repayment period can be 10-20 years. The long-term financing is only obtainable locally under very special circumstances (mostly related to real estate investors for prime projects such as Cap Cana, Casa de Campo and Roco Ki).

Table 6.5 is a listing of major potential sources of financing for the tourism projects. Among these institutions, the most active in tourism financing in the DR have been the multilaterals and Overseas Private Investment Corporation (the most recent incursion has been that of the International Finance Corporation (IFC), established in the country since 2001, with a US\$21 million loan for the redevelopment of the Santo Domingo Port as a cruise ship home port). Most financing for major foreign projects has been arranged by promoters with their home banks, thus benefiting from relatively lower interest rates prevailing in the major tourism source markets. For local promoters wishing to obtain foreign financing, there is a requirement to register the operation with the Central Bank and pay a 5% tax that is exempted if the project has the incentives provided by Law 158-01.

⁴⁴ <http://www.bnv.com.do/site/main/default.htm>

Table 6.5 Potential Financial Outlets for the Tourism Development

Type		Organizations
Local	Commercial	-BHD Bank -Bank of Progress -Popular Dominican Bank -Scotiabank -Bank of Reservations -Bank Leon -Savings and Loan Associations
	Development	-Bank López of Haro of Development and Credit -Bank of Development ADEMI -Bank of Industrial Development -National Bank of Development of Housing and Production (BNVP)
Foreign	Multilateral	-International Finance Corporation (IFC) -Multilateral Investment Guarantee Agency (MIGA) -Inter-American Development Bank (IADB) -Inter-American Investment Corporation -European Investment Bank
	Development Financial Institutions	-Overseas Private Investment Corporation -Actis (United Kingdom) -Proparco (France) -Japan Bank for International Cooperation -International Finance Participation Trust (Canada)

Source: JICA Study Team

Finance for Ecotourism Development

However, there are no organizations specifically devoted to financing for the ecotourism development. Most financing of this type has come from NGO and cooperation agencies; practically no loans or grants have come from the Government or local banking sources. In the DR, ecotourism enterprises may also benefit, at least theoretically, from the wide range of organizations which offer financing for SMEs (e.g., Bank of Development ADEMI, the Council for the Program of Micro, Small and Medium Enterprises (PROMIPYME), Dominican Foundation of Development). In these and other organizations, there are special “windows” supplying loans, and, in some cases, even grants for certain categories of applicants such as very small-scale or micro-businesses, rural-based ones in defined geographic areas, women-owned ventures, users of energy-efficient machinery, and/or users of special environmental technologies. Most often there is no mention of ecotourism in the eligibility requirements, nor even any mention of tourism.

6.1.5 Municipalities

Ecotourism Development at a Municipal Level

There is no doubt an increased level of awareness about the importance of tourism and widespread expectations that its benefits can reach many municipalities. However, many local governments have scarcely shown a proactive interest and have not developed significant initiatives to exploit tourism systematically. Yet there are a number of important towns which have developed initiatives, though they have not been sponsored by the municipal authorities. Distrito Nacional (National District) is the only municipality that has the Department of Culture and Tourism, and it has developed the Strategic

Plan of the Colonial City which is partly sponsored by the municipality.⁴⁵ Santiago and Jarabacoa also developed strategic plans for their development with brief reference on tourism. The Puerto Plata Cultural Ecotourism Cluster is currently implementing a private-initiative project to remodel the historic district, and promote the city as a cultural destination jointly with the municipality.⁴⁶

On the other hand, a number of municipalities have prepared assessments and strategies for tourism development with the technical assistance from NGO and cooperation agencies (e.g., Paraiso, Samana, Gaspar Hernandez, Miches, El Seibo, Jarabacoa, Constanza, La Vega, Santiago, Rio San Juan, Pedernales). These efforts have developed in parallel with the development of clusters and the declaration of ecotourism provinces.

Environmental Consortium of the Dominican Republic produced fairly detailed and systematic ecotourism development plans for 10 municipalities of the southwest in 2004 with assistance from German Development Service (DED), but little has come of it.⁴⁷ The promoters of Ecological corridor of the Central Mountain range, sponsored by UNDP, gathered 22 municipalities to sign a document to create “ecotourism districts” within their territorial jurisdiction. Yet, no major follow-up has ensued from this declaration and concrete marketing efforts to recruit eco-tourists are lacking.

Legislations

Municipalities are likely anyway to expand their role in tourism development. A new municipal organization law passed in 2007 (176-07) creates favorable conditions for greater participation and increased funding from the central government. It specifically cites the “promotion and stimulus of tourism” as one of the fundamental competencies of municipalities and stipulates that the central government can assign specific functions to the municipality and the latter can ask the central government to assign functions as well.

The new legislation has also transferred new competencies and functions to the municipality in many areas (e.g., health, education, economic development, social welfare, safety, environmental protection, housing). It has strengthened the small village mayors and created mechanisms for the community participation in local management through neighborhood delegations. Co-management is to be installed with representative community organizations to offer services and implement development projects jointly.

6.1.6 Field Study

Table 6.6 presents the opinions of ecotourism stakeholders in terms of the legal and institutional aspects reported at the regional workshops of the Study. Many stakeholders echoed the lack of specific and sufficient policies, plans, laws or regulations and the lack of specific instruments hampers development. They also point to the low level of awareness pertaining to the implications of the existing framework, the weakness of the main agencies to enforce regulations and nurture operators, and the failure of these agencies to coordinate their efforts.

⁴⁵ <http://www.planciudadcolonial.com.do/>

⁴⁶ “*Gestión de la inclusión de la comunidad para la transformación y animación del Centro Histórico Puerto Plata, República Dominicana: Una estrategia para la competitividad de la economía local, basada en el turismo de sol y playa (2006–2010).*”

⁴⁷ Consorcio Ambiental Dominicano, Ibid, (see Parte II: Estrategia de Ecoturismo Municipal).

Table 6.6 Regional issues: Legal and Institutional Framework

	Southwest	South Central	North Central	Eastern	Northeast
Institutional	<ul style="list-style-type: none"> -No policies by public agencies and NGOs -Deficient communication among institutions -Low priority by government institutions 	<ul style="list-style-type: none"> -Limited participation of stakeholders in decision making -Lack of ecotourism development policies -Little interest in ecotourism by the Government -No community participation policies exist 	<ul style="list-style-type: none"> -Lack of clear policies -Absence of participatory structures 	<ul style="list-style-type: none"> -No State policy on ecotourism development, lack of a plan -Weakness of the country's institutions -Lack of institutional structure to promote ecotourism -Weak coordination between SECTUR and SEMARENA 	<ul style="list-style-type: none"> -Lack of regional strategic plan -Lack of subsector law -No public policies to promote ecotourism -Weak environmental protection policies
Legal	<ul style="list-style-type: none"> -Little knowledge of existing legislation -Legislation is scarce -Legal uncertainty of landholdings 	<ul style="list-style-type: none"> -Existing legal framework does not promote ecotourism 	<ul style="list-style-type: none"> -Deficient levels of civic education -Uncertainty about ecotourism regulations at a community level 		<ul style="list-style-type: none"> -Uncertainty about regulations

Source: Regional Workshops Problem Trees, 2007

6.2 Main Issues

A number of local communities nationwide are interested in launching ecotourism activities. Some experienced and acquainted experts are deployed at SECTUR and SEMARENA, who may introduce development opportunities suitable to the local communities as well as ecotourism operators, as the ministries in charge of the ecotourism development. Some international donors are also cooperative with the ministries in supporting the local communities. The existing support framework of the ministries and the donors should be effectively utilized to facilitate CPM implementation and capacity building of the local communities.

There is a diverse base of ecotourism stakeholders including ecotourism operators, tourists, local communities and donors. Similarly, in the central government, an ecotourism department is established respectively at SECTUR, SEMARENA, and SEC which participated as an observer in formulating PENDE. It is therefore important to coordinate among the ministries and the ecotourism stakeholders effectively in terms of roles assignment, decision making and budget allocation to facilitate the ecotourism development.

Major Issues of Legal and Institutional Framework

First, there was a need to propose an explicit and detailed ecotourism policy. The documented ecotourism policy will facilitate fiscal arrangements like subsidiaries as well as an institutional arrangement to support the community-based ecotourism development. The proposed ecotourism policy should also provide the measures for the improved effectiveness of existing support functions. In the Study, PENDE has been proposed and documented, and thereafter its actions plans will be implemented.

Second, there is a need to strengthen measures against illegal activities and a lack of awareness on laws and guidelines. Some case studies were introduced in the regional workshops, such as illegal logging and less regulatory compliance by whale-watching operators. The illegal activities are also unintentionally caused by the ecotourism operators and the community members who are not acquainted with the laws and guidelines.

7 Pilot Projects

7.1 Selection of the Pilot Projects

The pilot projects were implemented as a means of empirical study to examine the major issues based on the situation analysis and to obtain lessons. At the selection stage, twenty projects were nominated and they were rated according to the administrative and technical criteria. The administrative criteria consisted of appropriateness of the project duration, feasibility in terms of budgetary constraints and available human resources, sustainability of the pilot project, environmental impacts, and relevance to capacity building of stakeholders, whilst the technical criteria consisted of consistency with the major issues and technical feasibility in view of the four development components. The three highest rated projects were selected for the pilot implementation. The selection process is detailed in Appendix IX.

7.2 Project A: Enhance and Diversify Ecotourism Products in Bayahibe

7.2.1 Objectives

The first pilot project was “Enhance and Diversify Ecotourism Products in Bayahibe”. There is a need to maintain and improve the value of tourism products as indicated in the major issues of “Product Development”. Despite a well-developed beach resort destination, Bayahibe needs further development to meet the changing demand in the international tourism market. The pilot project aimed to implement the ecotourism attractions and services in order to examine empirically the feasibility of a value-added tourism package enhanced and diversified by the ecotourism products.

7.2.2 Components

For the integrated and competitive ecotourism attractions, the pilot project proposed the connection between the Padre Nuestro trail of Del Este (Eastern) National Park and La Punta Cultural Route. The tasks comprised: i) situation analysis of the institutional coordination in the tourism sector, ii) proposals for ecotourism marketing, iii) capacity building of the Guide Association of Padre Nuestro, and iv) proposals for basic tourism infrastructure.

Situation Analysis of the Institutional Coordination in the Tourism Sector

A series of focus group interviews was carried out to facilitate the identification of: i) barriers to coordination among various sectors; ii) additional services and activities to be provided at the destination; and iii) improvement strategies to develop Padre Nuestro as a key ecotourism destination.

The pilot project identified 27 institutions which may have some degree of influence on the development of Padre Nuestro. This excessive number of involved institutions was a key issue to achieve the effective inter-institutional coordination and development of the pilot project.

Proposals for Ecotourism Marketing

This task aimed to understand the characteristics of domestic and international visitors to formulate an ecotourism marketing plan. There was an existing market that already generated visitors to Padre Nuestro, particularly the Cave of Chicho. There were actors who at the moment were utilizing the trail as a commercial resource; however, it was not known whether these actors were paying to utilize the trail or even obtained the permission to do so. It was also analyzed that the local visitors should be the subject of initial commercialization efforts as a significant portion (50%) of the visitors originated from the local area of Dominicus Bayahibe.

The subsequent market analysis clarified the potential markets (e.g., traditional tourists in the Eastern Region, adventure tourists (principally of Italian, French, and American origins), public and private

institutions, educational institutions (universities, colleges and schools)). A product evaluation revealed the organizational and infrastructure needs (e.g., alternative trails, reorganized trails, guided tour, security measures, guardrails, separators, access to the caves, cave illumination, resting places, gazebo for recreational purposes, visitor insurance, improved conditions for scuba diving, enjoyment of water in the caves).

With respect to the marketing needs, the following points were identified as key issues:

- Develop a corporate identity for Padre Nuestro as eco-tourism destination;
- Promote natural and patrimonial value of Padre Nuestro;
- Conduct workshop in local schools and field trips to the Route to increase awareness on environment;
- Create and maintain a website to provide up-to-date information for promotion;
- Develop an information stand in the village of Bayahibe for promotion of the Trail;
- Link local promotion to Padre Nuestro;
- Raise awareness as to ecotourism and maintenance of the Trail;
- Promote greater knowledge of the Route; and
- Stimulate interest in domestic tourism.

Capacity Building of the Guide Association of Padre Nuestro

This task included: i) developing manual for the interpretation of the trail of Padre Nuestro; ii) providing a training on environmental interpretation; iii) providing a training on environmental education; and iv) revising the organizational development program of the Guide Association and guide socialization training. The capacity building of the Guide Association was conducted through these tasks. The integration of the manual with the training program was achieved through participation of the consultant in the training process and the incorporation of materials used by Los Merengueros.

The final product incorporated: the photos of commonly viewed plants and animals; SEMARENA requirements for guides in the Protected Areas; SECTUR requirements for nature guides; environmental interpretation specifically created for Padre Nuestro Trail; techniques for environmental interpretation and guiding; inventory lists of flora and fauna from Del Este National Park; common first aid treatments; and history of the Padre Nuestro Trail.

The training modules were specifically focused on resources found in Padre Nuestro and Del Este National Park. According to evaluations provided by the participants in regards to the trainers and course materials, the participants felt they had gained:

- improved communication skills;
- greater knowledge on the ecosystems, biodiversity, and natural resources;
- greater level of cooperation, comradeship, harmony, humility, and leadership skills;
- increased knowledge in regards as to how to treat visitors and marketing of the Trail;
- interest in the development of Padre Nuestro and La Punta; and
- interest in their own continued professional development.

Proposals for Basic Tourism Infrastructure

The items covered by this task included: three informational panels; six interpretive panels; 10 security and directional indicators; guardrails around Lechuza Cave; a mirador; a first aid kit; and flashlights.

In consultation with the Protected Areas office, a decision was made to renovate the deteriorated signs to specify “Padre Nuestro Ecotouristic Trail”. Three signs were updated and one was moved to provide directional information with appropriate advance notice. A fourth sign was mounted at the entrance of the Park as a welcome sign and included international icons for the park rules and regulations.

The basic measures were necessary to guarantee the safety and enjoyment visitors. In this respect, the pilot project required the purchase of a medical kit and five rechargeable flashlights for the guides.

7.2.3 Evaluation

The JICA Study Team evaluated the progress of the pilot project with relation to specific project components and their objectives using the evaluation sheet. Out of 37 evaluation items with respective performance indicators, 27 items were found to have identifiable results. 15 items were judged satisfactory or better.

It was found out at the implementation stage that strong leadership like the central government was desirable to coordinate among a number of project stakeholders. The situation analysis clarified that local people constituted about 50% of all tourists to Bayahibe and that the tourism destinations should be developed to meet a variety of needs of the diverse base of tourists. The ecotourism guide training was implemented as a part of the capacity building activities of the Guide Association, and the laborious training process may be streamlined in the future by preparing a basic guide standard so that more qualified ecotourism guides would be trained. For the development of basic tourism infrastructure, safety measures should be carefully considered.

7.3 Project B: Improve Ecotourism Activities in La Descubierta

7.3.1 Objectives

The second pilot project was “Improve Ecotourism Activities in La Descubierta”. This area is suitable to examine the feasibility of CPM implementation which is one of the major issues in “Community Participation”, because there are a number of organizations at the community level. The pilot project was conducted to empirically examine the feasibility of community participation for the improved ecotourism activities and efficient operation and maintenance.

The specific objectives of the pilot project are:

- to formulate an effective operation and maintenance system based on the Association of Ecotourism Guides of Lake Enriquillo (AGELE);
- to reaffirm resource values for local people to improve the existing ecotourism products;
- to formulate a security system with equipment;
- to provide promotion materials and a channel for potential national tour operators; and
- to improve the explanatory equipment and service facilities for tourists.

7.3.2 Components

The pilot project was implemented at Lago Enriquillo (Lake Enriquillo) and La Descubierta. The tasks consisted of: i) coordination with the target local community, ii) institutionalization of Community Ecotourism Association (CEA), iii) survey and mapping of tourism resources, iv) security systems, v) invitation tour for national tourism operators, vi) printed materials, and vii) frontier markers. IDDI was responsible for organizing and implementing various activities, under close supervision of the JICA Study Team in cooperation with SEMARENA and SECTUR.

Coordination with the Target Local Community

In the beginning, the local stakeholders had some knowledge and skills in certain resources and ecotourism activities, because they had some experiences. Still, considerable time was required to sufficiently understand the community structure before the implementation of other components.

It was found out that each group of the local stakeholders had different level of interests in the pilot project and caused delay in the beginning: the guide associations were the most active in implementing the pilot project; elderly hotel owners were more resistant to changing their situation; motorcycle taxi drivers lacked experience working with other groups; the handicraft association had interest in quality improvement and trading of their products.

Institutionalization of Community Ecotourism Association (CEA)

As a new community organization responsible for the ecotourism activities in La Descubierta, Ecotourism Development Association of La Descubierta (ADEDES) was established through the collaborative work of the local stakeholders and IDDI. The participants of ADEDES included: guide association; handicraft association; municipality; evangelical church; hotels; restaurants; and motorcycle taxi drivers. The guide association was the most active in the activities and demonstrated leadership potential to organize the ecotourism activities. Five individuals were elected from different organizations to the ADEDES Board.

The training was provided to the members of ADEDES, although anyone from the community could participate in the trainings. The training course covered various subjects in relation to the ecotourism development (e.g., business administration, tourism business, handicraft business management, hotel and restaurant management, boat tour management, guide association management). The training courses were designed to conform to the educational levels of the training participants. The participation of hotels and restaurant owners was limited despite of invitation.

Survey and Mapping of Tourism Resources

An ecotourism resource survey was done by collecting available published information on La Descubierta and its resources and hearings from SEMARENA's experts, the local stakeholders, and tour operators. The results were compiled in a resource inventory focusing on different aspects of flora, fauna, geology, culture, folklore, and history. The information was used to further develop the printed materials. A one-day model route was designed and tested through the invitation tour with a group of tour operators to La Descubierta. A half-day model route was also designed and specified in the brochure.

Security Systems

With regard to the security systems, the following activities were conducted:

- Surveys and assessment identified several important points that should be taken into account to design various attractions and routes by an insurance company risk expert;
- Training for boat handling techniques and water rescue were provided by an expert from the Dominican Navy;
- A list of safety recommendations was provided; and
- Waterproof, wide-band, walkie-talkies covering the entire surface of the lake was provided to ADEDES.

In case of emergency, the park guards of SEMARENA may respond in liaison with local fishermen, who act in a support role. However, the emergency structure was not clearly formulated. The plight of guard boats was such that ADEDES could not rely on them in case of emergency.

Invitation Tour for National Tourism Operators

35 representatives of tour operators and travel agencies participated in the invitation tour from Santo Domingo. The proposed itinerary included a tour to Isla Cabritos (Cabritos Island), a tour to rainforests by motorcycle ("motoconcho"), a lunch with typical foods and Neyba wine, a folkloric show, horseback riding, and handicrafts sales. The participants agreed that La Descubierta is one of the best ecotourism destinations for domestic tourists, companies, groups, and students. The participants also showed an interest in considering these attractions as one option of an alternative tour. There were also suggestions about quality accommodations and safety in the area.

Printed Materials

The printed materials were prepared both in Spanish and English. Two types of materials were produced: one is a brochure with a map describing locations of major ecotourism resources. One-day and half-day itinerary plan recommended by ADEDES were also printed on the brochure. It was anticipated that the maps and itineraries in the brochure would detail the specific sites and resources

with explanations about traditional and scientific values, though final product looked more generalized in appearance than expected.

The other printed material is an event calendar to show climate, important flora and fauna related events, culture, festivals, and agricultural productions in La Descubierta and Lago Enriquillo. The creation of this calendar would be a first in the DR. The calendar visually helped to develop the understandings of tourists and the local stakeholders of the linkages among nature, culture, and daily life. However, the purpose and meaning of the calendar were not fully understood by the local stakeholders.

Frontier Markers

The frontier markers were also provided both in Spanish and English at Isla Cabritos. One marker explains the panoramic view of characteristic geography, Lago Enriquillo, the Neiba Mountains and the Bahoruco Mountains (showing the island is located below the sea level). The other marker indicates the island is at 30 meters below the sea level. Another idea was to install the panels where a new observation tower was to be constructed. This idea was officially put forth and agreed to by SEMARENA. The markers will contribute to attract more tourists to a scenic spot near the observation tower at Isla Cabritos.

7.3.3 Evaluation

The JICA Study Team and IDDI evaluated the impacts of the pilot project on the local stakeholders. The evaluation showed that the pilot project approaches worked to inspire local stakeholders and motivate them to further promote ecotourism activities in La Descubierta through participation in the pilot project.

In the beginning, a lot of time and effort was required to understand the community characteristics such as structure and roles of the organizations in the target community. It was found out that the common value at the target community should be properly understood before implementing the initiatives for the improved community ownership, which would be essential for sustainable community-based ecotourism operations.

It was important at the implementation stage to coordinate among the organizations in the target community and prepare training contents to meet the educational level of the community members. The survey and mapping of tourism resources proved that the potential targets were youth groups and schools in the domestic tourism market. While an invitation tour was highly rated by the participants, the printing materials yielded limited results and it was confirmed that the objectives of the printed materials should have been understood among the stakeholders. On the whole, the stakeholders evaluated that the pilot project had provided an opportunity to raise awareness and expertise and that they were motivated about ecotourism development.

7.4 Project C: Introduce Social Networking Services (SNS)

7.4.1 Objectives

The third pilot project was “Introduce Social Networking Services (SNS)”. An ecotourism SNS is considered as a tool to mitigate the lack of knowledge and information of ecotourism operators about tourism market and products, which is referred to as one of the major issues in the “Marketing and Promotion”. The pilot project empirically evaluated the feasibility and effectiveness of the national ecotourism SNS.

While a large number of people and organizations have been attempting ecotourism development, many of them have difficulties such as:

- Lack of visitors due largely to inadequate promotion;
- Lack of know-how in making the operation environmentally and financially sustainable;

and

- Lack of know-how in preparing products attractive to visitors.

These problems mainly stem from the fact that many ecotourism operators are small and scattered around the nation without access to information sources and opportunities to improve activities through information sharing, which large organizations can do alone. On the other hand, many of the small ecotourism stakeholders have, at the very least, access to the Internet and email addresses. It is therefore possible to have an Internet-based community among them. Such a virtual society is not only beneficial to member stakeholders for internal information sharing, but also for its potential to become a significant force seen from the outside, both domestically and internationally.

7.4.2 Components

At first, there was a need to reconcile their differences in administration policy between SECTUR and SEMARENA. SEMARENA intended to support developing projects, which were unable to obtain adequate information about the ecotourism development and reach the markets by themselves. So the SEMARENA counterparts recommended priority sites, mostly from developing projects. In contrast, SECTUR emphasized that priority sites should be selected under the criteria, which would meet international standards in the level of development and security.

The existing virtual communities such as “FOROAP”, “INTRANET for Clusters by USAID” and the private “REDOTUR” were examined before the SNS implementation. Each one has its own objectives primarily for the sustainable tourism development. The ecotourism SNS of the pilot project aimed to be the official website for the public sector, while others are basically a group or forum address.

The SNS membership was initially given to the ecotourism stakeholders, and they were urged to use the SNS functions, such as: i) forum for information sharing among the SNS members pursuing success in the ecotourism business, ii) government information board to disseminate laws amendment, strategy papers and ecotourism events, iii) link to the website of SECTUR and SEC to provide a channel between potential tourists and SNS members, and iv) general information on national ecotourism activities.

7.4.3 Evaluation

In the beginning, it was inevitable for the two ministries to reconcile their differences in SNS administration policy, because SECTUR emphasized the commercial viability of SNS whereas SEMARENA advocated the community participation. In particular, it took a long time to determine the initial SNS membership. Some more challenges were met after SNS became operational, such as malfunction of networking equipment, existence of competing website, lack of understanding of SNS members about the SNS objectives, and slowdown in membership growth. On the other hand, some SNS members affirmatively evaluated the SNS on the basis of prospect for rapid ICT improvement in the next few years and effectiveness of SNS functions for product development and marketing. With 1,161 hits from 41 countries during two months and a half of the pilot project period, SNS proved to be effective in ecotourism promotion. In addition, the two ministries have gradually nurtured cooperative spirits through the joint working group towards successful pilot implementation, and it has provided a good example for the future institutional framework to facilitate the joint implementation of the action plans.

7.5 Lessons Learnt from Pilot Projects

The lessons learned from the pilot projects were classified into four development components as listed below:

Product Development

- There is a need to develop new attractions and diversify tourism products at an

ecotourism site.

- The product development requires the consideration for accessibility by a diverse base of tourists including elderly and physically handicapped persons.
- There is a need to develop infrastructure and tourist facilities for tourists' safety.
- The guide training needs to be enhanced and detailed to enable the ecotourism stakeholders to introduce the value of local tourism resources to tourists and tourism operators.
- A measure is required to raise awareness among ecotourism stakeholders about risks and controls of ecotourism activities as well as safety issues.
- There is a need to set up a common access point to facilitate use of tools such as SNS.

Community Participation

- It takes a long time for training to foster a professional guide who will have a certain level of income.
- SECTUR and SEMARENA should jointly develop an ecotourism guide training standard for the accelerated training process to train more competent guides.
- The organization framework should be developed at a community level with deliberate coordination and strong leadership.
- The training course for ecotourism business management should introduce practical skills so that ecotourism stakeholders may realize the potential of ecotourism for the local communities.
- There is a need to understand the common value at the target local communities before CPM implementation.

Marketing and Promotion

- The existing promotion channel should be effectively utilized for ecotourism promotion to the established market.
- The stakeholders at ecotourism sites should promote their ecotourism products to the tourism operators in a suitable way according to its positioning in the market.
- There is a potential of market expansion for field trips and summer camps to be conducted by youth groups and schools.
- SNS will be an effective marketing and promotion tool for small-scale stakeholders in remote areas.

Legal and Institutional Framework

- The steering committee established at the community level for ecotourism development will need support of the central government leadership in order to coordinate with the ministries and tourism operators.
- The continuing training should be provided not only to the community members but also to the local government staff, who may play a role as a facilitator and promote community participation in ecotourism development.
- A joint institutional framework for ecotourism development should be developed between SECTUR and SEMARENA to foster a cooperative spirit for mutual interests.
- It is desirable that SNS be operated by a neutral organization which understands the future direction of national ecotourism in a broad view.

The duration of pilot projects was limited to about three months, and it was too short to attain effective tangible outcomes. It is learnt that action plans should be formulated with sufficient period and budget. Also, it is observed that the scope of work of short-period action plans should be limited to specific contents such as training and workshop in order to obtain effective results.

8 Key Points for Development

8.1 Summary

8.1.1 Product Development

In order to utilize the diverse and endemic national tourism resources for ecotourism development and thereby attain tourism product diversification, product development initiatives should respond to the aforementioned major issues and lessons such as development of infrastructure and business environment, improvement of the value of tourism resources. The key points for development are listed as follows:

- **Develop natural, cultural and geographical resources;**
- **Improve infrastructure and systems;**
- **Curb undesirable activities;**
- **Conserve the environment at ecotourism sites;**
- **Mitigate inappropriate usage of tourism resources;**
- **Improve tourists' satisfaction;**
- **Develop ecotourism circuits and corridors;**

8.1.2 Community Participation

A nationwide ecotourism development at the community level should start from the development of a community model of organization, coordination and leadership in the form of CPM, followed by on-site ecotourism activities such as situation analysis, capacity building, orientation and skill development training. The CPM should be implemented at selected local communities in the short-term while it should effectively improve the value of ecotourism products and sustainability of ecotourism development in the medium/long-term. The key points for development are listed as follows:

- **Propose strategic direction of community-based ecotourism development;**
- **Propose strategy for community-based operation and maintenance;**
- **Enhance skill development and community-based ecotourism development;**
- **Foster the ownership of local communities on ecotourism development;**
- **Review if CPM and action plans are consistent with the ecotourism vision;**

8.1.3 Marketing and Promotion

In the short-term, along with quality improvement of the ecotourism products, marketing and promotion should be based on the national tourism brand image of "sun and beach" and emphasize tourism product diversification. It is anticipated the medium/long-term that tourism products will be fully diversified to attain the sustainable and diversified tourism development from beach tourism for mass tourists to pure ecotourism for niche tourists. In order to support the transformation of national tourism development, the key points for development are listed as follows.

- **Enhance and diversify the tourism brand image**
- **Exploit the existing large market**
- **Increase knowledge and information of ecotourism**
- **Extend marketing and promotion to cultivate a new market**
- **Enhance marketing and promotion for individual travels and special interest tours**

8.1.4 Legal and Institutional Framework

The legal and institutional framework should support the steady development of the tourism sector. In the short-term the Government should provide leadership for public-private partnerships in ecotourism development while the legal and institutional framework should leverage the quality development of ecotourism industry in the medium/long-term. The key points for development are listed as follows:

- **Improve organizational capacity and raise motivation**
- **Increase sustainable use of protected areas for ecotourism development**
- **Support local communities and SMEs related to ecotourism development**
- **Provide incentives for quality services**

8.2 Response to Major Issues and Lessons Learnt

The above key points for development with respect to the development components were identified in response to the major issues based on the situation analysis and the lessons learnt from the pilot projects as described in the previous chapters, as illustrated in the Figure 8.1 to 8.4.

Major Issues / Lessons Key Points for Development	Major Issues					Lessons					
	Improve infrastructure and business environment	Mitigate congestion at the ecotourism sites	Raise motivation for ecotourism development	Secure sufficient resources for ecotourism product development	Maintain and improve the product value of tourism resources	Develop attractions and diversify tourism products	Consider accessibility by a diverse tourist base	Develop infrastructure and tourist facilities in consideration of tourists' safety	Enhance and detail guide training	Raise awareness about risks and controls of ecotourism activities	Set up a common access point
Develop, natural, cultural and geographical resources			*	*		*			*		
Improve infrastructure and systems	*	*	*	*			*	*			*
Curb undesirable activities			*		*					*	
Conserve environment at ecotourism sites	*	*						*			*
Mitigate inappropriate usage of tourism resources			*		*					*	
Increase tourists satisfaction		*		*		*	*		*		
Develop ecotourism circuits and corridors	*	*				*					

Figure 8.1 Key Points for Development: Product Development

Major Issues / Lessons Key Points for Development	Major Issues			Lessons				
	Raise awareness of local residents about value of ecotourism resources	Improve organizational capacity of local communities	Develop Community Participation Model(CPM)	Need certain period of ecotourism guild training	Develop an ecotourism guide training standard	Develop organizational framework at a community level	Introduce practical skills on training course for ecotourism business management	Understand the sense of value of the target local communities
Propose strategic direction of community-based ecotourism development			*					*
Propose strategy for community-based operation and maintenance		*	*		*	*		
Enhance skill development and community-based ecotourism development			*	*	*		*	
Foster the ownership of local communities on ecotourism development	*	*	*			*		*
Review a CPM and action plans consistent with the ecotourism vision		*	*			*		

Figure 8.2 Key Points for Development: Community Participation

Major Issues / Lessons Key Points for Development	Major Issues		Lessons			
	Mitigate lack of knowledge and information on the tourism market and products	Expand a means of ecotourism marketing and promotion	Utilize available promotion channel for ecotourism promotion	Promote ecotourism products according to the positioning in the market	Expand market for field trip and summer-camps by youth groups and schools	Introduce SNS for small-scale stakeholders in remote areas
Enhance and diversify the tourism brand image	*		*	*		
Exploit the existing large market			*			*
Increase knowledge and information of ecotourism	*					*
Extend marketing and promotion to cultivate a new market		*		*		
Enhance marketing and promotion for individual travels and special interest tours		*			*	

Figure 8.3 Key Points for Development: Marketing and Promotion

Major Issues / Lessons Key Points for Development	Major Issues		Lessons			
	Propose an explicit and detailed ecotourism policy	Strengthen measures against illegal activities	Support the steering committee at a community level	Extend the continuing training to local government staff	Develop a joint institutional framework for ecotourism development	Operate SNS by a neutral organization
Improve organizational capacity and raise motivation	*		*	*	*	*
Increase sustainable use of protected areas for ecotourism development	*	*				
Support local communities and SMEs related to ecotourism development	*		*			
Provide incentives for quality services	*	*				

Figure 8.4 Key Points for Development: Legal and Institutional Framework

9 Ecotourism Vision and Proposed Development Strategies

9.1 Ecotourism Vision

To formulate the ecotourism vision, the JST conducted a thorough situation analysis as detailed in prior chapters, and held a vigorous dialogue with many stakeholders in numerous forums to grasp their views on the obstacles hindering ecotourism and on its future capabilities and new products.

It is remarkable that the national stakeholders are proactive in the ecotourism development utilizing a variety of tourism resources. With eco-diverse natural resources influenced by geographical and climate conditions and cultural resources attracting historical and anthropological interests, the DR has the potential to transform itself into an internationally competitive ecotourism destination by a joint public-private effort for the ecotourism development. The popular large-scale beach resorts may create an opportunity for mass-tourists to extend their visit to the ecotourism sites. There are a number of ecotourism development projects at many ecotourism sites, though most of them are small-scale. It is anticipated that the ecotourism development will extend the benefits to the areas such as hinterlands where the current mainstream tourism of “sun and beach” fails to reach.

The Study aims to attain tourism product diversification, natural resources conservation, and improved quality of life in the local communities. When these objectives are largely achieved, the national tourism will become such that satisfies the following vision.

- **As seen from the outside, the image of the DR will become a destination offering diverse experiences in beach resorts with many activities inside and outside, and in beautiful and interesting natural and cultural settings that are well preserved and with opportunities to interact with friendly local people; and**
- **Within the DR everybody associated with the expanded tourism scene complements each other for mutual benefit, including those in the hinterlands taking care of ecotourism, who contribute to make tourism sustainable.**

9.2 Proposed Development Strategies

9.2.1 Principles in Formulating Development Strategies

The process of formulating overall and component-specific strategies for ecotourism development should recognize the conditionality of the principles to make the strategies truly implementable and effective under the prevailing conditions. They should be the binding criteria for short-term strategies as well as medium/long-term strategies. The development strategies and action plans are proposed based on the following principles:

- **Clarify the Roles and Responsibilities of the Government Sector in Ecotourism Development**

It is expected that the government sector will play an important role in incubating an emerging industry like ecotourism, as it will disseminate necessary information, develop physical and institutional infrastructure for sustainable growth of private business, and formulate laws and regulations with regard to the social and environmental issues. The environmental conservation and improved quality of rural life may require government interventions to supplement the market failures. The proposed development strategies and action plans should clarify the roles and responsibilities of the government sector in ecotourism development.

- **Harmonize All Stakeholders Consisting of Public and Private Sectors and Civil Society**

Since many ecotourism stakeholders are weak and small, they will need assistance to mitigate their lack of expertise and information on ecotourism development. It is essential to harmonize the efforts among the ecotourism stakeholders and the government institutions for sustainable growth of ecotourism.

- **Apply Quick Action Plans before Implementing Extensive Physical and Institutional Reforms**

The ecotourism development is prioritized to transform national direction of tourism development from development of large-scale beach resorts to sustainable development and tourism products diversification in conformity with environmental conservation and changing market needs. Therefore, some quick action plans should be launched before implementing extensive physical and institutional reforms.

- **Implement Action Plans in Phases**

It is envisaged that a small budget will be allocated for ecotourism development at the initial stage, and the PENDE action plans should be implemented in phases. In the Study, the action plans have been proposed respectively for the short-term towards year 2014 and the medium/long-term towards year 2020.

9.2.2 Short-Term Strategies

Short-term strategy

- **Implement efficient ecotourism development initiatives by enhancing existing ecotourism activities**

While the beach resort tourism for mass-tourists is expected to remain the mainstream tourism product, there is an urgent need to transform the direction of national tourism development from all-inclusive beach resorts into diversified tourism development with value-added ecotourism products so as to create an attractive, sustainable and eco-friendly image of the national tourism in the international tourism market and increase the beneficiaries from tourism. Since various ecotourism activities have been launched, short-term ecotourism development should focus on enhancing and strengthening these activities, for example, development and improvement of natural and cultural attractions, and conservation of the environment and cultural heritages. In addition, capacity building initiatives should be undertaken for the key players of ecotourism development including the government sector at the central, provincial and municipal levels as well as local communities.

The following considerations describe in more specific terms how the short-term strategy should be interpreted when determining short-term strategies for each of the four development components.

- For the short-term development, the national priority is to mainly target the mass tourism market, and to improve existing ecotourism destinations, thereby diversifying the tourism offerings. The necessary action plans should primarily improve and support the existing activities and organizations. In particular, physical infrastructure should be provided at ecotourism sites. The legal and institutional infrastructure will be also required to support product development by communities, SMEs, and individual entrepreneurs.
- The community participation will facilitate the tourism products diversification and direct economic benefits to the communities. The organizational capacity of communities should be enhanced to accomplish the community participation. The local stakeholders should obtain knowledge on ecotourism resources and skills for the ecotourism services and product development. It is also essential to raise awareness of the local stakeholders on the conservation issues.

Spatial Structure

Along with the ecotourism development at the site level, there is a need to develop an effective linkage among the ecotourism sites to attain a higher value of ecotourism products throughout the nation as a

whole. In the short-term, it is proposed that a linkage be developed among the ecotourism sites so they are easily accessible to beach resorts and urban areas. The proposed short-term spatial structure of ecotourism sites is illustrated in Figure 9.1.



Figure 9.1 Proposed Short-term Spatial Structure

Short-Term Strategy: Product Development

- **Enhance and strengthen the existing ecotourism activities for ecotourism site development**

Most of the existing ecotourism activities are offered by tour operators in the form of an add-on excursion from beach resorts and urban areas where mass-tourists are based. The short-term strategy for the product development should aim to enhance the existing ecotourism activities, facilitate efficient ecotourism development near the existing mass-tourism sites, and improve infrastructure and quality of services at the ecotourism sites nationwide.

Short-Term Strategy: Community Participation

- **Introduce a Community Participation Model at pilot local communities**

The local communities will play a vital role in cooperating and participating in ecotourism projects for the improved quality of ecotourism products and services. In the short-term, a Community Participation Model (CPM) should be introduced at pilot local communities, where an ecotourism development project has already been conducted by a substantial organization, for the improved quality of ecotourism and the increased benefit for the local communities. The CPM is expected to facilitate an independent operation at the local communities to coordinate with the stakeholders, develop innovative products and services, and formulate development strategies at the site level. It is anticipated that the national ecotourism will be recognized by the stakeholders such as tourists, tour operators, local travel agents and others, as more local communities participate in developing quality products.

Short-Term Strategy: Marketing and Promotion

- **Exploit the existing marketing and promotion channels according to the quality levels**

Since there are different quality levels among ecotourism products and services offered in the nation, it is recommended that marketing and promotion channels be selected in accordance with the quality level of each product or service. The high quality products should be promoted in the international tourism marketing channels established by the mass-tourism so as to realize a synergy with the

prevailing mass-tourism and transform the image of national tourism from “sun and beach” to diversified tourism products. Meanwhile, the tourism products and services at the developing stage should be promoted in the existing ecotourism market such as domestic tourism and a short excursion from mass-tourism destinations like beach resorts.

Short-Term Strategy: Legal and Institutional Framework

- **Improve institutional framework for ecotourism administration**

The legal and institutional framework will play a vital role to support the ecotourism development. In the short-term, there is a need to improve the institutional framework for ecotourism administration at each level of the government sector to attract more investment into ecotourism development and increase the socioeconomic and environmental benefits. The key players are the departments in charge of ecotourism development established at SECTUR and SEMARENA as well as other stakeholders. The capacity building should be extended to the regional, provincial and local levels.

9.2.3 Medium/Long-Term Strategies

Medium/Long-Term Strategy

- **Improve the total quality of ecotourism for the increased economic and environmental benefits**

In the medium/long term, there is a need to continue to improve physical and institutional infrastructures necessary for sustainable ecotourism development and provide a high level of guide training. In addition, it is recommended that national ecotourism be fully promoted in the international tourism market to transform the image of national tourism from “sun and beach” to the diversified tourism products. It is anticipated that the refreshed and diversified image will attract not only the tourists whose main purpose is ecotourism but also those who prefer to enjoy a variety of tourism events. In a sense, ecotourism has the potential to constitute a core product in the national tourism sector.

Spatial structure

It is anticipated in the medium/long-term that a number of ecotourism sites throughout the nation will attain the international quality standards for services and products and that national corridors and local routes will be developed to link among the ecotourism sites. The proposed medium/long-term spatial structure is illustrated in Figure 9.2.



Figure 9.2 Proposed Medium/Long-term Spatial Structure

It is worth developing ecotourism corridors and circuits in view of promotion of ecotourism products in the international tourism market. It is recommended that service infrastructures be developed at the points of the ecotourism corridors and circuits to support a long stay of tourists, such as lodgings, restaurants, shops, entertainment facilities, and information facilities. The lodgings should be designed and constructed in harmony with natural and cultural surroundings to attract more tourists. The proposed ecotourism corridors and circuits are illustrated in Figure 9.3.

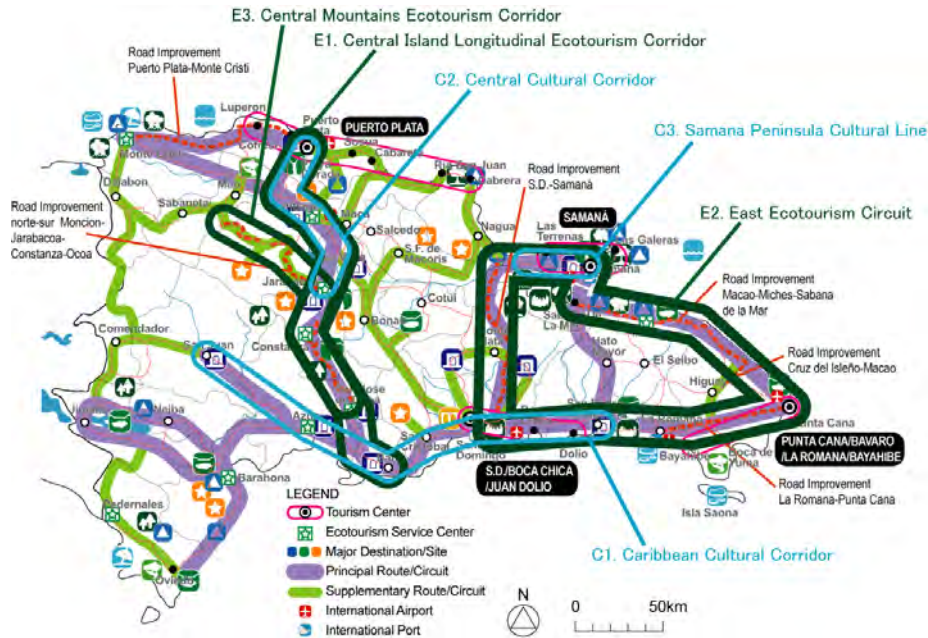


Figure 9.3 Proposed Ecotourism Corridors/Circuits

The five national corridors/circuits are proposed as follows.

- **E1: Central Island Longitudinal Ecotourism Corridor**
 - Puerto Plata - Santiago - La Vega - Jarabacoa - Constanza - San Jose de Ocoa - Bani

This corridor is full of diversified natural resources in terms of topographical, climate and vegetation. The cultural resources are also abundant between Puerto Plata and Jarabacoa. They are the resources for typical ecotourism products and thus the corridor will become a symbolic route of the national ecotourism.

- **E2: East Ecotourism Circuit**
 - Santo Domingo - San Pedro de Macoris - La Romana/Bayahibe - Punta Cana/Bavaro - Miches - Sabana de la Mar - Samaná - Monte Plata - Santo Domingo

This circuit has potential to become the largest ecotourism destination in the nation, because of the current concentration of tourists and tourism facilities. Currently, 75% of international visitor arrivals and 65% of accommodation rooms are within this circuit. Some roads should be improved to accelerate ecotourism development and visitor’s mobility in the circuit. In addition, the sea transportation between Samaná and Sabana de la Mar should be improved to formulate the large circuit. Some optional short courses may be derived from the circuit.

- **E3: Central Mountains Ecotourism Corridor**
 - Moncion - San Jose de Las Matas - Janico - Juncalito - Jarabacoa - Constanza - San Jose de Ocoa

The Central Mountains are endowed with natural resources for ecotourism development, and SECTUR is working to formulate an improvement plan for access road in this corridor. The corridor will develop another new characteristic route in a mountainous area connecting to Monte Cristi through Dajabon.

- **C1: Caribbean Cultural Corridor**

- San Juan - Azua - Bani - Santo Domingo - San Pedro de Macoris

A world heritage site and intangible cultural heritages exist within this corridor: Santo Domingo; “The Cultural Space of the Brotherhood of the Holy Spirit of the Congos of Villa Mella”, and “The Cocolo Dance Drama Tradition”. In addition, there are more potential resources within this corridor: historical monuments; traditional civil architecture; agro-tourism (e.g., maize, mango); gastronomy (e.g., sweets made from milk and maize); industrial ruins (e.g., colonial sugar mills); and historical industrial architecture.

- **C2: Central Cultural Corridor**

- Puerto Plata - Santiago - La Vega - Jarabacoa

This short cultural corridor is a part of the Central Island Longitudinal Ecotourism Corridor. This corridor has various cultural resources from colonial ruins and architecture in Puerto Plata to modern art in Jarabacoa. In between the two towns of Santiago and La Vega, carnivals and artisan factories of carnivals are found. The corridor also has potential industrial tourism resources (e.g., a rum factory, tobacco farm, tobacco factory).

- **C3: Samaná Peninsula Cultural Line**

- Samaná - Sanchez

This line consists of two towns: Samaná; and Sanchez on the Samaná Bay. The Samaná peninsula and bay are very famous ecotourism destinations rich in natural resources. In addition, cultural resources are also rich in the region and can be developed for products. Gastronomy and religious traditions with folk music are typical resources. In Sanchez, there are the remains of Anglo Caribbean architecture.

Medium/Long-Term Strategy: Product Development

- **Develop more attractive and quality tourism products for the increased economic and environmental benefits**

After implementation of the short-term initiatives on developing and improving the ecotourism sites, the medium/long term strategy should focus on the increased benefit for the local economy and the environmental conservation. The improved services and environmental conservation measures should improve the total quality of ecotourism. Along with the continuous expansion of excursion tours from beach resorts and urban areas where mass-tourists are based, there is a need to develop ecotourism products to target high-income tourists in the niche segment to realize the higher profits in the future.

Medium/Long-Term Strategy: Community Participation

- **Improve and penetrate the Community Participation Model**

In the medium/long-term, the CPM should be improved and extended so that more local communities will participate in the ecotourism development. For example, it is anticipated that the community members and enterprises will directly provide tourists with ecotourism products and services such as ecotourism guides, small-scale lodgings, crafts, and that tourists will realize an opportunity to interact with friendly, local people, as mentioned in the ecotourism vision. Also, the lessons learnt from the pilot implementation of CPM should be incorporated into the improved CPM, which will be introduced at all local communities related to ecotourism activities throughout the nation.

Medium/Long-Term Strategy: Marketing and Promotion

- **Enhance the marketing and promotion to establish the position as an ecotourism center in the Caribbean region**

While the tourism demand is predicted uncertain depending on the future socioeconomic situation, it is anticipated that the increased number of tourists will be achieved by a comprehensive promotion of diversified ecotourism products and services to meet the changing demand in the international tourism market, as indicated in the PENDE action plans. While continuing the short-term action plans for

marketing and promotion, the medium/long-term action plans should cultivate a new market which has been under-explored by the beach resort tourism, such as BRICs and Eastern Europe.

Medium/Long-Term Strategy: Legal and Institutional Framework

- **Enhance the high standard of ecotourism industry**

In the medium/long-term, high standard of ecotourism industry should be developed from the best practices and enhanced at the organizations at the community level, municipalities and SMEs. It is expected to obtain important expertise from the best practices at each stage of ecotourism projects such as project design, fundraising and implementation. The medium/long-term strategies for legal and institutional framework should also facilitate the implementation of more sophisticated projects and the expansion to special interest segments.

10 Proposed Action Plan: Product Development

10.1 Short-Team Action Plans

The proposed short-term action plans for the product development are classified into two categories: one aims to utilize the natural and cultural resources for the improved and diversified ecotourism activities, and the other aims to conserve historic urban landscapes of cultural resources. The four short-term action plans are proposed to utilize the natural and cultural resources for the improved and diversified ecotourism activities. Three short-term action plans are proposed to conserve historic urban landscapes of cultural resources.

10.1.1 ACTION-PN1

- **Study and design ecotourism attractions and services**

For the community-based ecotourism development, it is recommended that the ecotourism attractions and services be studied and designed by the local communities with technical assistance from ecotourism experts. It is anticipated that the community members participating in the study and design will acquire basic knowledge on ecotourism products development and recognize the value and ownership of tourism resources. In the short-term, a variety of excursion tours from beach resorts and urban areas should be developed to cater for the diverse needs of mass-tourists.

Proposed Activities

- To conduct situation analysis on ecotourism resources;
- To inventory and map the ecotourism resources based on the situation analysis;
- To evaluate the value of the ecotourism resources, particularly in terms of scarcity, uniqueness, and endemism;
- To identify the ecotourism resources for the product development;
- To conduct market research on ecotourism products;
- To identify and design necessary infrastructures for the product development (e.g., power generation, eco-friendly water supply and waste management systems); and
- To estimate cost of necessary infrastructures.

The potential attractions, services and infrastructure are listed in Table 10.1.

Table 10.1 Potential attractions, services and infrastructure

Attractions	-Forest Observation: forest walking; hiking; trekking -Nature observation: flora & fauna (bird, insect, lizard, etc.); horseback riding
Services	-For attractions: guide; interpreter -For tourist service: food & beverage; souvenir; transportation; security; garbage collection
Infrastructures	-Visitor services: visitor center (administration, kiosk, exhibition, toilet, parking lots); restaurant; handicraft shop; trail with explanatory boards; observatory (observation tower, canopy walk, sky walk in forest); resting place with shelter; horses/mules for transportation -Basic infrastructure: access way (improve surface) with signage system; security system; water and power supply system; sewage and garbage treatment system

Anticipated Results

- The inventory and mapping will be developed. They will be useful to identify and convey the values of ecotourism resources.

- The communities will recognize the values of ecotourism resources, through the collaborative work with experts.

Expected Durations

- 4 months

Key Actors

- Main actors: steering committee at a community level
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents, NGOs

10.1.2 ACTION-PN2

- **Improve physical infrastructures and security systems**

Following the study and design of ecotourism attractions and services, basic physical infrastructures should be constructed at the site level with the eco-friendly technology for construction, operation and maintenance. Security systems should also be implemented not only to provide various services in case of emergency but also to support vulnerable groups of tourists such as families with small children, elderly people, and physically-handicapped people.

Proposed Activities

- To construct or improve basic physical infrastructures. They should be harmonized with the surrounding environment, and traditional designs and local materials should be adapted to a large extent;
- To implement information infrastructures and provide training (e.g., Internet access);
- To formulate security framework (e.g., security guideline, support procedures in case of emergency);
- To provide security training and equipment (e.g., radio communication system, first aid kit)
- To develop and implement financial mechanism to cover maintenance costs; and
- To conduct clean-up campaigns for maintenance.

Anticipated Results

- The basic infrastructure will be constructed, operated and maintained in an eco-friendly manner.
- The communities will understand the needs of security systems for ecotourism.

Expected Durations

- 6 months for implantation, followed by 2 months for review and modification

Key Actors

- Main actors: service providers, Steering Committee at the ecotourism sites
- Technical assistance: SEMARENA, SECTUR
- Potential Partners: local agents, NGOs

10.1.3 ACTION-PN3

- **Develop and distribute an itinerary model**

It is recommended that an itinerary model be developed at the site level and distributed to the tourists and the tour operators. It is expected that the itinerary model will also improve the knowledge of local community members on ecotourism management.

Proposed Activities

- To identify the itinerary to be proposed for tourists and tour operators;
- To clarify routes, rates, and schedules of the itinerary; and
- To provide tourist services within the route of the itinerary (e.g., food, accommodation, souvenirs).

Anticipated Results

- The communities will have some knowledge of: financial management and the cost-benefit balance; sustainable use of resources; and visitor management.

Expected Durations

- 3 months

Key Actors

- Main actors: steering committee at a community level
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents, NGOs

10.1.4 ACTION-PN4

• Design and produce printed materials

It is recommended that printed materials be designed and produced for the public relations activities at the site level. The local community members should participate in designing and producing the printed materials such as brochures so that they will be able to recognize the value of ecotourism resources through the process. The produced materials should be distributed to the tourists and the tour operators for promotion purposes.

Proposed Activities

- To formulate the distribution plan of the printed materials;
- To design brochures in multiple languages. The brochures should include interpretive features (e.g., route, rate, expected travel time, available services, hotels, other service facilities);
- To design map and phenology calendar featuring flora, fauna, events and lifestyle of the community;
- To design printed materials specifying the place and time to observe the ecotourism resources: locations of resources; habitats of fauna; colony of flora; seasons or time of appearance of fauna; life cycles of flora and fauna; calendar of traditional events; seasons of cultivation activities; weather information; and
- To distribute the printed materials.

Anticipated Results

- The printed materials will be designed and produced for promotion.
- The printed materials will convey resource values with visualization introducing local community ideas, words, drawings and maps

Expected Durations

- 3 months

Key Actors

- Main actors: steering committee at a community level
- Technical assistance: SEMARENA, SECTUR, printing and design experts
- Potential partners: local agents, NGOs

10.1.5 ACTION-PC1

- **Formulate conservation programs of historic urban landscapes**

It is recommended that the conservation programs be formulated to maintain the value of historic urban landscapes such as the Colonial Zone in Santo Domingo, unique and colorful architecture of traditional houses. It is expected that more tourists will be fascinated by the atmosphere of the improved historic urban landscapes. The municipalities and local residents should participate in formulating the conservation programs because the existing historic landscapes are closely related to their daily lives.

Proposed Activities

- To organize meetings with the local municipalities and residents for coordination;
- To conduct situation analysis of historic urban landscape;
- To inventory and map historic urban landscapes; and
- To design conservation programs of historic urban landscapes.

Anticipated Results

- The stakeholders will recognize the issues and their roles on conservation of historic urban landscapes.
- The conservation programs will be designed and provided.

Expected Durations

- 6 months

Key Actors

- Main actors: local municipalities, communities
- Technical assistance: SEC, SECTUR
- Potential partners: relevant institutions, universities, NGOs

10.1.6 ACTION-PC2

- **Conduct a clean-up campaign**

A clean-up campaign should be conducted promptly to maintain the value of ecotourism products at the site level. It is observed that the household wastes are easily scattered in the city streets particularly at the Colonial Zone and its surrounding areas and that there is a growing concern on environmental damages against the precious cultural resources. It is anticipated that the local residents at the campaign sites will be aware of the environmental conservation and change their behaviors in their daily lives.

Proposed Activities

- To launch a clean-up campaign for garbage collection;
- To launch a tree planting campaign (e.g., install flowerpots in parks and pedestrian malls, encourage local people to install flowerpots in front of buildings and/or at balconies and windows);
- To conduct seminars for awareness on beautification.

Anticipated Results

- The ecotourism sites will become clean.
- The urban landscapes and living environment will be improved.
- The local people will increase their awareness on beautification.
- The visitors' satisfaction will be improved.

Expected Durations

- 1 week

Key Actors

- Main actors: local municipalities, communities
- Technical assistance: SEC, SECTUR
- Potential Partners: local agents, NGOs

10.1.7 ACTION-PC3

- **Develop a conservation guideline of historic urban landscapes**

It is true that regulatory laws and landscape codes will be effective in preventing unplanned and disorderly development and conserving historic urban landscapes. However, it will take a long time to enact laws and codes, and therefore a conservation guideline of historic urban landscapes should be developed and disseminated as a short-term, alternative measure. Despite less legal forces, the conservation guide will be effective in enlightening the ecotourism stakeholders on the conservation issues. For the same purpose, a design manual of urban landscapes may be utilized for the instruction to the local residents on conservation activities of historic urban landscapes.

Proposed Activities

- To formulate guideline to conserve historic urban landscapes;
- To formulate design manual of historic urban landscapes. It should standardize color scheme, materials, designs of signs, information and advertisement on buildings and roadsides;
- To conduct seminars and distribute guideline and design manual;
- To launch “historical urban landscape award”.

Anticipated Results

- The guideline and design manual will be formulated for conservation of historic urban landscapes.
- The stakeholders will raise their awareness on the conservation of historic urban landscapes.

Expected Durations

- 6 months

Key Actors

- Main actors: local municipalities, communities
- Technical assistance: SEC, SECTUR
- Potential partners: relevant institutes, universities, NGOs

10.2 Medium/Long-Term Action Plans

The proposed medium/long-term action plans for the product development are classified into three categories. In addition to the two categories as specified in the short-term action plans, there are action plans to improve the extended traveling environment.

10.2.1 ACTION-PN5

- **Develop and promote special interest tours**

It is recommend that in the medium/long-term that the Special Interest Tours (SIT) be developed to meet specific requirements of the tourists to explore scientific and traditional values of tourism

resources. Since unique ideas and inspirations will be required in formulating the SIT, the SIT developers should have advanced knowledge on the tourism resources and broader perspectives on ecotourism product development.

Proposed Activities

- To investigate scientific and traditional values of the ecotourism resources. The investigation should be conducted as a collaborative work of experts and local people;
- To develop ecotourism products for Special Interest Tours (e.g., orchid and coral observation, bird watching, dolphin watching, sea turtle observation (egg laying));
- To promote ecotourism products as a part of Special Interest Tours (i.e., research and study tours);
- To develop experienced-based attractions for indoor activities (e.g., exhibition, traditional food cooking (gastronomy), food processing (sweets and organic agricultural products), traditional events, traditional dancing); and
- To develop skills of local interpreters who will be engaged in Special Interest Tours.

Anticipated Results

- The ecotourism products will be diversified to cater for the needs of Special Interest Tours.
- The quality level of products, services and management will be improved.
- More quality interpreters will be trained.
- The visitors' satisfaction will be improved.

Expected Durations

- 6 months

Key Actors

- Main actors: steering committee at a community level
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents, NGOs

10.2.2 ACTION-PN6

- **Develop and implement a tourist management system**

It is proposed that in the medium/long-term that a tourist management system be developed and implemented to facilitate sustainable tourism resources management. The tourist management system will monitor the overall movement of travelers and give an alert of congestion at the site level, so as to facilitate the environmental conservation, increased tourists' satisfaction and improved security.

Proposed Activities

- To conduct situation analysis. The items to be studied should include: current and future forecast of visitor arrivals and dynamics; capacity of ecotourism sites;
- To develop zoning system and visitor circulation system at the ecotourism sites to facilitate the flow of tourists;
- To establish a guideline of conduct at the ecotourism sites; and
- To improve skills on the visitor management.

Anticipated Results

- The ecotourism resources will be utilized in a sustainable manner.
- The quality level of products, services and management will be improved.
- The visitors' satisfaction will be improved.

Expected Durations

- 4 months

Key Actors

- Main actors: steering committee at a community level
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents, NGOs

10.2.3 ACTION-PC4

- **Construct an eco-museum**

An eco-museum should be constructed as a network center of tourism resources consisting of tangible resources such as cultural, historical, natural and industrial buildings and landscapes as well as intangible resources such as festivals and lifestyles. It is desirable that the eco-museum be constructed and operated with the participation of the local community members, who will hand down traditions from their ancestors to their descendants.

Proposed Activities

- To study and propose cultural facilities composing cultural eco-museum, historic buildings, monuments, museums, carnivals, town history, and tradition;
- To organize meetings with the local municipalities and communities for coordination;
- To establish the structure and programs of cultural eco-museum;
- To develop new cultural facilities (e.g., interpretation center for visitors, handicraft workshop, carnival exhibition hall, performance theater, gastronomy center);
- To develop new cultural events;
- To improve town landscapes;
- To improve visitors' services;
- To improve skills of local interpreters.

Anticipated Results

- The ecotourism resources will be utilized in a sustainable manner.
- The quality level of products, services and management will be improved.
- The local communities will raise their awareness on local culture.
- The visitors' satisfaction will be improved.

Expected Durations

- 12 months

Key Actors

- Main actors: local municipalities, communities
- Technical assistance: SEC, SECTUR
- Potential Partners: relevant institutes, universities, NGOs

10.2.4 ACTION-PC5

- **Enact regulations to rehabilitate and conserve historical buildings**

In addition to the conservation guidelines and the design manuals of historic urban landscapes as specified in the short-term action plans, it is recommended in the medium/long-term that enforceable regulations such as the landscape codes and the building regulations be enacted to facilitate and expand the rehabilitation and conservation of historical buildings.

Proposed Activities

- To establish municipal regulations for building standards. The maximum building height up to three stories should be respected;
- To create a special fund to promote tourism use of historical buildings;
- To provide incentive for renovation of historical buildings;

- To restore or reconstruct historical buildings.

Anticipated Results

- More buildings and urban landscapes will be rehabilitated.
- The historical buildings and town landscapes will be utilized in a sustainable manner.
- The local municipalities and residents will raise their awareness on conservation.
- The visitors' satisfaction will be improved.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: local municipalities, communities
- Technical assistance: SEC, SECTUR
- Potential partners: relevant institutes, universities, NGOs

10.2.5 ACTION-CC1

- **Promote eco-lodging development**

An eco-lodging is defined as a small-scale accommodation facility surrounded by natural and cultural environments, and it is recognized as an attractive ecotourism product. There are two types of eco-lodgings; while luxurious eco-lodgings for the high-income tourists will be developed mainly by external investors, eco-lodgings at a reasonable rate mainly for SIT and younger generations will be developed by local stakeholders, including the local communities.

Proposed Activities

- To develop exclusive type of eco-lodgings in harmony with natural landscapes. Solid and liquid wastes should be managed carefully and the eco-friendly energy sources should be utilized if possible;
- To develop exclusive type of eco-lodgings in harmony with cultural landscapes. The historical and traditional buildings will be restored and renovated for the use of tourist accommodation, as already seen in the Colonial Zone of Santo Domingo. The historical and traditional buildings may be also utilized for restaurants, bars, cafes, museums, tourist information centers, souvenir shops, handicraft workshops, exhibition halls, etc.;
- To develop cabin-type of eco-lodgings. They will be developed by local actors with affordable costs, and provided for the SIT and younger tourists with reasonable prices;
- To formulate construction guidelines of eco-lodgings in terms of structural reinforcement, fire prevention, fire hydrants, secure evacuation routes, as well as water and power supply;
- To conduct training program focused on basic tourism businesses and services for local actors. INFOTEP should support the provision of training programs to lodging managers and workers on basic tourism business operation, accounting, reception, maintenance, computers, hospitality, bed making and cleaning, languages, cooking, and serving;
- To provide incentives for lodging development and improvement (e.g., soft loans, micro-credits, temporary tax exemptions, import incentives);
- To conduct promotion activities for eco-lodgings (e.g., SNS, printed materials, certifications, eco-labeling).

Anticipated Results

- More eco-lodgings will be constructed to facilitate overnight stay of tourists in or around ecotourism sites.
- The eco-lodgings will be acknowledged in the market.
- The local actors will obtain direct income from eco-lodgings.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: private sectors of local and external investors
- Technical assistance: municipalities, INFOTEP, SEMARENA, SEC, SECTUR

10.2.6 ACTION-CC2

• Develop various facilities for convenience of tourists

It is recommended to develop various facilities for the convenience of tourists. For example, ecotourism circuits and corridors with information centers will facilitate longer stays of tourists. The information and transport facilities will improve the convenience of individual tourists, such as direction boards, frontier markers, maps, and printed materials.

Proposed Activities

- To provide guiding materials (e.g., printed materials, explanatory boards, signs);
- To establish tourist information offices at major airport and bus terminals, ecotourism sites and towns. Municipalities should operate the tourist offices in support of SECTUR;
- To develop roadside amenities (e.g., lavatories); and
- To provide public transportation services for independent tourists (e.g., shared-bus).

Anticipated Results

- The traveling environment will be improved.
- The ecotourism circuits and corridors will be more acknowledged in the market.
- The promotion of ecotourism sites will be enhanced.
- The local actors will obtain direct income from the tourists.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: private sectors of local and external investors, municipalities, SECTUR

Figure 10.1 illustrates the key points for development, development strategies and proposed action plans for the product development.

Development Strategies/ Key Points for Development Action Plans	Development Strategies	Key Points for Development						
	Short-Term: Enhance and strengthen the existing ecotourism activities for ecotourism site development Medium/Long-Term: Develop more attractive and quality tourism products for the increased economic and environmental benefits	Develop natural, cultural and geographical resources	Improve infrastructure and systems	Curb undesirable activities	Conserve environment at ecotourism sites	Mitigate inappropriate usage of tourism resources	Improve tourists satisfaction	Develop ecotourism circuits and corridors
Utilize the natural and cultural resources for the improved and diversified ecotourism activities								
PN1: Study and design ecotourism attractions and services	Short Term	*						
PN2: Improve physical infrastructures and security systems	Short Term		*					
PN3: Propose an itinerary model	Short Term							*
PN4: Design and produce printed materials	Short Term			*				
PN5: Develop and promote Special Interest Tours	Medium/Long Term	*						
PN6: Develop a tourist management system	Medium/Long Term			*		*	*	
Conserve historic urban landscapes of cultural resources								
PC1: Formulate programs for the conservation of historic urban landscapes	Short Term	*		*				
PC2: Conduct a clean-up campaign	Short Term				*			
PC3: Formulate a guideline for the conservation of historic urban landscapes	Short Term			*	*			
PC4: Construct an eco-museum	Medium/Long Term					*	*	*
PC5: Enact regulations to rehabilitate and conserve historical buildings	Medium/Long Term		*					
Improve the extended travelling environment								
CC1: Promote eco-lodging development	Medium/Long Term		*					
CC2: Develop various facilities to improve the convenience of tourists	Medium/Long Term						*	

Figure 10.1 Proposed Action Plans: Product Development

11 Proposed Action Plan: Community Participation

11.1 Short-Term Action Plans

11.1.1 ACTION-C1

- **Select the local communities for the pilot implementation of CPM**

In the beginning, the local communities throughout the nation should be evaluated for the pilot implementation of CPM according to the criteria such as proximity to large markets, accessibility of highways and roads, potentiality of local products, estimated profitability for ecotourism development, leadership of the local communities, and commitment and willingness to ecotourism development. It is recommended that five local communities be selected for the pilot implementation of CPM.

Proposed Activities

- To conduct the situation analysis in relation to the community. The analysis should clarify: organizations in the community; key stakeholders (e.g., community leader, potential partners); level of involvement of local stakeholders in ecotourism development; capacity of the community; participatory and dynamic process of the community; priorities of the community; relationship with local authorities; and willingness and commitment of local authorities to support the implementation of CPM;
- To conduct multi-faceted assessments in terms of ecotourism development at the community: existing and potential attractions; market demand; supporting infrastructure and services; overall competitiveness (based on existing business culture); human resource and institutional capacity; socio-cultural and economic considerations; and environmental and biodiversity considerations;
- To determine whether or not the respective community is ready to implement a CPM; and
- To modify the CPM according to the situation analysis and multi-faceted assessments.

Anticipated Results

- The stakeholders will recognize various characteristics of the community and external factors.
- The communities will have more awareness on the ecotourism.

Expected Durations

- 6 months (at least five communities should be selected)

Key Actors

- Main actors: SEMARENA, SECTUR
- Potential Partners: mayor's office, NGO, UGAM, counsel for local development

11.1.2 ACTION-C2

- **Develop an organizational framework at pilot local communities**

After the selection of the pilot local communities, there is a need to develop an organizational framework at the community level. Since each local community has different internal and external conditions for ecotourism development, it is recommended that community members develop their own organizational framework according to the baseline analysis about environment, society, economy and culture. A Steering Committee should be established within the pilot local communities to supervise their ecotourism development activities.

Proposed Activities

- To organize a temporary working group by key stakeholders to prepare organizational framework;
- To establish communication channels with established community organizations and associations as well as regional stakeholders;
- To assess the level of preparedness of the community;
- To carry out data collection and resource mapping to identify the community's resources and socio-economic, cultural and environmental problems;
- To create and empower a steering committee through the election of local representatives of the public sector, private sector, and civil society; and
- To develop by-laws for clear roles and responsibilities of the steering committee members and the conditions for operating the ecotourism activity.

Anticipated Results

- The stakeholders will recognize the role of the community as a strategic actor.
- The level of preparedness for community members will be raised.
- The baseline information will be collected about the community.
- The stakeholders will have better understanding on the community with regard to its complexity and needs.
- A coordinating mechanism will be established to define common innovative actions for ecotourism development.
- The roles and responsibilities will be clarified for operating the ecotourism activity.

Expected Durations

- 6 months

Key Actors

- Main actors: working group, SEMARENA, SECTUR
- Potential partners: mayor's office, NGO, UGAM, counsel for local development

11.1.3 ACTION-C3

• Propose and implement community-based ecotourism activities

It is recommended that the pilot local communities formulate the community-based ecotourism activities at the community level. The Proposed Activities should specify a detailed timetable, allocation plan of human and financial resources, and monitoring mechanism.

Proposed Activities

- To define and develop a set of criteria for product development. The criteria should include potential of community participation and conservation of ecotourism resources;
- To formulate the strategy on product development and marketing;
- To design and develop community-based ecotourism activities;
- To estimate financial resources to be required for the community-based ecotourism activities;
- To organize functional groups for implementation of the community-based ecotourism activities;
- To formulate an implementation plan of the community-based ecotourism activities. The plan should specify: operation framework; mission statement and vision; organizational structure; staffing plan; reporting and monitoring procedures; marketing plan; and conservation plan;
- To develop internal communication mechanisms in the community (e.g., public meetings for knowledge sharing and strengthening engagement in decision-making);
- To provide incentives for community participation (e.g., cost-sharing schemes,

- community revolving funds, cost-sharing schemes with private sector organizations); and
- To implement the community-based ecotourism activities.

Anticipated Results

- An ecotourism development strategy will be established at a community level.
- An implementation plan of the community-based ecotourism activities will be produced and formalized at a community level.
- The community will be engaged in decision-making and management of the ecotourism activity.
- The community-based ecotourism activity will be implemented.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: steering committee
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents of development, public sector, private sector, civil society

11.1.4 ACTION-C4

- **Implement capacity building programs**

Along with proposing and implementing community-based ecotourism activities, capacity building programs should be conducted at the pilot local communities. It is anticipated that the capacity building programs will not only improve the knowledge and skills of the local community members for ecotourism development but also cultivate their leadership and ownership.

Proposed Activities

- To develop and provide appropriate technical training initiatives and workshops to support the function and activities of the steering committee. It may come in the form of a co-management agreement in the case of the partial participation/partnership model;
- To educate the community on practical issues (e.g., budgeting, maintenance);
- To design and implement public awareness campaign oriented towards all members of the community to cultivate ownership over the ecotourism development; and
- To facilitate workshops and public meetings on resource management as well as community-based environmental education.

Anticipated Results

- The stakeholders will have better understanding about the ecotourism resources and the relationship between community and environment.
- The management of ecotourism activities will be improved.
- The government, private sector and civil society will have better understanding on the complexities of the community and capacities of local people
- The community will recognize sources of funding and financial support for the ecotourism activities.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: steering committee
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents of development, public sector, private sector, civil society including ecotourism enterprises

11.2 Medium/Long-Term Action Plans

11.2.1 ACTION-C5

- **Design and implement operations and maintenance systems for ecotourism activities**

It is recommended that operations and maintenance (O&M) systems be designed and implemented for the ecotourism activities in order to attain sustainable community-based ecotourism development. An efficient and effective O&M system should be designed and implemented to meet the specific needs and conditions of each local community.

Proposed Activities

- To design and implement a community-based O&M system. The system should specify: key operating parameters and limits, maintenance procedures and schedules, and documentation methods;
- To align the community-base ecotourism activities with existing local and regional tourism activities as well as local efforts of SEMARENA and SECTUR, in order to avoid overlap and thereby support the competitive advantage of the community; and
- To create coordination plans with public and private sectors, as well as civil society initiatives at the local level.

In parallel with the community's actions, SECTUR and SEMARENA will conduct the following activities:

- To advise on technical and social aspects, visitor management, conservation, regulations and legal issues;
- To assess the institutional capacity of the steering committee; and
- To formulate a plan to strengthen the steering committee's institutional capacity in O&M.

Anticipated Results

- The effective O&M system will be established.
- The diverse base of stakeholders will have the common ground at a local level.
- The steering committee will have an organizational development plan.
- The O&M system will be improved and strengthened, particularly institutional and resource characteristics, to positively influence the sustainability of ecotourism within the community.

Expected Durations

- Continuous action in the medium/long-term

Key Actors

- Main actors: steering committee
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents of development, public sector, private sector, civil society

11.2.2 ACTION-C6

- **Conduct monitoring and evaluation of ecotourism activities**

There is a need to conduct monitoring and evaluation of the ecotourism activities initiated by the local communities to ensure the successful implementation of community-based ecotourism activities. The monitoring and evaluation should focus on various aspects such as biodiversity and environmental conservation, rural development, social and economic impact, performance of local municipalities, and institutional capacity of the local communities.

Proposed Activities

- To develop socio-economic and environmental indicators for evaluation;
- To undertake monitoring and evaluation of community-based ecotourism activities. It should be conducted every six months after the initial term of operation;
- To analyze the appropriateness of organizational structure and implementation plans;
- To analyze the level of collaboration among partners in capacity enhancement, public awareness, knowledge sharing and training and make adjustments as necessary; and
- To evaluate the effectiveness of CPM in managing the community-based ecotourism activities.

Anticipated Results

- The impacts of various scenarios on the community will be analyzed.
- The performance of community-base ecotourism activities and CPM will be evaluated for the consideration of future development.
- The organizational and management support will be improved.
- The lessons learned will be obtained to enhance benefit to the community and its partners with respect to its future dissemination to other communities throughout the country.

Expected Durations

- Continuous action in the medium/long-term

Key Actors

- Main actors: steering committee
- Technical assistance: SEMARENA, SECTUR
- Potential partners: local agents of development, public sector, private sector, civil society. Relevant partners should be engaged in developing monitoring indicators

Figure 11.1 illustrates the key points for development, development strategies and the proposed action plans for the community participation.

Development Strategies/ Key Points for Development Action Plans	Development Strategies	Key Points for Development				
	Short-Term: Introduce a Community Participation Model at pilot local communities Medium/Long-Term: Improve and penetrate the Community Participation Model	Propose strategic direction of community-based ecotourism development	Propose strategy for community-based operation and maintenance	Enhance skill development and community-based ecotourism development	Foster the ownership of local communities on ecotourism development	Review a CPM and action plans consistent with the ecotourism vision
C1: Select the local communities for the pilot implementation of CPM	Short Term	*				
C2: Develop an organizational framework at pilot local communities	Short Term	*	*			
C3: Propose and implement community-based ecotourism activities	Short Term		*	*		*
C4: Implement capacity building programs	Short Term			*		
C5: Design and implement operations and maintenance systems for ecotourism activities	Medium/Long Term	*	*		*	
C6: Conduct monitoring and evaluation of ecotourism activities and the CPM	Medium/Long Term				*	*

Figure 11.1 Proposed Action Plans: Community Participation

12 Proposed Action Plan: Marketing and Promotion

12.1 Short-Term Action Plans

12.1.1 ACTION-M1

- **Select featured ecotourism products**

It is recommended that featured ecotourism products be selected among the national ecotourism resources at the central government level. The featured ecotourism products will facilitate effective marketing and promotion to the potential tourists and the tour operators as a symbolic image of national ecotourism.

Proposed Activities

- To establish selection criteria (e.g., ecological sustainability, endemic culture or impressive natural endowment, competitiveness to similar products in the world, original and topical capability of gaining market attention);
- To study good practices (e.g., Dunn's River Falls in Ocho Rios, Jamaica);
- To convene ad hoc meeting to select featured ecotourism products;
- To select featured ecotourism products;

Anticipated Results

- The priority products for marketing and promotion will be clarified.
- The diversified image of the DR will be promoted more specifically by the featured ecotourism products.
- The secondary effect of virtual certification by the Government will enrich quality level of products as a whole.

Expected Durations

- Within 3 months

Key Actors

- Main actors: SECTUR, SEMARENA
- Potential partners: SEC, CNC

12.1.2 ACTION-M2

- **Conduct intensive promotion of featured ecotourism products in the mass-market channel**

In the short-term, it will be realistic to exploit the existing marketing and promotion channel established by beach resorts and urban areas tourism for the ecotourism promotion. It is thus recommended that the existing channels be utilized for intensive marketing and promotion of the featured ecotourism products so as to expect the synergy with the existing mass-tourism.

Proposed Activities

- To determine applicable promotion channel for featured ecotourism products;
- To determine common catchphrases and photos to have impression on potential tourists. Other partners, such as ASONAHORES, utilize common catchphrases and photos in their publications (e.g., The Dominican Vacation Planner);
- To develop electronic information for featured ecotourism products;
- To conduct fam-tours for tour operators and press-tours for mass-media for intensive promotion;

Anticipated Results

- The diversified image of national tourism will take root in the international market.
- An additional market segment, previously uninterested in beach destinations, will turn to visit the DR
- The cooperative tour operators and mass media for ecotourism will be identified through the process.

Expected Durations

- 6 months

Key Actors

- Main actors: SECTUR, OPTs
- Potential partners: ASONAHORES

12.1.3 ACTION-M3

• Incubate ecotourism products

Along with the ecotourism products development, there is a need to implement a marketing and promotion initiative to incubate potential ecotourism products. For example, it is proposed that ecotourism competitions and/or awards be organized to provide motivation for improved quality of ecotourism products.

Proposed Activities

- To plan and conduct contests, award-giving and certifications, for example: Award for popularizing gastronomy representing the DR; Award for creating and popularizing music representing the DR; Photo contest for the best picture representing DR nature and culture; Photo contest on the quality of hospitality in the DR; and Award for artistic, high quality DR folk craft production;
- To create impressive stories about outstanding materials;
- To promote efforts in all promotional opportunities;
- To invite activities such as film/movie-making (e.g., a 90 year old singer of the “Buena Vista Social Club” and the movie of the same name contributed greatly to Cuban tourism).

Anticipated Results

- A new image of the DR will be established and spread worldwide.
- The ecotourism development will not only be strengthened, but the national image, perception, and brand will as well

Expected Durations

- 3 months

Key Actors

- Main actors: SECTUR, OPTs
- Potential partners: SEC, associations of specific field

12.1.4 ACTION-M4

• Approach to mass-tourism business

In the short-term, ecotourism marketing and promotion should be expected to collaborate with the existing mass-tourism. It is thus recommended that SECTUR introduce a promotion campaign to advocate the advantages of ecotourism to the mass-tourism business and encourage tour operators and travel agents to participate in ecotourism promotion.

Proposed Activities

- To promote business exchange by each tourism region;
- To develop and distribute campaign brochures;
- To disseminate information via SNS.

Anticipated Results

- The mass tourism sector will improve their awareness and knowledge on ecotourism.
- The ecotourism operators will have more business opportunities.
- All stakeholder activities will be integrated toward the enhancement of the national brand

Expected Durations

- 6 months

Key Actors

- Main actors: SECTUR, Regional Office of SECTUR
- Potential partners: ADOTUR, ADAVID, OPETUR

12.1.5 ACTION-M5

- **Establish a business network between ecotourism stakeholders and mass-market business**

It is recommended that SECTUR establish a network to increase the business opportunities between ecotourism stakeholders and mass-market businesses. In this regard, SNS is considered as a measure to establish a business network and mitigate the geographical disadvantages of many ecotourism stakeholders at remote sites.

Proposed Activities

- To provide contract forms explaining responsibility, commission and other deal conditions;
- To recommend all stakeholders to apply to such contract models.

Anticipated Results

- The ecotourism business deals will be standardized.
- The ecotourism business deals will be efficiently conducted.

Expected Durations

- 3 months

Key Actors

- Main actors: SECTUR, OPTs
- Potential partners: ASONAHORES

12.1.6 ACTION-M6

- **Conduct an environmental conservation awareness campaign targeting mass-tourists at beach resorts in the Protected Areas**

It is recommended to conduct an environmental conservation awareness campaign targeting mass-tourists at beach resorts in the Protected Areas. It is anticipated that the awareness campaigns will not only improve the environmental conservation awareness but also promote the ecotourism products to the mass-tourists.

Proposed Activities

- To select core product or outstanding material suitable for an objective (keyword:

reforestation, mangrove, beautification, etc., although community-based products are preferable), with showcase core products being presented up front. Other nature based products should be available to sell as well;

- To create a unified catchphrase (e.g., “See nature, save the future”);
- To create a promotional DVD to be shown on hotel room TV programs;
- To create a leaflet linking DVD images with ecotourism products.

Anticipated Results

- The beach tourists will be interested in the Dominican nature.
- The eco-products will be popularized among beach tourists.
- The environmental conservation awareness of the tourist is expected to be enhanced.
- The preferable reputation as an “environment-friendly destination” is spread worldwide through such approaches and by word-of-mouth.

Expected Durations

- 1 year

Key Actors

- Main actors: SECTUR, SEMARENA
- Potential partners: regional hotel association, local NGO

12.1.7 ACTION-M7

- **Conduct an environmental conservation awareness campaign targeting national tourists in the Protected Areas**

An environmental conservation awareness campaign should be conducted to target the national tourists as well. In addition to the expected results of an awareness campaign targeting the mass-tourists, the national tourists will be able to realize the ownership of national natural resources through the campaign.

Proposed Activities

- To select core product or outstanding material suitable for an objective (keyword: reforestation, mangrove, beautification etc., although community-based products are preferable), with showcase core products being presented up front. Other nature based products should be available to sell as well;
- To create a unified catchphrase (e.g., “See nature, save the future”);
- To create posters to be displayed in subway cars;
- To create leaflets to encourage travel agents to sell eco-products;
- To implement school excursion programs to the Protected Areas as part of the environmental education.

Anticipated Results

- The Dominican tourists will be interested in domestic, homeland nature.
- The eco-products will be popularized among Dominican tourists.
- The environmental conservation awareness of the DR citizen is to be enhanced.

Expected Durations

- 3 months

Key Actors

- Main actors: SEMARENA
- Potential partners: donors, mass media

12.1.8 ACTION-M8

- **Implement an ecotourism Social Networking Service (SNS)**

An ecotourism SNS of the pilot project should be wholly implemented in the short-term to share the knowledge and information about the ecotourism development among the ecotourism stakeholders. It is proposed that the SNS include various contents such as Bulletin Board Service (BBS), electrical directory of ecotourism stakeholders, information board from public sector, and statistics on ecotourism development.

Proposed Activities

- To disseminate the intent of the SNS to all stakeholders and appeal to them to register;
- To circulate the URL of the SNS to the general public, using all promotional opportunities, so that the potential markets can acquaint themselves with the idea of Dominican ecotourism and search for additional information;
- To increase the promotional content of member establishments and test the acceptance of paid advertising as a revenue source for sustainable website operation;
- To increase the content of online resource library for SNS members;
- To improve the communication infrastructure of the sites where it is still inaccessible;
- To review functions and feasibility of adding others functions, such as Internet booking;
- To integrate or link with other ecotourism networks to establish a nationwide system.

Anticipated Results

- All ecotourism stakeholders will obtain better knowledge.
- The good practices will be accumulated for further development of the DR ecotourism and available for all users.
- Most of ecotourism products and associated information in the DR will be recorded in the database.
- The database will be utilized for promotional activities of any kind.
- Public sector strategies, regulatory rules, policies and other news will be well understood by all stakeholders.
- The statistic database for ecotourism will be established and serve as useful tool for development evaluation.

Expected Durations

- 6 months intensive activities, following by continuous action for the lifetime of PENDE

Key Actors

- Main actors: SECTUR, SEMARENA
- Potential partners: corresponding local web solution company, INFOTEP

12.2 Medium/Long-Term Action Plans

12.2.1 ACTION-M9

- **Enhance marketing and promotion target**

It is anticipated in the medium/long-term that a variety of ecotourism products will be available to cater for the different needs of diverse base of tourists. Accordingly, ecotourism marketing and promotion in the international tourism market should be wholly enhanced to target the diversified base of tourists, such as Special Interest Tours (SIT) like bird-watching.

Proposed Activities

- To implement promotion towards high-income groups through specific subscribed

- magazines;
- To implement promotion towards SIT through special field associations (e.g., American Hiking Association);
- To implement promotion towards SIT tourists by emphasizing the safety and friendliness of the DR;
- To implement promotion towards tourists who prefer circular trip.

Anticipated Results

- Full-scale ecotourism marketing and promotion will be realized.
- The DR will be a “tourism pole in the Caribbean Region” both in name and in reality.

Expected Durations

- Continuous action in the medium/long-term

Key Actors

- Main actors: SECTUR, OPTs
- Potential partners: ASONAHORES

12.2.2 ACTION-M10

- **Explore the new market**

Along with the mass-tourism marketing and promotion, the ecotourism marketing and promotion should explore the new markets in addition to the seven countries of current major source of tourists. In addition to BRICs and Eastern Europe, Latin American countries are the potential market in terms of the proximity and the language spoken.

Proposed Activities

- To conduct further research for potential ecotourism markets;
- To conduct promotion on the full-range of ecotourism and circuit trips.

Anticipated Results

- The DR will be perceived as a full package destination by the international market.
- Each ecotourism business will have access to the optimum market.

Expected Durations

- Continuous action in the medium/long-term

Key Actors

- Main actors: SECTUR, OPTs, Marketing Department
- Potential Partners: ASONAHORES

12.2.3 ACTION-M11

- **Assist direct marketing by ecotourism operators**

While the existing mass-marketing channels should be exploited for the ecotourism promotion, it is also proposed to assist the ecotourism operators in expanding direct marketing to approach the potential tourists. In particular, the direct marketing will be effective to capture the niche market, which will have the potential to become a profitable market segment.

Proposed Activities

- To develop a strategic plan and business plan for the website;
- To disseminate information about the above results to ecotourism operators.

Anticipated Results

- The ecotourism operators will be equipped with advanced knowledge of e-business.
- The national tourism can handle the requests through the Internet.

Expected Durations

- About 1 year

Key Actors

- Main actors: SECTUR
- Potential partners: academic authorities

Figure 12.1 illustrates the key points for development, development strategies, and proposed action plans for the marketing and promotion.

Development Strategies/ Key Points for Development Action Plans	Development Strategies	Key Points for Development				
	Short-Term: Exploit the existing marketing and promotion channels according to the quality levels Medium/Long-Term: Enhance the marketing and promotion to establish the position as an ecotourism center in the Caribbean region	Enhance and diversify the tourism brand image	Exploit the existing large market	Increase knowledge and information of ecotourism	Extend marketing and promotion to cultivate a new market	Enhance marketing and promotion for individual travels and special interest tours
M1: Identify featured ecotourism products	Short Term	*				
M2: Conduct intensive promotion of featured ecotourism products in the mass-market channel	Short Term	*				
M3: Incubate ecotourism products	Short Term	*				
M4: Approach to mass-tourism business	Short Term		*			
M5: Establish a business network between ecotourism stakeholders and mass-market business	Short Term		*			
M6: Conduct an environmental conservation awareness campaign targeting mass-tourists at beach resorts	Short Term	*	*	*		
M7: Conduct an environmental conservation awareness campaign targeting national tourists	Short Term		*	*		
M8: Implement an ecotourism Social Networking Service (SNS)	Short Term			*	*	
M9: Enhance marketing and promotion target	Medium/Long Term	*			*	*
M10: Explore the new market	Medium/Long Term				*	*
M11: Assist direct marketing by ecotourism operators	Medium/Long Term					*

Figure 12.1 Proposed Action Plans: Marketing and Promotion

13 Proposed Action Plan: Legal and Institutional Framework

13.1 Short Term Action Plans

13.1.1 ACTION-L1

- **Establish coordination mechanism for collaborative and harmonized implementation of PENDE**

It is inevitable that SECTUR and SEMARENA will cooperate with each other for successful implementation of PENDE action plans. In the beginning, it is recommended that the two ministries establish a Joint Implementation Structure (JIS) to facilitate the collaborative and harmonized implementation.

Proposed Activities

- To sign a Protocol of Collaboration to implement PENDE;
- To establish a Joint Implementation Structure (JIS) by SECTUR and SEMARENA as a coordinating office based on the Protocol;
- To develop the initiatives headed by SECTUR's personnel, for example: to promote certification & eco-labeling to ensure standards in ecotourism quality; to conduct marketing and promotion of ecotourism; and to support feasibility study, business development, and incentives for ecotourism;
- To develop the initiatives headed by SEMARENA's personnel, for example: to develop annual ecotourism operating plans and long-term management plans; to provide ecotourism training initiatives; and to provide community advisory services;
- To develop standards and regulations for various ecotourism activities and identify needs for supervision or regulation of such services;
- To utilize SNS for trading information and networking with private sector stakeholders.

Anticipated Results

- A joint structure will be formulated to facilitate PENDE operation.
- The budget will be allocated and shared by each ministry to implement the plan.
- The familiarity with ecotourism will grow within the two ministries and in additional branches of government.
- The pace of exchanges and of collaboration with provincial and local government level stakeholders will rise.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: SEMARENA, SECTUR, SEC as an observer

13.1.2 ACTION-L2

- **Harmonize approaches and administrative procedures for ecotourism development**

It is desirable that the two ministries harmonize their approaches and administrative procedures for efficient implementation of PENDE action plans. Common approaches should be adapted between the two ministries for guide training, licensing, concessions, co-management and other issues so that ecotourism stakeholders may efficiently benefit from the support from the government sector.

Proposed Activities

- To assess the administrative and technical procedures of SECTUR and SEMARENA, in relation to ecotourism development (e.g., contracts for co-management and concessions, issuance of operating permits, guide training, interpretation, product development, statistics);
- To standardize the terminology of ecotourism including topics like organizations, permitting, contracting, products, and project life cycle between SECTUR and SEMARENA with reference to UNWTO, IUCN and TIES;
- To standardize technical and administrative procedures between SECTUR and SEMARENA to the extent possible;
- To develop guidelines on the themes to be standardized and their rationale.

Anticipated Results

- The administrative procedures for contracts in the Protected Areas will be streamlined.
- The terminology and approach for ecotourism development will be unified between SECTUR and SEMARENA.
- The common concepts in planning for facilities and interpretation of sites will be adapted by SEMARENA, SECTUR, and eventually SEC.
- The duplicated procedures will be eliminated, such as guide training and operating permissions grants.

Expected Durations

- Short-term; this creates a common understanding of key concepts enabling all actors to communicate and collaborate more effectively in several different thematic areas, which must be accomplished in the short term.

Key Actors

- Main actors: SECTUR, SEMARENA

13.1.3 ACTION-L3

• Review and improve human resources development programs

The departments in charge of human resources development in the two ministries should regularly review and improve their training programs for the internal staff as well as the ecotourism stakeholders including the community members. In the review process, it is necessary to consider the external factors in accordance with the socioeconomic and environmental transformation and changing market needs.

Proposed Activities

- To study the past and on-going human resources activities at SECTUR and SEMARENA;
- To identify the main instructional resources available within SECTUR and SEMARENA;
- To formulate plan of training programs in the future;
- To prepare annual training plans for internal staff, Protected Area staff, environmental police and local level constituents (i.e. village mayors, community leaders) in basic standards and concepts;
- To enter into a strategic alliance with recognized foreign training institutions such as George Washington University in the USA (or other UNWTO affiliate), which has a distance-learning program tailored for ecotourism. It will also engage SECTUR's new Tourism Development Institute to define its role for this training.

Anticipated Results

- More professionals at SECTUR and SEMARENA will have training in foreign methods.
- More business leaders and public officials in the communities will have training in

relation to ecotourism.

- A fruitful relationship will be expected with one or more foreign universities or organizations providing Spanish language support.

Expected Durations

- The framework must be established in the short-term. However, HR development needs are permanent in nature.

Key Actors

- Main actors: SECTUR, SEMARENA
- Potential partners: human resources departments of SEMARENA and SECTUR, INFOTEP, IDDI, Instituto Las Americas

13.1.4 ACTION-L4

- **Develop framework for sustainable ecotourism development at selected Protected Areas**

It is proposed that five priority Protected Areas be selected across the nation in the beginning and that a development and conservation plan be detailed to ensure sustainable ecotourism development. The two ministries should develop a disciplined framework to be used for the development and conservation plan.

Proposed Activities

- To select five priority Protected Areas for the ecotourism development;
- To complete management plans, including public use determination and carrying capacity evaluation of the selected Protected Areas and updates existing plans for the other Protected Areas;
- To study feasibility for CPM implementation at the selected Priority Areas.

Anticipated Results

- The management plans at five selected Priority Areas will be are updated.
- The CPM will be implemented at the selected Priority Areas.
- By the year 2014, more Priority Areas will be selected to develop new attractions.
- By the year 2014, some five heritage sites and nearby towns will receive a steady flow of school groups, tourists, and cruise passengers, and will serve as venues for events and cultural performances.

Expected Durations

- Continuous action in the short-term

Key Actors

- Main actors: SEMARENA's Protected Areas Management Department (DGAP) & Legal Department, SEC
- Potential partners: community-based organizations & SMEs in the vicinities of selected Protected Areas

13.1.5 ACTION-L5

- **Resolve the land issues at selected Protected Areas**

Some land issues exist at the Protected Areas and they must be resolved prior to the ecotourism development. At a later stage, this action plan will accelerate resolving land-related problems in order to spur investment in new attractions in additional Protected Areas.

Proposed Activities

- To study the issues of zoning and landholding at the selected Protected Areas;
- To conduct thorough investigations into all land issues in the selected Protected Areas and take actions for resolutions;
- To publicize the clear, problem-free landholding status of all such areas.

Anticipated Results

- In all the priority Protected Areas, more than one activity will be launched or at least successfully negotiated by 2014 showing desirability of the ecotourism opportunities.
- SEC can contract operators for activities in a limited number of its heritage sites using this same process.

Expected Durations

- Continuous action in the short-term

Key Actors

- Main actors: SEMARENA's legal unit

13.1.6 ACTION-L6

• Enhance co-management agreements

The co-management in the Protected Areas is an example of community participation in ecotourism development. If applicable, the co-management agreements should be proposed at the Protected Areas to facilitate the community-based ecotourism development. The two ministries should provide comprehensive guidance to the local communities when considering the co-management agreements.

Proposed Activities

- To develop an evaluation procedure for potential operators, based on prerequisites for co-management agreements;
- To standardize documentation and develop model contracts for co-management agreements to be used in the CPM;
- To publicize the new evaluation procedure and related documentation via SNS and other outreach methods.

Anticipated Results

- The documentation and characteristics for co-management will be standardized.
- The application process of co-management will be streamlined.
- More co-management agreements will be signed and entered into force.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: SEMARENA's legal unit

13.1.7 ACTION-L7

• Enhance monitoring and evaluation activities at Protected Areas

The existing monitoring and evaluation activities at the Protected Areas should be enhanced by use of more sophisticated tools. The socioeconomic and environmental parameters will be measured more accurately and widely by use of information technology so that SEMARENA will be able to address various issues more adequately.

Proposed Activities

- To define and disseminate acceptable criteria through dialogue with existing and potential services operators at the Protected Areas;
- To publicize annual evaluation results and quarterly data on service operators and travel industry;
- To develop similar capability to apply services offered in heritage areas at a later stage.

Anticipated Results

- SEMARENA's annual reports will state M&E scores and results for the high priority Protected areas and others, where this data tracking is performed.
- SEMARENA's database expands on a monthly basis and provides additional data to potential operators negotiating contracts.
- From 2011, such data will be used in the preparation of Protected Area management plans at SEMARENA; eventually SEC can also do the same.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: SEMARENA, SECTUR
- Potential partners: community development units and evaluation units at SECTUR, SEC, external contractors

13.1.8 ACTION-L8

• Improve capacity of officials at provincial and local levels

The officials at the provincial and local levels will need to have knowledge on opportunities and risks of ecotourism development. It is recommended that the JIS assist regional organizations such as REDEC, SOECI and SOEBA in strengthening their capacities to implement their programs.

Proposed Activities

- To arrange periodic orientation workshops with respect to project management, finance and procurement. The participants will include: development officers; officials at regional, provincial and local organizations; and officials at regional, provincial and local governments;
- To investigate capacity building programs of other entities (e.g., DSTA and its clusters, other ecotourism programs) in order to avoid overlapping;
- To provide training to the officers of any active Provincial Ecotourism Councils to provide startup funding to worthy projects; and
- To provide training to officers of various regional bodies (e.g., REDEC, SOECI) to facilitate coordination and management of ecotourism projects.

Anticipated Results

- More development officers and officials at the provincial/local levels will be trained for ecotourism management.
- The dormant provincial ecotourism councils will recommence their activities.
- Increasing number of successful ecotourism initiatives will be implemented at the local, provincial and regional levels.
- More municipalities will sponsor ecotourism projects (e.g., fairs, parking lots, marketplaces, roadside observatories).
- The ecotourism will be featured at rural development events, trade fairs and community development venues.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: SEMARENA, SECTUR, SEC as an observer, PROMIYPYME, INFOTEP, Institute of Cooperative Development (INDECOOP), business councils, chambers of commerce,
- Potential Partners: various organizations

13.1.9 ACTION-L9

• Disseminate incentives information about ecotourism development

It is expected that various incentives will be provided for ecotourism development such as tax exemptions and reductions, lowered interest rates, provision of loan guarantees, procurement subsidies, grants, and streamlined procedures for application. The JIS should disseminate such incentives' information about the ecotourism development to the ecotourism stakeholders through various media.

Proposed Activities

- To orient provincial officers on the range of incentives offered by different sources available for ecotourism projects;
- To liaise closely with DSTA which has several funding windows for loans and grants;
- To orient the SME lending officers from important providers of funding and incentives (e.g., PROMIPYME, BNVP) to grasp the details and particularities of ecotourism projects; and
- To disseminate information by SNS about the most common incentives and forms of funding relevant for ecotourism projects. The terms and language should be modified to facilitate the understandings of the rural populations.

Anticipated Results

- More ecotourism projects will obtain incentives.
- More funding organizations will provide loans or grants with a variety of incentives.
- Annual increase in financial value of total yearly incentives granted.
- Organizations like PROMIPYME and banks identifying ecotourism as a sector they support in their publicity.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: SEMARENA, SECTUR.
- Partners: PROMIPYME, SNS operator, DSTA, BNVP, UNDP small subsidies, Banco Agricola.

13.1.10 ACTION-L10

• Increase the number of internationally competitive ecotourism guides

Along with the product development, the quality of ecotourism guides should be improved to increase the tourists' satisfaction. It is proposed that a skill standard for ecotourism guides as well as a high level guide training system be introduced to increase the number of internationally competitive ecotourism guides.

Proposed Activities

- To formulate a human resources guides development plan for a rigorous and harmonized

- licensed guide system, flexible enough to create sub-specialties like naturalist guides or marine guides;
- To determine a common standard for a basic module for guide training and rigorous licensing process;
- To determine a common approach to introduce new standards for basic guides, nature guides and heritage guides;
- To formulate an ecotourism guides development plan to upgrade their corps of existing guides to higher international standards;
- To establish a relationship with a professional and certifying organization (e.g., the National Association for Interpretation in the US).

Anticipated Results

- SEMARENA and SECTUR will have more licensed guides.
- More guides will enroll in continuing education courses.
- More guides will hold language proficiency qualification for foreign languages.
- The existing guides will be recruited as instructors for new regime of guides.
- The guide quality will be improved from the feedback of visitor satisfaction surveys.

Expected Durations

- Continuous action throughout the lifetime of PENDE

Key Actors

- Main actors: SEMARENA, SECTUR's Training Departments with SEC, INFOTEP
- Potential partners: provincial branches of universities

13.1.11 ACTION-L11

• Introduce ecotourism certification and eco-labeling systems

It is recommended that the ecotourism certification and eco-labeling systems be introduced. While the tourists will be able to understand the quality of ecotourism products, it is anticipated that the ecotourism certification and eco-labeling systems will facilitate the ecotourism development activities in terms of quality control.

Proposed Activities

- To identify the most relevant certification programs in the Caribbean to introduce in the DR, with assistance of CAST;
- To discuss the most important certifications with ASONAHORES and tour operators of the US and Europe;
- To design an education program about certifications for restaurant, lodging and crafts businesses;

Anticipated Results

- More ecotourism businesses will formally enroll in respected certifications programs.
- More businesses will have certifications and eco-labels.
- More businesses will publicize their adherence to best practices and ethics codes.
- A number of communities will attain certification as successful destinations, like Green Globe or Tourism Operators Initiatives (TOI) awards.
- Some Protected Areas and beaches will enroll in programs as sanctuaries under environmental management.
- Some Protected Areas will win the sanctuary (or similar) designation.

Expected Durations

- From launch, within two quarters of PENDE adoption, it will be a permanent SECTUR function. Both short- and long-term as new businesses and destinations will be developed

across both timeframes; some will seek such certifications.

Key Actors

- Main actors: SECTUR, SEMARENA
- Potential partners: ASONAHORES, CNC, SNS for promotion, various other trade associations

13.2 Medium/Long-Term Action Plans

In the medium/long-term, it is proposed to focus on facilitating high standard ecotourism industry, while the framework remains largely the same as the short-term. With respect to the Protected Areas, ACTION-L6 and ACTION-L7 should be expanded in the medium/long-term because it is expected that the number of cases of co-management agreements as well as monitoring and evaluation activities will increase. ACTION-L8 and ACTION-L9 should also be expanded in the medium/long-term in accordance with the increased ecotourism development projects in the future. Also, the quality issues should be more emphasized in the medium/long-term, and it is predicted that ACTION-L10 and ACTION-11 should be enhanced.

Figure 13.1 illustrates the key points for development, development strategies, and proposed action plans for the legal and institutional framework.

Development Strategies/ Key Points for Development Action Plans	Development Strategies	Key Points for Development			
	Short-Term: Improve institutional framework for ecotourism administration Medium/Long-Term: Enhance the high standard of ecotourism industry	Improve organizational capacity and raise motivation	Increase sustainable use of protected areas for ecotourism development	Support local communities and SMEs related to ecotourism development	Provide incentives for quality services
L1: Establish coordination mechanism for collaborative and harmonized implementation of PENDE	Short Term	*			
L2: Harmonize approaches and administrative procedures for ecotourism development	Short Term	*	*		
L3: Review and improve human resources development programs	Short Term	*			
L4: Develop framework for sustainable ecotourism development at selected Protected Areas	Short Term	*	*		
L5: Resolve the land issues at selected Protected Areas	Short Term		*		
L6: Enhance co-management agreements	Short & Medium/Long Term		*	*	
L7: Enhance monitoring and evaluation activities at Protected Areas	Short & Medium/Long Term		*		
L8: Improve capacity of officials at provincial and local levels	Short & Medium/Long Term	*		*	*
L9: Disseminate incentives information about ecotourism development	Short & Medium/Long Term		*	*	
L10: Increase the number of internationally competitive ecotourism guides	Short & Medium/Long Term				*
L11: Introduce ecotourism certification and eco-labeling systems	Short & Medium/Long Term				*

Figure 13.1 Proposed Action Plans: Legal and Institutional Framework

14 Regional Ecotourism Development

The regional development strategies are developed by means of the existing situation analysis, the regional workshops, the regional SWOT analysis, and the nationwide strategies. According to the regional ecotourism development strategies, the regional action plans are proposed.

14.1 Southwest Region

14.1.1 Proposed Vision and Development Strategies

Proposed Vision

- **“The Last Nature Paradise of the Dominican Republic”**

The tourism in the Southwest region is generally less developed due to its geographical and topological disadvantages. The region is relatively isolated from the other regions and major tourism destinations (e.g., beach resorts, Santo Domingo). Its beaches run narrowly along the Caribbean coast where waves and winds are generally higher.

Conversely, however, it is assumed that the region has potential to establish an image of unspoiled nature for ecotourism as it is less spoiled by the mass tourism development. In fact, a large part of the region is designated as the Protected Areas. The proposed regional ecotourism vision “The Last Natural Paradise of the Dominican Republic” will feature various natural resources in the region due to its geographical and climate characteristics.

Short-Term Development Strategy

In a short-term, it is envisaged that two types of potential visitors will be the main sources of regional ecotourism. One is the international tourists who will come from Barahona for a short excursion or an optional tour; and the other is the domestic tourists who will seek recreational activities from Santo Domingo and its suburbs. For a quick short-term return, it is recommended that the existing ecotourism stakeholders and destinations be supported to improve the existing ecotourism activities, services and facilities as well as to develop new ecotourism products.

With regard to marketing, it is expected that the visitor centers in Lago Oviedo (Lake Oviedo) and Lago Enriquillo (Lake Enriquillo) will be utilized as the center to accommodate domestic tourists and conduct awareness campaigns as well as marketing and promotion activities. In particular, it is proposed that school trips be promoted as pupils will have a good opportunity to familiarize themselves with the environmental and international issues.

It is also necessary to strengthen the marketing channels in a short-term. In addition to the “Fam-tour” for travel agencies and promotions for mass tourism sectors, it is effective and necessary to establish ecotourism network to enhance the business opportunities of ecotourism stakeholders. It is expected that SNS will largely contribute to improving the ecotourism business network particularly for the Southwest region where there is a geographical disadvantage.

Medium/Long-Term Development Strategy

In a medium/long-term, it is recommended that the niche market of nature lovers (e.g., special interest tours) be explored to make the Southwest region more independent ecotourism region, rather than the destination for the optional tours from other regions. For this purpose, the conservation and sustainable use of the Protected Areas will be the key issue to enhance the value and quality of ecotourism product in the region.

With regard to the marketing, it is recommended that the major international markets (i.e., North America and Western Europe where a number of potential tourists are interested in bird watching, ecology, hiking, trekking, and other specific ecotourism activities) be explored. In addition to the

website promotion which is frequently used by these tourists, it is proposed that intensive promotion by OPTs be conducted to introduce bio-diversity in the region. A cruise ship excursion is considered another potential entrance to the regional ecotourism.

Proposed Ecotourism Corridor/Circuit

Since the Southwest region is topologically divided by three mountain ranges, the internal circulation is quite limited. The existing internal access should be improved to develop intra-regional ecotourism circuits. It is proposed that three intra-regional ecotourism circuits be improved: Lago Enriquillo circuit; Bahoruco circuit with improvement of secondary roads No. 541; and Neiba circuit with improvement of secondary roads No. 47. The accommodation is an essential facility to cater for long-stay tourists to enjoy the ecotourism circuits in the region. The regional towns should be developed as ecotourism services centers where there are sufficient accommodations and basic infrastructure and services (e.g., Barahona, Pedernales, San Juan, Azua). In addition, some small-scale accommodations should be developed at the destinations as eco-lodges.

There is no road connection between Southwest and Northwest regions, while several mountain paths run over the Central Mountain Range mainly through the José del Carmen Ramírez National Park. It is anticipated that the mountain routes will strengthen the linkage between the regions if there are some improvements (e.g., trekking routes, visitor services, security for Pico Duarte in José del Carmen Ramírez National Park) to formulate Western Ecotourism Circuit. Another potential access way is to pass through a border road in Haiti between Pedro Santana in Ellas Piña Province and Villa Anacaona in Dajabón Province along Rio Altobonito. The cultural towns, San Juan and Azua will formulate a part of the Caribbean Cultural Corridor connecting to the South Central region.

14.1.2 Proposed Action Plans

Short-Term Action Plans

- **SW1: Provide lookouts and maps at selected scenic spots to promote ecotourism products for photo hunting**

It is recommended that several lookouts be constructed at selected scenic spots like resting places. There are a few lookouts within the panoramic route of Mirador del Paraíso to observe the scenery of the Caribbean Sea, and more lookouts should be constructed across the region (e.g., below sea level at Lago Enriquillo (Lake Enriquillo), a panoramic route of Carretera Cabral-Polo). There is also a need to develop a network of these scenic spots to increase the total value of the regional ecotourism resources.

It is anticipated that SECTUR will be a key player for study and implementation while local municipalities and communities will be responsible for operation and maintenance of the facilities at the scenic spots.

- **SW2: Improve ecotourism activities at Lago Enriquillo e Isla Catoritos (Lake Enriquillo and Catoritos Island) National Park**
- **SW3: Improve ecotourism activities at Laguna de Rincón o de Cabral (Lagoon of Rincón or Cabral)**
- **SW4: Improve ecotourism activities at Jaragua National Park and Lago Oviedo (Lake Oviedo)**
- **SW5: Improve ecotourism activities at Sierra de Bahoruco (Baoruco Mountains) National Park**

Lago Enriquillo e Isla Catoritos National Park is the most famous destination in the region. Laguna de Rincón o de Cabral (Lagoon of Rincón or Cabral) is located at a strategic point between Barahona and Lago Enriquillo, and there is a project supported by Investment Fund for Environmental Protection (FIPA). Jaragua National Park covers a large area including Lago Oviedo, Isla Beata (Beata Island) and a dry forest. These expansive parks have potential to develop a number of diverse ecotourism activities. In a short-term, it is recommended that some dormant facilities for tourist services be

revitalized to improve the ecotourism activities (e.g., visitor center, observation tower and strolling routes at Lago Oviedo, visitor center and trails at Sierra de Bahoruco National Park).

It is anticipated that local communities and other concerned organizations (e.g., Grupo Jaragua for Jaragua National Park) will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **SW6: Develop community-based ecotourism at Polo**
- **SW7: Improve community-based ecotourism at Cachote**

These ecotourism sites have a potential to develop community-based ecotourism activities as they are endowed with the cloud forest, which possesses a peculiar atmosphere with many endemic species of flora and fauna amid the mist. The people of the Polo municipality, a well-known place for coffee products, expressed strong interest in the ecotourism development in relation to the cloud forest. On the other hand, Cachote ecotourism activities have been established through the community-based approach in the cloud forest (e.g., accommodation services with cabins).

It is anticipated that local municipalities and communities with concerned organizations (e.g., IDEAC for Polo, SOEPA for Cachote) will be responsible for implementation, operation and maintenance while SECTUR, SEMARENA and some international donors will provide financial and technical support.

Medium/Long-Term Action Plans

- **SW8: Promote special interest tours in Jaragua National Park**
- **SW9: Promote special interest tours in Bahoruco National Park**
- **SW10: Promote special interest tours in Neiba National Park**
- **SW11: Promote special interest tours in Cabo Rojo - Bahia de las Aguilas**

In the medium/long-term, it is recommended that special interest tours be developed and promoted at National Parks across the region to cater for the specific needs of niche market. The specific natural resources should be utilized to provide value-added products and improve nature observation. There is also a need to improve the visitor management which is essentially required for the special interest tours.

It is anticipated that the local communities, concerned organizations and research institutes will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **SW12: Establish cultural town at Barahona**
- **SW13: Establish cultural town at Azua**
- **SW14: Establish cultural town at Sun Juan**

It is recommended that the cultural resources be more utilized to diversify ecotourism products in the region. It is expected that the cultural town at each ecotourism destination will feature permanent facilities for exhibition, experience-based cultural products, and gastronomy. They will contribute to attracting visitors and providing alternative attractions on rainy days.

It is anticipated that local communities, municipalities and SEC will be responsible for implementation, operation and maintenance while SECTUR will provide support.

14.2 South Central Region

14.2.1 Proposed Vision and Development Strategies

Proposed Vision

- **“Historic and Modern Dominican Republic”**

The South Central region consists of the capital city of Santo Domingo and its suburban areas, a great potential source of domestic visitors. Santo Domingo has numerous historic and cultural resources mixed with historic and modern flavors: a World Cultural Heritage, a World Intangible Cultural Heritage, modern culture, traditional townscapes, and colorful wooden houses. These cultural resources have great potential to attract many visitors. The image of Santo Domingo and its surrounding areas is depicted in the proposed regional ecotourism vision “Historic and Modern Dominican Republic”.

Short-Term Development Strategy

In a short-term, it is recommended to develop and improve the ecotourism products in order to attract two types of a large number of excursion visitors: one is domestic visitors from Santo Domingo, and the other is international visitors from beach resorts (e.g., Boca Chica, Juan Dolio).

It is expected that the new Santo Domingo - Samaná highway will accelerate movement of the visitors between South Central region and Northeast region. The blending of the cultural resources in the South Central region and the natural resources in the Northeast region will create diverse offering of tourism products. On the route, Monte Plata will have a potential to be another ecotourism destination in the South Central region. Also, recreation sites in suburban areas are potential destinations to absorb domestic visitors from Santo Domingo and suburban areas in a short-term.

Medium/Long-Term Development Strategy

In a medium/long term, it is recommended that the quality of ecotourism products be improved to increase the visitors’ satisfaction and conserve ecotourism resources. The value of ecotourism products should be maintained to develop the South Central region as an integrated cultural and recreational destination. The suburban areas should also be developed to formulate intra-regional circuits centered at Santo Domingo.

Proposed Ecotourism Corridor/Circuit

It is recommended that the major ecotourism sites be connected across South Central region in order to increase tourist circulation. It is expected that the intra-regional circuit will also facilitate the longer stay of tourists and thereby expand business opportunities for the local residents in the region. For example, Monte Plata province is a potential area to formulate an intra-regional circuit because of some geographical and social advantages: picturesque mountains; Santo Domingo - Samaná highway; business opportunities of rancho; and agro-tourism. The proposed route of Monte Plata Circuit is: Santo Domingo - Yamasá - Monte Plata - Bayaguana - Santo Domingo.

In addition to the intra-regional circuit, it is expected that inter-regional circuits will contribute to leveraging the diverse offering of ecotourism products to the tourists. The Central Mountains Ecotourism Corridor, running through the major ecotourism areas (e.g., Jarabacora, Constanza, Valle Nuevo National Park, San Jose de Ocoa), provides various nature-oriented ecotourism activities. San Jose de Ocoa will become the gateway town at the south of this corridor and function as an ecotourism service center. Other potential inter-regional routes involving South Central region include Central Cultural Corridor and East Ecotourism Circuit.

14.2.2 Proposed Action Plans

Short-Term Action Plans

- **SC1: Conserve historic urban landscape in Colonial Zone**
- **SC2: Create traditional townscape of Bayaguana, Yamasá and San Jose de Ocoa**

The Colonial Zone in Santo Domingo is recognized as the most famous and attractive cultural resources in the nation. It is urgently required to conserve historic urban landscape as the culture resources in the Colonial Zone are fragile and deteriorating.

On the other hand, the traditional townscapes are formulated by colorful and traditional houses in suburban areas of Santo Domingo. It is suggested that these colorful and traditional houses be used as a design motif for tourism facilities, accommodation, kiosks, cafés, restaurants and information centers. Among the suburban areas, Bayaguana has a greater potential, as it is envisaged that excursion visitors will increase there due to the new Santo Domingo - Samaná highway.

It is anticipated that the local municipalities including Santo Domingo, communities and SEC will be responsible for implementation, operation and maintenance while SECTUR will provide support.

- **SC3: Use “the Congos in Villa Mella” for cultural tourism**

“The Congos in Villa Mella” in South Central region is one of the world intangible cultural heritages in the nation. It is expected that the utilization of the world intangible cultural heritage will contribute to attracting visitors.

It is anticipated that the local communities of Villa Mella and SEC will be responsible for implementation while SECTUR will provide support.

- **SC4: Develop Monte Plata ecotourism routes along Santo Domingo - Samaná new highway**
- **SC5: Develop ecotourism activities at landward side of Los Haitises National Park**
- **SC6: Develop ecotourism activities in green belts on Rio Isabela (Isabela River) and Rio Haina (Haina River) in Santo Domingo**
- **SC7: Develop lakeside recreational sites at artificial lakes in the suburban areas of Santo Domingo**

It is recommended to develop some recreational activities in the natural environment across the region. Particularly, it is expected that the Santo Domingo - Samaná highway will stimulate the demand of recreational visitors from both Santo Domingo and Samaná. Monte Plata will be a potential site for ecotourism development as it lies halfway between the two ends of the highway.

Other potential areas for recreational activities include: Los Haitises National Park; Rio Isabela and Rio Haina in Santo Domingo; and artificial lakes in the suburban areas. The artificial lakes have a different atmosphere from natural lakes. Hatillo Lake, located in Sánchez Ramírez province, is a potential site for recreational activities as promoted by SECTUR.

It is anticipated that local municipalities, local communities, and the private sector will be responsible for implementation, operation and maintenance while SECTUR and SEMARENA will provide support.

- **SC8: Develop community-based ecotourism at Los Cacaos (coffee agro tourism)**

Los Cacaos is a municipality in the mountainous areas about a one and a half hour drive from San Cristobal. Most people work in the coffee production industry. A coffee culture association has started preparations for community-based ecotourism with the support of local residents.

It is anticipated that Los Cacaos municipality, communities and ADEDE will be responsible for implementation, operation and maintenance while SECTUR, SEMARENA, and international donors will provide support.

Medium/Long-Term Action Plans

- **SC9: Promote Colonial Zone eco-museum with visitor management system**

In a medium/long-term, it is recommended that the Colonial Zone be utilized to the maximum extent possible. Despite the large area of the Colonial Zone, high concentration of visitors is observed at several major colonial buildings in the center. The historical and traditional significance of the buildings for visitors should be increased to reinforce the cultural value of the entire Colonial Zone.

It is anticipated that local municipalities, communities, and SEC will be responsible for implementation, operation and maintenance while SECTUR will provide support.

- **SC10: Establish cultural town at Bani**

It is recommended that the cultural resources be more utilized to diversify ecotourism products in the region. It is expected that the cultural town at each ecotourism destination will feature permanent facilities for exhibition, experience-based cultural products, and gastronomy. They will contribute to attracting visitors and providing alternative attractions on rainy days.

It is anticipated that local municipalities, communities, and SEC will be responsible for implementation, operation and maintenance while SECTUR will provide support.

14.3 Eastern Region

14.3.1 Proposed Vision and Development Strategies

Proposed Vision

- **“Grand Confluence of Dominican Republic”**

Eastern region has a number of mass-tourism destinations visited by international tourists. A number of exclusive hotels and resort estates have been developed at the beach resorts in the region.

Among the mass-tourists, many international tourists visit Del Este National Park, especially Isla Saona. Los Haitises National Park is a favorite excursion destination particularly for the passengers of cruise ships staying at the port of Samaná. Isla Catalina Natural Monument is another favorite excursion destination for international visitors. They have opportunities to interact with local people, nature and the culture of the region. The diverse experience of mass-tourists is represented in the proposed vision of Eastern region “Grand Confluence of Dominican Republic”.

Short-Term Development Strategy

The urgent issue in Eastern region is the environmental conservation in that increasing congestion from beach resorts may deteriorate ecotourism resources at the Protected Areas and promulgate serious environmental problems such as discharge of water and solid waste from the many beach resort hotels without proper treatment systems.

For the short-term, it is recommended to disperse visitor congestion at overcrowded ecotourism destinations for environmental conservation, increased value of ecotourism resources, and increased level of visitors’ satisfaction. This will be accomplished by providing new ecotourism activities in other sites of congested destinations and/or developing other areas in the region.

Medium/Long-Term Strategy

In a medium/long term, it is recommended to strengthen the interaction between international visitors and ecotourism resources and local people for better understanding on ecotourism. Some permanent facilities should be constructed to introduce nature and culture in the DR so as to attract interests of beach resort tourists on ecotourism. In particular, the cultural products are ideal for a large number of visitors since there is less environmental impact in comparison with natural resources. They will contribute to the grand confluence and interaction among the visitors, local people, and resources in the region.

Meanwhile, more specific natural resources could attract special interest tourists (SIT). They can pay more for specific products of interest to them and are targets of the narrowly defined ecotourism even though their market is small.

Proposed Ecotourism Corridor/Circuit

It is expected that two road improvements will facilitate mobility of visitors in the region: a road construction of La Romana - Punta Cana route, and a road improvement of Macao - Miches - Sabana de la Mar route. The latter can dramatically improve the accessibility between Punta Cana and Sabana de la Mar. Miches area will also dramatically increase its possibility to develop ecotourism activities.

A regional circuit including Hato Mayor will be formulated together with these two road improvements. Another shorter circuit with Higuey will be located at the east end of the region as follows.

- **Higuey circuit: Punta Cana/Bavaro - Higuey - La Romana/Bayahibe**
- **Hato Mayor circuit: Punta Cana/Bavaro - Miches - Sabana de la Mar - Hato Mayor - San Pedro de Macoris - La Romana/Bayahibe**

It is expected that the road improvement of Macao - Miches - Sabana de la Mar route also will accelerate the growth of visitors between the region and Northeast region through the improvement of sea transportation of Sabana de la Mar - Samaná. Through this growth, visitor services should be ameliorated so that a visitor will be able to travel smoothly.

14.3.2 Proposed Action Plans

Short-Term Action Plans

- **E1: Improve ecotourism activities at Lagunas Redonda y Limón**
- **E2: Develop ecotourism activities for mangrove observation at the Jina Bay**

SECTUR has plans to support ecotourism developments for lakes. In this sense, Lagunas Redonda y Limón Wildlife Protection Area (about 9,000 international visitors in 2006) is a potential area to develop ecotourism destinations. There is a need to improve the poor access way to the area in a short-term. The beaches beside the lakes are also potential areas for ecotourism development, and Jina Bay is also another candidate area for an ecotourism destination.

It is anticipated that local municipalities and communities will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **E3: Develop observatories on the coastal area at the Jina Bay**
- **E4: Develop observatories at the Miches Bay**

Jina Bay and Miches Bay are on the route between Sabana de la Mar – Miches in the northern coastal area, and they have characteristic scenery structured by a mangrove forest with a sub-tropical forest and hills behind them. The scenery of each of these bays is a potential resource to be used on the route to Los Haitises National Park.

It is anticipated that local municipalities and communities will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **E5: Diversify ecotourism activities in Los Haitises National Park with promotion of community participation**
- **E6: Diversify ecotourism activities in Del Este National Park with promotion of community participation**
- **E7: Promote organic cacao route in Hato Mayor**

At the congested ecotourism areas in the region, there is a need to develop and diversify ecotourism activities. Such activities should maintain resource values, conserve resources, and enhance visitor satisfaction. The community participation is currently less prevalent in congested destinations such as Del Este and Los Haitises National Parks. Most tourism activities are operated by a tour operator without involvement of local communities. However, community participation should be encouraged to benefit them directly and to incentivize them to conserve resources.

It is anticipated that local municipalities, communities and concerned organizations will be responsible for implementation, operation and maintenance while SECTUR, SEMARENA and international donors will provide support.

- **E8: Improve visitor management at Los Haitises National Park**
- **E9: Improve visitor management at Del Este National Park**

Excursion visitors are highly concentrated at Isla Saona in Del Este National Park. Tour speed boats, which carry about 20 persons, frequently leave and arrive at the beach of Bayahibe. In Los Haitises National Park, several caves, with Taino pictographs, are major destinations. Although the congestion is less than Del Este National Park, visitor congestion is rampant in the caves. These conditions should be improved to maintain resource values and satisfy visitors.

It is anticipated that concerned organizations and SEMARENA will be responsible for implementation while SECTUR will provide support.

Medium/Long-Term Action Plans

- **E10: Promote special interest tours in Los Haitises National Park**
- **E11: Promote special interest tours in Del Este National Park**

It is recommended that more specific natural resources be utilized to provide value-added products and improve nature observation products. The value-added products will attract the visitors who are interested in specific resources. Community participation and visitor management should be promoted to sustain the product development.

It is anticipated that local communities, concerned organizations and research institutes will be responsible for implementation, operation and management while SEMARENA and SECTUR will provide support.

- **E12: Diverse ecotourism activities in Isla Catalina**
- **E13: Diverse ecotourism activities in Rio Cumayasa y Cuevas Las Maravillas**

In addition to Del Este and Los Haitises National Parks, many visitors visit Isla Catalina and Rio Cumayasa y Cuevas Las Maravillas in the region. The ecotourism activities should be enhanced at these popular tourism destinations to diversify the tourism products and improve visitors' satisfaction.

It is anticipated that local communities, concerned organizations will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **E14: Establish cultural town at San Pedro de Macoris**

The cultural resources also have ample potential to attract visitors. To use "The Cocolo Dance Tradition" is one of the key activities for attraction and revitalization in the region. Permanent facilities for exhibition, events, experience-based cultural products and gastronomy will contribute to drawing in visitors even on rainy days. Additionally, the facilities for cultural exhibition and events can contribute to vitalizing the cultural and traditional performances.

It is anticipated that local municipalities, communities and SEC will be responsible for implementation, operation and maintenance while SECTUR will provide support.

14.4 Northwest Region

14.4.1 Proposed Vision and Development Strategies

Proposed Vision

- **"Amazing Showcase of the Dominican Republic"**

Northwest region contains various natural and cultural resources based on its characteristic geography. The beach resort area on the Atlantic coast is a major source of international visitors while Santiago is a source of domestic visitors. In addition, marinas have been developing on the coastal area. Jarabacoa is a gate for trekking routes to Pico Duarte and a key site for river sports' tourism, and it is one of the most famous ecotourism centers in the nation. Comparatively good accessibility from Puerto Plata enhances the value as a destination for excursions. Other major ecotourism destinations, Salto de la Damajagua Natural Monument and Montecristi Marine National Park see a vast number of visitor

arrivals annually. With regard to the cultural resources, most provincial capitals have tangible and intangible resources. The historic monuments, architecture and carnivals are some specific examples. The La Vega carnival is very famous and is held on every Sunday in February.

These resources represent Dominican nature and culture. Thus, the region embodies the ecotourism of the nation. The proposed vision “Amazing Showcase of the Dominican Republic” represents that the Northwest region will offer visitors integrated and full range of ecotourism products.

Short-Term Development Strategy

In a short-term, new development and improvement of ecotourism products that present national ecotourism attractiveness are necessary while networks need strengthening among ecotourism sites to achieve integration. It will also be expedient to improve and develop the nature and culture of the coastal and marine areas as well as the mountain and valley areas. Two road construction projects, in Puerto Plata – Montecristi, and Monción - Jarabacoa - Constanza - San Jose de Ocoa, will have the prospect to improve route accessibility and to expand regional and intra-regional connections. The improved accessibility gives the region a great opportunity to develop ecotourism destinations through connecting varied ecotourism products.

With regard to marketing, the Northwest region should be marketed as a recreational center for higher income segments of the domestic market, the international tourist market in Atlantic Coast beach resorts, as well as part of the non-resident Dominican market. In order to promote the regional ecotourism, an elaborate illustrated map should be designed for multiple advertising uses in various mass media forms and for brochures and magazines to spread the diversified image of the region. Detailed information in the directory function of the SNS will be able to serve as an important mixed media promotion mechanism.

Medium/Long-Term Development Strategy

In a medium/long term, more diversification of ecotourism products is required to integrate natural and cultural ecotourism resources in the region. It is necessary to formulate ecotourism circuit among coastal/mountain areas to attract visitors. The mountainside airports (i.e., Cibao international airport and Constanza domestic airport) will bring the advantage of direct access from other regions and abroad by air.

With regard to marketing, the region will be armed with fully dressed products and well-maintained circuit routes. In order to attract the international visitors who will circulate various ecotourism sites for a couple of days, the direct marketing should be effectively utilized. It is obvious that Internet users will increase dramatically in the near future. Therefore, whether ecotourism operators sell their product through the Internet or not, direct marketing through the Internet will become a much more common activity for all stakeholders.

Proposed Ecotourism Corridor/Circuit

The intra-regional ecotourism circulate should be formulated to expand the choices for visitors within the region. Carreterra No.1 will be the key road network in the region with access to Montecristi. For the next step of Puerto Plata - Montecristi road, the condition of Carreterra No.1 should be improved to circulate visitors around the coastal side. It is expected that the North-South road will also facilitate visitor flow around the mountainside. On the circuit, ecotourism service centers will be necessary to provide tourists with information and facilities at some ecotourism sites: Montecristi; Santiago; Jarabacoa; and Constanza.

The North - South road in the Central Mountain Range substantially improves the accessibility in the area to Jarabacoa, Constanza and San Jose de Ocoa. The Central Mountains Ecotourism Corridor should be formulated with providing ecotourism attractions and services along the route. Another important corridor, the Atlantic Cultural Corridor should be formulated by the cultural towns, Puerto Plata, Santiago, La Vega and Jarabacoa.

14.4.2 Proposed Action Plans

Short-Term Action Plans

- **NW1: Improve nature observation activities in Armand Bermudez National Park**
- **NW2: Improve nature observation activities in Valle Nuevo National Park**
- **NW3: Improve community-based ecotourism at Ebano Verde Scientific Reserve**
- **NW4: Improve community-based ecotourism at Pico Diego de Ocampo National Monument**

The North-South road will enhance the accessibility in towns along the route, particularly, access to La Vega, Santiago and Puerto Plata through Jarabaco. The enhanced accessibility will bring synergistic effects to the Central Mountain area, especially for the surrounding areas of Jarabacoa and Constanza. Two Protected Areas have a potential for short-term ecotourism development: Armando Bermúdez National Park; and Valle Nuevo National Park. For both areas, ecotourism attractions within the forests will be necessary to increase accessibility for tourists other than trekkers. Within these areas several communities are active in ecotourism at different stages of progress in the region. The existing community participation should be heralded as examples of ecotourism leaders in the region. Ebano Verde Scientific Reserve and Pico Diego de Ocampo National Monument are also active in the ecotourism sector under the co-management scheme supported by SEMARENA.

It is anticipated that local municipalities, communities, concerned organizations (e.g., Progreso for Ebano Verde, SOECI for Pico Diego de Ocampo, and the tour guide association for Manabao), and SEMARENA will be responsible for implementation, operation and maintenance while SECTUR and international donors will provide support.

- **NW5: Improve ecotourism activities at El Morro National Park**
- **NW6: Improve ecotourism activities at Estero Hondo National Park and Monte Cristi Marine National Park**

It is expected that more visitors will come to the Montecristi coastal area due to the Puerto Plata - Montecristi road construction project. There are Protected Areas located on the coast up to Montecristi. El Morro National Park has a panoramic view of the Atlantic Ocean from the hilltop of El Morro. There are wooden stairs leading to the hilltop but they are in a state of disrepair, making it difficult to ascend the stairs. Estero Hondo National Park is popular among the tourists from Punta Cana and Santiago. These Protected Areas should be improved according to the future expansion of visitors at respective sites.

On the Atlantic coast, Estero Hondo Marine Mammal Sanctuary (MMS) had about 70,000 visitors in 2006. The number of visitors is expected to increase if the Puerto Plata- Montecristi road construction project increases accessibility. Thus, visitor management should be improved to reduce the impact on the resources there.

It is anticipated that local communities, concerned organizations and SEMARENA will be responsible for implementation, operation and maintenance while SECTUR will provide support.

Medium/Long-Term Action Plans

- **NW7: Promote special interest tours in Villa Elisa Scientific Reserve**
- **NW8: Promote special interest tours in Pico Diego de Ocampo National Monument**

It is recommended that the value-added ecotourism products should be developed by utilizing the natural resources which are available only in the region for special interest tours at Villa Elisa and Pico Diego de Ocampo. The visitor management is also essentially required for sustainability and visitors' satisfaction.

It is anticipated that local communities, concerned organizations, SEMARENA and research institutes will be responsible for implementation, operation and maintenance while SECTUR will provide support.

- **NW9: Develop nature observation activities in Cayos Siete Hermanos Wildlife Protected Area**
- **NW10: Develop nature observation activities in Mangares del Estero Balsa National Park**

The west coast will be a long-term target area to diversify ecotourism products: Cayos Siete Hermanos Wildlife Protected Area; and Mangares del Estero Balsa National Park. It is expected that the diversification will increase the options of visitors.

It is anticipated that local communities, concerned organizations and SEMARENA will be responsible for implementation, operation and maintenance while SECTUR will provide support.

- **NW11: Establish cultural town at Puerto Plata**
- **NW12: Establish cultural town at Santiago**
- **NW13: Establish cultural town at La Vega**

In a medium/long-term, it is also recommend the cultural resources be used to diversify more ecotourism products. Ruins of the Isabela, the first urban establishment of the new world are potential targets for developments. Industrial resources, rum and tobacco factories are also potential resources. In Jarabacoa, many modern artists are active in artistic activities.

It is expected that permanent facilities for exhibition, experience-based cultural products and gastronomy will contribute to attract the visitors even on rainy days. La Vega and Santiago have rich cultural resources in a strategic location in-between the coastal and mountain areas.

It is anticipated that local municipalities, communities and SEC will be responsible for implementation, operation and maintenance while SECTUR will provide support.

14.5 Northeast Ecotourism Region

14.5.1 Proposed Vision and Development Strategies

Proposed Vision

- **“The Dominican Republic’s Cradle of Biodiversity”**

The Samaná peninsula and bay are well-known ecotourism destinations in the region. In particular, Bancos de la Plata y de la Navidad Marine Mammal Sanctuary is a famous whale watching site known worldwide. The geography of Samaná peninsula is also breathtaking as the Samaná Mountains dominate the peninsula. The most famous waterfall, Salto El Limon, is located in the peninsular forest. Mangrove forests are located at the head of the bay in Manglares del Bajo Yuna National Park. Another coastal landscape consists of a rocky hill on the Atlantic coast between Rio San Juan and Cabrera. Inland, two scientific reserves, Loma Quita Espuela and Loma Guaconejo have hills covered by forests protecting the waterheads. The forests in the region also have endemic species of flora and fauna. Therefore, the proposed vision in the region is “The Dominican Republic’s Cradle of Biodiversity”.

Short-Term Development Strategy

In a short-term, it is recommended that more ecotourism sites be developed for excursion visitors from the beach resort hotels of the Samaná Peninsula in order to disperse visitor concentration in the main areas. In the region, excursion activities currently depend on a few sites: whale watching (with Cayo Levantado); Salto El Limon; and Los Haitises. The new Santo Domingo - Samaná highway under construction will accelerate the movement of visitors and expansion of excursion tours. Unless alternative sites are developed, further visitor concentration will be inevitable and raise concern about pressure on regional resources.

Medium/Long-Term Development Strategy

In a medium/long term, it is recommended that the region enhance conservation levels to maintain resources so as to become an international ecotourism destination as the “The Dominican Republic’s Cradle of Biodiversity”. The level of conservation should be enhanced and sustained in order to assert the region’s position as being bio-diversified. In this manner, ecotourism resources should be selectively utilized for ecotourism development. The forest environments surrounding the Samaná peninsula and bay should be maintained and conserved to sustain the marine environment as well. Overnight visitors will be a target market in the ecotourism circuit while the domestic and international excursion visitors are still the major target market. Other less used Protected Areas should be developed as ecotourism resources.

Proposed Ecotourism Corridor/Circuit

It is expected that a broader network of ecotourism sites will offer visitors various choices of ecotourism products. The Samaná Peninsula has a geographic weakness because the road networks halt at the end of the peninsula. Sea transportation between Samaná and Sabana de la Mar improves dead end routes in the Samaná Peninsula by circulating visitors around the region. Thus, improvement of the existing sea transport network is necessary to strengthen the linkage between the region and Eastern region. As a part of the East Ecotourism Circuit, the cultural towns, Samaná and Sanchez will formulate the Samaná Peninsula Cultural Line on the coastline of the bay.

14.5.2 Proposed Action Plan

Short-Term Action Plans

- **NE1: Provide observation sites for the sceneries of Samaná Bay and the forests of Samaná Peninsula**
- **NE2: Provide observatories on the Caretera Nagua-Sánchez**

There are two types of scenery in the region: the lush mountain sceneries of the Samaná Peninsula; and the panoramic view from the hills to the Samaná Bay over lush forests. It is recommended that the lookout points and service facilities be developed to attract excursion visitors from the new highway.

It is anticipated that SECTUR will be responsible for implementation while local municipalities and communities will be responsible for operation and maintenance.

- **NE3: Develop ecotourism activities at mangrove forest in Mangles de Bajo Yuna National Park**
- **NE4: Improve ecotourism activities in Los Haitises**

In the Protected Areas, Mangles de Bajo Yuna National Park and Los Haitises National Park are located close to the Santo Domingo - Samaná highway. They are accessible from both the highway and the seaside.

It is anticipated that local communities and concerned organizations will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **NE5: Improve community-based ecotourism in Loma Guaconejo**
- **NE6: Improve community-based ecotourism in Loma Quita Espuela**

Loma Guaconejo is accessible from road No. 132 about 1.5 hours drive from Samaná and 0.5 hours from Nagua. It is expected that Santo Domingo -Samaná highway will substantially shorten the travel time from Santo Domingo to Loma Guaconejo. Loma Quita Esquela is located farther from Samaná but closer from Santo Domingo. These ecotourism sites have forests, clean water bathing places, resting huts, and food and beverage services. It is expected that further improvement of community-based ecotourism at each site will increase visitors’ satisfaction.

It is anticipated that local communities, concerned organizations (i.e., SODIN for Loma Guaconejo and Fundación Loma Quita Espuela (FLQE) for Loma Quita Esquela) will be responsible for

implementation, operation and maintenance while SEMARENA, SECTUR and international donors will provide support.

- **NE7: Improve visitor management system for whale watching (Bancos de la Playa y de la Navidad)**
- **NE8: Improve visitor management system for Los Haitises (cave tours)**

Whale watching and cave tours are current major ecotourism activities in the region but the activities appear to be too busy during the high season with inadequate visitor management to maintain value. This concentration could lead to the dissatisfaction of the visitors and deterioration of the resources. Thus, it is recommended that visitor management be improved to alleviate visitor congestion.

It is anticipated that local associations, concerned organizations and SEMARENA will be responsible for implementation while SECTUR will provide support.

Medium/Long-Term Action Plans

- **NE9: Promote special interest tours in Samaná Peninsula**

More specific natural resources are utilized to provide value-added products particularly in the ecotourism sites of Los Haitises National Park, Salto El Limón National Monument, Loma Guaconejo Scientific Reserves, and Loma Quita Espuela Scientific Reserves. These areas are rich in endemic species, thus, it is expected that the sites will be improved through nature observation activities by researching their scientific importance. Visitor management is essential for such activities.

It is anticipated that local communities, concerned organizations and research institutes will be responsible for implementation, operation and maintenance while SEMARENA and SECTUR will provide support.

- **NE10: Develop ecotourism activities in Samaná Peninsula: Cabrón cape, Cabo Samaná National Monument**
- **NE11: Develop ecotourism activities on the Atlantic coast: Cabo Francés Viejo, Bosque Húmedo de Río San Juan, Mirador del Atlántico Panoramic Route**

There are several underdeveloped Protected Areas in the Samaná Peninsula and on the Atlantic coast. Two forest-laden capes are located at the tips of the northeast peninsula. Two famous beach resort areas, Las Galeras, as well as an untouched beach, Rincon beach, sit in-between these capes. The other Protected Areas are on the Atlantic coast between Rio San Juan and Cabrera. Distinctive limestone rock walls can be seen on the route. These areas are potential sites to be developed for ecotourism sites in a medium/long-term.

It is anticipated that local communities and SEMARENA will be responsible for implementation, operation and maintenance while SECTUR will provide support.

- **NE12: Establish cultural towns at Samaná and Sanchez**

Samaná owns several traditional homemade foods which characterize the region. At present, there are few opportunities to provide the visitors with traditional homemade foods. It is expected that the traditional foods will be revitalized by developing products through community participation. Folk music of Samaná can also be developed as products. Permanent facilities for exhibition, experience-based cultural products and gastronomy can contribute to attracting visitors even on rainy days.

Sanchez has a resource of great patrimonial value, the Anglican style wooden houses. They are in poor condition and facing deterioration and cannot be used as products at present. A great deal of efforts should be taken to rehabilitate and use those houses for the products.

It is anticipated that local municipalities, communities and SEC will be responsible for implementation while SECTUR will provide support.

14.6 Regional Priority Action Plans

The regional priority action plans have been selected among a number of regional action plans. Four criteria were set up to select regional priority action plans as detailed in Appendix XI.

Table 14.1 Regional Priority Action Plans

Region	Regional Priority Actions
Southwest	SW2: Improve ecotourism activities at Lago Enriquillo e Isla Catoritos National Park
	SW4: Improve ecotourism activities at Jaragua National Park and Lago Oviedo
South Central	SC1: Conserve historic urban landscape in Colonial Zone
	SC5: Develop ecotourism activities at landward side of Los Haitises National Park
Eastern	E5: Diversify ecotourism activities in Los Haitises National Park with promotion of community participation
	E6: Diversify ecotourism activities in Del Este National Park with promotion of community participation
Northwest	NW1: Improve nature observation activities in Armand Bermudez National Park
	NW6: Improve ecotourism activities at Estero Hondo National Park and Monte Cristi Marine National Park
Northeast	NE4: Improve ecotourism activities in Los Haitises
	NE5: Improve community-based ecotourism in Loma Guaconejo

Source: JICA Study Team

15 Implementation Plan

15.1 Proposed Institutional Framework

15.1.1 National Level

It is proposed that a Joint Implementation Structure (JIS) be established for inter-ministerial coordination between SECTUR and SEMARENA. The modus operandi of the JIS should be determined when the two ministries formulate the protocol.

It is anticipated that the JIS will play the following roles:-

- To develop annual ecotourism operating plans and long-term management plans;
- To develop standards and regulations for various ecotourism activities;
- To support feasibility work, business development and incentives for ecotourism;
- To interact with various organizations that may influence in ecotourism development and related policies;
- To undertake community advisory services;
- To undertake the marketing and promotion of ecotourism;
- To conduct ecotourism training initiatives; and
- To promote certification and eco-labeling to ensure standards in ecotourism quality.

SECTUR and SEMARENA have their respective ecotourism departments that will support the newly created JIS. It is anticipated that the existing resources in terms of personnel and logistics will be utilized for the activities of JIS, and thus there will be no or little budgetary impact at the beginning.

15.1.2 Regional Level

The regional ecotourism councils will play an intermediary role to implement the action plans of PENDE. They will serve as channels to provide knowledge and guidance from JIS to stakeholders at the provincial and local level. They are also important in shaping the inter-provincial action plans involving large Protected Areas and a number of communities. It is proposed that the regional ecotourism councils be public-private partnerships that include some experienced members from the tourism industry to provide valuable insights for ecotourism development.

It is also desirable to revitalize the dormant provincial ecotourism councils which are established by legislation. The provincial ecotourism councils should also play an intermediary role to provide guidance to local level actors. Some provincial ecotourism councils are entitled to public funds and JIS should assist them to formulate the financial plans for project implementation. Similarly, it is suggested that JIS collaborate closely with DSTA and the cluster organizations, which has enhanced their roles in the implementation of the tourism development.

15.1.3 Community Level

The CPM will be introduced in selected communities, and a steering committee of local figures will take key decisions in ecotourism development at a community level. The village mayors, environmental units (UGAM), and financial officers in the municipalities will have possible roles. In addition, local stakeholders (e.g., SMEs, micro-enterprises, NGOs, cooperatives) will be engaged as possible sponsors of the new services to be offered.

At the implementation stage of PENDE, the major stakeholders should play the roles specified in Table 15.1, and their relationship is illustrated in Figure 15.1. They are classified into the entities at national, regional/provincial and local levels.

Table 15.1 PENDE Stakeholders and Their Roles

Entity	Roles
National Level	
Joint Implementation Structure (JIS)	-Implement PENDE action plans; -Coordinate as to the leadership among the institutions and other stakeholders; (See L1 for details)
SECTUR	-Supervise JIS operation; -Work as the main force for the projects involving panoramic routes, corridors and communities (not typically related to heritage, Protected Areas);
SEMARENA	-Supervise JIS operation; -Work as the main force for the projects involving Protected Areas;
SEC	-Join PENDE as an observer (associated ministry); -Work as the main force for the projects involving heritage areas;
Regional / Provincial Level	
DSTA clusters	-Provide funding for private sponsored initiatives; (The target projects of PENDE and DSTA may be consolidated)
Provincial Ecotourism Councils	-Facilitate PENDE action plans at provincial and local levels; -Work with national and local level actors; -Provide funding for PENDE activities if applicable; (Few councils are effectively functioning. See L8)
Ecotourism or business NGOs	-Work as a strategic partner of JIS; -Collect specific information on ecotourism development at a site level;
Regional entities (to be established)	-Coordinate the ecotourism project sponsors at a site level if applicable; (The new entities should be established if all project sponsors may collaborate with each other for ecotourism development)
Community Level	
Steering Committees	-Supervise ecotourism development projects; (They should be established at the local communities where the Community Participation Model (CPM) is implemented. See C1 and C2 for details)
Municipality Environmental Units (UGAM)	-Supervise ecotourism development projects; (They may be included in the CPM. See C2 for details)

Level	Entities			Influencers
National Level	-SECTUR <Tourism> -SEMARENA <Environment> -SEC <Culture> -JIS (to be formulated by SECTUR/SEMARENA)			-PROMIPYME -CNC -ASONAHORES -OPETUR
	Institutional/Financial Assistance ↓			
Regional/ Provincial Level	-Dominican Sustainable Tourism Alliance (DSTA) Barahona cluster -Dominican Organization for Sustainable Tourism (ODTS) -Dominican Sustainable Tourism Alliance (DSTA) Jarabacoa cluster -Society for Integrated Development in the Northeast -Center for Ecodevelopment Of Samana bay -others			Field office of:- - PROMIPYME - INFOTEP - Ministries
	Institutional/Financial Assisntace ↓			
Community Level	Steering Committee ↳Guide Association ↳Artisans Association	Steering Committee ↳Guide Association ↳Women's Group	Steering Committee ↳SME <Restaurants> ↳SME <Crafts> ↳Agricultural Association	-Mayors -NGOs -SMEs -Micro-finance Providers
Projects (Examples)	Heritage Sites	Protected Areas	Others	

Figure 15.1 Relationships among PENDE Stakeholders

15.2 Proposed Timetable of Action Plans

Figures 15.2 and 15.3 illustrate the proposed timetable indicating the responsible organizations, levels and proposed launch period of each action plan. Many of the short-term action plans should continue after the year 2014, while the medium/long-term action plans should be completed by the year 2020.

Action Plan	Entity	Level	Short-term						M/L
			1-6 month	7-12 month	13-18 month	19-24 month	25-30 month	31-36 month	
Product Development									
PN1: Study and design ecotourism attractions and services	JIS	Site		*					
PN2: Improve physical infrastructures and security systems	JIS	Site				*			
PN3: Propose an itinerary model	JIS	Site				*			
PN4: Design and produce printed materials	JIS	Site					*		
PN5: Develop and promote Special Interest Tours	JIS	Site							*
PN6: Develop a tourist management system	JIS	Site							*
PC1: Formulate programs for the conservation of historic urban landscapes	JIS	Site		*					
PC2: Conduct a clean-up campaign	JIS	Site				*			
PC3: Formulate a guideline for the conservation of historic urban landscapes	JIS	Site					*		
PC4: Construct an eco-museum	JIS	Site							*
PC5: Enact regulations to rehabilitate and conserve historical buildings	JIS	Site							*
CC1: Promote eco-lodging development	Ministry	National							*
CC2: Develop various facilities to improve the convenience of tourists	Ministry	National							*
Community Participation									
C1: Select the local communities for the pilot implementation of CPM	JIS	Site	*						
C2: Develop an organizational framework at pilot local communities	JIS	Site		*					
C3: Propose and implement community-based ecotourism activities	JIS	Site			*				
C4: Implement capacity building programs	JIS	Site				*			
C5: Design and implement operations and maintenance systems for ecotourism activities	JIS	Site							*
C6: Conduct monitoring and evaluation of ecotourism activities and the CPM	JIS	Site							*

Figure 15.2 Proposed Timetable of Action Plans (1/2)

Action Plan	Entity	Level	Short-term						M/L
			1-6 month	7-12 month	13-18 month	19-24 month	25-30 month	31-36 month	
Marketing and Promotion									
M1: Identify featured ecotourism products	JIS	National	*						
M2: Conduct intensive promotion of featured ecotourism products in the mass-market channel	Ministry	National		*					
M3: Incubate ecotourism products	Ministry	National	*						
M4: Approach to mass-tourism business	JIS	Site	*						
M5: Establish a business network between ecotourism stakeholders and mass-market business	JIS	Site	*						
M6: Conduct an environmental conservation awareness campaign targeting mass-tourists at beach resorts	JIS	Site						*	
M7: Conduct an environmental conservation awareness campaign targeting national tourists	JIS	Site						*	
M8: Implement an ecotourism Social Networking Service (SNS)	JIS	National	*						
M9: Enhance marketing and promotion target	Ministry	National							*
M10: Explore the new market	Ministry	National							*
M11: Assist direct marketing by ecotourism operators	Ministry	Site							*
Legal and Institutional Framework									
L1: Establish coordination mechanism for collaborative and harmonized implementation of PENDE	Ministry	National	*						
L2: Harmonize approaches and administrative procedures for ecotourism development	Ministry	National	*						
L3: Review and improve human resources development programs	JIS	National		*					
L4: Develop framework for sustainable ecotourism development at selected Protected Areas	JIS	Site	*						
L5: Resolve the land issues at selected Protected Areas	Ministry	Site		*					
L6: Enhance co-management agreements	Ministry	Site		*					
L7: Enhance monitoring and evaluation activities at Protected Areas	Ministry	Site						*	
L8: Improve capacity of officials at provincial and local levels	Ministry	Site		*					
L9: Disseminate incentives information about ecotourism development	JIS	Site		*					
L10: Increase the number of internationally competitive ecotourism guides	Ministry	Site		*					
L11: Introduce ecotourism certification and eco-labeling systems	JIS	Site		*					

Figure 15.3 Proposed Timetable of Action Plans (2/2)

15.3 Funding Aspects

Funding for Action Plans

The budget for the proposed action plans should be sought from various sources including for-profit, official and non-profit ones. The major funding sources include the DSTA program of USAID (with four lending windows plus Innovation Grants and Sustainability Grants), PROMIPYME, Banco de la Vivienda y Producción (BNVP), UNDP Small Grant Programs (PPS), project ASPIRE, Procomunidad, Dominican Presidency small projects fund, Banco Agrícola, and selected commercial banks. The action plans may also depend on a wide range of funding and incentives such as environmental, rural, small scale, and energy efficiency, among other types. The JIS will have a business expert to verify the eligibility conditions for different types of ecotourism projects from many sources and advise the ecotourism stakeholders of the suitable opportunities.

Funding for PENDE Administrations

For overall administration and supervision activities of PENDE at SECTUR and SEMARENA, it is envisaged that additional financial arrangement may not be required in the beginning as the existing departments are expected to carry out the overall administration and supervision. However, it is anticipated that additional budgetary arrangement for PENDE administration and supervision will facilitate expansion and acceleration of PENDE implementation.

15.4 Environmental Considerations

Overview

PENDE will improve the environmental management in the Protected Areas and the local communities. Some local communities will discontinue their unsustainable activities as they will have access to alternative income sources from PENDE action plans. In order to improve the quality of ecotourism products, some ecotourism stakeholders will seek a certification of good environmental management from a recognized NGO such as Green Globe and ISO. In the realm of natural resources management, it is possible for protected areas, like towns, to obtain certifications for achievements in sustainable management practices involving natural resources and the local communities.

Table 15.2 illustrates the environmental impact of the Action Plans of PENDE. There is no physical planning within the action plans of development components other than product development. It is envisaged that no action plan will have serious impact on surrounding environment. However, it is recommended to conduct further investigation and implement necessary countermeasures to mitigate the environmental impact, in line with the primary objective of ecotourism development for nature conservation.

Table 15.2 Environmental Impact of the Study

Action Plan	Rating
PN1: Study and design ecotourism attractions and services	B
PN2: Improve physical infrastructures and security systems	B
PN3: Propose an itinerary model	D
PN4: Design and produce printed materials	D
PN5: Develop and promote Special Interest Tours	B
PN6: Develop a tourist management system	D
PC1: Formulate programs for the conservation of historic urban landscapes	C
PC2: Conduct a clean-up campaign	D
PC3: Formulate a guideline for the conservation of historic urban landscapes	C
PC4: Construct an eco-museum	C
PC5: Enact regulations to rehabilitate and conserve historical buildings	C
CC1: Promote eco-lodging development	D
CC2: Develop various facilities to improve the convenience of tourists	D
C1: Select the local communities for the pilot implementation of CPM	D
C2: Develop an organizational framework at pilot local communities	D
C3: Propose and implement community-based ecotourism activities	D
C4: Implement capacity building programs	D
C5: Design and implement operations and maintenance systems for ecotourism activities	D
C6: Conduct monitoring and evaluation of ecotourism activities and the CPM	D
M1: Identify featured ecotourism products	D
M2: Conduct intensive promotion of featured ecotourism products in the mass-market channel	D
M3: Incubate ecotourism products	D
M4: Approach to mass-tourism business	D
M5: Establish a business network between ecotourism stakeholders and mass-market business	D
M6: Conduct an environmental conservation awareness campaign targeting mass-tourists at beach resorts	D
M7: Conduct an environmental conservation awareness campaign targeting national tourists	D
M8: Implement an ecotourism Social Networking Service (SNS)	D
M9: Enhance marketing and promotion target	D
M10: Explore the new market	D
M11: Assist direct marketing by ecotourism operators	D
L1: Establish coordination mechanism for collaborative and harmonized implementation of PENDE	D
L2: Harmonize approaches and administrative procedures for ecotourism development	D
L3: Review and improve human resources development programs	D
L4: Develop framework for sustainable ecotourism development at selected Protected Areas	D
L5: Resolve the land issues at selected Protected Areas	D
L6: Enhance co-management agreements	D
L7: Enhance monitoring and evaluation activities at Protected Areas	D
L8: Improve capacity of officials at provincial and local levels	D
L9: Disseminate incentives information about ecotourism development	D
L10: Increase the number of internationally competitive ecotourism guides	D
L11: Introduce ecotourism certification and eco-labeling systems	D

A: Serious impact is expected

B: Some impact is expected

C: Extent of impact is unknown

D: Little impact is expected / Impact is easily prevented or mitigated

Source: JICA Study Team

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Appendix I Members of JICA Study Team

Table I.1 Members of JICA Study Team

Japanese Study Team	Counterpart Team	
Yuichiro MOTOMURA (Team Leader)	SEMARENA Ing. Eleuterio MARTINEZ (Sub-Secretary of Protected Areas)	SECTUR Radhames Martinez APONTE (Sub-Secretary of Tourism)
Tetsuo SATOMI (Marketing and Promotion Expert)	José Manuel MATEO (Director of Protected Areas)	Giselle DÍAZ (Promotion Adviser)
Takeshi OMURA (Ecotourism Product Expert)	Matilde MOTA (Ecotourism Unit)	Franklin REYNOSO (Environmental Adviser)
Manuel Lisandro KNIGHT (Legal and Institutional Expert)	Hector Ivan GONZALEZ (National Parks Control and Protection)	Sabrina DE LA CRUZ (Juridical Council)
April COLETTE (Community Development Expert)	Marlig Desiree PEREZ (Legal Department)	Gustavo RICART (Economic Adviser)
	Teodoro LARA (Community Participation Division)	Ramon ROMERO (Director of Investigation and Community Extention Department) Mariam MATIAS (Director of Ecotourism Department)
	SEC The State Secretariat of Culture, represented by Ms. Japonesa Capellán, is integrated within the Counterpart Team as an ‘observer’.	

Appendix II Inventory of Ecotourism Resources

Table II.1 Inventory of Ecotourism Businesses (Enterprises) (1/3)

	Category	Name	Province	Municipality
1	RE	Proyecto Casa Bonita	Baoruco, Barahona	
2	RE	Casa de Tarzán	Baoruco, Barahona	
3	AC	Barahona Coral Sol	Barahona	Barahona
4	CO	Proyecto Ecoturístico Comunitario Cachote	Barahona	Paraíso
5	RA	Rancho Platón, Paraíso, Barahona	Barahona	Paraíso
6	RE	Excursiones Lago Enriquillo	Independencia	La Descubierta
7	AC	Albergue Oviedo Viejo	Pedernales	Oviedo Viejo
8	AC	Hotel Rosseyl(1)***	Pedernales	
9	AC	Pensión Marifederal(2)***	Pedernales	
10	AC	Hostal D'Oleo Méndez(3)***	Pedernales	
11	AC	Hotel Doña Chava(4)***	Pedernales	
12	AC	Hotel Luis Ferreras(5)***	Pedernales	
13	GU	Asociación de Guías de la Naturaleza de Pedernales	Pedernales	
14	OP	Asociación de Lancheros y Guías de la laguna de Oviedo, provincia de Pedernales	Pedernales	
15	OP	Caribaventuras	Distorito Nacional	Santo Domingo
16	OP	Grupo Jaragua	Distorito Nacional	Santo Domingo
17	OP	Grupo Ecologista Tinglar	Distorito Nacional	Santo Domingo
18	OP	Fundación Mamma	Distorito Nacional	Santo Domingo
19	OP	Treasurer Divers	Distorito Nacional	Boca Chica
20	OP	T.D. Tour Aventura Dom.	Distorito Nacional	Santo Domingo
21	OP	Nature Tours	Distorito Nacional	Santo Domingo
22	RA	Rancho Sierra de Agua	Monte Plata	Bayaguana
23	RA	Rancho Ecoturístico el Edén	Monte Plata	
24	OP	Proyectos ecoturísticos de Sierra de Agua de Bayaguana	Monte Plata	Bayaguana
25	RA	Rancho Juan-Rá	Monte Plata	Bayaguana
26	HA	Taller de artesanía Hermanos Guillen	Monte Plata	Yamasá
27	RA	Rancho Comatillo	Monte Plata	Bayaguana
28	AG	El Sendero del Cacao	Monte Plata	Yamasá
29	RA	Rancho Ecológico El Campeche	San Cristóbal	
30	AC	Hotel Restaurante La Cueva	El Seibo	Miches
31	AC	Paraíso Caño Hondo	Hato Mayor	Sabana de la Mar
32	RA	Rancho Capote	Hato Mayor	
33	AC	Hotel Restaurante Rancho El Tres	Hato Mayor	Sabana de la Mar
34	OP	Fundación Ecológica Punta Cana	La Altagracia	Punta Cana
35	AM	Proyecto Manatí Park	La Altagracia	Higüey

Table II.2 Inventory of Ecotourism Businesses (Enterprises) (2/3)

	Category	Name	Province	Municipality
36	RA	Rancho Jonathan	La Altagracia	Higüey
37	RA	Rancho La Fruta	La Altagracia	Higüey
38	RA	Rancho María y Quimo Peña	La Altagracia	Higüey
39	RA	Rancho de Cristian Melo	La Altagracia	Higüey
40	RA	Rancho Yonú	La Altagracia	Higüey
41	RA	Rancho Cumayasa	San Pedro de Macorís	
42	RA	Rancho Baiguate	La Vega	Jarabacoa
43	RA	Rancho Jarabacoa	La Vega	Jarabacoa
44	AD	Get Wet	La Vega	Jarabacoa
45	AD	Fran'z Aventure del Caribe	La Vega	Jarabacoa
46	AC	Altocerro	La Vega	Constanza
47	RA	Rancho Olivier	La Vega	Jarabacoa
48	AC	Cabañas de la Montaña-Rancho Constanza	La Vega	Constanza
49	RA	Mi Cabaña Resort	La Vega	Constanza
50	AC	Complejo Ecoturístico Sonido del Yaque	La Vega	Jarabacoa
51	AC	Villas Pajón	La Vega	Constanza
52	AC	Los Bohíos Campo Añil	La Vega	Jarabacoa
53	AC	Hostal San Fernando	Monte Cristi	
54	RE	Natura Bass S.A.	Sánchez Ramírez	Cotuí
55	OP	Camping Tours	Santiago	
56	AG	La Mansión del Café	Santiago	
57	AC	Hotel y cabañas Río Lindo	Santiago	San José de Las Matas
58	CO	Proyecto Ecoturismo Comunitario Cuesta Colorada	María Trinidad Sánchez	
59	RE	Punta Patilla Cueto Club	Puerto Plata	
60	AD	Iguana Mama	Puerto Plata	
61	MR	FUNDATO	Puerto Plata	Sosua
62	MR	Big Blue	Puerto Plata	Sosúa
63	MR	Hipocampo Dive Center	Puerto Plata	Sosúa
64	MR	Nother Coast Diving	Puerto Plata	Sosúa
65	MR	Holocantus	Puerto Plata	Sosúa
66	MR	Dolphin Dive Center	Puerto Plata	Sosúa
67	MR	Firts Class Divers	Puerto Plata	Sosúa
68	MR	Scubacaire	Puerto Plata	Sosúa
69	MR	Caribbean Divers	Puerto Plata	Sosúa
70	MR	Sea Pro	Puerto Plata	Playa Dorada

Table II.3 Inventory of Ecotourism Businesses (Enterprises) (3/3)

	Category	Name	Province	Municipality
71	AD	Los 27 Charcos de la Damajagua	Puerto Plata	
72	AG	La Ruta del Café de Jamao de Salcedo	Salcedo	Jamao de Salcedo
73	AC	Hotel Portillo	Samaná	Las Terrenas
74	CO	Parada la Familia(1)*	Samaná	
75	CO	Parada Bon(10)*	Samaná	
76	CO	Casa Berca(11)*	Samaná	
77	CO	Parada Ismael(2)*	Samaná	
78	CO	Parada Mister(3)*	Samaná	
79	CO	Parada Franklin(4)*	Samaná	
80	CO	Casa Negra, Parada el Pino(5)*	Samaná	
81	CO	Parada Felicia(6)*	Samaná	
82	CO	Parada María y Miguel(7)*	Samaná	
83	CO	Rancho la Cascada(8)*	Samaná	
84	CO	Parada Ramona(9)*	Samaná	
85	BO	Simi Báez(1)**	Samaná	
86	BO	Guayacan Tours(10)**	Samaná	
87	BO	Moto Marina(2)**	Samaná	
88	BO	Victoria Marina(3)**	Samaná	
89	BO	T.M Tom Phipps(4)**	Samaná	
90	BO	T.M. Minadiel(5)**	Samaná	
91	BO	Embat S.A(6)**	Samaná	
92	BO	Hermanos Benjamín(7)**	Samaná	
93	BO	Dive Aventura(8)**	Samaná	
94	BO	Cruceros Náuticos (9)**	Samaná	
95	CO	Proyecto de Ecoturismo comunitario Guariquén	Samaná	

Source: Collection of Lic. Bolívar Troncoso, SECTUR, JICA Study Team

Note: * Micro Enterprise Salto El Limón (Exist 12 in total)

** Boat Transportation (for whale watching)

*** Association for the Sustainable Tourisms of Pedernales, Form for 12 Ecotourism Enterprises Accommodation, Restaurants, Locals Guides, Transportation and others.

Category

CO: Community Tourism

AC: Accommodation (with recreational activities)

RA: Rancho (recreational activities)

RE: Recreation (excursion)

AD: Adventure Sports

AG: Agro-tourism

BO: Boat Transportation (for whale watching)

MR: Marine Sports

GU: Tourist Guide

OP: Ecotour Operator

AM: Amusement

HA: Handicrafts

Table II.4 Inventory of Ecotourism Projects (1/4)

	Category	Name	Province	Municipality
1	CO	Centro Ecoturístico Refugio de Vida Silvestre Los Quemados (Los Quemados Ecotourism Project)	Azua	Los Quemados
2	CO	Rescate y Conservación de los recursos Naturales e Históricos de la ACEQUIA (ACEQUIA Recovery and Conservation of Natural/Historical Resources)	Azua	Las Charcas
3	CO	Centro Ecoturístico Cachote (Cachote Ecotourism Center), Conservación de la Biodiversidad Promoviendo el Ecoturismo de Cachote (Conservation of Biodiversity in Ecotourism Promotion in Cachote)	Barahona	Paraíso
4	CO	Paraíso	Barahona	Paraíso
5	CO	Proyecto de Manejo Ecoturístico Sostenible de la Laguna Rincón o cabral (Laguna Rincón Sustainable Ecotourism Management Project)	Barahona	Cabral
6	CO	Proyecto del Plan de Manejo de laLaguna Cabral (Laguna Cabral Management Plan)	Barahona	Cabral
7	CO	Desarrollo del Ecoturismo Local en el Municipio de Polo (Polo Ecotourism Project)	Barahona	Polo
8	CO	Desarrollo ecoturístico comunitario de Duvergé (Duverge Ecotourism Enterprise)	Independencia	Duverge
9	EP	Provincia Ecoturística de Barahona (Barahona Ecotourism Province)	Barahona	Barahona
10	CL	Cluster Ecoturístico de Barahona (Barahona Ecotourism Cluster)	Barahona	
11	CO	Centro de Agroecología y Ecoturismo (CAET) (Agricultural and Ecotourism Center)	Bahoruco	Neyba
12	CO	Cajuil (Laguna de Oviedo), Aves, conservación y ecoturismo en la Laguna de Oviedo (Conservation and Ecotourism in the Lagoon of Oviedo)	Pedernales	
13	CO	Pedernales	Pedernales	
14	CL	Cluster Ecoturístico de Pedernales (Pedernales Ecotourism Cluster)	Pedernales	
15	EP	Provincia Ecoturística de San Juan (San Juan Ecotourism Province)	San Juan	

Table II.5 Inventory of Ecotourism Projects (2/4)

	Category	Name	Province	Municipality
16	EP	Provincia Ecoturística de Elías Piña (Elías Piña Ecotourism Province)	Elías Piña	
17	CO	Cruz Verde	Monte Plata	
18	CO	Salto Grande/Comatillo	Monte Plata	
19	CO	Ruta de Cacao de Yamasa (Yamasa Cocoa Route)	Monte Plata	Yamasá
20	CO	Proyecto de Desarrollo Ecoturístico del Municipio de Los Cacaos (Los Cacaos Ecotourism Development)	San Cristóbal	Los Cacaos
21	EP	Ley 151-2002 que crea a San José de Ocoa como provincia Ecoturística (San José de Ocoa Ecotourism Province)	San José de Ocoa	
22	CL	ClusterTurístico de Santo Domingo (Santo Domingo Tourism Cluster)	Santo Domingo	
23	CO	Ruta Eco-arqueológica Padre Nuestro (Padre Nuestro Eco-arqueological Route (IDDI))	La Altagracia	Bayahibe
24	CL	Cluster Turístico de La Altagracia (La Altagracia Tourism Cluster)	La Altagracia	
25	CL	Cluster Turístico de La Romana (La Romana Tourism Cluster)	La Romana	
26	CO	Readecuación de las Estructura de Soporte del Sendero del Bosque Húmedo del PNLH (Los Haitises Support Infrastructure Project)	Hato Mayor	Sabana de la Mar
27	CO	Readecuacion muelle Sabana de la Mar para uso ecoturístico (Readaption jetty Savanna of the Sea for Ecotourism use)	Hato Mayor	Sabana de la Mar
28	CO	Readecuacion embarcadero Caño Hondo para uso ecoturístico (Readaptation pier Deep Pipe for Ecotourism use)	Hato Mayor	Sabana de la Mar
29	EP	Consejo de Desarrollo Ecoturístico de la Provincia de Hato Mayor (CODEPRHAM), Ley 77-2002. (Council of Ecotourism Development of Hato Mayor Province)	Hato Mayor	
30	EP	Provincia Ecoturística de El Seibo (El Seibo Ecotourism Province)	El Seibo	

Table II.6 Inventory of Ecotourism Projects (3/4)

	Category	Name	Province	Municipality
31	CO	Centro Ecoturístico Sonido del Yaque (Ecotourism Center "Sound of Yaque"), Promocion Ecoturistica con Participacion de Genero en el Transepto Ecologico Los Calabazos, La Guazara, en el Alto Yaque, Jarabacoa (Participatory Ecotourism Promotion)	La Vega	Jarabacoa
32	CO	Desarrollo del Ecoturismo en Blanco Bonao (Blanco Bonao Ecotourism Development)	Monseñor Nouel	Bonao
33	EP	Provincia Ecoturística de Monseñor Nouel (Monseñor Nouel Ecotourism Province)	Monseñor Nouel	
34	CL	Cluster Ecoturístico de la provincia de La Vega (La Vega Ecotourism Cluster)	La Vega	
35	CO	El Aguacate (The Avocado)	Santiago Rodríguez	
36	CO	Jardín Botánico y Recreativo (Proyecto Ecoturístico de Jánico) (Botanical and Recreational Garden (Ecotourism Project of Jánico))	Santiago	Janico
37	CO	Centro de Agroecología y Ecoturismo Las Manaclas (Las Manaclas Agriculture and Ecotourism Center)	Santiago	Pico Diego de Ocampo
38	OT	Centro de Investigación y Mejoramiento de la Producción Animal, Inc. (CIMPA) (Center of Investigation and Improvement of the Animal Production, Inc.)	Santiago	Navarrete
39	CO	Centro Ecoturístico el Catey (El Catey Ecotourism Center)	Valverde	Mao
40	CO	Instalacion de una infraestructura ecoturistica para la conservacion de la biodiversidad y la ecologia en la cuenca alta del rio Mao (Installation of Ecotourism Infrastructure for Conservation of Biodiversity and Ecology in the High Basin of Rio Mao (Mao River))	Valverde	
41	CO	Ecoturismo Cultural y Producción organica (Cultural Ecotourism and Organic Production)	Valverde	Laguna Salada
42	CO	Centro Ecoturístico Loma Quita Espuela (Loma Quita Espuela Ecotourism Center), Ecoturismo como alternativa productiva sustentable y equilibrio entre la naturaleza y el hombre en zona de amortiguamiento de la Reserva Científica Loma Quita Espuela (Ecotourism as Productive, Sustainable, Alternative and Nature-Human Balance)	Duarte	San Francisco de Macorís

Table II.7 Inventory of Ecotourism Projects (4/4)

	Category	Name	Province	Municipality
43	CO	Centro de Ecoturismo y Educación Ambiental Cuesta Colorada (Cuesta Colorada Ecotourism and Environmental Education Center)	María Trinidad Sánchez	Nagua
44	CO	Hacia el Comanejo Participativo de la Reserva Científica Loma Guaconejo y su Zona de Amortiguamiento	María Trinidad Sánchez	Nagua
45	CO	Manejo ecoturístico y sostenible de la micro cuenca del río Damajagua, en Puerto Plata (27 Charcos) (Damajagua Sustainable Ecotourism)	Puerto Plata	Llano de Pérez, Imbert
46	CL	Cluster Turístico de Puerto Plata (Puerto Plata Tourism Cluster)	Puerto Plata	
47	CO	Proyecto Ecoturístico Familiar Sostenible (Sustainable Family Ecotourism Project)	Españillat	Moca
48	CO	Ruta del Café (Coffee Route)	Salcedo	Jamao
49	CO	Guariquen Turismo Comunitario (Guariquen Community Ecotourism)	Samaná	Las Galeras
50	CO	Eco Proyecto Sostenible de la Laguna del Diablo (Laguna del Diablo (Lagoon of Diablo) Sustainable Eco Project)	Samaná	Las Galeras
51	CO	Asociación Comunitaria de Empresarios Ecoturísticos - ACESAL (Salto del Limón) (Community Association of Ecotourism Management)	Samaná	
52	CO	Iguanario en Samaná (Samaná Iguana Farm)	Samaná	
53	CL	Cluster Turístico de Samana (Samaná Tourism Cluster)	Samaná	
54	CO	Proyecto Ecoturístico de Blanco (Ecotourism Project of Blanco)	La Vega, Monseñor Nouel, Sanchez Ramirez, Duarte, Samaná	
-	OT	Feria Ecoturística Binacional (no activo todavía)		

Source: REDTUR, Collection of Lic. Bolívar Troncoso, Fondo de Inversión para la Protección Ambiental (FIPA); USAID, Programa de Pequeños Subsidios (PPS); UNDP, SECTUR, JICA Study Team

Category: Project

CO: Community Project

EP: Ecotourism Province

CL: Cluster Projects

OT: Other Projects

Table II.8 Inventory of Protected Areas (1/4)

	Category	Name	Province	Municipality
1	PL	Lago Enriquillo e Isla Cabritos National Park	Bahoruco	
2	PM	Sierra de Neiba National Park	Bahoruco	
3	PL	Lago Enriquillo e Isla Cabritos National Park	Independencia	
4	PM	Sierra de Neiba National Park	Independencia	
5	PM	Sierra de Bahoruco National Park	Independencia	
6	PM	Las Caobas Natural Monument	Independencia	
7	PM	Los Cacheos Natural Monument	Independencia	
8	PMS	Jaragua National Park	Pedernales	
9	PM	Sierra de Bahoruco Nacional Park	Pedernales	
10	PL	Oviedo Lagoon in Jaragua National Park	Pedernales	
11	PS	Cabo Rojo - Bahía de las Águilas National Recreation Area	Pedernales	
12	PM	José del Carmen Ramírez National Park	Azua	
13	PM	Sierra Martín García National Park	Azua	
14	PM	Villarmando Forest Reserve	Azua	
15	PM	Loma del 20 Forest Reserve	Azua	
16	PM	Manglares de Puerto Viejo Wild Life Protection	Azua	
17	PM	Hatillo Forest Reserve	Azua	
18	PM	Barrero Forest Reserve	Azua	
19	PM	Arroyo Cano Forest Reserve	Azua	
20	PM	Cabeza de Toro Forest Reserve	Azua	
21	PM	Sierra de Neiba National Park	San Juan	
22	PM	José del Carmen Ramírez National Park (Macutivo Valley)	San Juan	
23	PM	Guanito Forest Reserve	San Juan	
24	PL	Laguna Cabral o Rincón Wild Life Protection Area	Barahona	
25	PM	Sierra Martín García National Park	Barahona	
26	PM	Miguel Domingo Fuerte Natural Monument	Barahona	
27	PM	Humadales del Bajo Yaque del Sur Wild Life Protection Area	Barahona	
28	PSC	Mirador del Paraíso Panoramic Route	Barahona	
29	PSC	Carretera Cabral-Polo Panoramic Route	Barahona	
30	PM	Nalga de Maco National Park	Elías Piña	

Table II.9 Inventory of Protected Areas (2/4)

	Category	Name	Province	Municipality
31	PM	Cerro de San Francisco Natural Monument	Elías Piña	
32	PM	Humadales del Ozama National park	Santo Domingo	
33	PM	Cueva de los Tres Ojos de Santo Domingo Natural Monument	Santo Domingo	
34	PS	La Caleta National Submarine Park	Santo Domingo	
35	PM	Cerro de Bocanigua Forest Reserve	Peravia	
36	PM	Las Dunas de las Calderas Natural Monument	Peravia	
37	PM	Loma Barbacoa Scientific Reserve	Peravia	
38	PM	Montaña La Humeadora National Park	San Cristóbal	
39	PM	Reserva Antropológica Cuevas de Borbón o del Pomier Natural Monument	San Cristóbal	
40	PM	Loma Novillero Forest Reserve	San Cristóbal	
41	PM	Los Haitises National Park	Monte Plata	
42	PM	Valle Nuevo National Park	San José de Ocoa	
43	PR	Río Cumayasa y Cueva Las Maravillas Natural Monument	San Pedro de Macorís	
44	PR	Río Soco Wild Life Protection Area	San Pedro de Macorís	
45	PS	Isla Catalina Natural Monument	La Romana	
46	PR	Río Cumayasa y Cueva Las Maravillas Natural Monument	La Romana	
47	PMS	Del Este National Park	La Altagracia	
48	PM	Hoyo Claro Natural Monument	La Altagracia	
49	PM	Loma La Altagracia o Loma la Enea Natural	La Altagracia	
50	PL	Lagunas de Bávaro y el Caletón Wild Life Protection Area	La Altagracia	
51	PR	Ría Maimón Wild Life Protection Area	La Altagracia	
52	PSC	Costa Azul Panoramic Route	La Altagracia	
53	PS	Guaragao - Punta Catuano National Recreation	La Altagracia	
54	PL	Redonda & Limón Lagoons Wild Life Protection	El Seibo	
55	PS	Manglar de la Jina Wild Life Protection Area	El Seibo	
56	PS	Bancos de la Plata y de la Navidad Marine Mammal Sanctuary	El Seibo	
57	PM	Los Haitises Nacional Park	Hato Mayor	
58	PM	Las Neblinas Scientific Reserve	Monseñor Nouel	
59	PM	Las Neblinas Scientific Reserve	La Vega	
60	PM	Ebano Verde Scientific Reserve	La Vega	

Table II.10 Inventory of Protected Areas (3/4)

	Category	Name	Province	Municipality
61	PM	Armando Bermúdez National Parks	La Vega	
62	PM	Valle Nuevo National Park	La Vega	
63	PSC	Carretera Bayacanes-Jarabacoa Panoramic Route	La Vega	
64	PM	Guaigui National Recreation Area	La Vega	
65	PSC	Carretera El Abanico-Constanza Panoramic Route	La Vega	
66	PM	Armando Bermúdez National Parks	Santiago	
67	PM	Pico Diego de Ocampo Natural Monument	Santiago	
68	PM	Alto Bao Forest Reserve	Santiago	
69	PM	Alto Mao Forest Reserve	Santiago	
70	PSC	Carretera Santiago-La Cumbre-Puerto Plata Panoramic Route	Santiago	
71	PM	Río Cana Forest Reserve	Valverde	
72	PSC	Entrada de Mao Panoramic Route	Valverde	
73	PM	El Morro National Park	Montecristi	
74	PS	Manglares del Estero Balsa National Park	Montecristi	
75	PR	Río Chacuey Wild Life Protection Area	Montecristi	
76	PM	Villa Elisa Scientific Reserve	Montecristi	
77	PS	Cayos Siete Hermanos Wild Life Protection Area	Montecristi	
78	PL	Laguna Saladilla Wild Life Protection Area	Montecristi	
79	PM	Las Matas Forest Reserve	Montecristi	
80	PM	Río Cana Forest Reserve	Montecristi	
81	PS	Monte Cristi Marine National Park	Montecristi	
82	PM	Cerros de Chacuey Forest Reserve	Dajabón	
83	PM	Cayuco Forest Reserve	Dajabón	
84	PM	Nalga de Maco National Park	Santiago Rodríguez	
85	PM	Alto Mao Forest Reserve	Santiago Rodríguez	
86	PM	Armando Bermúdez National Parks	Santiago Rodríguez	
87	PM	Loma Isabel de Torres Natural Monument	Purto Plata	
88	PM	Lagunas Cabarete y Goleta Natural Monument	Purto Plata	
89	PR	Salto de la Damajagua Natural Monument	Purto Plata	
90	PS	Bahía Luperón Wild Life Protected Area	Purto Plata	

Table II.11 Inventory of Protected Areas (4/4)

	Category	Name	Province	Municipality
91	PSC	Carretera Santiago-La Cumbre-Puerto Plata Panoramic Route	Puerto Plata	
92	PS	Estero Hondo Marine Mammal Sanctuaries	Puerto Plata	
93	PM	Loma Quita Espuela Scientific Reserve	Duarte	
94	PM	Loma Guaconejo Scientific Reserve	María Trinidad Sánchez	
95	PM	Cabo Francés Viejo Natural Monument	María Trinidad Sánchez	
96	PM	Bosque Húmedo de Río San Juan Natural	María Trinidad Sánchez	
97	PL	La Gran Laguna o Perucho Wild Life Protection	María Trinidad Sánchez	
98	PSC	Mirador del Atlántico	María Trinidad Sánchez	
99	PSC	Carretera Nagua-Sánchez y Nagua-Cabrera Panoramic Route	María Trinidad Sánchez	
100	PS	Bancos de la Plata y de la Navidad Marine Mammal Sanctuary	María Trinidad Sánchez	
101	PM	Cabo Cabrón National Park	Samaná	
102	PR	Salto El Limón Natural Monument	Samaná	
103	PM	Cabo Samaná Natural Monument	Samaná	
104	PS	Manglares del Bajo Yuna National Park	Samaná	
105	PS	Bancos de la Plata y de la Navidad Marine Mammal Sanctuary	Samaná	

Source: SEMARENA, JICA Study Team

Note: Some areas are listed in several provinces because the areas straddle several provinces.

Excluding Decree 571-09

Category: Nature

PM: Protected Area (Mountain/Forest/Dune)

PS: Protected Area (Sea/Island)

PL: Protected Area (Lagoon)

PR: Protected Area (River)

PMS: Protected Area (Mountain/Forest/Sea Mixed)

PSC: Protected Area (Panoramic View)

Table II.12 Inventory of Natural Resources (Excluding Protected Areas) (1/4)

	Category	Name	Province	Municipality
1	SP	Las Marias Springs (mineral)	Bahoruco	
2	CA	Las Caritas Cave Carvings	Independencia	
3	SP	La Sufrada Springs (sulphor)	Independencia	
4	SP	La Zurza Springs (sulphor)	Independencia	
5	SC	Valleys (El Guayabal, Los Pinos del Eden, Puerto Escondido)	Independencia	
6	RI	Boca de Cachon Bathing Area	Independencia	
7	RI	Las Barias Bathing Area	Independencia	
8	SC	Pelemplito Hole	Pedernales	
9	IS	Islands – Beata & Alto Velo	Pedernales	
10	SC	Scenic Road	Pedernales	
11	AC	Fishing and Diving Sites	Azua	
12	BE	Monte Rio Beach	Azua	
13	BE	Playa Blanca Beach	Azua	
14	RI	Las Cuevas Bathing Area	Azua	
15	RI	Rio Grande Bathing Area	Azua	
16	SP	Thermal Waters (Sierra de Martin Garcia)	Azua	
17	SP	Sulphur Water Springs	Azua	
18	SC	El Cercado Mountain Valley	San Juan	
19	SC	Vallejuelo Mountain Valley	San Juan	
20	RI	River Bathing Areas (San Juan, Los Baos, Mijo, Vallejuelo, Cana)	San Juan	
21	SC	Magnetic Pole	Barahona	
22	SC	Polo Mountain Valley	Barahona	
23	SP	Canoa Termal Springs	Barahona	
24	RI	Los Patos Bathing Area	Barahona	
25	RI	San Rafael Bathing Area	Barahona	
26	AC	Diving Sites	Barahona	
27	BE	Paraiso & Enriquillo Beaches	Barahona	
28	SC	Scenic Landscapes (Cabral-Polo, Polo-Paraiso, Polo-Enriquillo)	Barahona	
29	SC	Santo Elena Lookout Site	Barahona	
30	SC	Hondo Valle Mountain Valley	Elías Piña	

Table II.13 Inventory of Natural Resources (Excluding Protected Areas) (2/4)

	Category	Name	Province	Municipality
31	RI	Artibonito River Bathing Area	Elías Piña	
32	CA	Cave rivers and art	Santo Domingo	
33	CA	Los Tres Ojos Cave Springs	Santo Domingo	
34	BE	Las Salinas Beach (water sports and fishing)	Peravia	
35	CA	Pomier Cave Complex	San Cristóbal	
36	RI	La Toma Bathing Area	San Cristóbal	
37	RI	Nizao & Nigua River Bathing Areas	San Cristóbal	
38	BE	Najayo & Palenque Beach	San Cristóbal	
39	SC	Mountain Valleys (San José de Ocoa)	San José de Ocoa	
40	RI	River Bathing Areas (Comate)	Monte Plata	
41	WF	Comatillo Waterfall	Monte Plata	
42	BE	Beaches (Guayacanes, Juan Dolio, El Muerto)	San Pedro de Macorís	
43	AC	Fishing and Diving Sites	San Pedro de Macorís	
44	CA	Las Maravillas Cave	San Pedro de Macorís	
45	FO	Iguamo & El Soco Mangle Vegetation	San Pedro de Macorís	
46	BE	Beaches (Cumayasa, Catalina Island, Caletón, Minita)	La Romana	
47	SC	Chavón Heights Lookout	La Romana	
48	IS	Catalina Island	La Romana	
49	AC	Fishing and Diving Sites	La Romana	
50	IS	Saona Island	La Altagracia	
51	FO	Punta Cana Ecological Reserve	La Altagracia	
52	RI	Bavaro Lagoon	La Altagracia	
53	BE	Beaches (Juanillo, Punta Cana, Cabeza de Toro, Bavaro, Cortecito, Arena Gorda, Macao, Ubero Alto)	La Altagracia	
54	RI	River Bathing Areas (Nisibon, Anamulla, Maimon, Sanate, Chavón)	La Altagracia	
55	AC	International Fishing Tournament (Cabeza de Toro)	La Altagracia	
56	CA	Bejucal Caves	La Altagracia	
57	BE	Beaches (Punta Icaco, Playa Arriba, El Limón, Redonda, Esmeralda)	El Seibo	
58	CA	La Chiva Caves	El Seibo	
59	RI	River Bathing Areas (El Soco, Seibo)	El Seibo	
60	BE	Sabana de La Mar Beaches	Hato Mayor	

Table II.14 Inventory of Natural Resources (Excluding Protected Areas) (3/4)

	Category	Name	Province	Municipality
61	CA	Caves (Doña Ana, Fun Fun, Ferrocarril, Angel)	Hato Mayor	
62	RI	River Bathing Areas (Yabon, Iguamo, Paso Cibao, Magua)	Hato Mayor	
63	WF	Manigua & Magua Waterfalls	Hato Mayor	
64	RI	River Bathing Areas (Masipedro, Yuna, Jima, Juma, Yuboa)	Monseñor Nouel	
65	SC	Bonao Valley	Monseñor Nouel	
66	CA	Comedero Cave	Sánchez Ramírez	
67	RI	River Bathing Areas (Yuna, Chacuey, Maguaca)	Sánchez Ramírez	
68	SC	Jarabacoa & Constanza Mountain Valleys	La Vega	
69	WF	Aguas Blancas, Jimenoa	La Vega	
70	WF	Baiguate Waterfalls	La Vega	
71	RI	River Bathing Areas	La Vega	
72	SC	Diego de Ocampo Peak	Santiago	
73	RI	River Bathing Areas (Yaque, Bao, Amina, Inoa)	Santiago	
74	SP	San Jose de Las Matas Springs	Santiago	
75	RI	River Bathing Areas (Mao, Amina)	Valverde	
76	BE	Morro Beach	Montecristi	
77	AC	Fishing & Diving Sites	Montecristi	
78	SC	Rio Limpio Valley	Dajabón	
79	RI	Loma de Cabrera Bathing Area	Dajabón	
80	RI	Guayubin & Mao Bathing Areas	Santiago Rodoríguez	
81	BE	Beaches (Luperón, Guzmancito, Maimón, Cofresí, Costambar, Long Beach, Playa Dorada, Bergantino, Sosua, Cabarete)	Purto Plata	
82	RI	River Bathing Areas (Yasica, Camu, Damajabua)	Purto Plata	
83	SC	Isabel de Torres Lift	Purto Plata	
84	RI	River Bathing Areas (Jaya, Cuaba)	Duarte	
85	BE	Beaches (Playa Grande, Breton, El Diamante, Boca de Boca, Matancitas, Poza de Bojolo)	María Trinidad Sánchez	
86	RI	River Bathing Areas (Nagua, Boba)	María Trinidad Sánchez	
87	RI	Gri-Gri Lagoon	María Trinidad Sánchez	
88	AC	Fishing & Diving Sites	María Trinidad Sánchez	
89	AC	Cenotes Adventure Diving	María Trinidad Sánchez	
90	BE	Beaches (Las Terrenas, Portillo, las de cayo Levantado, Las Galeras, Puerto Escondido, Rincón)	Samaná	

Table II.15 Inventory of Natural Resources (Excluding Protected Areas) (4/4)

	Category	Name	Province	Municipality
91	IS	Cayo Levantado Key	Samaná	
92	AC	Whale Watching	Samaná	
93	AC	Sport Fishing Areas	Samaná	
94	BE	Beaches (Yasica, Hermita, Magante)	Española	
95	RI	River Bathing Areas (Yasica, Jamao)	Española	
96	SC	El Mogote Mountain	Española	
97	SC	La Cumbre Lookout	Española	

Source: Collection of Lic. Bolívar Troncoso, SECTUR, JICA Study Team

Category: Nature

FO: Forest

RI: River (& Lagoon)

WF: Waterfall

CA: Cave

BE: Beach

SP: Spring

SC: Scenery

IS: Island

AC: Activities (Fishing and Diving sites)

Table II.16 Inventory of Cultural Resources (1/12)

	Category	Name	Province	Municipality
1	MU	Los Rios Rural Museum	Bahoruco	
2	HI	El Cambronal Battlefield	Bahoruco	
3	HI	Postrer Rio Battlefield	Bahoruco	
4	RE	Patron Saint Celebrations	Bahoruco	
5	MU	Rural Museum	Bahoruco	
6	GA	Gastronomy	Bahoruco	
7	RE	Patron Saint Cerebrations (Liborio)	Independencia	
8	HI	The First Border	Independencia	
9	HI	Las Caritas Historical Site	Independencia	Descubierta
10	HI	French Cemetery	Independencia	
11	GA	Gastronomy	Independencia	
12	MS	Music (Salves)	Independencia	
13	DA	Dances (Mangulina, Carabine, La Yuca, Palos/Salves Sarandunga)	Independencia	Duverge
14	DA	Songs & Games, Refrains, Riddles, ten-line stanza	Independencia	Duverge
15	HA	Handicrafts	Independencia	
16	RE	Patron Saint Celebrations	Pedernales	
17	GA	Gastronomy	Pedernales	
18	AR	Civil Architectures	Azua	
19	DA	Dances	Azua	
20	RE	Patron Saint Celebrations (Virgen de La	Azua	
21	HA	Handicrafts	Azua	
22	HI	Ruins of the First Azua in America	Azua	
23	HI	19 de Marzo Battlefield	Azua	
24	HI	Tortuguero Battlefield	Azua	
25	HI	El Número Battlefield	Azua	
26	HI	Monumnet of Francisco del Rosario Sánchez	Azua	
27	HI	Caracoles-Desembarco Beach	Azua	
28	HI	Old House of Lilis	Azua	
29	HI	Mausoleum of Bishops	Azua	
30	HI	Building of Old Athenian	Azua	
31	HI	Metal Bridge	Azua	
32	HI	Taina Ceremonial Plaza	Azua	
33	HI	Ruins of Church in Azua Old Town	Azua	
34	HI	Ruins of Mercedes Church	Azua	
35	HI	Ruins of Market in Trujillo Era	Azua	

Table II.17 Inventory of Cultural Resources (2/12)

	Category	Name	Province	Municipality
36	HI	Ruins of Colonial Sugar Mill (Alonzo de Suazo)	Azua	
37	HI	Ruins of Colonial Sugar Mill (Cepi-Cepi)	Azua	
38	MS	Music	Azua	
39	MU	Dr. Estrada Museum	Azua	
40	MU	Archaeopological Pieces of Old Town Azua	Azua	
41	RE	Nuestra Sra. Del Rosario Cathedral	Azua	
42	GA	Gastronomy	Azua	
43	DA	Dances (Mangulina, Carabine, La Yuca, Palos/Salves Sarandunga)	Azua	
44	DA	Songs & Games, Refrains, Riddles, ten-line stanza	Azua	
45	DA	Devil's Dances	Azua	
46	HA	Handicrafts	Azua	
47	HI	Corral de Los Indios Historical Site	San Juan	
48	RE	Papa Liborio Religious Altar Site	San Juan	
49	RE	Los Mellizos de Palma Sola Religious Altar Site	San Juan	
50	RE	Magical/Religious Cultural Manifestations ("atabales" dances)	San Juan	
51	HI	Santome Battlefield	San Juan	
52	HI	Monument of Execution of Sanchez	San Juan	
53	RE	Patron Saint Celebrations	San Juan	
54	AR	Civil Architectures	San Juan	
55	HI	Birthplace Site of General Cabral	San Juan	
56	HI	House of bacases	San Juan	
57	HI	Open-air Theatre of Indio	San Juan	
58	HI	Arch of Trujillo	San Juan	
59	HI	Statue of Canoabo	San Juan	
60	RE	San Juan Bautista Cathedral	San Juan	
61	GA	Gastronomy	San Juan	
62	MS	Music (Bachata)	San Juan	
63	DA	Dances (Mangulina, Carabine, La Yuca, Palos/Salves Sarandunga)	San Juan	
64	DA	Songs & Games, Refrains, Riddles, ten-line stanza	San Juan	
65	DA	Dance with Masks of Skeleton	San Juan	
66	HA	Handicrafts	San Juan	
67	CV	Cachuas Carnival (Cabral)	Barahona	
68	COT	Old and New Manieles (slave escape Sites)	Barahona	
69	COT	Naranjo slave Community	Barahona	
70	AR	Civil Architectures	Barahona	

Table II.18 Inventory of Cultural Resources (3/12)

	Category	Name	Province	Municipality
71	HI	Birthplace Site of Maria Montes	Barahona	
72	HI	Birthplace Site of Casandra Damirón	Barahona	
73	HI	House of José Marti	Barahona	
74	HI	Arch of Trujillo	Barahona	
75	HI	Monument of Battle Heros	Barahona	
76	RE	Santa Cruz Church	Barahona	
77	HI	Ruins of Colonial Sugar Mill (Don Juan de León)	Barahona	
78	HI	First Sugar Mill in 20 Century	Barahona	
79	MU	Padre Fuertes Museum	Barahona	
80	MU	First Telephone and Refrigerator	Barahona	
81	GA	Gastronomy	Barahona	
82	RE	Patron Saint Celebrations	Barahona	
83	MS	Music (Pri Pri)	Barahona	
84	DA	Dances (Mangulina, Carabine, La Yuca, Palos/Salves Sarandunga)	Barahona	
85	DA	Songs & Games, Refrains, Riddles, ten-line stanza	Barahona	
86	DA	Cachuas and Gagas	Barahona	Cabral, El Peñon
87	HA	Handicrafts	Barahona	
88	CV	El Llano Carnival	Elías Piña	
89	HI	Hondo Valle Cave Paintaings	Elías Piña	
90	CH	Banica Church & Sun Clock	Elías Piña	
91	RE	Patron Saint Celebrations	Elías Piña	
92	HI	Clock of the Sun	Elías Piña	Banica
93	HI	Ruins of Trujillo House	Elías Piña	
94	RE	San Francisco de Paola Religious Architecture	Elías Piña	Banica
95	HI	Spanish Cemetery	Elías Piña	Banica
96	DA	Dances (Mangulina, Carabine, La Yuca Palos/Salves, Sarandunga)	Elías Piña	
97	DA	Songs & Games, Refrains, Riddles, ten-line stanza	Elías Piña	
98	DA	Religious Dances of Cucara Macara and Gagas	Elías Piña	
99	HA	Handicrafts	Elías Piña	
100	HI	Columbus Lighthouse	Dístrito Nacional	
101	AR	First Spanish City in America (architectures)	Dístrito Nacional	
102	AR	Colonial Zone (UNESCO Site)	Dístrito Nacional	
103	AR	Gazcue Area	Dístrito Nacional	
104	AR	Hero's Center	Dístrito Nacional	
105	AR	Religious Architectures	Dístrito Nacional	

Table II.19 Inventory of Cultural Resources (4/12)

	Category	Name	Province	Municipality
106	HI	Historical Houses	Distrito Nacional	
107	CV	National Carnival Parade	Distrito Nacional	
108	COT	Theaters	Distrito Nacional	
109	RE	Merengue Festival	Distrito Nacional	
110	HA	Modelo Handicraft Market	Distrito Nacional	
111	HA	Benyi handicrafts (Caleta & Coca)	Distrito Nacional	
112	HI	Independent Park	Distrito Nacional	
113	HI	National Palace	Distrito Nacional	
114	HI	Radio Televisión Dominicana	Distrito Nacional	
115	HI	Monument of Financial Independence	Distrito Nacional	
116	HI	Monument of Renaming City of Santo Domingo	Distrito Nacional	
117	HI	Monument of Montesinos	Distrito Nacional	
118	HI	Monument of Execution of Trujillo	Distrito Nacional	
119	HI	Monument of Juan Pablo Duarte	Distrito Nacional	
120	HI	Several Monuments	Distrito Nacional	
121	HI	Santo Domingo Autonomous University	Distrito Nacional	
122	MU	Museums in Colonial Zone	Distrito Nacional	
123	MU	Museums in Juan Pablo Duarte Culture Plaza	Distrito Nacional	
124	MU	Private Museums	Distrito Nacional	
125	AR	Local Houses	Santo Domingo	Boca Chica
126	AR	Religious Architecture	Santo Domingo	Boca Chica
127	RE	Patron Saint Celebrations (San Rafael, La Altagracia)	Santo Domingo	Boca Chica
128	HA	Handicrafts	Santo Domingo	Boca Chica
129	AT	Sacred Arts	Santo Domingo	Boca Chica
130	RE	Patron Saint Celebrations (San Miguel, La Altagracia, La Mercedes, San Antonio, Santa Bárbara, San Lorenzo, Espíritu Santo)	Santo Domingo	
131	GA	Gastronomy	Santo Domingo	
132	HA	Handicrafts	Santo Domingo	
133	AT	Sacred Arts	Santo Domingo	
134	RE	Patron Saint Celebrations (La Altagracia)	Santo Domingo	Haina
135	HA	Handicrafts	Santo Domingo	Haina
136	AT	Sacred Arts	Santo Domingo	Haina
137	MS	Music	Santo Domingo	
138	DA	Dances, Songs & Games, Refrains, Riddles, ten-line stanza	Santo Domingo	
139	CV	Carnival	Santo Domingo	
140	CH	Colonial Church	Peravia	

Table II.20 Inventory of Cultural Resources (5/12)

	Category	Name	Province	Municipality
141	DA	Sarandunga Folk Dance	Peravia	
142	HI	Maximo Gomez Birthplace	Peravia	
143	HI	Las Tablas Stone Temple	Peravia	
144	HI	Las Carreras Battlefield	Peravia	
145	RE	Patron Saint Celebrations	Peravia	
146	AR	Local Houses	Peravia	Bani
147	AR	Religious Architecture	Peravia	
148	AR	Historical Industrial Architecture (Las Salinas)	Peravia	Bani
149	HI	Park of Ruin of Máximo Gómez's House	Peravia	Bani
150	GA	Gastronomy	Peravia	
151	RE	Patron Saint Celebrations (La Santísima Cruz, La Virgen de Regla, Ermita de las Tablas a San Martín de Porres)	Peravia	
152	MS	Music	Peravia	
153	DA	Dances	Peravia	
154	HA	Handicrafts	Peravia	
155	HI	Boca de Nigua Colonial Sugar Mill	San Cristóbal	
156	HI	Vela Zanetti Murals (Cathedral & El Cerro Castle)	San Cristóbal	
157	HI	Trujillo Mahagomy House	San Cristóbal	
158	HI	First Dominican Constitution Signing Site	San Cristóbal	
159	DA	Atabales Folk Dancing	San Cristóbal	
160	HA	Cambita Handicrafts	San Cristóbal	
161	RE	Patron Saint Celebrations.	San Cristóbal	
162	AR	Religious Architectures	San Cristóbal	
163	AR	Historical Industrial Architectures	San Cristóbal	
164	GA	Gastronomy	San Cristóbal	
165	RE	Patron Saint Celebrations (San Cristóbal, La Altagacia)	San Cristóbal	San Cristóbal, Nigua
166	MS	Music	San Cristóbal	
167	CV	Carnival	San Cristóbal	
168	HA	Handicrafts	San Cristóbal	San Cristóbal, Nigua
169	AT	Sacred Arts	San Cristóbal	Nigua
170	RE	Patron Saint Celebrations	San José de Ocoa	
171	AR	Local Painted Houses	San José de Ocoa	
172	AR	Religious Architectures	San José de Ocoa	
173	HI	Juan Pablo Duarte Central Park	San José de Ocoa	
174	CH	Bayaguana Colonial Church	Monte Plata	
175	RE	Bayaguana Religious Parade (Los Toros)	Monte Plata	

Table II.21 Inventory of Cultural Resources (6/12)

	Category	Name	Province	Municipality
176	RE	Patron Saint Celebrations	Monte Plata	
177	AR	Religious Architectures	Monte Plata	
178	GA	Gastronomy	Monte Plata	
179	RE	Patron Saint Celebrations (La Cofradía del Espíritu Santo, La Altagracia, San Antonio)	Monte Plata	
180	MS	Music	Monte Plata	
181	HA	Handicrafts	Monte Plata	
182	AT	Sacred Arts	Monte Plata	
183	DA	Los Gulotas Dancing Troupe	San Pedro de Macorís	
184	HI	Victorian and Neoclassic Arquitectura	San Pedro de Macorís	
185	HI	Sugar Mills	San Pedro de Macorís	
186	GA	Gastronomy	San Pedro de Macorís	
187	CH	Neogothic Church	San Pedro de Macorís	
188	RE	Magical-Religious Manifestations (Voodoo, Gaga)	San Pedro de Macorís	
189	RE	Patron Saint Celebrations	San Pedro de Macorís	
190	AR	Civil Architectures	San Pedro de Macorís	
191	CH	Moroviana Church	San Pedro de Macorís	
192	MU	San Pedro de Macorís History Museum	San Pedro de Macorís	
193	GA	Gastronomy	San Pedro de Macorís	
194	MS	Music	San Pedro de Macorís	
195	DA	Dance & Music	San Pedro de Macorís	
196	HA	Handicrafts	San Pedro de Macorís	
197	MU	Chavon Heights Prehispanic Museum	La Romana	
198	MU	Bonana Museum	La Romana	
199	HA	Chavon Heights Handicraft Shops	La Romana	
200	RE	Patron Saint Celebrations	La Romana	
201	AR	Civil Architectures	La Romana	
202	CH	Santa Rosa de Lima Church	La Romana	
203	HA	Handicrafts	La Romana	
204	COT	Indian Cmenteries	La Altagracia	
205	RE	Virgin of High Grace Basilica	La Altagracia	Higüey
206	MU	Ponce de Leon Museum	La Altagracia	
207	HI	Sanate Sugar Mill Ruins	La Altagracia	
208	RE	Patron Saint Celebrations	La Altagracia	
209	CH	San Dionisio-Colonial Church	La Altagracia	Higüey
210	GA	Gastronomy	La Altagracia	

Table II.22 Inventory of Cultural Resources (7/12)

	Category	Name	Province	Municipality
211	HA	Handicrafts	La Altagracia	Bayahibe
212	HA	Handicrafts	La Altagracia	
213	RE	Culto of Altagracia	La Altagracia	Higüey
214	CH	Santa Cruz Colonial Church	El Seibo	
215	DA	Atabales Folk Dances	El Seibo	
216	HI	Palo Hincado Battlefield	El Seibo	
217	RE	Patron Saint Celebrations	El Seibo	
218	GA	Gastronomy	El Seibo	
219	DA	Atabales Folk Dances	Hato Mayor	
220	RE	Patron Saint Celebrations	Hato Mayor	
221	GA	Gastronomy	Hato Mayor	
222	HA	Handicraft Shops	Monseñor Nouel	
223	GA	Sweets Manufacturing	Monseñor Nouel	
224	COT	Cultural House	Monseñor Nouel	
225	MU	La Voz del Yuna Radio Museum	Monseñor Nouel	
226	RE	Patron Saint Celebrations	Monseñor Nouel	
227	MU	Candido Bido Museum	Monseñor Nouel	Bonao
228	MS	Dances, Songs & Games	Monseñor Nouel	Bonao
229	MS	Refrains, Riddles, ten-line stanza	Monseñor Nouel	Bonao
230	CV	Carnival	Monseñor Nouel	Bonao
231	HA	Hamdicrafts	Monseñor Nouel	Bonao
232	GA	Gastronomy	Monseñor Nouel	Bonao
233	AT	Arts of Painted Sculpture, Photography, Cinema)	Monseñor Nouel	Bonao
234	AT	Sacred Arts	Monseñor Nouel	Bonao
235	CV	Papeluses Carnaval	Sánchez Ramírez	
236	CH	Colonial Church	Sánchez Ramírez	
237	HI	Juan Sanchez Ramirez House	Sánchez Ramírez	
238	RE	Popular and Catholic Rites	Sánchez Ramírez	Cotuí
239	MS	Dances, Songs & Games	Sánchez Ramírez	
240	MS	Refrains, Riddles, ten-line stanza	Sánchez Ramírez	
241	CV	Carnival	Sánchez Ramírez	
242	GA	Gastronomy	Sánchez Ramírez	
243	AT	Arts of Painted Sculpture, Photography, Cinema)	Sánchez Ramírez	
244	AT	Sacred Arts	Sánchez Ramírez	
245	HI	La Vega Ruins	La Vega	

Table II.23 Inventory of Cultural Resources (8/12)

	Category	Name	Province	Municipality
246	RE	Santo Cerro Pilgrimage Site	La Vega	
247	RE	Patron Saint Celebrations	La Vega	
248	COT	El Tetero Indian Art	La Vega	
249	AR	Civil Architectures of La Vega	La Vega	
250	AR	Civil Architectures of Constanza	La Vega	
251	RE	La Vega Cathedral	La Vega	
252	HI	Bermúdez Park Historical Site	La Vega	Constanza
253	RE	Popular and Catholic Rites	La Vega	
254	MS	Musics, Music Bands, Musical instruments	La Vega	
255	MS	Dances, Songs & Games	La Vega	
256	MS	Refrains, Riddles, ten-line stanza	La Vega	
257	CV	Carnival	La Vega	
258	HA	Handicrafts	La Vega	
259	GA	Gastronomy	La Vega	
260	AT	Arts of Painted Sculpture, Photography, Cinema)	La Vega	
261	AT	Sacred Arts	La Vega	La Vega
262	HI	Restoration Monument	Santiago	
263	HI	Jacagua Ruins	Santiago	
264	HI	San Luís Fortless	Santiago	
265	MU	Museum of San Luís Fortless	Santiago	
266	CV	Lechones Carnival	Santiago	
267	MU	Tomas Morel Folk Museum	Santiago	
268	MU	Tabaco Museum	Santiago	
269	MU	Restoration Historic Museum	Santiago	
270	HA	Lime, Gume, Gurabo Handicrafts	Santiago	
271	RE	Patron Saint Celebrations	Santiago	
272	AR	Civil Architectures	Santiago	
273	HI	Hero's Monument of Constansa Maimón y Estero Hondo	Santiago	
274	HI	Santiago Apóstol Cathedral	Santiago	
275	MU	Eduardo León Cultural Center	Santiago	
276	MS	Musics (Perico Ripiao)	Santiago	
277	MS	Dances, Songs & Games, Refrains, Riddles, ten-line stanza	Santiago	
278	CV	Carnival	Santiago	
279	HA	Handicrafts	Santiago	
280	AT	Artists	Santiago	

Table II.24 Inventory of Cultural Resources (9/12)

	Category	Name	Province	Municipality
281	AT	Sacred Arts	Santiago	
282	COT	Columbus Route	Valverde	
283	HA	Handicraft Industry	Valverde	
284	HI	Barranquita Battlefield	Valverde	
285	COT	Indian Cemeteries	Valverde	
286	CV	Mao Carnival	Valverde	
287	RE	Patron Saint Celebrations	Valverde	
288	MS	Dances, Songs & Games, Refrains, Riddles, ten-line stanza	Valverde	
289	HA	Handicrafts	Valverde	
290	HI	Seven Brothers Keys	Montecristi	
291	AR	Public Clock	Montecristi	
292	MU	Maximo Gomez & Jose Marti Museum	Montecristi	
293	MU	Socias Prehispanic Museum	Montecristi	
294	CV	Los Toros Carnival	Montecristi	
295	RE	Patron Saint Celebrations	Montecristi	
296	AR	Civil Architectures	Montecristi	
297	HI	Public Clock 1895	Montecristi	
298	HI	Memorial Trench and Flag of Confrontation to Americans 1916	Montecristi	
299	GA	Gastronomy	Montecristi	
300	MS	Dances, Songs & Games, Refrains, Riddles, ten-line stanza	Montecristi	
301	CV	Carnival	Montecristi	
302	HA	handicrafts	Montecristi	
303	AT	Chacuey Prehispanic Art Center	Dajabón	
304	MU	Frontier Image Museum	Dajabón	
305	HI	Restoration Monument at Capotillo	Dajabón	
306	GA	Sweets Manufacturing	Dajabón	
307	GA	Gastronomy	Dajabón	
308	RE	Patron Saint Celebrations	Dajabón	
309	MS	Dances, Songs & Games, Refrains, Riddles, ten-line stanza	Dajabón	
310	CV	Carnival	Dajabón	
311	HA	Handicrafts	Dajabón	
312	HI	Sabaneta Battlefield	Santiago Rodóriguez	
313	HA	Moncion Casaba Shops	Santiago Rodóriguez	
314	HA	Cacique Handicraft Shops	Santiago Rodóriguez	
315	RE	Patron Saint Celebrations	Santiago Rodóriguez	

Table II.25 Inventory of Cultural Resources (10/12)

	Category	Name	Province	Municipality
316	MS	Dances, Songs & Games, Refrains, Riddles, ten-line stanza	Santiago Rodríguez	
317	HA	Handicrafts	Santiago Rodríguez	
318	MU	Mirabal Sisters Museum	Salcedo	
319	COT	Ojo de Agua Birthplace	Salcedo	
320	RE	Patron Saint Celebrations	Salcedo	
321	AR	Civil Architectures of Salcedo	Salcedo	Salcedo
322	AR	Salcedo Urban Site	Salcedo	
323	RE	Salcedo Church	Salcedo	
324	MS	Musics	Salcedo	
325	MS	Dances, Songs & Games	Salcedo	
326	MS	Refrains, Riddles, ten-line stanza	Salcedo	
327	CV	Carnival	Salcedo	
328	HA	Handicrafts	Salcedo	
329	AT	Arts of Painted Sculpture, Photography, Cinema)	Salcedo	
330	AT	Sacred Arts	Salcedo	
331	HI	La Isabela Ruins	Purto Plata	
332	MU	Ambar Museum	Purto Plata	
333	HI	San Felipe Colonial Fortress	Purto Plata	
334	MU	San Felipe Colonial Fortress Museum	Purto Plata	
335	AR	Victorian Architecture	Purto Plata	
336	RE	Merengue Festival	Purto Plata	
337	RE	Patron Saint Celebrations	Purto Plata	
338	AR	Civil Architectures of Puerto Plata	Purto Plata	Purto Plata
339	AR	Civil Architectures of Sosua	Purto Plata	Sosua
340	HI	Archaeoplogical Site of the First European City in the New World	Purto Plata	La Isabela
341	HI	House of Gregorio Luperon	Purto Plata	
342	HI	Lighthouse 1879	Purto Plata	
343	HI	Square of Central Park	Purto Plata	
344	HI	Synagogue	Purto Plata	Sosua
345	HI	Jewish Cemetery	Purto Plata	Sosua
346	MU	Jewish Museum	Purto Plata	Sosua
347	MS	Musics (Composer Juan Lockward)	Purto Plata	
348	MS	Dances, Songs & Games, Refrains, Riddles, ten-	Purto Plata	
349	CV	Carnival	Purto Plata	
350	HA	Handicrafts	Purto Plata	

Table II.26 Inventory of Cultural Resources (11/12)

	Category	Name	Province	Municipality
351	GA	Gastronomy	Purto Plata	
352	AT	Artists	Purto Plata	
353	RE	Patron Saint Celebrations	Duarte	
354	AR	Civil Architectures of San Francisco de Macorís	Duarte	
355	RE	Catholic Place	Duarte	
356	CH	Church of San Francisco de Macorís	Duarte	
357	RE	Popular and Catholic Rites	Duarte	
358	MS	Dances, Songs & Games	Duarte	
359	MS	Refrains, Riddles, ten-line stanza	Duarte	Sa Francisco de Macorís
360	CV	Carnival	Duarte	
361	HA	Handicrafts	Duarte	
362	AT	Arts of Painted Sculpture, Photography, Cinema)	Duarte	
363	AT	Sacred Arts	Duarte	
364	RE	Patron Saint Celebrations	María Trinidad Sánchez	
365	CV	Carnival	María Trinidad Sánchez	
366	HA	Handicrafts	María Trinidad Sánchez	Río San Juan
367	GA	Gastronomy	María Trinidad Sánchez	Cabrera
368	DA	Banbula Folk Dancing	Samaná	
369	COT	Afrocaribbean Culture	Samaná	
370	COT	Samane (local language)	Samaná	
371	CH	Protestant Church	Samaná	
372	GA	Coconut Rice & Fish	Samaná	
373	RE	Magical-Religious Manifestations	Samaná	
374	HA	Coconut Handicrafts	Samaná	
375	RE	Patron Saint Celebrations	Samaná	Sánchez
376	CH	Wesleyana Church	Samaná	
377	CH	Lourdes Chapel	Samaná	Sánchez
378	AR	Civil Architecture	Samaná	Sánchez
379	HA	Handicrafts	Samaná	Sánchez
380	HI	Ruins of Quay	Samaná	
381	GA	Gastronomy	Samaná	
382	RE	La Cosecha Religious Services	Samaná	
383	MS	Musics	Samaná	
384	DA	Dances, Songs	Samaná	
385	CV	Carnival	Samaná	

Table II.27 Inventory of Cultural Resources (12/12)

	Category	Name	Province	Municipality
386	GA	Gastronomy	Samaná	Samaná
387	GA	Gastronomy	Samaná	Las Terrenas
388	GA	Gastronomy	Samaná	El Limón
389	AR	Victorian & Neoclastic architecture	Español	
390	HA	Higuerito Handicrafts	Español	
391	HA	Rocking Chair Manufacturing Shops	Español	
392	HI	Old Railroad Lines (Moca)	Español	
393	RE	Patron Saint Celebrations	Español	
394	MS	Dances, Songs & Games	Español	
395	MS	Refrains, Riddles, ten-line stanza	Español	Moca
396	CV	Carnival	Español	
397	HA	Handicrafts	Español	
398	AT	Arts of Painted Sculpture, Photography, Cinema)	Español	
399	AT	Sacred Arts	Español	

Source: Ministry of Culture, Collection of Lic. Bolívar Troncoso, JICA Study Team

Category: Culture

GA: Gastronomy

HA: Handicraft

CH: Church

MU: Museum

AR: Architecture

DA: Dance

HI: History

CV: Carnival

RE: Religion (celebration)

MS: Music

AT: Art

COT: Others

Table II.28 Inventory of Manmade Resources

	Category	Name	Province	Municipality
1	DM	Sabaneta & Sabana Yegua Dams	San Juan	
2	PA	Duarte Park	San Juan	
3	PA	Plaza Anacahona	San Juan	
4	PA	José Maria Cabral Park	San Juan	
5	PA	Flower of Wind Park	San Juan	
6	PA	Educational & Tourism Park	Barahona	
7	PA	Servant Park	Barahona	
8	PA	Botanical Garden	Distrito Nacional	
9	PA	National Zoological Park	Distrito Nacional	
10	PA	Mirador Parks (North & South)	Distrito Nacional	
11	AM	National Acuarium	Santo Domingo	
12	AM	Cave restaurants and discos	Santo Domingo	
13	PA	Del Este Park	Santo Domingo	
14	DM	Jigüey/Aguacate Dams	Peravia	
15	RA	Rancho Arriba	San José de Ocoa	
16	MA	Guavaberry	San Pedro de Macorís	
17	MA	Sugar Cane Plantations	La Romana	
18	AM	Manati Park	La Altagracia	
19	DM	Rincon Dam	Monseñor Nouel	
20	DM	Hatillo Dam	Sánchez Ramírez	
21	DM	Tavera Dam	Santiago	
22	PA	Janico Botanical Gardens	Santiago	
23	MA	Rum & Tobacco Industries	Santiago	
24	MA	Industrial Free Trade Zones	Santiago	

Source: SEC, Collection of Lic. Bolívar Troncoso, SECTUR, JICA Study Team

Category: Manmade

RA: Rancho

PA: Park

MA: Manufacture

DM: Dam

AM: Amusement

AG: Agro-tourism

MI: Mine

OOT: Others

Table II.29 Inventory of Other Resources

	Category	Name	Province	Municipality
1	AG	Grape and Coffee Plantations	Bahoruco	
2	OOT	Mal Paso Frontier Crossing	Independencia	
3	MI	Bauxite Mines	Pedernales	
4	OOT	Haiti Border	Pedernales	
5	MI	Larimar Mines	Barahona	
6	MI	Gypsum & Salt Mines	Barahona	
7	OOT	Dominican-Haitin Border Market	Elías Piña	
8	OOT	Major League Stars Hometown	San Pedro de Macorís	
9	OOT	Bull Fighting	El Seibo	
10	MI	Ambar Mines	Hato Mayor	
11	MI	Nickel Mines	Monseñor Nouel	
12	MI	Gold & Silver Mines	Sánchez Ramírez	
13	AG	Flowers, Strawberry, Apple & Vegetable Production Sites	La Vega	
14	MI	Ambar Mines	Santiago	
15	AG	Banana Plantations	Montecristi	
16	OOT	Dajabon Border Crossing	Dajabón	
17	MI	Ambar Mines	Purto Plata	
18	AG	Coffee & Cocoa Plantations	Espailat	
19	MI	Marble & Lignite Mines	Samaná	

Source: SEC, Collection of Lic. Bolívar Troncoso, SECTUR, JICA Study Team

Category: Manmade

RA: Rancho

PA: Park

MA: Manufacture

DM: Dam

AM: Amusement

AG: Agro-tourism

MI: Mine

OOT: Others

Appendix III Protected Areas

Table III.1 Protected Area

I. Strict Protection Areas

A. Scientific Reserves

Villa Elisa
Ebano Verde
Loma Quita Espuela
Loma Barbacoa
Loma Guaconejo
Las Neblinas
La Salcedoa
Dicayagua
Sierra Prieta
Loma Charco Azul

B. Marine Mammal Sanctuaries

Bancos de la Plata y de la Navidad
Estero Hondo
Arrecifes del Sureste
Arrecifes del Suroeste

II. National Parks

A. National Parks

Armando Bermúdez
José del Carmen Ramírez
Nalga de Maco
Montaña La Humeadora
Lago Enriquillo e Isla Cabritos
Valle Nuevo
Sierra Martín García
Sierra de Bahoruco
Cabo Cabrón
Sierra de Neiba
Los Haitises
El Morro
Del Este
Jaragua
Manglares del Estero Balsa
Manglares del Bajo Yuna
Humadales del Ozama
La Hispaniola
Saltos de la Jalda
El Conde
La Gran Sabana
Anacaona
Luis Quin
Aniana Vargas
Amina
Francisco Alberto Caamaño Deñó
Baiguate
Punta Espada

B. Marine National Parks

Monte Cristi
La Caleta

III. Natural Monuments

A. Natural Monuments

Cabo Francés Viejo
Salto El Limón
Las Dunas de las Calderas
Las Caobas
Isla Catalina
Lagunas Cabarete y Goleta
Loma Isabel de Torres
Pico Diego de Ocampo
Río Cumayasa y Cueva Las Maravillas
Salto de la Damajagua
Hoyo Claro
Loma La Altagracia o Loma la Enea
Cabo Samaná
Bosque Húmedo de Río San Juan
Reserva Antropológica Cuevas de Borbón o del Pomier
Cerro de San Francisco
Los Cacheos
Salto de Jimenoa
Saltos de Jima
El Saltadero
Salto de Socoa
Saltos de la Tinaja
Las Marías
Laguna Gri-Gri
Manantiales Las Barías
Salto Grande
La Ceiba
Punta Bayahibe

B. Wild Life Protection Areas

Monumento Natural Miguel Domingo Fuerte
Cueva de los Tres Ojos de Santo Domingo

IV. Habitat/Species Management Areas

A. Wild Life Protection Areas

Río Chacuey
Lagunas Redonda y Limón
Bahía Luperón
Manglares de Puerto Viejo
Cayos Siete Hermanos
Laguna Saladilla
Humadales del Bajo Yaque del Sur
Laguna Cabral o Rincón
La Gran Laguna o Perucho
Manglar de la Jina
Lagunas de Bávaro y el Caletón
Río Soco
Ría Maimón
Laguna Mallén
Río Higuamo
Gran Estero

V. Natural Reserves

A. Forest Reserves

Alto Bao
Alto Mao
Arroyo Cano
Cerros de Chacuey
Loma Novillero
Cabeza de Toro
Loma del 20
Villarmando
Guanito
Las Matas
Cayuco
Hatillo
Cerro de Bocanigua
Barrero
Río Cana

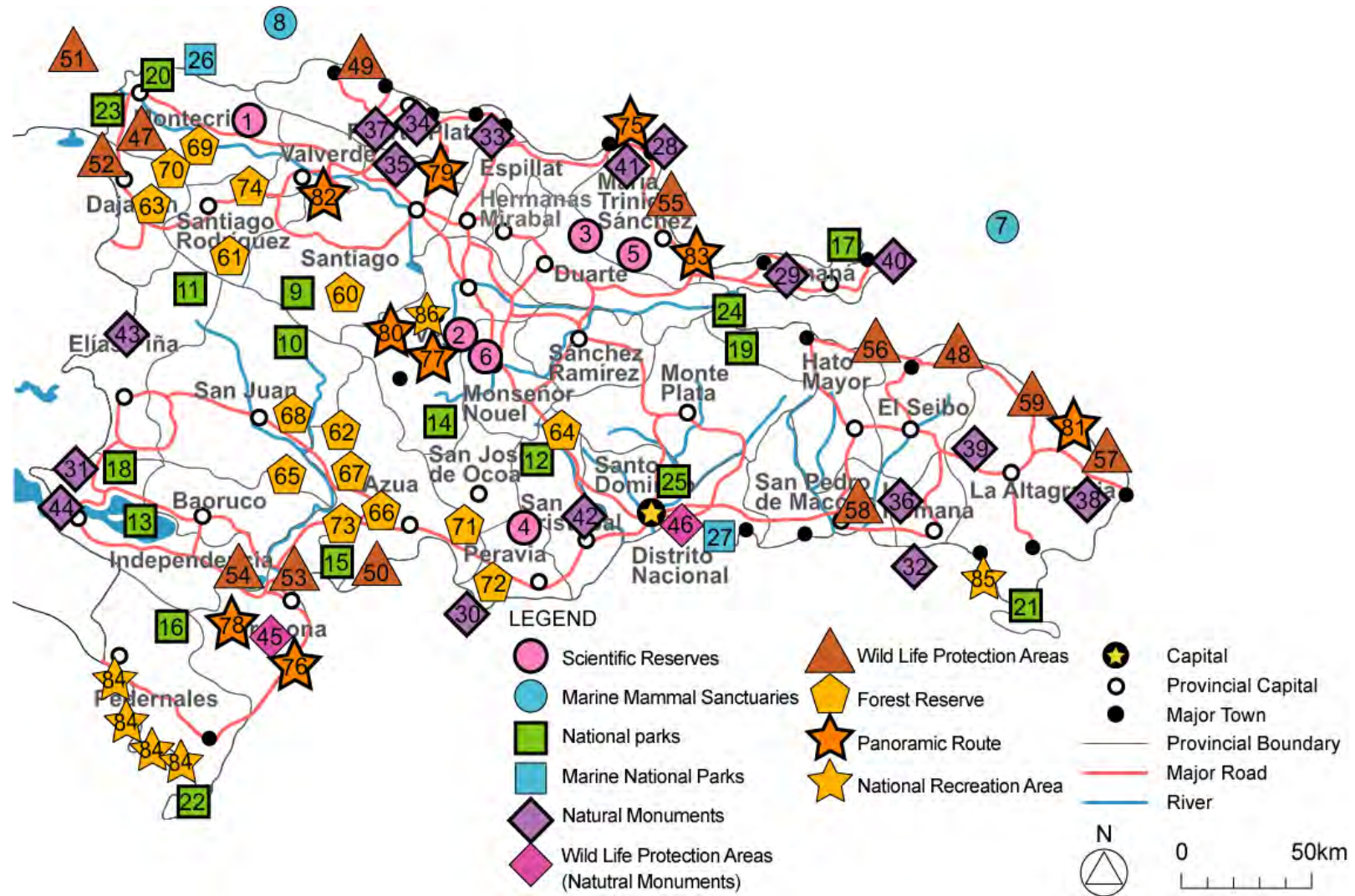
VI. Protected Landscape

A. Panoramic Route

Mirador del Atlántico
Mirador del Paraíso
Carretera El Abanico–Constanza
Carretera Cabral-Polo
Carretera Santiago–La Cumbre–Puerto Plata
Carretera Bayacanes–Jarabacoa
Costa Azul
Entrada de Mao
Carretera Nagua–Sánchez y Nagua–Cabrera

B. National Recreation Areas

Cabo Rojo–Bahía de las Águilas
Guaraguao–Punta Catuano
Guaigui
Boca de Nigua



*Excluding Decree 571-09

Figure III.1 Protected Areas

Appendix IV Questionnaire: Community Survey

Estudio de la JICA sobre el Plan Estratégico Nacional para el Desarrollo del Ecoturismo en la Republica Dominicana

ENCUESTA POR ENTREVISTA DE LOS RESIDENTES DE LA COMUNIDADES

Numero de serie Fecha

1.0 PERFIL SOCIOECONOMICO

1.1 Nombre y apellidos

1.2 Sexo
A. Masculino
B. Femenino

1.3 Edad

1.4 Estado civil
A. Casado
B. Soltero
C. Divorciado / Separado
D. Viudo

1.5 Numero de los miembros de la familia que viven en la casa (incluyendo el entrevistado)

1.6 ¿Cual es su principal ocupación?
Ocupación:

1.6.1 ¿Cuál es su último grado académico?

1.7 ¿Por cuánto tiempo ha vivido en la comunidad?
(años)

1.8 ¿Por qué usted y su familia han decidido vivir en esta comunidad?
A. Nacido(s) aquí
B. Matrimonio
C. Razones económicas (empleo, tierra)
D. Desastre natural
E. Inmigración desde otro lugar
F. Otro (especifique)

1.9 En general, ¿cómo calificaría usted a esta comunidad como lugar para vivir?
A. Muy buena
B. Buena
C. Regular
D. No muy buena
E. Mala

1.10 Por favor haga un listado, en orden de importancia, de las mejores cinco oportunidades de empleo en su comunidad/región (donde "1" es lo mejor y "5" lo peor)

Empleos	Puntaje
A. Agricultura/Agronegocio	
B. Pesca	
C. Producción de café/cacao	
D. Artesanía	
E. Foresta	
F. Minería	
G. Turismo	
H. Construcción	
I. Transportación	
J. Servicios	
K. Manufactura	
L. Servicio civil	
M. Negocio privado	

1.11 Por favor, indíquenos su ingreso mensual (si aplica) en la escala adyacente:

Ingreso Mensual (Pesos)
A. Desempleado
B. Menos de 3,000
C. 3,001 a 5,000
D. 5,001 a 7,000
E. 7,001 a 10,000
F. Más de 10,000

1.11 Dirección postal
Código postal

1.12 Número de teléfono

--

1.13 Teléfono celular

--

2.0 PREGUNTAS RELACIONADAS AL ECOTURISMO

2.1 ¿Sabe usted lo que es ecoturismo?

- A. Sí
- B. No
- C. Talvez
- D. No sabe

2.2 ¿Cuál es su opinión del ecoturismo en su comunidad/región?

- A. Positiva
 - B. Negativa
 - C. Indiferente
- (por favor especifique la razón):

2.3 ¿Piensa usted que el ecoturismo es una actividad económica importante para la Republica Dominicana?

- A. Sí
- B. No
- C. Talvez
- D. No sabe

2.4 ¿Piensa usted que el ecoturismo es una importante actividad económica para su comunidad/región?

- A. Sí
- B. No
- C. Talvez
- D. No sabe

2.5 ¿Piensa usted que el desarrollo ecoturístico contribuye a los calidad de vida de su comunidad/región?

- A. Sí
- B. No
- C. Talvez
- D. No sabe

2.6 ¿Cuán frecuentemente visita usted áreas propicias para el ecoturismo, por ejemplo playas, lagos, áreas de conservación, parques nacionales?

- A. Diariamente
- B. Semanalmente
- C. Mensualmente
- D. Trimestralmente
- E. De vez en cuando
- F. Nunca

2.7 Si respondió a la pregunta 2.6 con un (F) Nunca, ¿porqué no?	
2.8 ¿Está usted involucrado en alguna actividad ecoturística (a nivel gerencial/en la planificación)?	A. Si B. No
2.9 Si afirmativo, ¿qué hace usted?	
2.10 Si afirmativo, ¿qué porcentaje de su ingreso provino de las actividades ecoturísticas en el último año?	A. Menos de 10% B. 11 – 25% C. 26 – 40% D. 41 – 60% E. 61 – 75% F. Más de 75%
2.11 ¿Si vienen turistas a su comunidad, estaría dispuesto a darles información y colaboración?	A. Sí B. No C. Talvez (por favor especifique la razón):
2.12 ¿Cuán frecuentemente interactuó usted con los turistas durante el último año?	A. Diariamente B. Semanalmente C. Mensualmente D. Trimestralmente E. De vez en cuando F. Nunca
2.13 ¿Qué tan amistosos son los turistas con la gente de la comunidad?	A. Muy amistosos B. Amistosos C. Indiferente D. No amistosos E. Muy poco amistosos
2.14 ¿Hay lugares de su comunidad a los que no deben tener acceso los turistas?	A. Si B. No C. Talvez D. No sabe
2.15 Si afirmativo, ¿dónde, por ejemplo?	
2.16 ¿Se han hecho mejora(s) en su comunidad atribuibles a las actividades ecoturísticas?	A. Si B. No C. Talvez D. No sabe
2.17 Si afirmativo, por favor describa esa(s) mejora(s).	

2.18 ¿Interfieren las actividades ecoturísticas con su vida diaria?

- A. Si
- B. No
- C. Talvez
- D. No sabe

2.19 Si afirmativo, por favor describa las circunstancias.

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2.20 En su opinión, ¿cuáles cinco recursos/destinos en su comunidad/región (en orden de importancia, siendo 1 el más importante) tienen el mayor potencial ecoturístico? Por favor indique la razón.

Recursos/Destinos	Razón
1.	
2.	
3.	
4.	
5.	

2.21 Por favor, evalúe el impacto que tienen los siguientes recursos ecoturísticos en su comunidad o región.

Recursos	A. Muy Positivo	B. Positivo	C. No impacto	D. Negativo	E. Muy negativo
1. Bosques, reservas naturales					
Razón/ejemplos					
2. Ríos, cascadas, lagos, lagunas					
Razón/ejemplos					
3. Cuevas					
Razón/ejemplos					
4. Montañas					
Razón/ejemplos					
5. Playas, islas, islotes o cayos					
Razón/ejemplos					
6. Ranchos, safaris					
Razón/ejemplos					
7. Agroturismo					
Razón/ejemplos					
8. Histórico					
Razón/ejemplos					
9. Cultural/Religioso					
10. Otro (por favor especifique)					
Razón/ejemplos					

2.22 Por favor, indique cuáles de los siguientes temas considera como obstáculos/barrera para el desarrollo del ecoturismo en su comunidad/región. Además, indicar el grado de impacto.

Asuntos	¿Es esto un obstáculo?	Si afirmativo, ¿cuál es el grado de impacto?			
		A. Muy serio	B. Algo serio	C. No muy serio	D. No aplica
Degradación medioambiental					
Carencia de recursos/capacidades humanas					
Incertidumbre política/divisiones					
Conflictos entre propietarios de la tierra					
Conflictos de uso de la tierra/derechos de propiedad					
Falta de infraestructura adecuada					
Falta de que se entienda el negocio ecoturístico					
Falta de financiamiento o fondos para desarrollo					
Falta de promoción					
J. Falta de continuidad en las actividades					
1. Desastres naturales					
2. Salud pública y sanitaria					
3. Barreras del idioma					

2.23 Si usted ha tenido oportunidad de manejar actividades ecoturísticas en su comunidad/región, ¿cuáles de las siguientes emprendería usted y por qué (puede escoger más de una respuesta)?

Categoría	Comentario
A. Dejar las cosas como están	
B. Promover las actividades del ecoturismo para aumentar el número de turistas	
C. Aumentar el número de negocios ecoturísticos para aumentar la inversión en la economía local	
D. Restringir el número de los negocios ecoturísticos para proteger completamente el ambiente	
E. Aumentar el involucramiento de la comunidad local en el ecoturismo para generar negocios y oportunidades de empleo locales	
F. Fomentar el desarrollo de cooperativas manejadas por los líderes comunitarios para desarrollar el ecoturismo	

2.24 ¿Cómo usaría usted los ingresos de las actividades ecoturísticas? Por favor ordene los siguientes factores comenzando por “1” que sería el mejor y “9” lo peor.

Actividad	Puntaje
A. Apoyar los negocios locales	
B. Contribuir a la educación (tal como fondos escolares)	
C. Desarrollar la infraestructura local (tal como caminos y carreteras)	
D. Mejorar los servicios de salud pública/sanitaria	
E. Mejorar las facilidades de la disposición de los desechos	
F. Implementar las medidas de mitigación ambiental	
H. Crear un fondo para el desarrollo de la comunidad para mejorar la propiedad comunitaria	
I. Mejorar la seguridad	
J. Otro. Por favor especifique	

¡Muchas gracias por su colaboración!

PARA EL USO DE LA OFICINA SOLAMENTE

Región

SO	NC	NE	ES	SC
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Nombre de la comunidad

Nombre de entrevistador

Appendix V Result of Community Survey

Socio-Economic Profile

Table V.1 Number of Respondents by Region, Sex and Age (Questions 1.2, 1.3)

Sex	Age	Southwest	North Central	Northeast	Eastern	South Central	Total
Male	10-19 years	0	0	0	2	1	3
	20-29 years	0	0	0	3	1	4
	30-39 years	6	1	1	2	1	11
	40-49 years	2	5	1	0	1	9
	50-59 years	3	1	1	0	0	5
	60-69 years	4	1	1	1	2	9
	70+ years	2	4	0	0	2	8
	no response	0	0	0	0	0	0
	Total	17	12	4	8	8	49 (53%)
Female	10-19 years	0	0	0	0	0	0
	20-29 years	2	0	0	2	3	7
	30-39 years	1	4	1	6	1	13
	40-49 years	0	2	2	2	1	7
	50-59 years	0	3	3	0	1	7
	60-69 years	0	1	0	0	0	1
	70+ years	0	1	0	1	0	2
	no response	0	0	3	0	3	6
	Total	3	11	9	11	9	43 (47%)
Total		20 (22%)	23 (25%)	13 (14%)	19 (21%)	17 (18%)	92

Table V.2 Number of Respondents by Civil Status (Question 1.4)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Married	12 (60%)	17 (74%)	9 (69%)	8 (42%)	12 (71%)	58 (63%)
Unmarried	6 (30%)	4 (17%)	3 (23%)	11 (58%)	3 (18%)	27 (29%)
Divorced/Seperated	0 (0%)	2 (9%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Widowed	2 (10%)	0 (0%)	1 (8%)	0 (0%)	1 (6%)	4 (4%)
Other	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (6%)	1 (1%)
Total	20	23	13	19	17	92

Table V.3 Number of Respondents by Household Size (Question 1.5)

Household size	Southwest	North Central	Northeast	Eastern	South Central	Total
1 person	4 (20%)	2 (9%)	1 (8%)	0 (0%)	0 (0%)	7 (8%)
2-3 persons	4 (20%)	11 (48%)	0 (0%)	6 (32%)	2 (12%)	23 (25%)
4-5 persons	4 (20%)	7 (30%)	7 (54%)	7 (37%)	8 (47%)	33 (36%)
6-7 persons	5 (25%)	2 (9%)	4 (31%)	4 (21%)	4 (24%)	19 (21%)
8 persons or more	3 (15%)	1 (4%)	1 (8%)	2 (11%)	3 (18%)	10 (11%)
Total	20	23	13	19	17	92

Table V.4 Number of Respondents by Occupation (Question 1.6)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Agriculture	9 (45%)	7 (30%)	1 (8%)	0 (0%)	2 (12%)	19 (21%)
Housewife / Domestic work	1 (5%)	8 (35%)	4 (31%)	7 (37%)	6 (35%)	26 (28%)
Tradesman / Shopkeeper	2 (10%)	5 (22%)	4 (31%)	6 (32%)	4 (24%)	21 (23%)
Transportation	2 (10%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Fishing	0 (0%)	0 (0%)	0 (0%)	2 (11%)	0 (0%)	2 (2%)
Guide	0 (0%)	1 (4%)	1 (8%)	0 (0%)	0 (0%)	2 (2%)
Park Ranger / Environment Police	2 (10%)	1 (4%)	0 (0%)	0 (0%)	2 (12%)	5 (5%)
Ecotourism	2 (10%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	3 (3%)
Private Business	0 (0%)	0 (0%)	0 (0%)	0 (0%)	2 (12%)	2 (2%)
Student	1 (5%)	0 (0%)	0 (0%)	2 (11%)	0 (0%)	3 (3%)
Others	1 (5%)	0 (0%)	3 (23%)	2 (11%)	1 (6%)	7 (8%)
Total	20	23	13	19	17	92

Table V.5 Number of Respondents by Educational Level (Question 1.6)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Uneducated	2 (10%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	3 (3%)
Basic Education	5 (25%)	0 (0%)	0 (0%)	2 (11%)	1 (6%)	8 (9%)
Primary Education	7 (35%)	4 (17%)	1 (8%)	3 (16%)	4 (24%)	19 (21%)
Secondary Education	4 (20%)	3 (13%)	9 (69%)	10 (53%)	5 (29%)	31 (34%)
University	1 (5%)	0 (0%)	1 (8%)	0 (0%)	1 (6%)	3 (3%)
No Reponse	1 (5%)	15 (65%)	2 (15%)	4 (21%)	6 (35%)	28 (30%)
Total	20	23	13	19	17	92

Table V.6 Number of Respondents by Period Living in the Community (Question 1.7)

	Southwest	North Central	Northeast	Eastern	South Central	Total
1-10 years	2 (10%)	3 (13%)	2 (15%)	9 (47%)	0 (0%)	16 (17%)
11-20 years	3 (15%)	0 (0%)	1 (8%)	1 (5%)	4 (24%)	9 (10%)
21-30 years	4 (20%)	0 (0%)	2 (15%)	3 (16%)	7 (41%)	16 (17%)
31-40 years	5 (25%)	6 (26%)	2 (15%)	4 (21%)	3 (18%)	20 (22%)
41-50 years	2 (10%)	5 (22%)	3 (23%)	2 (11%)	0 (0%)	12 (13%)
51 years or more	4 (20%)	9 (39%)	3 (23%)	0 (0%)	3 (18%)	19 (21%)
Total	20	23	13	19	17	92

Table V.7 Number of Respondents by Reason to Live in the Community (Question 1.8)

Reason	Southwest	North Central	Northeast	Eastern	South Central	Total
Born in the Community	12 (60%)	18 (78%)	9 (69%)	7 (37%)	7 (41%)	53 (58%)
Marriage	2 (10%)	3 (13%)	2 (15%)	0 (0%)	2 (12%)	9 (10%)
Economic Respons	5 (25%)	0 (0%)	1 (8%)	2 (11%)	7 (41%)	15 (16%)
Natural	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Immigration	1 (5%)	2 (9%)	0 (0%)	9 (47%)	0 (0%)	12 (13%)
Others	0 (0%)	0 (0%)	1 (8%)	1 (5%)	1 (6%)	3 (3%)
Total	20	23	13	19	17	92

Table V.8 Number of Respondents by Quality of Life (Question 1.9)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Good	6 (30%)	2 (9%)	6 (46%)	1 (5%)	4 (24%)	19 (21%)
Good	10 (50%)	12 (52%)	4 (31%)	6 (32%)	4 (24%)	36 (39%)
Normal	4 (20%)	8 (35%)	3 (23%)	10 (53%)	9 (53%)	34 (37%)
Not Very Good	0 (0%)	1 (4%)	0 (0%)	2 (11%)	0 (0%)	3 (3%)
Poor	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.9 Number of Respondents by Employment Category (Question 1.10)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Agriculture	11 (55%)	21 (91%)	1 (8%)	0 (0%)	6 (35%)	39 (42%)
Fishing	0 (0%)	0 (0%)	0 (0%)	7 (37%)	0 (0%)	7 (8%)
Coffee/Cacao Production	7 (35%)	0 (0%)	6 (46%)	1 (5%)	7 (41%)	21 (23%)
Artesanal	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Forestry	0 (0%)	0 (0%)	1 (8%)	0 (0%)	0 (0%)	1 (1%)
Mining	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Tourism	1 (5%)	2 (9%)	4 (31%)	7 (37%)	0 (0%)	14 (15%)
Construction	0 (0%)	0 (0%)	1 (8%)	1 (5%)	3 (18%)	5 (5%)
Tranportation	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Services	0 (0%)	0 (0%)	0 (0%)	3 (16%)	1 (6%)	4 (4%)
Manufacturing	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Civil Service	1 (5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
Private Business	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.10 Number of Respondents by Monthly Income (Question 1.11)

Monthly Income	Southwest	North Central	Northeast	Eastern	South Central	Total
Unemployed	0 (0%)	2 (9%)	2 (15%)	4 (21%)	0 (0%)	8 (9%)
0-3,000 DOP	6 (30%)	3 (13%)	4 (31%)	4 (21%)	7 (41%)	24 (26%)
3,001-5,000 DOP	11 (55%)	7 (30%)	2 (15%)	4 (21%)	4 (24%)	28 (30%)
5,001-7,000 DOP	2 (10%)	1 (4%)	1 (8%)	2 (11%)	0 (0%)	6 (7%)
7,001-10,000 DOP	0 (0%)	2 (9%)	0 (0%)	1 (5%)	2 (12%)	5 (5%)
10,001 DOP or more	1 (5%)	2 (9%)	1 (8%)	0 (0%)	0 (0%)	4 (4%)
No Response	0 (0%)	6 (26%)	3 (23%)	4 (21%)	4 (24%)	17 (18%)
Total	20	23	13	19	17	92

Questions about Ecotourism

Table V.11 “Do you know what ecotourism is?” (Question 2.1)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Yes	15 (75%)	14 (61%)	5 (38%)	8 (42%)	10 (59%)	52 (57%)
No	3 (15%)	5 (22%)	6 (46%)	6 (32%)	5 (29%)	25 (27%)
Maybe	2 (10%)	1 (4%)	0 (0%)	3 (16%)	2 (12%)	8 (9%)
Not Sure	0 (0%)	3 (13%)	2 (15%)	2 (11%)	0 (0%)	7 (8%)
Total	20	23	13	19	17	92

Table V.12 “What is the opinion about ecotourism in the community?” (Question 2.2)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Positive	15 (75%)	21 (91%)	8 (62%)	13 (68%)	15 (88%)	72 (78%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Indifferent	2 (10%)	0 (0%)	2 (15%)	1 (5%)	0 (0%)	5 (5%)
No Response	3 (15%)	2 (9%)	3 (23%)	5 (26%)	2 (12%)	15 (16%)
Total	20	23	13	19	17	92

Table V.13 “How often do you visit ecotourism sites?” (Question 2.6)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Daily	2 (10%)	2 (9%)	1 (8%)	2 (11%)	5 (29%)	12 (13%)
Weekly	3 (15%)	1 (4%)	1 (8%)	3 (16%)	4 (24%)	12 (13%)
Monthly	5 (25%)	2 (9%)	1 (8%)	2 (11%)	0 (0%)	10 (11%)
Quarterly	0 (0%)	2 (9%)	1 (8%)	0 (0%)	0 (0%)	3 (3%)
Occasionally	5 (25%)	6 (26%)	2 (15%)	7 (37%)	7 (41%)	27 (29%)
Never	4 (20%)	9 (39%)	7 (54%)	5 (26%)	1 (6%)	26 (28%)
No Response	1 (5%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	2 (2%)
Total	20	23	13	19	17	92

Table V.14 “How often did you interact with tourists last year?” (Question 2.12)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Daily	1 (5%)	2 (9%)	2 (15%)	2 (11%)	2 (12%)	9 (10%)
Weekly	5 (25%)	2 (9%)	4 (31%)	4 (21%)	2 (12%)	17 (18%)
Monthly	5 (25%)	3 (13%)	0 (0%)	3 (16%)	4 (24%)	15 (16%)
Quarterly	0 (0%)	1 (4%)	1 (8%)	0 (0%)	1 (6%)	3 (3%)
Occasionally	7 (35%)	10 (43%)	5 (38%)	3 (16%)	0 (0%)	25 (27%)
Never	2 (10%)	5 (22%)	1 (8%)	7 (37%)	8 (47%)	23 (25%)
Total	20	23	13	19	17	92

Table V.15 “Were any improvement attributed to ecotourism?” (Question 2.16)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Yes	19 (95%)	20 (87%)	12 (92%)	7 (37%)	11 (65%)	69 (75%)
No	1 (5%)	1 (4%)	0 (0%)	12 (63%)	4 (24%)	18 (20%)
Maybe	0 (0%)	2 (9%)	0 (0%)	0 (0%)	1 (6%)	3 (3%)
Not Sure	0 (0%)	0 (0%)	1 (8%)	0 (0%)	1 (6%)	2 (2%)
Total	20	23	13	19	17	92

Impact of Ecotourism Resources in the Community (Question 2.21)

Table V.16 Forests and Natural Reserves

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	6 (30%)	9 (39%)	4 (31%)	4 (21%)	6 (35%)	29 (32%)
Positive	11 (55%)	14 (61%)	7 (54%)	10 (53%)	10 (59%)	52 (57%)
No Impact	2 (10%)	0 (0%)	2 (15%)	5 (26%)	1 (6%)	10 (11%)
Negative	1 (5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.17 Rivers, Lakes, Lagoons and Waterfalls

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	8 (40%)	8 (35%)	3 (23%)	5 (26%)	7 (41%)	31 (34%)
Positive	12 (60%)	15 (65%)	7 (54%)	11 (58%)	10 (59%)	55 (60%)
No Impact	0 (0%)	0 (0%)	3 (23%)	3 (16%)	0 (0%)	6 (7%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.18 Caves

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	0 (0%)	0 (0%)	1 (8%)	1 (5%)	1 (6%)	3 (3%)
Positive	4 (20%)	4 (17%)	2 (15%)	3 (16%)	3 (18%)	16 (17%)
No Impact	16 (80%)	19 (83%)	10 (77%)	15 (79%)	13 (76%)	73 (79%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.19 Mountains

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	6 (30%)	7 (30%)	7 (54%)	2 (11%)	4 (24%)	26 (28%)
Positive	14 (70%)	13 (57%)	6 (46%)	6 (32%)	11 (65%)	50 (54%)
No Impact	0 (0%)	3 (13%)	0 (0%)	11 (58%)	2 (12%)	16 (17%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.20 Beaches, Islands and Islets

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	0 (0%)	0 (0%)	3 (23%)	4 (21%)	0 (0%)	7 (8%)
Positive	4 (20%)	0 (0%)	3 (23%)	12 (63%)	0 (0%)	19 (21%)
No Impact	16 (80%)	23 (100%)	7 (54%)	3 (16%)	17 (100%)	66 (72%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.21 Ranchos and Safaris

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	2 (10%)	1 (4%)	2 (15%)	3 (16%)	2 (12%)	10 (11%)
Positive	9 (45%)	7 (30%)	4 (31%)	6 (32%)	2 (12%)	28 (30%)
No Impact	9 (45%)	15 (65%)	7 (54%)	10 (53%)	13 (76%)	54 (59%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.22 Agro-tourism

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	4 (20%)	0 (0%)	3 (23%)	0 (0%)	2 (12%)	9 (10%)
Positive	4 (20%)	1 (4%)	6 (46%)	3 (16%)	5 (29%)	19 (21%)
No Impact	12 (60%)	22 (96%)	4 (31%)	16 (84%)	10 (59%)	64 (70%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.23 History

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Positive	0 (0%)	1 (4%)	1 (8%)	0 (0%)	0 (0%)	2 (2%)
No Impact	20 (100%)	22 (96%)	12 (92%)	19 (100%)	17 (100%)	90 (98%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Table V.24 Culture and Religion

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Positive	1 (5%)	0 (0%)	1 (8%)	0 (0%)	1 (6%)	3 (3%)
Positive	2 (10%)	0 (0%)	3 (23%)	1 (5%)	0 (0%)	6 (7%)
No Impact	17 (85%)	23 (100%)	9 (69%)	18 (95%)	16 (94%)	83 (90%)
Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Very Negative	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	20	23	13	19	17	92

Obstacles of Ecotourism Development in the Community (Question 2.22)

Table V.25 Environmental Degradation

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	1 (5%)	3 (13%)	0 (0%)	1 (5%)	1 (6%)	6 (7%)
Somewhat Serious	2 (10%)	3 (13%)	1 (8%)	2 (11%)	1 (6%)	9 (10%)
Not Very Serious	1 (5%)	2 (9%)	4 (31%)	0 (0%)	2 (12%)	9 (10%)
Not Applicable	16 (80%)	15 (65%)	8 (62%)	16 (84%)	13 (76%)	68 (74%)
Total	20	23	13	19	17	92

Table V.26 Lack of Human Resources/Capacity

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	3 (15%)	4 (17%)	0 (0%)	5 (26%)	2 (12%)	14 (15%)
Somewhat Serious	5 (25%)	2 (9%)	2 (15%)	3 (16%)	1 (6%)	13 (14%)
Not Very Serious	1 (5%)	2 (9%)	2 (15%)	1 (5%)	1 (6%)	7 (8%)
Not Applicable	11 (55%)	15 (65%)	9 (69%)	10 (53%)	13 (76%)	58 (63%)
Total	20	23	13	19	17	92

Table V.27 Political Uncertainties/Divisions

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	0 (0%)	0 (0%)	0 (0%)	1 (5%)	1 (6%)	2 (2%)
Somewhat Serious	2 (10%)	3 (13%)	0 (0%)	0 (0%)	5 (29%)	10 (11%)
Not Very Serious	0 (0%)	1 (4%)	2 (15%)	1 (5%)	4 (24%)	8 (9%)
Not Applicable	18 (90%)	19 (83%)	11 (85%)	17 (89%)	7 (41%)	72 (78%)
Total	20	23	13	19	17	92

Table V.28 Conflict among Land Owners

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Somewhat Serious	0 (0%)	3 (13%)	1 (8%)	1 (5%)	3 (18%)	8 (9%)
Not Very Serious	2 (10%)	3 (13%)	2 (15%)	1 (5%)	1 (6%)	9 (10%)
Not Applicable	18 (90%)	17 (74%)	10 (77%)	17 (89%)	13 (76%)	75 (82%)
Total	20	23	13	19	17	92

Table V.29 Land Use Rights Conflict

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Somewhat Serious	0 (0%)	3 (13%)	1 (8%)	1 (5%)	0 (0%)	5 (5%)
Not Very Serious	2 (10%)	2 (9%)	1 (8%)	0 (0%)	1 (6%)	6 (7%)
Not Applicable	18 (90%)	18 (78%)	11 (85%)	18 (95%)	16 (94%)	81 (88%)
Total	20	23	13	19	17	92

Table V.30 Lack of Adequate Infrastructure

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	8 (40%)	5 (22%)	2 (15%)	8 (42%)	4 (24%)	27 (29%)
Somewhat Serious	3 (15%)	4 (17%)	1 (8%)	6 (32%)	4 (24%)	18 (20%)
Not Very Serious	4 (20%)	3 (13%)	1 (8%)	1 (5%)	4 (24%)	13 (14%)
Not Applicable	5 (25%)	11 (48%)	9 (69%)	4 (21%)	5 (29%)	34 (37%)
Total	20	23	13	19	17	92

Table V.31 Lack of Understanding on Ecotourism Business

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	3 (15%)	2 (9%)	0 (0%)	0 (0%)	1 (6%)	6 (7%)
Somewhat Serious	6 (30%)	3 (13%)	2 (15%)	5 (26%)	5 (29%)	21 (23%)
Not Very Serious	3 (15%)	2 (9%)	2 (15%)	3 (16%)	1 (6%)	11 (12%)
Not Applicable	8 (40%)	16 (70%)	9 (69%)	11 (58%)	10 (59%)	54 (59%)
Total	20	23	13	19	17	92

Table V.32 Lack of Financing or Development Funds

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	8 (40%)	4 (17%)	2 (15%)	5 (26%)	5 (29%)	24 (26%)
Somewhat Serious	4 (20%)	7 (30%)	6 (46%)	4 (21%)	8 (47%)	29 (32%)
Not Very Serious	0 (0%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
Not Applicable	8 (40%)	11 (48%)	5 (38%)	10 (53%)	4 (24%)	38 (41%)
Total	20	23	13	19	17	92

Table V.33 Lack of Promotion

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	3 (15%)	1 (4%)	2 (15%)	1 (5%)	0 (0%)	7 (8%)
Somewhat Serious	8 (40%)	6 (26%)	4 (31%)	3 (16%)	2 (12%)	23 (25%)
Not Very Serious	1 (5%)	4 (17%)	0 (0%)	1 (5%)	3 (18%)	9 (10%)
Not Applicable	8 (40%)	12 (52%)	7 (54%)	14 (74%)	12 (71%)	53 (58%)
Total	20	23	13	19	17	92

Table V.34 Lack of Continuity of Activities

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	2 (10%)	3 (13%)	1 (8%)	4 (21%)	0 (0%)	10 (11%)
Somewhat Serious	5 (25%)	4 (17%)	1 (8%)	1 (5%)	1 (6%)	12 (13%)
Not Very Serious	1 (5%)	3 (13%)	2 (15%)	2 (11%)	2 (12%)	10 (11%)
Not Applicable	12 (60%)	13 (57%)	9 (69%)	12 (63%)	14 (82%)	60 (65%)
Total	20	23	13	19	17	92

Table V.35 Natural Disaster

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	4 (20%)	6 (26%)	1 (8%)	0 (0%)	3 (18%)	14 (15%)
Somewhat Serious	2 (10%)	4 (17%)	1 (8%)	2 (11%)	6 (35%)	15 (16%)
Not Very Serious	2 (10%)	3 (13%)	0 (0%)	1 (5%)	0 (0%)	6 (7%)
Not Applicable	12 (60%)	10 (43%)	11 (85%)	16 (84%)	8 (47%)	57 (62%)
Total	20	23	13	19	17	92

Table V.36 Public Health and Sanitation

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	6 (30%)	3 (13%)	1 (8%)	6 (32%)	7 (41%)	23 (25%)
Somewhat Serious	1 (5%)	2 (9%)	0 (0%)	3 (16%)	2 (12%)	8 (9%)
Not Very Serious	2 (10%)	5 (22%)	0 (0%)	2 (11%)	1 (6%)	10 (11%)
Not Applicable	11 (55%)	13 (57%)	12 (92%)	8 (42%)	7 (41%)	51 (55%)
Total	20	23	13	19	17	92

Table V.37 Language Barrier

	Southwest	North Central	Northeast	Eastern	South Central	Total
Very Serious	8 (40%)	8 (35%)	3 (23%)	6 (32%)	4 (24%)	29 (32%)
Somewhat Serious	4 (20%)	2 (9%)	2 (15%)	6 (32%)	5 (29%)	19 (21%)
Not Very Serious	2 (10%)	5 (22%)	1 (8%)	1 (5%)	3 (18%)	12 (13%)
Not Applicable	6 (30%)	8 (35%)	7 (54%)	6 (32%)	5 (29%)	32 (35%)
Total	20	23	13	19	17	92

Table V.38 Direction of Ecotourism Development (Question 2.23)

	Southwest	North Central	Northeast	Eastern	South Central	Total
Leave matters as they are	0 (0%)	3 (13%)	0 (0%)	2 (11%)	0 (0%)	5 (5%)
Promote to increase the number of tourists	14 (70%)	9 (39%)	3 (23%)	11 (58%)	8 (47%)	45 (49%)
Increase investment in the local community	10 (50%)	8 (35%)	7 (54%)	10 (53%)	9 (53%)	44 (48%)
Restrict businesses for environmental protection	4 (20%)	1 (4%)	1 (8%)	4 (21%)	1 (6%)	11 (12%)
Increase involvement of community	16 (80%)	12 (52%)	5 (38%)	9 (47%)	10 (59%)	52 (57%)
Strengthen the development of cooperatives	11 (55%)	7 (30%)	4 (31%)	4 (21%)	4 (24%)	30 (33%)
Total	20	23	13	19	17	92

Table V.39 “How should ecotourism revenue be used for the community?” (Question 2.24)

		Southwest	North Central	Northeast	Eastern	South Central	Total
Support Local Business	Rank 1	3 (15%)	4 (17%)	2 (15%)	4 (21%)	1 (6%)	14 (15%)
	Rank 2	3 (15%)	2 (9%)	0 (0%)	4 (21%)	1 (6%)	10 (11%)
	Rank 3	1 (5%)	6 (26%)	1 (8%)	1 (5%)	2 (12%)	11 (12%)
	Total	7 (35%)	12 (52%)	3 (23%)	9 (47%)	4 (24%)	35 (38%)
Contribute to Education (e.g., School Bursaries)	Rank 1	8 (40%)	4 (17%)	3 (23%)	4 (21%)	3 (18%)	22 (24%)
	Rank 2	3 (15%)	8 (35%)	5 (38%)	4 (21%)	3 (18%)	23 (25%)
	Rank 3	3 (15%)	5 (22%)	2 (15%)	6 (32%)	2 (12%)	18 (20%)
	Total	14 (70%)	17 (74%)	10 (77%)	14 (74%)	8 (47%)	63 (68%)
Develop Local Infrastructure (e.g., Roads)	Rank 1	5 (25%)	5 (22%)	3 (23%)	5 (26%)	4 (24%)	22 (24%)
	Rank 2	6 (30%)	5 (22%)	1 (8%)	5 (26%)	4 (24%)	21 (23%)
	Rank 3	6 (30%)	3 (13%)	4 (31%)	6 (32%)	6 (35%)	25 (27%)
	Total	17 (85%)	13 (57%)	8 (62%)	16 (84%)	14 (82%)	68 (74%)
Improve Health Services and Sanitation	Rank 1	2 (10%)	5 (22%)	2 (15%)	4 (21%)	5 (29%)	18 (20%)
	Rank 2	4 (20%)	6 (26%)	4 (31%)	4 (21%)	5 (29%)	23 (25%)
	Rank 3	4 (20%)	2 (9%)	2 (15%)	2 (11%)	5 (29%)	15 (16%)
	Total	10 (50%)	13 (57%)	8 (62%)	10 (53%)	15 (88%)	56 (61%)
Improve Waste Disposal Facilities	Rank 1	0 (0%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
	Rank 2	0 (0%)	0 (0%)	2 (15%)	0 (0%)	0 (0%)	2 (2%)
	Rank 3	0 (0%)	0 (0%)	1 (8%)	0 (0%)	0 (0%)	1 (1%)
	Total	0 (0%)	1 (4%)	3 (23%)	0 (0%)	0 (0%)	4 (4%)
Implement Environmental Mitigation Measures	Rank 1	0 (0%)	0 (0%)	3 (23%)	0 (0%)	0 (0%)	3 (3%)
	Rank 2	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	Rank 3	1 (5%)	0 (0%)	0 (0%)	1 (5%)	0 (0%)	2 (2%)
	Total	1 (5%)	0 (0%)	3 (23%)	1 (5%)	0 (0%)	5 (5%)
Establish Community Development Fund for Community Ownership	Rank 1	2 (10%)	2 (9%)	0 (0%)	2 (11%)	4 (24%)	10 (11%)
	Rank 2	3 (15%)	2 (9%)	1 (8%)	2 (11%)	4 (24%)	12 (13%)
	Rank 3	5 (25%)	4 (17%)	3 (23%)	2 (11%)	1 (6%)	15 (16%)
	Total	10 (50%)	8 (35%)	4 (31%)	6 (32%)	9 (53%)	37 (40%)
Improve Security	Rank 1	0 (0%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
	Rank 2	1 (5%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
	Rank 3	0 (0%)	3 (13%)	0 (0%)	1 (5%)	0 (0%)	4 (4%)
	Total	1 (5%)	4 (17%)	0 (0%)	1 (5%)	0 (0%)	6 (7%)
Others	Rank 1	0 (0%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)	1 (1%)
	Rank 2	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
	Rank 3	0 (0%)	0 (0%)	0 (0%)	0 (0%)	1 (6%)	1 (1%)
	Total	0 (0%)	1 (4%)	0 (0%)	0 (0%)	1 (6%)	2 (2%)
Total	Total	20	23	13	19	17	92

Appendix VI Community Participation Model

The Study proposes Community Participation Model (CPM) to engender community participation. The CPM features a framework to guide the 10-step process showing linkages and processes that a community can take to develop ecotourism independently or with an external stakeholder. The CPM aims to capitalize on the existing form of participation in the community, e.g., cooperative, microenterprise, association. Two types of CPM are proposed in this Study according to the level of community participation: one is full participation model, and the other is partial participation model.

Full Participation Model

The full participation model burgeons from the grassroots level and as such encourages a profound sense of pride and ownership in the ecotourism product. The impulse to develop ecotourism comes from the core of the community. The development of this model requires a concerted effort from all members of the community.

The full participation model aims to enhance the framework laid out by Municipal Law 176-07, which strengthens the role of “alcaldías pedaneas” (village mayors) and creates mechanisms for community participation in local management. The goal of full participation model is therefore to strengthen and encourage leadership from within the community, facilitating the bottom-up development of ecotourism.

Partial Participation Model

The partial participation model focuses more on a partnership arrangement between external stakeholders (i.e., public or private stakeholders, civil society). The partial participation model emphasizes co-management arrangements between the external stakeholders and local community, which are consensus-based with decision-making power shared among various actors. Co-management schemes in tourism often designate the sharing of power and responsibility for resource management between the government and local resource users (i.e., a community).

The scope of the partial participation model may be broader than that of the full participation model. It can involve more than one community as there may be various smaller communities surrounding an ecotourism attraction, such as Laguna Limón. Also, the partial participation model assumes that there is already a high level of organization of the community and thus, it begins at a coordination stage rather than an organization stage.

The ten steps serve as guidelines in the development of two types of CPM as shown in Table VI.1 to VI. 4.

Table VI.1 Full Participation Model (1/2)

Step	Activities	Outcomes
Step 1: Organize the community	The key facilitator will: <ul style="list-style-type: none"> - establish a communication network within the community; - identify common problems among the community members; - encourage them to work together and organize themselves in preparation for the design and execution of an ecotourism 	The community members will be sensitized to prepare for the next steps.
Step 2: Conduct a situation analysis	The community leaders, with the assistance of an external partner, will: <ul style="list-style-type: none"> - survey the area and map the community's resources, such as locations of water sources, natural resources and vegetation; - identify the specific ecosystems with which community is already familiar; - assess socio-economic, infrastructure and accessibility conditions in the area; - prioritize the main problems identified from the survey in consultation with the focus groups in the community. 	The community members will have better understandings on their environmental, socio-economic and infrastructure problems and put them into the context of how they can impact the development of ecotourism.
Step 3: Establish a steering committee	The steering committee, which is formed by community representatives, will <ul style="list-style-type: none"> - hold public meetings for consensus building and define the conditions for the operation of the activity; - coordinate with the mayor's office of the municipality, local government unit and its technical staff, as well as SEMARENA and SECTUR; - promote local government and private sector participation in ecotourism activities to ensure the inclusively of a range of stakeholders; - establish linkages with the produce and service base of the community and external actors and associations; - organize training and capacity building programs for all actors participating under it. 	The steering committee will be formalized with elected leaders and an agreed blueprint for the operationability of the ecotourism activity.
Step 4: Develop criteria for planning	The steering committee will: <ul style="list-style-type: none"> - set out to zone and map the community's resources with the participation of the local government, private sector and civil society stakeholders; - define the criteria for the product development according to the mapping of resources. Emphasis should be given on how well resources, including natural and socio-cultural, can be protected; - identify key products in line with the established criteria. 	The criteria and indicators for the product development will be identified.
Step 5: Strategy development and planning by the community	The steering committee will: <ul style="list-style-type: none"> - integrate the perceptions of all community members to the extent possible; - select the most innovative key products and define the strategy for their development; - define the target market, product potential and positioning, product goals and specific actions of the community ecotourism activity; - identify the necessary financial resources required in the form of a budget; - formulate functional groups (e.g., research and investigation, marketing and promotion, monitoring and evaluation) for the day-to-day activities in the implementation of the ecotourism activity. 	The innovative products and corresponding development strategy will be identified within the community.

Table VI.2 Full Participation Model (2/2)

Step	Activities	Outcomes
Step 6: Develop an implementation plan	<p>The steering committee will:</p> <ul style="list-style-type: none"> - provide a common frame of reference for understanding the community ecotourism activity; - identify operating principles and priorities for the community through a mission and vision statements; - summarize key planning assumptions to set a framework for subsequent actions; - elaborate on product development and the system of activities; - outline the process and organizational structure including a staffing plan, reporting and monitoring procedures, sales plan, marketing plan, and conservation plan, in compliance with municipal law 174 and with any related local government policy; - identify a comprehensive evaluation process to determine progress, usefulness, and appropriateness over specified periods of time. 	<p>An implementation plan will be developed as a guiding document to thoroughly detail the operation of the ecotourism activity.</p>
Step 7: Finalize the implementation plan	<p>The steering committee will:</p> <ul style="list-style-type: none"> - finalize and adopt the plan, providing it with formal recognition; - develop funding proposals to solicit to public and private organizations, including SEMARENA and SECTUR; - identifying cost-sharing schemes; - establish a community revolving fund and self-assessment mechanisms, enabling the community to focus their work and track their progress. 	<p>The implementation plan will be elaborated and finalized.</p>
Step 8: Build capacity and create awareness within the community	<p>The steering committee will:</p> <ul style="list-style-type: none"> - incorporate the multiple perspectives in the decision-making process within the community and create a sense of ownership for all plans defined; - facilitate training initiatives, public meetings, workshops, and community-based environmental education programs, building on the community members' own experiences; Such initiatives may include: management and operation of a community microenterprise; ecotourism guides; preparation of food and beverages, (typical cuisine); receiving visitors and lodging or community; maintenance and care of animals (horse and mule management); cultural management; conflict resolution; handicraft development; hygiene and quality in restaurants and hotels, and marketing. 	<p>The local communities will be aware of the context of ecotourism and their ownership will be cultivated.</p>
Step 9: Involve public sector, private sector and civil society stakeholders	<p>The steering committee, in coordination with the local government, will:</p> <ul style="list-style-type: none"> - work to involve the public and private sectors as well as civil society; - create vertical linkages up the tiers of government, to allow the community to gain knowledge about sources of technical and financial assistance for the ecotourism activity; - establish horizontal linkages across other sectors, including private and nongovernmental, to serve as a foundation for developing new associations, predicated on the development of partnerships and technical assistance activities. 	<p>A group of external stakeholders will be committed to the success of the community's ecotourism activity.</p>
Step 10: Execute the ecotourism activity	<p>The steering committee, with assistance of stakeholders, will:</p> <ul style="list-style-type: none"> - execute the ecotourism activity according to the implementation plan; - undertake monitoring process to ensure smooth implementation of the ecotourism activity. 	<p>The ecotourism activity is executed.</p>

Table VI.3 Partial Participation Model (1/2)

Step	Activities	Outcomes
Step 1: Coordinate cooperation	The external stakeholder and the community leaders will: <ul style="list-style-type: none"> - initiate consultations and mobilize community members; - investigate the conditions for co-management within the community; - outline the advantages for the community to take part in the co-management. 	The community is aware on resources conservation, potential for improving their livelihoods, and necessity for co-management in ecotourism development.
Step 2: Conduct a situation analysis	The community leaders, with the assistance of an external partner, will: <ul style="list-style-type: none"> - survey the area and map the community's resources, such as locations of water sources, natural resources and vegetation; - identify the specific ecosystems with which community is already familiar; - assess socio-economic, infrastructure and accessibility conditions in the area; - prioritize the main problems identified from the survey in consultation with the focus groups in the community. 	The community members will have better understandings on their environmental, socio-economic and infrastructure problems and put them into the context of how they can impact the development of ecotourism.
Step 3: Establish a co-management steering committee	The steering committee, which is formed by community representatives and external stakeholders, will <ul style="list-style-type: none"> - hold public meetings for consensus building and define the conditions for the operation of the activity; - coordinate with the mayor's office of the municipality, local government unit and its technical staff, as well as SEMARENA and SECTUR; - promote local government and private sector participation in ecotourism activities to ensure the inclusively of a range of stakeholders; - establish linkages with the produce and service base of the community and external actors and associations; - organize training and capacity building programs for all actors participating under it. 	The steering committee will be formalized with elected leaders and an agreed blueprint for the operationability of the ecotourism activity.
Step 4: Institute a co-management framework agreement	The steering committee will: <ul style="list-style-type: none"> - promote efficient, effective, and orderly negotiations between the community and the external stakeholder; - develop framework agreement: to stipulate an approach to and process for the specific assignment of a product and its development; to identify the scope of the ecotourism activity; and to establish an agenda and a timetable for any subsequent negotiations between the two groups. 	A set of roles and responsibilities of communities and external partners will be formalized.
Step 5: Strategy development and planning	The steering committee will: <ul style="list-style-type: none"> - integrate the perceptions of all community members to the extent possible; - select the most innovative key products and define the strategy for their development; - define the target market, product potential and positioning, product goals and specific actions of the community ecotourism activity; - identify the necessary financial resources required in the form of a budget; - formulate functional groups (e.g., research and investigation, marketing and promotion, monitoring and evaluation) for the day-to-day activities in the implementation of the ecotourism activity. 	The innovative products and corresponding development strategy will be identified within the community.

Table VI.4 Partial Participation Model (2/2)

Step	Activities	Outcomes
Step 6: Approach and planning by co-management groups	The co-management group will: <ul style="list-style-type: none"> - identify the most important and realistic actions for its respective area in line with the prescribed implementation plan; - introduce community-sensitive tools to facilitate the exchange of knowledge among mutually supportive projects within and across other communities. - hold public meetings that create a sustainable "home base" for sharing lessons learned, success stories and good practices. 	The information and knowledge will be consolidated and decision-making power of the community enhanced.
Step 7: Finalize the implementation plan	The steering committee will: <ul style="list-style-type: none"> - finalize and adopt the plan, providing it with formal recognition; - develop funding proposals to solicit to public and private organizations, including SEMARENA and SECTUR; - identifying cost-sharing schemes; - establish a community revolving fund and self-assessment mechanisms, enabling the community to focus their work and track their progress. 	The implementation plan will be elaborated and finalized.
Step 8: Build capacity and create awareness within the community	The steering committee will: <ul style="list-style-type: none"> - incorporate the multiple perspectives in the decision-making process within the community and create a sense of ownership for all plans defined; - facilitate training initiatives, public meetings, workshops, and community-based environmental education programs, building on the community members' own experiences; Such initiatives may include: management and operation of a community microenterprise; ecotourism guides; preparation of food and beverages, (typical cuisine); receiving visitors and lodging or community; maintenance and care of animals (horse and mule management); cultural management; conflict resolution; handicraft development; hygiene and quality in restaurants and hotels, and marketing. 	The local communities will be aware of the context of ecotourism and their ownership will be cultivated.
Step 9: Involve public sector, private sector and civil society stakeholders	The steering committee, in coordination with the local government, will: <ul style="list-style-type: none"> - work to involve the public and private sectors as well as civil society; - create vertical linkages up the tiers of government, to allow the community to gain knowledge about sources of technical and financial assistance for the ecotourism activity; - establish horizontal linkages across other sectors, including private and nongovernmental, to serve as a foundation for developing new associations, predicated on the development of partnerships and technical assistance activities. 	A group of external stakeholders will be committed to the success of the community's ecotourism activity.
Step 10: Execute the ecotourism activity	The steering committee, with assistance of stakeholders, will: <ul style="list-style-type: none"> - execute the ecotourism activity according to the implementation plan; - undertake monitoring process to ensure smooth implementation of the ecotourism activity. 	The ecotourism activity is executed.

Appendix VII Questionnaire: Ecotourism Business Survey

ENCUESTA DE NEGOCIOS ECOTURISTICOS

La información que se solicita en este Cuestionario será usada únicamente para fines de analizar la situación actual del ecoturismo dentro de la República Dominicana. La evaluación que ayude a producir se usará en la elaboración del *Plan Estratégico Nacional para el Desarrollo del Ecoturismo en la República Dominicana*.

Aunque los resultados de esta investigación serán puestos a disposición del público, la identidad de la persona que conteste el cuestionario no será revelada. Tampoco el Cuestionario será aprovechado para otro fin ni será entregado a terceros. De ser necesario, el Equipo de Estudio se comunicará con el encuestado posteriormente para aclarar cualquier respuesta.

1.0 PERFIL DE LA ORGANIZACIÓN

1.1 Nombre de su organización: _____

1.2 Dirección de su organización: _____

Ciudad: _____ Provincia: _____

1.3 Teléfono: _____ 1.4 Fax: _____

1.5 E-mail: _____ 1.6 Sitio Web: _____

1.7 Idiomas usados en el sitio web: _____

1.8 Otros sitios web con información sobre su negocio (favor de especificar el URL y el/los idioma(s) que se usa(n)): _____

1.9 Persona de contacto: _____

1.10 Posición o cargo: _____

1.11 Año cuando comenzó la organización: _____

1.12 # de sucursales: _____ 1.13 # de empleados: _____

1.14 % del personal que es de la comunidad en que opera su negocio: _____

1.15 Nombre de la organización encargada de la administración (si aplica):

2.0 TIPOS DE RECURSOS ECOTURÍSTICOS

2.1 Tipo de recursos con que cuenta su negocio: (Indicar solamente los aplicables.)

- 1) Bosque, Reserva Natural 2) Río, Cascada, Lago 3) Cueva
- 4) Montaña 5) Playa, Isla 6) Rancho 7) Agro-turismo
- 8) Comunidad indígena 9) Sitio Histórico/Cultural
- 10) Fauna singular y única
- 99) Otros (favor de especificar) _____
-

2.2 Tipo de actividades disponibles a través de su negocio: (Indicar todas las aplicables.)

- 1) Senderismo 2) Baños acuáticos 3) Aventura/deporte
- 4) Cuevas 5) Buceo/Snorkeling 6) Alpinismo
- 7) Ciclismo 8) Equitación 9) Observación de aves
- 10) Campamento de Verano 11) Educación, investigación, voluntariado
- 12) Paseo en bote 13) Paseo en mulos o caballos 14) Ruta café/cacao

2.3 Recursos y Atractivos Específicos:

Favor de especificar y describir los recursos y atractivos (nombres y lugares) que tiene su negocio que pueden atraer a los turistas (paisajes, flora/fauna endémicas, otros), así como también recursos históricos, o culturales, ríos, costas, dunas, etc.

2.4 Tarifas de las Actividades:

Favor de indicar el precio por persona del principal servicio o producto de su negocio.

- 1) US\$25 o menos 2) US\$26-50 3) US\$50-100
- 4) US\$100-150 5) US\$150 o más

2.5 Potencial Ecoturístico de su Zona:

Indicar los principales sitios turísticos en su Zona de Operación y clasificarlos en orden de su condición de atracción turística. (1 es el más atractivo.)

2.6 En su opinión, ¿cuáles elementos / productos*/ servicios* en su región podrían aumentar / reducir el atractivo o potencial turístico? ¿Por qué?

** Definiciones:*

Producto: Sitios turísticos (e .g. montañas, reservas naturales, una aldea cultural, un restaurante o taberna, senderos para caminar y deportes de aventura, museos, etc.), artesanías/obras de arte tradicionales, etc.

Servicio: Todo servicio prestado al turista (e. g. tours con guía, alquiler de vehículos, centros de información, lugares para alimentos y bebidas restaurantes, tabernas, kioscos, etc.)

2.7 Favor de especificar cualquier problema que existe para desarrollar el potencial ecoturístico de su negocio, si se aplica.

3.0 ACCESO A SU NEGOCIO

3.1 Los Resorts Más Cercanos (fuente de turistas), Tiempo por Distancia y Tipo de Transportación:

Resorts más Cercanos: _____

Tiempo por Distancia (de los resorts más cercanos): _____ horas

Tipo de Transportación (a los resorts más cercanos): _____

3.2 Aeropuerto Más Cercano, Tiempo por Distancia y Tipo de Transportación:

Aeropuerto más Cercano: _____

Tiempo por Distancia (al aeropuerto mas cercano): _____ horas

Tipo de Transportación (al aeropuerto mas cercano): _____

3.3 Problemas: Favor de especificar cualquier problema de acceso que tenga.

4.0 **MERCADO**

4.1 ¿Quiénes son sus principales clientes y a cuántos recibe por año, mes o semana?

Extranjeros: _____ /año _____ /mes _____ /semana

Nacionales: _____ /año _____ /mes _____ /semana

4.2 ¿De dónde vienen sus clientes?

Extranjeros (país) _____

Nacionales (provincia, ciudad) _____

4.3 Estadía en el negocio

Extranjeros (días / horas) _____

Nacionales (días / horas) _____

5.0 MERCADEO Y PROMOCIÓN

5.1 ¿Cuál es la manera más fácil para que los ecoturistas hagan una reservación en sus facilidades?

- 1) Teléfono _____% 2) Fax _____% 3) E-mail _____%
- 4) Sitio Web _____% 5) Touroperador _____% 6) Agencia de viajes _____%
- 99) Otros (favor de especificar) _____

5.2 Grupos principales servidos por su negocio (Indicar todos los que se aplican.)

- 1) Familias 2) Individuos 3) Individuos con niños
- 4) Envejecientes 5) Jóvenes 6) Estudiantes
- 99) Otros (favor de especificar) _____

5.3 Favor de especificar cualquier problema de mercadeo que tenga.

6.0 INFRAESTRUCTURA

6.1 ¿Utiliza algunas facilidades de servicios turísticos que tengan infraestructura?

- 1) Si 2) No

En caso afirmativo, por favor responda lo siguiente:

6.2 Energía: ¿Con qué tipo de energía cuenta su negocio?

- 1) Cable eléctrico _____% 2) Solar _____%
- 3) Planta Generadora _____% 99) Otros (favor de especificar) _____%

6.3 Desechos Sólidos: ¿Qué hace su negocio para la disposición de los desechos sólidos?

- 1) Incendiar 2) Clasificar y reciclar 3) Contratar su recogida
- 4) Recogida por servicio público 5) Botar
- 99) Otros (favor de especificar) _____

6.4 Suministro de Agua: ¿Cuál es el modo principal de suministro de agua?

- 1) Tubería de agua 2) Pozo 3) Agua de río/laguna
 4) Agua de lluvia 99) Otros (favor de especificar) _____

6.5 Desechos Líquidos: ¿Manejan alguna planta de tratamiento de aguas negras para evitar la descarga directa al medio ambiente?

- Sí, ¿qué tipo? 1) Tanque séptico
 2) Otros (favor de especificar) _____
 No, pero el sistema de alcantarillado lleva estas aguas negras a unas facilidades de purificación
 Ningún tratamiento de las aguas negras descargadas

6.6 Favor de especificar cualquier problema de infraestructura que tenga.

7.0 IMPACTOS AMBIENTALES DE SU NEGOCIO

7.1 ¿Cree usted que sus operaciones comerciales tengan el potencial de causar impactos sobre el medio ambiente?

- 1) Sí 2) No

En caso afirmativo, por favor especifique el tipo de impacto:

7.2 ¿Contribuye usted a la protección del ambiente natural y del desarrollo sostenible en otra parte del país?

- 1) Si 2) No

En caso afirmativo, ¿de que manera puede su negocio beneficiar el medio ambiente cercano, o ayudar a lograr los objetivos del desarrollo sostenible?

7.3 ¿Ha establecido algunos procedimientos para identificar y controlar los impactos generados por sus actividades, servicios u operaciones?

1) Sí 2) No

1) Códigos de Conducta o Ética 2) Sistemas de Manejo de Visitantes

3) Sistemas de Manejo Ambiental 5) Evaluaciones Ambientales

99) Otros (favor de especificar) _____

7.4 ¿Tiene su negocio una política ambiental escrita?

1) Si 2) No

7.5 ¿Brinda información a sus clientes sobre la conservación del medio ambiente en su región?

1) Si 2) No

En caso afirmativo, por favor indique quien brinda la información:

7.6 ¿Informa y motiva a sus clientes a que visiten áreas protegidas y otros atractivos naturales?

1) Si 2) No

7.7 ¿Participa activamente su personal en el manejo ambiental (como por ejemplo en un co-manejo)?

1) Si 2) No

8.0 EMPLEADOS

8.1 ¿Cuántas personas de la comunidad local emplea su negocio? _____

8.2 ¿Cuáles trabajos ocupan principalmente los empleados locales?

1) Gerencia 2) Administración 3) Guía 4) Instructor de actividades

5) Vendedor 6) Cocinero 7) Trabajador de mantenimiento/saneamiento

8) Otros (favor de especificar) _____

8.3 Favor de indicar el ingreso mensual promedio de sus empleados. _____

8.4 ¿Cuáles calificaciones o capacidades cree usted que le faltan a sus empleados para poder hacer sus trabajos? (Favor de indicar requerimientos de entrenamiento/capacitación por categoría de trabajo (e.g. camarero, recepcionista, guía turística, etc.)

8.5 ¿Cuáles brechas o problemas existen en la actualidad respecto a la existencia de personal calificado para servir/apoyar al ecoturismo?

8.6 ¿Existen algunos programas o cursos de entrenamiento/capacitación que quisiera que se desarrollaran o que quisiera tener disponibles para cumplir las necesidades de entrenamiento/capacitación de su organización?

9.0 RELACIONES CON LA COMUNIDAD

9.1 ¿Qué porcentaje de insumos (bienes de consumo) que se compran para sus facilidades es producido por la gente local (nivel comunitario y provincial), y qué porcentaje es producido a nivel nacional?

Local/provincial: _____% Nacional: _____%

9.2 En la construcción de sus facilidades, ¿qué porcentaje de productos era local y qué porcentaje era nacional?

Local: _____% Nacional: _____%

9.3 ¿Vende su negocio artesanías u otros productos?

1) Sí 2) No

Si la respuesta es sí, ¿quien los produce?

1) Negocios locales 2) Gente de la comunidad

3) Otros (favor especificar) _____

9.4 ¿Hace su negocio aportes o contribuciones a los proyectos sociales de su comunidad? (Por ejemplo, a una finca orgánica o a un proyecto organizado por gente local.)

1) Sí, por ejemplo _____

2) No

9.5 ¿Le informa a sus visitantes acerca de las actividades organizadas por la comunidad o por empresas dirigidas hacia los turistas?

1) Sí, por ejemplo _____

2) No

9.6 ¿Ha aportado su negocio a la construcción o mantenimiento de alguna infraestructura comunitaria?

1) Sí, por ejemplo _____

2) No

9.7 ¿Está involucrado su negocio en asociaciones o comités que trabajan para mejorar las condiciones sociales de las comunidades locales?

1) Sí, por ejemplo _____

2) No

9.8 ¿Permite su negocio el uso de algunas áreas de sus facilidades para importantes actividades de la comunidad local?

1) Sí, por ejemplo _____

2) No

10.0 ASPECTOS INSTITUCIONALES Y LEGALES

10.1 Favor de indicar las instituciones/organizaciones nacionales o internacionales con las cuales se relaciona su negocio, además de las leyes y regulaciones más aplicables. Para su evaluación, favor de asignar un número en una escala desde 1 (poca satisfacción) hasta 5 (gran satisfacción).

Nombre	Evaluación (1 a 5)
Instituciones/Organizaciones (públicas, privadas, nacionales, internacionales)	
1.	
2.	
3.	
4.	
5.	
Leyes / Regulaciones	
1.	
2.	
3.	
4.	
5.	

10.2 ¿Cuáles impedimentos/obstáculos o problemas presentan ellos para su negocio?

Instituciones/Organizaciones: _____

Leyes/Regulaciones: _____

10.3 ¿Cuáles transacciones/relaciones con las organizaciones (como por ejemplo clientes y socios comerciales) y los aspectos legales (como registro y certificación legal) resultan más onerosos (demasiado caros) para su negocio?

11.0 CERTIFICACION

11.1 Certificaciones que demuestran la sostenibilidad de su negocio. Favor de indicar todos los que son aplicables y la fecha de su última auditoria o auditoria en curso.

Certificación		Fecha mes/año
<input type="checkbox"/>	Blue Flag/Bandera Azul	
<input type="checkbox"/>	Certificación de Sostenibilidad Turística (CST), Costa Rica	
<input type="checkbox"/>	Certificado ISO 14000	
<input type="checkbox"/>	Certificado para la Sostenibilidad Turística del Perú. (CSTP)	
<input type="checkbox"/>	Green Deal, Guatemala	
<input type="checkbox"/>	Green Globe	
<input type="checkbox"/>	Green Seal, Inc, Estados Unidos	
<input type="checkbox"/>	Programa de Certificación en Turismo Sustentable (PCTS), Brasil	
<input type="checkbox"/>	Quality Tourism for the Caribbean (QTC)	
<input type="checkbox"/>	SmartVoyager, Ecuador	
<input type="checkbox"/>	Sustainable Tourism Eco-certification Program (STEP), Estados Unidos	
<input type="checkbox"/>	Otros: Entidad Certificante: País: Nombre de contacto: Trabajo/cargo o posición: Tel: Fax: E-mail:	

11.2 Si no cuenta su negocio actualmente con una certificación de sostenibilidad, pero está en proceso de obtenerla, por favor identifique la fuente y describa la certificación.

12.0 PROBLEMAS

Favor de especificar cualquier problema actual o futuro que existe para crear y operar un negocio de ecoturismo.

¡MUCHAS GRACIAS POR SU COLABORACION!

Appendix VIII Questionnaire: Ecotourism Tour Operators Survey

ENCUESTA DE TOUOPERADORES DE ECOTURISMO/TURISMO DE NATURALEZA

1. PERFIL DE LA COMPAÑÍA

1.1 Nombre de su empresa comercial: _____

1.2 Año cuando comenzó el negocio: _____ 1.3 Número de sucursales: _____

1.4 Número de empleados: _____ 1.5 % de personal local: _____

1.6 Nombre de la organización encargada de la administración (si se aplica):

1.7 Contacto: _____

1.8 Posición o cargo: _____

1.9 Dirección de su empresa: _____

Ciudad: _____ Provincia: _____

1.10 Teléfono (incluyendo el código de área): _____

1.11 Fax: _____ 1.12 E-mail: _____

1.13 Sitio Web: _____

1.14 Número promedio de visitantes de su Sitio Web por mes: _____

1.15 Otros sitio web con información sobre su operación/empresa (favor de especificar el URL y el idioma que usa):

1.16 Número promedio de turistas que manejan por mes: _____

1.17 _____% Clientes hacia el Exterior: Principalmente hacia (indicar el país):

1) _____ 2) _____ 3) _____

1.18 _____% Clientes procedentes del exterior: Principalmente desde (indicar el país):

1) _____ 2) _____ 3) _____

2. PRODUCTOS

2.1 ¿Tiene Usted un producto de “ecoturismo” o piensa tenerlo en un futuro cercano?

1 [] Sí 2 [] No ____ (en caso negativo, ¿por qué?)

2.2 Favor de responder si o no a cada caracterizacion del “ecoturismo” que aparece mas abajo. Si tiene una opinión propia, escribala por favor.

2.2.1 No debe ser únicamente de productos basados en la naturaleza o la aventura sino que también se deben incluir elementos educativos e interpretativos.

1 [] Sí 2 [] No _____

2.2.2 Además, procura reducir en lo posible los impactos negativos en el ambiente natural y socio-cultural.

1 [] Sí 2 [] No _____

2.2.3 Contribuye a la protección de las áreas naturales, generando beneficios económicos para las comunidades locales, las organizaciones y las autoridades que manejan las áreas naturales con objetivos de conservación.

1 [] Sí 2 [] No _____

2.2.4 Ofrece oportunidades alternativas de empleo e ingresos para las comunidades locales.

1 [] Sí 2 [] No _____

2.2.5 Si contribuye al desarrollo del turismo de la Republica Dominicana.

1 [] Sí 2 [] No _____

2.2.6 Fuerte demanda del mercado.

1 [] Sí 2 [] No _____

2.2.7 Interesante pero no rentable

1 [] Sí 2 [] No _____

2.3 ¿Qué tipos de productos de ecoturismo/turismo de naturaleza tienen la mayor demanda en su agencia? Escriba el número según el orden de importancia (en una escala del 1 al 5, 1 el de mayor importancia, 2 el siguiente en importancia, y así sucesivamente).

- a. Senderismo (*walking, hiking, trekking*) ____
- b. Alpinismo (*mountain climbing*) ____
- c. Otros deportes (*canoeing, boat rafting, scuba diving*) ____
- c. Observación de fauna y flora ____
- d. Observación de las aves ____
- e. Observación de las ballenas ____
- f. Observación astronómica ____
- g. Estudio de cultos regionales ____
- h. Safari fotografico (con permiso de lugar) ____
- i. Investigación, Voluntario, repoblación forestal ____
- j. Relajación (estar en eco-hotel, gastronomía, estética) ____

2.4 ¿En cuáles segmentos de precio se clasifican los viajes que vende su agencia?

- 1 [] Precios bajos
- 2 [] Precios medios
- 3 [] Precios altos
- 4 [] Precios de lujo

2.5 ¿Cómo se compara el costo del ecoturismo respecto al turismo convencional?

2.5.1 Desde el punto de vista del cliente

- 1 [] Menos costoso
- 2 [] Igual de costoso
- 3 [] Más costoso

2.5.2 Desde el punto de vista del touroperador

- 1 [] Menos costoso
- 2 [] Igual de costoso
- 3 [] Más costoso

2.6 Favor de indicar la duración promedio de su producto para cada destino e indique el porcentaje de los clientes respectivos.

- a. Africa _____días _____%
- b. Caribe _____días _____%
- c. América Central _____días _____%
- d. Suramérica _____días _____%
- e. Asia _____días _____%
- f. Oceanía _____días _____%
- g. Europa _____días _____%

2.7 El ecoturismo/el turismo de naturaleza son importantes para mi empresa

- 1 [] Muy en desacuerdo
- 2 [] En desacuerdo
- 3 [] Indeciso
- 4 [] De acuerdo
- 5 [] Muy de acuerdo

2.8 ¿Qué porcentaje de sus actividades comerciales actuales caracterizaría Usted como el turismo de naturaleza/ecoturismo?

- 1 [] De 0 a 5%
- 2 [] De 6 a 15%
- 3 [] De 16 a 30%
- 4 [] De 31 a 50%
- 5 [] De 51 a 74%
- 6 [] 75% o más +

3. COMPETITIVIDAD (Favor de indicar su propia opinión)

3.1 ¿Cuál es la mayor **FORTALEZA** de la “República Dominicana” para el desarrollo del ecoturismo, comparada con otros destinos de la Región del Caribe?

- 1 [] Reducido costo de viaje
- 2 [] Infraestructuras de resorts de playa existentes
- 3 [] Riqueza de sus recursos naturales y culturales
- 4 [] Seguridad
- 5 [] Otra (especifique) _____

3.2 ¿Cuál es la mayor **DEBILIDAD** de la “República Dominicana” para el desarrollo del ecoturismo?

- 1 [] Guerra de precios
- 2 [] Concentración en Turismo de Sol y Playa
- 3 [] Falta de diversidad de productos turísticos
- 4 [] Metodología de mercadeo
- 5 [] Promoción por el sector público
- 6 [] Otra _____

3.3 ¿Cuál país es el mayor competidor de la “República Dominicana” y por qué?

3.4 Díganos su opinión si con el fin de imponerse al competidor, debe introducirse la oferta de ecoturismo.

- 1 [] Muy en desacuerdo
- 2 [] En desacuerdo
- 3 [] Indeciso
- 4 [] De acuerdo
- 5 [] Muy de acuerdo

3.5 ¿Cuáles son los dos destinos ecoturísticos más exitosos del mundo?

1 _____ 2 _____

4. CANAL DE COMUNICACION

4.1 Favor de clasificar en orden de importancia (en una escala de 1 a 5, 1 es el de mayor importancia) de los diferentes canales de distribución para su negocio actual:

1. Correo directo (incluyendo circulares)	1	2	3	4	5
2. Anuncios en revistas especializadas	1	2	3	4	5
3. Otro tipo de publicidad	1	2	3	4	5
4. Relaciones Públicas, por ejemplo:	1	2	3	4	5
5. Artículos en el periódico	1	2	3	4	5
6. Grupos de afinidades	1	2	3	4	5
7. Recomendación personal, de boca	1	2	3	4	5
8. Internet (de negocio a negocio)	1	2	3	4	5
9. Internet (de negocio a cliente)	1	2	3	4	5
10. A través de Las Oficinas de Promoción Turística de viajes en el extranjero	1	2	3	4	5
11. A través de un agente de viajes	1	2	3	4	5
12. Ferias/actividades de promoción	1	2	3	4	5
13. Otro(especifique cuál)	1	2	3	4	5

4.2 Entre las actividades arriba indicadas, ¿cuál es la más importante para promover el “ecoturismo”? (Indique el número de la opción de la pregunta 4.1) _____

4.3 ¿Aportan a la promoción del ecoturismo las Oficinas de Promoción Turística de la República Dominicana en el extranjero? Las Oficinas de Promoción Turística en el extranjero aportan a la promoción del ecoturismo?

1 [] Sí 2 [] No 3. ¿Puede explicar su respuesta?

4.4 ¿Puede darnos un ejemplo de las mejores prácticas por parte de las Oficinas de Promoción Turística de la República Dominicana en el extranjero para promover el ecoturismo?

1 [] Sí 2 [] No 3 ¿Puede explicar su respuesta?

4.5 ¿Usted ofrece información específica sobre el ecoturismo en sus brochures, y cómo?

1 [] Carpeta de información sobre el viaje, bibliografía, materiales necesarios, etc.

2 [] Código de ética, código de viajero responsable, etc.

3 [] Información detallada sobre la cultura y las comunidades locales en el destino receptor.

4 [] Otro(favor de especificar)_____

5. CLIENTELA

5.1 Si Usted tuviera que describir el ecoturista típico, ¿cómo lo clasificaría en términos de los siguientes criterios?

5.1.1 Edad:

1 [] 14 – 29

2 [] 30 – 39

3 [] 40 – 49

4 [] 50 – 59

5 [] 60 y más

5.1.2 Sexo:

1 [] femenino 2 [] masculino

5.1.3 Ingresos anuales promedio:

1 [] Hasta US\$60,000

2 [] US\$60 000-80 000

3 [] US\$80 000-100 000

4 [] Más de US\$100 000 ____

5.1.4 Educación:

1 [] Primaria

2 [] Secundaria

3 [] Diploma de Bachillerato

4 [] Título universitario

5.1.5 Profesión

Maestro/investigador ____%

Estudiante ____%

Gerencia/profesional ____%

Administrativo/clerical ____%

Trabajadores especializados ____%

Trabajadores semi-especializados o sin especialización ____%

Pensionado ____%

5.2 ¿Cuáles cree Usted que son los principales motivos por los cuales sus clientes seleccionan un producto de ecoturismo/turismo de naturaleza? Escriba el número según el orden de importancia (en una escala del 1 al 5, 1 el de mayor importancia, 2 el siguiente en importancia, y así sucesivamente).

1. Estar en un entorno natural _____
 2. Observar la flora y fauna _____
 3. Botánica _____
 4. Ornitología _____
 5. Observar especies exóticas _____
 6. Visitar sitios de interés geológico _____
 7. Conocer a pueblos indígenas y sus culturas _____
 8. Relajamiento _____
 9. Deportes _____
 10. Educación/aprendizaje _____
 11. Participar en/aportar al turismo sostenible _____
 12. Otro (Favor de especifique) _____
-

5.3 ¿Existe alguna influencia obvia de la opinión médica en cuanto al hecho de que “Quemarse al sol puede causar cáncer de la piel” en relación al Turismo de Sol & Playa?

- 1 [] Si 2 [] No 3 [] No Sabe

5.4 El documental de Al Gore “*An Unconvenient Truth*” o “Una Verdad Inconveniente” incidirá en el crecimiento del “ecoturismo.”

- 1 [] Si 2 [] No 3 [] No Sabe

6. PERSPECTIVAS

6.1 ¿Cómo ha sido su facturación durante los últimos tres años en relación a la totalidad de su oferta de productos y a la oferta de ecoturismo?

6.1.1 Totalidad de su oferta

- 1 [] crecimiento
2 [] constante
3 [] bajando

6.1.2 Su oferta de ecoturismo

- 1 [] en crecimiento
2 [] constante
3 [] bajando

Motivos: _____

6.2 ¿En sentido general, aumentó el programa de ecoturismo/turismo de naturaleza durante el año pasado?

- 1 [] Aumentó
2 [] Siguió igual
3 [] Bajó

6.2.1 ¿En qué porcentaje? _____%

6.3 ¿Espera Usted que este mercado crezca durante los próximos años?

6.3.1 Para su empresa:

Creo que el turismo de naturaleza/ecoturismo:

1 [] Va a crecer

2 [] Va a seguir igual

3 [] Va a bajar

4 [] ¿En qué porcentaje por año? _____%

6.3.2 Para la República Dominicana en particular, yo creo que:

1 [] Va a crecer

2 [] Va a seguir igual

3 [] Va a bajar

4 [] ¿En qué porcentaje por año? _____%

6.4 ¿Cuál es el factor más importante para que un touroperador tenga éxito con el ecoturismo? Favor de describir su opinión personal.

Fecha: _____

Lugar: _____

Nombre de la persona que lo asistió en el llenado de este cuestionario:

¡MUCHAS GRACIAS POR SU COLABORACION!

Appendix IX Selection Process of Pilot Projects

Selection Process

The selection of the pilot projects consisted of the following tasks:

- Develop administrative criteria;
- Develop technical criteria;
- Identify pilot project candidates;
- Select pilot project candidates;

Develop Administrative Criteria

The administrative criteria consisted of six elements as shown in Table IX.1, in consideration of overall objectives of the Study and several constraints. With consideration of the administrative criteria and the qualitative targets, the JICA Study Team decided that the number of pilot projects should be limited to at most three and that major physical construction should be excluded from the scope. Furthermore, the JICA Study Team concluded that the implementing entity should be a competent organization with experience in implementing similar projects.

Develop Technical Criteria

The technical criteria consisted of five elements consisting of four development components and project feasibility as shown in Table IX.2.

Identify Pilot Project Candidates

After the first year of the Study, the pilot project candidates were nominated based on the information from field surveys, workshops, interviews with stakeholders, and collaboration with the counterpart institutions. There were 20 pilot project candidates nominated as shown in Tables IX.3 and IX.4

Select Pilot Project Candidates

The pilot project candidates were given scores according to the technical criteria developed. The scoring result is shown in Table IX.5. There are five pilot project candidates which gained the highest score of 24. They were categorized into two groups: four community-based projects (i.e., Launch Ecotourism Site in Polo; Enhance and Diversify Ecotourism Products in Bayahibe; Improve Ecotourism Activities in Loma Guaconejo; and Improve Ecotourism Activities in Lago Enriquillo); and one web-based community system (i.e., Introduce Social Networking System). However, "Launch Ecotourism Site in Polo" was eliminated from the pilot project candidates because of existing financial resources from PPS at that time, while the other candidates received no funding. The Terms of References (TORs) were then formulated for the remaining project candidates and distributed to the counterpart institutions for review, followed by a series of counterparts meetings to fine-tune certain parts. The JICA Study Team voted on the pilot project candidates and decided to implement the three pilot projects: Enhance and Diversify Ecotourism Products in Bayahibe; Improve Ecotourism Activities in Lago Enriquillo; and Introduce Social Networking System.

Table IX.1 Administrative Criteria

1	<p>The implementation period should be limited to four months, therefore:</p> <ul style="list-style-type: none"> - It is unrealistic to expect to obtain quantitative results such as the increased number of tourists of any pilot project. - Objectives of the pilot projects should be “SMART”: specific, measurable, achievable, realistic, and time-bound with respect to qualitative assessment of the validity and effectiveness of action plan proposals or needed modifications. - The pilot projects should aim not only to develop projects but to facilitate capacity building of people and organizations concerned.
2	<p>The estimated budget should be within the means of the Study. The total cost of whole pilot projects should not exceed US\$100,000.</p>
3	<p>The whole exercise must be manageable by the JICA Study Team.</p>
4	<p>The pilot projects should be sustainable - designed to have longer term, lasting positive effects after the Study.</p>
5	<p>The pilot projects should be environmentally sound.</p>
6	<p>The pilot projects should, at the least, minimally contribute to the enduring capacity building of the region or locality (collected experience/lessons learned should be embodied in order to avoid loss upon completion of the projects).</p>

Table IX.2 Technical Criteria

Criteria	Indicator for Score	Score
1. Product Development		
1.1 Diversification of the products	More potential resources to be diversified for products	3
	Potential resources to be diversified for products	2
	Less potential resources to be diversified for products	1
1.2 Conservation awareness raising	High conservation awareness raising is expected	3
	Moderate conservation awareness raising is expected	2
	Low conservation awareness raising is expected	1
2. Community Participation		
2.1 Participation	High community participation is expected	3
	Low community participation is expected	2
	Community participation is unsure	1
2.2 Preparedness and mobilization	Community demonstrates a high level of knowledge and skills with the integration of local organizations	3
	Community demonstrates a moderate level of knowledge and skills with little integration of local organizations	2
	Community demonstrates a low level of knowledge and skills without integration of local organizations	1
3. Marketing and Promotion		
3.1 Disadvantage of information access	More improvement is expected	3
	Some improvement is expected	2
	Less improvement is expected	1
3.2 Integrate knowledge and information	High potential to integrate knowledge/information is expected	3
	Moderate potential to integrate knowledge/information is expected	2
	Low potential to integrate knowledge/information is expected	1
4. Legal and Institutional Framework		
4.1 Capacity development	Includes more human capacity development activities	3
	Includes human capacity development activities	2
	Lacks the inclusion of human capacity development activities	1
4.2 Institutional cooperation	Includes more improvement or development of institutional set-up	3
	Includes less improvement or development of institutional set-up	2
	Lacks the inclusion of improvement or development of institutional set-up	1
5. Project Feasibility		
5.1 Organization for implementation	There is a competent organization to implement the pilot project	3
	There is a organization to implement the pilot project but capacity building is	2
	There is uncertain organization to implement the pilot project	1
5.2 Consensus	A part of the existing plan or complementary to the plan (possible link to ongoing project) or suitable for community/organization needs	3
	Need supplemental study or plan for implementation	2
	Need detail study or plan for implementation	1
5.3 Continuity	High continuity to follow up pilot projects is expected	3
	Moderate continuity to follow up pilot projects is expected	2
	Low continuity to follow up pilot projects is expected	1

Table IX.3 Pilot Project Candidates (1/2)

Category	Name of Project
<p>1. Launch Ecotourism Site</p> <p>Support some sites or communities where have ideas or plans for ecotourism developments with resources and organizations.</p> <ul style="list-style-type: none"> - Formulate organization for community-based ecotourism development - Conduct resources finding study: nature; tradition; history; culture; industry; and people - Inventory resources - Produce business materials: resource mapping; and event calendar 	<p>1. Launch Ecotourism Site in Polo</p> <p>2. Launch Ecotourims Site in Manabao</p>
<p>2. Enhance and Diversify Ecotourism Products</p> <p>Support diversification of activities in the Protected Areas concentrated by tourists.</p> <ul style="list-style-type: none"> - Conduct resource survey in the Protected Areas - Inventory resources - Conduct survey of community tourism resources - Formulate organization for community-based ecotourism development - Provide environmental education for the community - Implement human resources development program (e.g., ecotourism guides) 	<p>3. Enhance and Diversify Ecotourism Products in Los Haitises</p> <p>4. Enhance and Diversify Ecotourism Products in Bayahibe</p>
<p>3. Improve Ecotourism Activities</p> <p>Support ecotourism site with co-management to enhance their product values</p> <ul style="list-style-type: none"> - Inventory resources - Conduct scientific value evaluation of the resources by expert in nature and culture - Produce materials: resource mapping; and phenology calendar 	<p>5. Improve Ecotourism Activities in Loma Quita Espuela</p> <p>6. Improve Ecotourism Activities in Pico Diego de Ocampo</p> <p>7. Improve Ecotourism Activities in Loma Guaconejo</p> <p>8. Improve Ecotourism Activities in Los Cacaos</p> <p>9. Improve Ecotourism Activities in Lago Enriquillo</p> <p>10. Improve Ecotourism Activities in Loma Blanco</p> <p>11. Improve Ecotourism Activities in Duverge</p>

Table IX.4 Pilot Project Candidates (2/2)

Category	Name of Project
<p>4. Improve Visitor Management</p> <p>Support to improve visitor management in the Protected Areas concentrated by tourists</p> <ul style="list-style-type: none"> - Visitor flow survey (traffic) - Visitor characteristics survey (baseline survey) 	<p>12. Improve Visitor Management in Del Este</p> <p>13. Improve Visitor Management in Estero Hondo</p> <p>14. Improve Visitor Management in Los Haitises</p>
<p>5. Conduct Clean-up Campaign</p> <p>Support clean-up campaign through coordination with local municipalities</p> <ul style="list-style-type: none"> - Garbage collection - Landscaping 	<p>15. Conduct Clean-up Campaign in Jarabacoa</p> <p>16. Conduct Clean-up Campaign in Constanza</p> <p>17. Conduct Clean-up Campaign in Puerto Plata</p>
<p>6. Introduce Marketing and Promotion Activities</p> <p>Create social network system for ecotourism on the website linked with SECTUR website</p> <ul style="list-style-type: none"> - Provide advanced communication tool among stakeholders - Provide promotional tool as online business directory 	<p>18. Introduce Social Networking Services</p>
<p>Promote new ecotourism product through the Government Reforestation Program</p> <ul style="list-style-type: none"> - Provide training program of reforestation by expert of SEMARENA - Conduct marketing and promotion by SECTUR - Prepare itinerary of the reforestation tour - Introduce the pilot tour 	<p>19. Introduce Reforestation Pilot Tour at Manabao</p> <p>20. Introduce Reforestation Pilot Tour at Hatillo</p>

Appendix X EVALUATION OF PILOT PROJECTS

Pilot Project A: Enhance and Diversify Ecotourism Products in Bayahibe

The JICA Study Team evaluated the progress of the pilot project as specified in Figure X.1. The evaluation was completed once all components had been fully realized.

Table X.1 Evaluation of Pilot Project A (1/7)

Component	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
A. Overview of the Tourism Sector	Enhanced coordination/scope for coordination about the development of Padre Nuestro as an ecotourism destination	Integrated approach to ecotourism issues	Attendance and regularity of focus groups	3	-Good attendance of 4 focus groups with participants from various sectors -3 focus groups were undertaken as scheduled with the last failing to take place due to hurricane. Instead two face-to-face interviews were made in its place
			Barriers to coordination and conflicts of interest identified in the Report on Coordination of Institutional Aspects	3	-In initial draft consultant failed to identify the barriers; however, they were eventually identified in the final draft after some chasing up
			Establishment coordination mechanisms in the Report on Coordination of Institutional Aspects	2	-Recommendations were sought out; however, not a specific "coordination" mechanism such as a committee
	Enhanced relationships between tour operators and associations, key stakeholders, and relevant government agencies		Consensus among stakeholders on proposed strategies and tools to improve Padre Nuestro identified in the Report on Coordination of Institutional Aspects	4	-General consensus was gained on improvements needed
			Consensus about the additional services and activities identified in the Report on Coordination of Institutional Aspects	2	-Not much was sought in the way of 'additional services' which is a failure of the methodology used by the consultant

Table X.2 Evaluation of Pilot Proejct A (2/7)

Compo-nent	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
B. Marketing Plan for Ecotourism	Coherent marketing program to develop Padre Nuestro as an integrated ecotourism product	Understanding of type of tourists visiting Padre Nuestro	Market Demand Inventory carried out with accompanying Report	4	-Carried out in good time
		Development of an ecotourism marketing plan	Plan produced with accompanying report	4	-Submitted and revised on time
			Plan includes sections on internal communications system, partnership building and stakeholder education, and visitor management	1	-Plan mentions the development of internal communications systems and partnerships, but does not mention 'how' this can be done
			Plan lists local tourism organizations, tour operators, regional and national marketing organizations, and a media list	1	-Plan fails to list this information
			Plan promotes schemes for marketing excursions to beach resort tourists and for the domestic market	3	-Plan accomplishes this, but more in a global (regional) approach that is not specific to Padre Nuestro

Table X.3 Evaluation of Pilot Proejct A (3/7)

Compo-nent	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
B. Marketing Plan for Ecotourism	Coherent marketing program to develop Padre Nuestro as an integrated ecotourism product	Design and development of a brochure	Brochure produced with itinerary and map containing interpretive features in multiple languages	1	-Consultant failed to respond to the numerous corrections requested by JICA Study team -The map is a particular disappointment as the font type and color utilizad are not in accordance to the concept of a trail – but more of an amusement park
			Brochure is consistent with the installation of interpretative panels	1	-Brochure is not consistent with the interpretative panels – there is little to no relationship between them
			Brochure used as a training tool in conjunction with the capacity building of the guide association	1	-Brochure is not in a state where it can provide useful information to the guides
	Inauguration of Padre Nuestro Trail	Official launch of the trail in mid-October	2	-There was a 'soft' opening, not to launch the trail but to introduce the pilot project -The trail was not inaguarated by the date established due to the fact that the co-management agreement for the sector has not been finalized, even though the deadline	

Table X.4 Evaluation of Pilot Proejct A (4/7)

Compo-nent	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
C. Capacity Building of the Guide Association	Enhanced level of capacity of the guides on environmental interpretation and protection/conservation and equip them with the tools they need to provide excellent guiding services for tourists	Creation of a training manual	Manual developed with photos and links information about the biodiversity, socio-cultural, and historical aspects of the trail in order to tell the holistic story of the trail	4	-Manual is very complete with consideration to the requirements in the TOR
			Manual specifies guidelines for interpretation	4	
			Manual produced prior to the implementation of trainings in environmental interpretation and education	N/A	-Was not achieved due to problems contracting a consultant to write the manual
		Implementation of training on environmental interpretation	Training implemented with coherence to the training manual	N/A	-Training was not implemented in relation to the manuel; however, the manual was written in a way that reinforced the guide training and methodology used
			Guides knowledge and understanding of the resources and history of Padre Nuestro (as a product) improved	3	-Knowledge and history of resources improved; however, not by much -This requires constant capacity development which extends beyond the limits of the pilot project
			Guides can communicate the story of Padre Nuestro more effectively and persuasively to tourists	3	-Much disparity between guides in terms of how effectvely and actively they interpret, which has a lot to do with their commitment and economic and transportation factors

Table X.5 Evaluation of Pilot Project A (5/7)

Component	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
C. Capacity Building of the Guide Association	Enhanced level of capacity of the guides on environmental interpretation and protection/conservation and equip them with the tools they need to provide excellent guiding services for tourists	Implementation of training on environmental education	Training implemented with coherence to the training manual	2	-Training was implemented in coherence with previous Los Merengeros training and the manual at least reflect this
			Guides understand the history of Padre Nuestro in terms of its environmental degradation	3	-Guides understand better about how the carbon production areas were causing environmental degradation for instance
			Guides understand the need to protect and conserve the natural resources around Padre Nuestro	4	-It is noted that the guides have more of a commitment to the protection of their resources, an aspect which you can see along the trail as they pause to pick up trash showing good trail management
			Guides understand the link between protection/conservation of resources and the sustainability of Padre Nuestro as an ecotourism destination	3	-Guides are more conscious that they have to improve tourist services to gain a constant flow of visitors and begin to convert in the short term into microentrepreneurs -However, it is important to mention that the trail is very monotonous and the guides need to be much more dynamic in order to awake the interest of the tourists -More activities are needed to amplify the product offering
	Revision of the guide association's organizational development (OD) program and socialization training	Revision of the guide association's organizational development (OD) program and socialization training	Review and revision of goals, timetables, structures and responsibilities of the guide association carried out	N/A	-This was not undertaken
			Development of mechanism(s) to make the guide association more effective and incorporation into its OD program	N/A	
			Guides understand the value of providing good services to tourists from a business point of view	N/A	

Table X.6 Evaluation of Pilot Proejct A (6/7)

Compo-nent	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
D. Installation of Basic Tourism Infrastructure	Installation of informational and interpretive panels as well as basic tourist infrastructure and equipment that facilitates the work of the guides	Installation of informational panels	Design, development and installation of appropriate signage that indicates the direction to the site	2	<p>-No new signs were designed or developed</p> <p>-Existing signs were updated instead with the name “Padre Nuestro” however, the type of glue used in the signs was of a very low quality and the lettering has signed fallen down. This was corrected by the consultant</p> <p>-In addition the signs do not cover the entire metal area (frame) which is due to printing of very low quality.</p> <p>-The panel at the Entrance marking the trail is too small and does not serve its purpose – it was an old sign that was recycled and therefore does not show the logos of the funding / coordinating institutions. Instead this sign shows the logos of USAID, IDDI, IDB, which is considered inappropriate for this pilot project.</p>
			Design, development and installation of appropriate signage that explains the rules of the trail to tourists	1	<p>-The signage that was supposed to explain the rules of the trail is instead show on part of an interepretative sign at the entrance to Chicho cave</p> <p>-The reasoning behind this position was that most tourists pass by the Reception Center and go directly to the cave; however, it should be noted that the guide training and marketing plan were developed to enhance the trail in its entirety not just the cave and therefore the consultant failed to meet the requirements of the TOR.</p> <p>-It was also noted the number of errors in the interpretative signs, which were corrected after consultation with SEMARENA CPs – this could have been avoided if consultation was done in their development</p>

Table X.7 Evaluation of Pilot Proejct A (7/7)

Compo-nent	Expected Outcome	Criteria/Target	Performance Indicator	Scoring	Comment
D. Installation of Basic Tourism Infrastructure	Installation of informational and interpretive panels as well as basic tourist infrastructure and equipment that facilitates the work of the guides	Installation of informational panels	Panels conform to the rules and regulations of SEMARENA	N/A	-The beginning of the trail must specify the general rules and regulations of SEMARNA as specified in the TOR -In the case of Chicho, rules should also be indicated in a sign to remind tourists of the type of tourism that can be done there, such as no photographs, no jumping into the water, no touching stalagmites and stalagtites, etc.
		Installation of interpretive panels	Design, development and installation of appropriate signage that explains various significant features along the site	2	-See comments above.
		Panels conform to the rules and regulations of SEMARENA	2	-Panels do not conform to SEMARENA requirements because consultants failed to consultant with SEMARENA prior their design and installation	
	-Installation of basic security infrastructure and equipment	Security panels indicating precarious points along the trail are installed	2	-The signs installed were mostly directional but do indicate some dangers, such as holes	
		2 guardrails and a natural viewpoint (mirador) are constructed and installed	3	-May not have long term sustainability or hold up to major visitation	
		Emergency system is improved through the provision of a first aid kit and flash lights	3	-Consultant provided these.	
		All security infrastructure conforms to the rules and regulations of SEMARENA	N/A	-No consultation was undertaken by the consultant in order to ensure conformity with SEMARENA	

Pilot Project B: Improve Ecotourism Activities in Lago Enriquillo

The JICA Study Team and the contractor evaluated how the local actors improved their ownership, knowledge engagement, and awareness of ecotourism activities in the action plan proposals at the end of training and lectures on the action plan proposals as well as the evaluation before the training and lectures.

The evaluation show that the project approaches worked to inspire the local actors and motivate them to further promote ecotourism activities in La Descubierta with the participation in the project. All concerning action plan proposals are considered appropriate to the actions for the National Strategic Plan in the limited time of implementation even though the lessons learned derived from the project are reflected in the plan.

Table X.8 Evaluation of Pilot Project B (1/2)

	Evaluation and Comments
Product Development	
Knowledge of scenic value (endemism)	-The scenic value is recognized more than before the project but still not enough especially about the uniqueness, Lago Enriquillo is the lowest place in the Caribbean region. The other local actors except the guides are less aware of the scinic value. The local actors regard flora and fauna as the most valuable resources for the visitors.
Ownership over the Product/Resource	-The level of ownership has been increased than before the project. They have reacknowledged the local resource values through the participation in the project. However, they would understand why environmental conservation is important and be carefull on the resources but not to be at level that they act something voluntarily to conserve the resources.
Expertise in the Product/Resource	-The local actors have become more aware of cultural resource values boefore the project and found new cultural resosurces. They also have found other resources and reacknowledged the existing resouce's values. -However they are not at enough level over the stereotypical explanation to answer the tourists.
Environmental and Resource Awareness	-The overall environmental awareness has become increased more than before the project but still less understood about the linkage of negative effects between the overall environment and the resources for the products.
Awareness of Necessity of Security for the tourists (as a product)	-The local acotrs have become to aware of the security value in their ecotoruism activites and the region for the tourists and tour operators more than before the project. They have known that the seculity enhance the value of products: if the security is poor, the tourist arrival decrease.

Table X.9 Evaluation of Pilot Project B (2/2)

	Evaluation and Comments
Community Participation	
Willingness of Community Residents	-The local actors show the willingness to participate in ecotourism activities but not all of them because they have not benefitted from ecotourism yet especially for accommodation. However they desire to learn more about ecotourism businesses and improve their expertise.
Engagement in Decision-making	-The local actors express that the project highly motivated them in their ecotourism activities. They show a willingness to take the decision-making and regard ADEDES as the most important structure for meetings and the decision-making.
Expertise in the management of activities	-The level has been higher than before the project but still not been at enough level. The local actors have understood more how the management is important to sustain their businesses and they have to act for that. Their knowledge have been improved and organized from those were fragments. They regard the knowledge learned can work for their activities.
Level of Collaboration by Partners	-The awareness level of the collaboration has been higher than before the project. They regard the collaborative works as a key factor to develop the community. They expect ADEDES to promote the collaboration among the local actors.
Marketing and Promotion	
Knowledge on beach resort international tourist market / Knowledge on domestic tourist market	-Both levels of knowledge have been increased a little more than before the project. The local actors have not been at level that they actively try to know about the tourist markets yet. However, the invitation tour of tour operators gave them motivation for their activities. The comments from the tour operators were valuable to improve their activities. The local actors have been aware of the importance of organization's identification for their ecotourism businesses.
Legal and Institutional Framework	
Expertise in the Skill of Ecotourism Activity	The level of expertise has been increased before the project but not been at enough level. They express the project gave them confidence and motivation in their activities however need more trainings on the expertise, the business, environmental conservation and language. They also recognize each organization should be strengthened and collaborate among them.
Level of Collaboration by Municipality	The level of the municipality collaborating with ecotourism activities has become higher than before the project. They are involved in ADEDES as a member. The municipality has been expressed to support ecotourism activities and the local actors also appreciated their supports.

In addition, 21 local actors participated in the pilot project evaluated the implementability and applicability of the action plan proposals in terms of how the participants improve and raise the awareness as a result of pilot project implementation.

As shown in Table X.10, the average scores increased in all actions. The overall average score increased from 1.92 for before project to 3.42 for after project at 1.78 of a growth rate. Particularly, significant growth rates are found in the actions of community participation.

Table X.10 Results of Evaluation by Participant

	Indicator	Before	After
Product Development			
Knowledge of scenic value (endemism)	Understanding of important scenic value for the product (geographic characteristics) not only flora and fauna around Lago Enriqueillo	2.38	3.19
Ownership over the product /resource	Sense of responsibility over natural / cultural resources	2.00	3.71
Expertise or experience in the product/ resource	Expertise or Experience (visiting or working with) of natural/cultural/ geographic products and resources	1.81	3.29
Environmental and resource awareness	Awareness about environment and resources	2.38	3.57
Awareness of the need for tourist security (as a product)	Awareness of security for tourists, especially tourists who go out on the boat	2.15	3.60
Community Participation			
Willingness of community residents	Desire to participate in ecotourism activities	1.57	3.57
Engagement in decision- making	Input in making decisions within the community	1.50	3.53
Expertise or experience in the management of activities	Expertise or Experience in managing tourism activities, i.e. hotels, guiding, etc.	1.78	3.11
Level of collaboration by partners	Involvement with other members of the community or other national organizations relating to ecotourism	1.65	3.45
Marketing and Promotion			
Knowledge about international tourist market at beach resorts	Understanding of preferences of foreign tourists in the beach resorts	1.68	2.89
Knowledge about the domestic tourist market	Understanding of preferences of domestic tourists and where they go for leisure	2.06	3.50
Legal and Institutional Framework			
Skill level of local actors (with relation to the ecotourism activity)	Competence in doing ecotourism as a business	1.68	3.33
Level of collaboration by municipality	Involvement of the local municipality in ecotourism	2.25	3.70
Total		1.92	3.42

Pilot Project C: Social Network Services (SNS)

The SNS Pilot Project was planned and implemented to address multiple issues faced by the ecotourism development in the DR. The following are lessons learned during its implementation:

- **Voluntary Registration**

In the process of contacting 20 priority ecotourism sites, most of the selected sites stated that the designed functions of the SNS site are very important and agreed to submit necessary information as soon as possible. However, almost two months were necessary to complete the registration process for the 20 sites. If voluntary registration of the 20 priority sites took two months, it will take a long time to register most of, if not all, the stakeholders on a voluntary basis. Some suggested a mandatory registration system, which would be useful to obtain statistics for policy analysis, which is fourth function of the site.

In Okinawa, where some officials of SECTUR and SEMARENA received training, communities take major part in launching ecotourism in each area. However, heightened economical activity caused environmentally and socially negative impact in Kerama Islands and Iriomote Island, which lead to enactment of laws and regulations after 25 years. Although this suggestion for the SNS to have a mandatory registration system does not mean it should be under a top-down control, it will be a basic tool for the public sector to have communication with scattered new businesses to minimize negative effects.

- **CIT Infrastructure**

Obstacles in CIT infrastructure at remote areas was recognized before the implementation. It needed time and effort even to communicate by mobile phone not to mention Internet connection. As a result, some of sites have been replaced with other advanced sites in the process of implementation. The situation about Internet is as follows:

- 12 out of the 20 sites have internet connection by own PC
- The rest have only free email address
- The frequency of reviewing email is low

Therefore, CIT training has been added as one of activities of the SNS Pilot Project.

- **Webmaster**

Before starting the pilot project, there was a question of whether it should be independent or collaborate with existing networks or forum such as Redotur, Foroap and so on. Main concern for an independent structure was the absence of webmaster. Construction of a website is on trial and error. In addition, to maintain the site and involve all stakeholders need special experience in the both fields of ecotourism and internet. The sub-contractor labored to solve this issue by hiring a marketing expert in ASONAHORES, and JST also did everything possible regardless of the work schedule. However, both efforts are still insufficient as long as the progress of website in terms of active meber participation.

At the time of this writing, there is a sign in both secretariats to take over the site as a basic tool for ecotourism development. Hopefully a webmaster will be assigned carefully as one of the lessons learnt from the pilot project.

Appendix XI Priority Regional Action Plans

Table XI.1 Selection Criteria of Priority Regional Action Plans

Criteria	Indicator for Score	Score
1. Resources and Environmental Conservation		
1.1 Diversification of the products	More potential resources to be diversified for products	3
	Potential resources to be diversified for products	2
	Less potential resources to be diversified for products	1
1.2 Effect on natural environment and cultural environmental conservation or traditional industries	More conservation or improvement of environment is expected Little impact on the resources or easily preventable	3
	Moderate conservation or improvement of environment is expected Impact on the resources but preventable	2
	Less conservation or improvement of environment is expected More impact on the resources	1
1.3 Enlightenment effect on conservation of tourism resources including landscape	High conservation awareness raising is expected	3
	Moderate conservation awareness raising is expected	2
	Low conservation awareness raising is expected	1
2. Involvement of Local Communities		
2.1 Participation	High community participation is expected	3
	Low community participation is expected	2
	Community participation is unsure	1
2.2 Preparedness and mobilization	Community demonstrates a high level of knowledge and skills with the integration of local organizations	3
	Community demonstrates a moderate level of knowledge and skills with little integration of local organizations	2
	Community demonstrates a low level of knowledge and skills without integration of local organizations	1
3. Strategic Characteristics		
3.1 Source market accessibility	Adjacent to the existing market	3
	Adjacent to potential market	2
	Far from potential market	1
3.2 Strategic characteristics	Higher potential strategic position and role	3
	Potential strategic position and role	2
	Lower potential strategic position and role	1
3.3 Urgency	Higher potential risk to deteriorate resource value is concerned at site	3
	Potential risk to deteriorate resource value is concerned at site	2
	Lower potential risk to deteriorate resource value is concerned at site	1
4. Feasibility		
4.1 Consistency	Ecotourism activities have been established and operated	3
	Ecotourism activities have been established	2
	Few ecotourism activities have been established	1
4.2 Implementation structure	There is a clear implementation structure	3
	There is an implementation structure but need coordination	2
	There is an unclear implementation structure	1
4.3 Management and operational structure	Management and operational organizations exist	3
	Management and operational organizations exist but need enhancement	2
	Management and operational organizations are unsure	1

Table XI.2 Priority Regional Action Plans: Southwest Region (1/7)

SW1: Provide lookouts and maps at selected scenic spots to promote ecotourism products for photo hunting

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Wildness; Geography; Different forests; Endemic species	3
1.2 Effect on conservation	Effective use of sceneries with less impact	3
1.3 Enlightenment effect on conservation	Few conservation awareness program included	1
2.1 Participation	Less community participation	1
2.2 Preparedness and mobilization	Less community participation	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SECTUR study and implement (possibly)	1
4.3 Management and operational structure	Local communities or municipalities (possibly)	1
Total		17

SW2: Improve ecotourism activities at Lago Enriquillo e Isla Catoritos National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Wildness; Geography; Lake observation; Dry forest; Water activities; Endemic bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included with participation of several associations and municipality	3
2.1 Participation	Participation of several associations and municipality	3
2.2 Preparedness and mobilization	Initial capacity devel. was done for ecotourism activities	3
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	Visitor center is planned; Very famous in guide books; For circuit formulation (on the Enriquillo circuit)	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established	3
4.2 Implementation structure	ADEDES, the organization established in the Pilot Project can take initiative	2
4.3 Management and operational structure	ADEDES can take initiative	3
Total		27

Table XI.3 Priority Regional Action Plans: Southwest Region (2/7)

SW3: Improve ecotourism activities at Laguna de Rincón o de Cabral

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Lake observation; Endemic bird watching	2
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	2
2.1 Participation	Participation of several associations	2
2.2 Preparedness and mobilization	Initial capacity devel. was done for ecotourism activities	2
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For circuit formulation (on the Enriquillo circuit)	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established with SOEBA	2
4.2 Implementation structure	SOEBA can take initiative	2
4.3 Management and operational structure	SOEBA can take initiative	2
Total		21

SW4: Improve ecotourism activities at Jaragua National Park and Lago Oviedo

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Lake observation; Dry forests; Endemic bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Participation of several associations	2
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	2
3.2 Strategic characteristics	Visitor center constructed; For corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established with Guide Association	2
4.2 Implementation structure	Guide Association and Grupo Jaragua can take initiative	2
4.3 Management and operational structure	Guide Association and Grupo Jaragua can take initiative	2
Total		25

Table XI.4 Priority Regional Action Plans: Southwest Region (3/7)

SW5: Improve ecotourism activities at Sierra de Bahoruco National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Geography; Broad leaf forest, Conifer forest; Endemic species; Endemic bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	2
1.3 Enlightenment effect on conservation	Conservation awareness program included but unsure community involvement	1
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	Visitor center constructed; Located at the end of scenic route	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but Grupo Jaragua can take initiative	2
4.3 Management and operational structure	Unsure but Grupo Jaragua can take initiative	2
Total		17

SW6: Develop community-based ecotourism at Polo

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Cloud forest (conifer/broad leaf forest); Organic coffee; Coffee route; Historic route; Nature route	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Guide Association; Youth Platform; Women's Association; Organic Coffee Cooperative	3
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	Located at the end of scenic route	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and plans are on going	2
4.2 Implementation structure	Guide Association , CIERO and IDEAC can take initiative	2
4.3 Management and operational structure	Guide Association , CIERO and IDEAC can take initiative	2
Total		23

Table XI.5 Priority Regional Action Plans: Southwest Region (4/7)

SW7: Improve community-based ecotourism at Cachote

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Cloud forest (conifer forest)	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Communities are involved	3
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	Located at the end of route	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and operated	2
4.2 Implementation structure	SOEPA and community take initiative	3
4.3 Management and operational structure	SOEPA and community take initiative	3
Total		24

SW8: Promote special interest tours in Jaragua National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Dry forest; Endemic species; Endemic bird watching	3
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For corridor formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established with Guide Association	2
4.2 Implementation structure	Unsure but Grupo Jaragua can take initiative	2
4.3 Management and operational structure	Unsure but Grupo Jaragua can take initiative	2
Total		21

Table XI.6 Priority Regional Action Plans: Southwest Region (5/7)

SW9: Promote special interest tours in Bahoruco National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Conifer forest; Orchid; Endemic species; Endemic bird watching	3
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For corridor formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but Grupo Jaragua can take initiative	2
4.3 Management and operational structure	Unsure but Grupo Jaragua can take initiative	2
Total		20

SW10: Promote special interest tours in Neiba National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Conifer forest; Endemic species; Endemic bird watching	3
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For corridor formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but ADEDES can take initiative	2
4.3 Management and operational structure	Unsure but ADEDES can take initiative	2
Total		20

Table XI.7 Priority Regional Action Plans: Southwest Region (6/7)

SW11: Promote special interest tours in Cabo Rojo - Bahía de las Águilas

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Beach activities; Egg laying of sea turtle	3
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For corridor formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but Grupo Jaragua can take initiative	2
4.3 Management and operational structure	Unsure but Grupo Jaragua can take initiative	2
Total		20

SW12: Establish cultural town at Barahona

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of cultural resources for all-weather activities with less impact	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For Caribbean cultural corridor formulation	2
3.3 Urgency	Little use of resources	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEC study and implement (possibly)	2
4.3 Management and operational structure	SEC and local communities or municipalities (possibly)	1
Total		19

Table XI.8 Priority Regional Action Plans: Southwest Region (7/7)

SW13: Establish cultural town at Azua

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For Caribbean cultural corridor formulation	2
3.3 Urgency	Little use of resources	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEC study and implement (possibly)	2
4.3 Management and operational structure	SEC and local communities or municipalities (possibly)	1
Total		19

SW14: Establish cultural town at Sun Juan

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of cultural resources for all-weather activities with less impact	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Barahona; Santo Domingo; Cruise ships (possibly)	1
3.2 Strategic characteristics	For Caribbean cultural corridor formulation	2
3.3 Urgency	Little use of resources	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEC study and implement (possibly)	2
4.3 Management and operational structure	SEC and local communities or municipalities (possibly)	1
Total		19

Table XI.9 Priority Regional Action Plans: South Central Region (1/5)

SC1: Conserve historic urban landscape in Colonial Zone

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	UNESCO World Heritage; Colonial buildings and townscape	3
1.2 Effect on conservation	Effective use of cultural resources with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	3
3.2 Strategic characteristics	Santo Domingo is the hub of national corridor and circuit; For Caribbean cultural corridor formulation	3
3.3 Urgency	Litter; Congestion on famous buildings; Security deterioration	3
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	1
4.3 Management and operational structure	Unsure but SEC and local communities or municipalities can take initiative	2
Total		24

SC2: Create traditional townscape of Bayaguana, Yamasa and San Jose de Ocoa

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Traditional colorful houses	2
1.2 Effect on conservation	Effective use of townscape with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	2
3.2 Strategic characteristics	Tourist service town for Monte Plata circuit and Central Mt. corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	1
4.3 Management and operational structure	Unsure but SEC and Local communities or municipalities can take initiative	2
Total		20

Table XI.10 Priority Regional Action Plans: South Central Region (2/5)

SC3: Use “the Congos in Villa Mella” for cultural tourism

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	UNESCO World Intangible Heritage	3
1.2 Effect on conservation	Effective use of cultural resources and revitalization	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	2
3.2 Strategic characteristics	Santo Domingo is the hub of national corridor and circuit; For Caribbean cultural corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	1
4.3 Management and operational structure	Unsure but SEC and local communities or municipalities can take initiative	2
Total		21

SC4: Develop Monte Plata ecotourism routes along Santo Domingo - Samaná new highway

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Ranchos; Culture; Agro tourism	2
1.2 Effect on conservation	Recreational activities with less impact	2
1.3 Enlightenment effect on conservation	Unsure	1
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	3
3.2 Strategic characteristics	With enhanced accessibility; For Monte Plata circuit formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure (private sector initiative)	2
4.3 Management and operational structure	Unsure (private sector initiative)	2
Total		19

Table XI.11 Priority Regional Action Plans: South Central Region (3/5)

SC5: Develop ecotourism activities at landward side of Los Haitises National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Rocky (limestone) features; Broad leaf forest; Orchid; Endemic species; Endemic bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	2
3.2 Strategic characteristics	With enhanced accessibility; For East Ecotourism circuit formulation	3
3.3 Urgency	Congestion of tourists to a few caves; Need tourist dispersion	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	2
Total		21

SC6: Develop ecotourism activities in green belts on Rio Isabela and Rio Haina in Santo Domingo

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Subtropical humid forest (mahogany/palm); Rivers/gorges; Mangloves; Swamps; Native/migratory birds	2
1.2 Effect on conservation	Recreational activities with less impact	2
1.3 Enlightenment effect on conservation	Unsure	1
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	3
3.2 Strategic characteristics	For domestic tourists	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		16

Table XI.12 Priority Regional Action Plans: South Central Region (4/5)

SC7: Develop lakeside recreational sites at artificial lakes in the suburban areas of Santo Domingo

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Lake recreation	2
1.2 Effect on conservation	Recreational activities with less impact	2
1.3 Enlightenment effect on conservation	Unsure	1
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio	2
3.2 Strategic characteristics	For domestic tourists	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure (private sector initiative)	1
4.3 Management and operational structure	Unsure (private sector initiative)	1
Total		15

SC8: Develop community-based ecotourism at Los Cacaos (coffee agro-tourism)

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Coffee agro-tourism	2
1.2 Effect on conservation	Effective use of local products with less impact	2
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Local community has some understanding about the concept of activities	2
2.2 Preparedness and mobilization	Initial capacity devel. was done for ecotourism activities	2
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; Weak in the access road	1
3.2 Strategic characteristics	Located at the end of a route	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and plans are on going	3
4.2 Implementation structure	Association of Coffee Culture would tale initiative	2
4.3 Management and operational structure	Association of Coffee Culture would tale initiative	2
Total		21

Table XI.13 Priority Regional Action Plans: South Central Region (5/5)

SC9: Promote Colonial Zone eco-museum with visitor management system

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio; La Romana; Bayahibe; Samana	3
3.2 Strategic characteristics	Santo Domingo is the hub of national corridor and circuit; For Caribbean cultural corridor formulation	3
3.3 Urgency	Need dispersion of tourists	2
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEC study and implement (possibly)	1
4.3 Management and operational structure	SEC and Local communities or municipalities (possibly)	1
Total		22

SC10: Establish cultural town at Bani

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Santo Domingo; Boca Chica; Juan Dolio	2
3.2 Strategic characteristics	For Caribbean cultural corridor formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEC study and implement (possibly)	1
4.3 Management and operational structure	SEC and Local communities or municipalities (possibly)	1
Total		19

Table XI.14 Priority Regional Action Plans: Eastern Region (1/7)

E1: Improve ecotourism activities at Lagunas Redonda y Limón

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Lake observation; Beach recreation; Endemic bird watching	2
1.2 Effect on conservation	Effective use of sceneries with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Unsure participation but necessary	2
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe	2
3.2 Strategic characteristics	On the planned road (Macao - Miches)	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEMARENA study and implement (possibly)	1
4.3 Management and operational structure	Local communities (possibly)	1
Total		19

E2: Develop ecotourism activities for mangrove observation at the Jima Bay

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Mangrove forest	2
1.2 Effect on conservation	Effective use of sceneries with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	2
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe	2
3.2 Strategic characteristics	On the planned road (Macao - Miches)	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEMARENA study and implement (possibly)	1
4.3 Management and operational structure	Local communities (possibly)	1
Total		19

Table XI.15 Priority Regional Action Plans: Eastern Region (2/7)

E3: Develop observatories on the coastal area at the Jima Bay

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Bay scenery; Observatory; Resting place	2
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	2
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe	2
3.2 Strategic characteristics	On the planned road (Miches - Sabana de la Mar)	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SECTUR study and implement (possibly)	1
4.3 Management and operational structure	Local communities or municipalities (possibly)	1
Total		17

E4: Develop observatories at the Miches Bay

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Bay scenery; Observatory; Resting place	2
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	2
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe	2
3.2 Strategic characteristics	On the planned road (Miches - Sabana de la Mar)	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SECTUR study and implement (possibly)	1
4.3 Management and operational structure	Local communities or municipalities (possibly)	1
Total		17

Table XI.16 Priority Regional Action Plans: Eastern Region (3/7)

E5: Diversify ecotourism activities in Los Haitises National Park with promotion of community participation

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Limestone; Mangrove; Broad leave forest; Caves with Tino pictograph; Orchid; Endemic species; Bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Unsure participation but necessary	2
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	2
3.1 Source market accessibility	Samana; Puntacana; Bavaro; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	3
3.3 Urgency	Congestion of tourists to a few caves; Need tourist dispersion	3
4.1 Consistency	SEMARENA trained guides and established a guide association	3
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	2
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	2
Total		29

E6: Diversify ecotourism activities in Del Este National Park with promotion of community participation

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	White sandy beaches; Mangrove; Dry forest; Caves with Tino pictograph; Endemic species; Bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation except Padre Nuestro	2
2.2 Preparedness and mobilization	Guide training was done in Padre Nuestro	2
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	3
3.3 Urgency	Congestion of tourists to Isla Saona; Need tourist dispersion	3
4.1 Consistency	SEMARENA trained guides and established a guide association	3
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	2
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	2
Total		29

Table XI.17 Priority Regional Action Plans: Eastern Region (4/7)

E7: Promote organic cacao route in Hato Mayor

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Organic cacao	2
1.2 Effect on conservation	Effective use of local products with less impact	2
1.3 Enlightenment effect on conservation	Unsure	1
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	1
3.2 Strategic characteristics	For the East Short Circuit formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure (private sector initiative)	2
4.3 Management and operational structure	Unsure (private sector initiative)	2
Total		16

E8: Improve visitor management at Los Haitises National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Limestone; Mangrove; Broad leave forest; Caves with Tino pictograph; Endemic species; Bird watching	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	2
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Samana; Puntacana; Bavaro; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	3
3.3 Urgency	Congestion of tourists to a few caves; Need tourist dispersion	3
4.1 Consistency	SEMARENA trained guides and established a guide association	3
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	1
Total		23

Table XI.18 Priority Regional Action Plans: Eastern Region (5/7)

E9: Improve visitor management at Del Este National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	White sandy beaches; Mangrove; Dry forest; Caves with Tino pictograph; Endemic species; Bird watching	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	2
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	Located at the end of route	3
3.3 Urgency	Less congestion of tourists	3
4.1 Consistency	SEMARENA trained guides and established a guide association	3
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	1
Total		23

E10: Promote special interest tours in Los Haitises National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Endemic species; Orchid; Endemic bird watching	2
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Samana; Puntacana; Bavaro; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	2
3.3 Urgency	Less congestion of special interest tourists	1
4.1 Consistency	SEMARENA trained guides and established a guide association	2
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	1
Total		20

Table XI.19 Priority Regional Action Plans: Eastern Region (6/7)

E11: Promote special interest tours in Del Este National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Endemic species; Endemic bird watching	2
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	2
3.3 Urgency	Less congestion of special interest tourists	1
4.1 Consistency	SEMARENA trained guides and established a guide association	2
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	1
Total		20

E12: Diverse ecotourism activities in Isla Catalina

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	White sandy beaches; Broad leaf forest	2
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	2
3.3 Urgency	A little congestion of tourists	2
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		20

Table XI.20 Priority Regional Action Plans: Eastern Region (7/7)

E13: Diverse ecotourism activities in Rio Cumayasa y Cuevas Las Maravillas

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Water activities; Broad leaf forest; Caves	2
1.2 Effect on conservation	Effective use of specific resources for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program on the specific resources included	3
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	2
3.3 Urgency	A little congestion of tourists	2
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		20

E14: Establish cultural town at San Pedro de Macoris

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	The Cocolo Dance Tradition World Intangible Heritage; History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills	1
3.1 Source market accessibility	Puntacana; Bavaro; La Romana; Bayahibe; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For Caribbean cultural corridor formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEC study and implement (possibly)	2
4.3 Management and operational structure	SEC and Local communities or municipalities (possibly)	1
Total		21

Table XI.21 Priority Regional Action Plans: Northwest Region (1/7)

NW1: Improve nature observation activities in Armand Bermudez National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Conifer forest; Broad leaf forest; A gate of Pico Duarte	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Participation of guide association	2
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	Visitor center; For Central Ecotourism Corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established	3
4.2 Implementation structure	Guide association, SEMARENA and DSTA's Cluster can take initiative	2
4.3 Management and operational structure	Guide association, SEMARENA and DSTA's Cluster can take initiative	2
Total		26

NW2: Improve nature observation activities in Valle Nuevo National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Waterfall; Conifer forest; Broad leaf forest	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Communities are activated by DSTA	2
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	1
3.2 Strategic characteristics	For Central Ecotourism Corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established	2
4.2 Implementation structure	SEMARENA and DSTA's Cluster can take initiative	2
4.3 Management and operational structure	SEMARENA and DSTA's Cluster can take initiative	2
Total		24

Table XI.22 Priority Regional Action Plans: Northwest Region (2/7)

NW3: Improve community-based ecotourism at Ebano Verde Scientific Reserve

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Broad leaf forest; Orchid	2
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	Located between Bonao and Constanza	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established	2
4.2 Implementation structure	PROGRESSIO and SEMARENA can take initiative	2
4.3 Management and operational structure	PROGRESSIO and SEMARENA can take initiative	2
Total		21

NW4: Improve community-based ecotourism at Pico Diego de Ocampo National Monument

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Broad leaf forest; Endemic species	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Communities are involved	3
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	Located at the end of route with poor road condition	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and operated	2
4.2 Implementation structure	Community, SOECI and SEMARENA can take initiative	2
4.3 Management and operational structure	Community, SOECI and SEMARENA can take initiative	2
Total		24

Table XI.23 Priority Regional Action Plans: Northwest Region (3/7)

NW5: Improve ecotourism activities at El Morro National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Atlantic ocean view; White sandy beaches	2
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	Monte Cristi Circuit formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		18

NW6: Improve ecotourism activities at Estero Hondo National Park and Monte Cristi Marine National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Mangrove forest; Small islands (white sandy beaches) hopping	3
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	Monte Cristi Circuit formulation	3
3.3 Urgency	Congestion of tourists	3
4.1 Consistency	Ecotourism activities have been established	3
4.2 Implementation structure	SEMARENA and DSTA's Cluster can take initiative	2
4.3 Management and operational structure	SEMARENA and DSTA's Cluster can take initiative	2
Total		26

Table XI.24 Priority Regional Action Plans: Northwest Region (4/7)

NW7: Promote special interest tours in Villa Elisa Scientific Reserve

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Dry forest; Endemic Orchid	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Limited conservation awareness raising	2
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	1
3.2 Strategic characteristics	Monte Cristi Circuit formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	SEMARENA can take initiative	1
4.3 Management and operational structure	SEMARENA can take initiative	1
Total		16

NW8: Promote special interest tours in Pico Diego de Ocampo National Monument

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Endemic species	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Communities are involved	2
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	1
3.2 Strategic characteristics	Located at the end of route with poor road condition	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and operated	2
4.2 Implementation structure	Community, SOECI and SEMARENA can take initiative	2
4.3 Management and operational structure	Community, SOECI and SEMARENA can take initiative	2
Total		20

Table XI.25 Priority Regional Action Plans: Northwest Region (5/7)

NW9: Develop nature observation activities in Cayos Siete Hermanos Wildlife Protected Area

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Small islands	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	For Monte Cristi Circuit formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEMARENA can take initiative	1
4.3 Management and operational structure	SEMARENA can take initiative	1
Total		18

NW10: Develop nature observation activities in Mangares del Estero Balsa National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Mangrove forest; Endemic bird watching	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	For Monte Cristi Circuit formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	SEMARENA can take initiative	1
4.3 Management and operational structure	SEMARENA can take initiative	1
Total		18

Table XI.26 Priority Regional Action Plans: Northwest Region (6/7)

NW11: Establish cultural town at Puerto Plata

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega	2
3.2 Strategic characteristics	For Atlantic cultural corridor formulation	3
3.3 Urgency	Congestion of tourists	2
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	2
4.3 Management and operational structure	Unsure but SEC and Local communities or municipalities can take initiative	1
Total		22

NW12: Establish cultural town at Santiago

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For Atlantic cultural corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	2
4.3 Management and operational structure	Unsure but SEC and Local communities or municipalities can take initiative	1
Total		22

Table XI.27 Priority Regional Action Plans: Northwest Region (7/7)

NW13: Establish cultural town at La Vega

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Santiago; La Vega; Santo Domingo; Boca Chica; Juan Dolio	3
3.2 Strategic characteristics	For Atlantic cultural corridor formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	2
4.3 Management and operational structure	Unsure but SEC and Local communities or municipalities can take initiative	1
Total		22

Table XI.28 Priority Regional Action Plans: Northeast Region (1/6)

NE1: Provide observation sites for the sceneries of Samaná Bay and the forests of Samaná Peninsula

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Bay view; Broad leaf forest with palm trees	2
1.2 Effect on conservation	Effective use of sceneries with less impact	3
1.3 Enlightenment effect on conservation	Limited conservation awareness raising	1
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	For East Circuit formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SECTUR can study and implement	1
4.3 Management and operational structure	Unsure but local communities or municipalities can take initiative	1
Total		18

NE2: Provide observatories on the Caretera Nagua-Sánchez

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Bay view; Broad leaf forest with palm trees	2
1.2 Effect on conservation	Effective use of sceneries with less impact	3
1.3 Enlightenment effect on conservation	Limited conservation awareness raising	1
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	For East Circuit formulation	3
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SECTUR can study and implement	1
4.3 Management and operational structure	Unsure but local communities or municipalities can take initiative	1
Total		18

Table XI.29 Priority Regional Action Plans: Northeast Region (2/6)

NE3: Develop ecotourism activities at mangrove forest in Mangles de Bajo Yuna National Park

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Mangrove forest	2
1.2 Effect on conservation	Effective use of sceneries for observation with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Cruise ships	2
3.2 Strategic characteristics	Accessible from Samana by boat	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	DSTA's selected site	3
4.2 Implementation structure	DSTA will take initiative cooperating with SEMARENA	3
4.3 Management and operational structure	DSTA will take initiative cooperating with SEMARENA	3
Total		23

NE4: Improve ecotourism activities in Los Haitises

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Limestone; Mangrove; Broad leaf forest; Caves with Tino pictograph; Orchid; Endemic species; Bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Unsure participation but necessary	2
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	2
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	For East Circuit formulation	3
3.3 Urgency	Congestion of tourists to a few caves; Need tourist dispersion	3
4.1 Consistency	SEMARENA trained guides and established a guide association	3
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	2
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	2
Total		29

Table XI.30 Priority Regional Action Plans: Northeast Region (3/6)

NE5: Improve community-based ecotourism in Loma Guaconejo

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Broad leaf forest; River activities (bathing); Organic cacao; Endemic bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Communities are involved	2
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	2
3.2 Strategic characteristics	Located close to Nagua	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and operated	2
4.2 Implementation structure	SODIN can take initiative	2
4.3 Management and operational structure	SODIN can take initiative	3
Total		25

NE6: Improve community-based ecotourism in Loma Quita Espuela

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Broad leaf forest; River activities (bathing); Organic cacao; Endemic bird watching	3
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness program included	3
2.1 Participation	Communities are involved	2
2.2 Preparedness and mobilization	Initial capacity development was done for ecotourism activities	2
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	1
3.2 Strategic characteristics	Located close to S.F. de Macoris	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and operated	2
4.2 Implementation structure	FLQE can take initiative	2
4.3 Management and operational structure	FLQE can take initiative	3
Total		23

Table XI.31 Priority Regional Action Plans: Northeast Region (4/6)

NE7: Improve visitor management system for whale watching (Bancos de la Playa y de la Navidad)

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Whale watching	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	2
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	3
3.3 Urgency	Congestion of boat tours	3
4.1 Consistency	Very active operations	3
4.2 Implementation structure	Unsure but communities, CEBSE and SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but communities, CEBSE and SEMARENA can take initiative	1
Total		23

NE8: Improve visitor management system for Los Haitises (cave tours)

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Limestone; Mangrove; Broad leave forest; Caves with Tino pictograph; Endemic species; Bird watching	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	2
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	For East Ecotourism circuit formulation	3
3.3 Urgency	Congestion of tourists to a few caves; Need tourist dispersion	3
4.1 Consistency	SEMARENA trained guides and established a guide association	3
4.2 Implementation structure	Unsure but communities and SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but communities and SEMARENA can take initiative	1
Total		23

Table XI.32 Priority Regional Action Plans: Northeast Region (5/6)

NE9: Promote special interest tours in Samaná Peninsula

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Broad leaf forest with palm trees; Endemic species	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	2
3.2 Strategic characteristics	For East Ecotourism circuit formulation	2
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Ecotourism activities have been established and operated	3
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		20

NE10: Develop ecotourism activities in Samaná Peninsula: Cabrón cape, Cabo Samaná National Monument

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Coastal view; Broad leaf forest; Endemic species	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	Located at the end of route in the peninsula	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		18

Table XI.33 Priority Regional Action Plans: Northeast Region (6/6)

NE11: Develop ecotourism activities on the Atlantic coast: Cabo Francés Viejo, Bosque Húmedo de Río San Juan, Mirador del Atlántico Panoramic Route

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	Coastal view; Rocky hills	2
1.2 Effect on conservation	Effective use of sceneries for observation and local products with less impact	3
1.3 Enlightenment effect on conservation	Conservation awareness programs included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Puerto Plata; Samana; Santo Domingo; Boca Chica; Juan Dolio	1
3.2 Strategic characteristics	Located between Samana and Puerto Plata	1
3.3 Urgency	Less congestion of tourists	1
4.1 Consistency	Less activities	1
4.2 Implementation structure	Unsure but SEMARENA can take initiative	1
4.3 Management and operational structure	Unsure but SEMARENA can take initiative	1
Total		16

NE12: Establish cultural towns at Samaná and Sanchez

Action Plan / Criteria	Description	Mark
1.1 Diversification of the products	History; Art; Dance; Music; Carnival; Religious	3
1.2 Effect on conservation	Effective use of local products for all-weather activities with less impact and revitalization	3
1.3 Enlightenment effect on conservation	Conservation and revitalization awareness program on the cultural resources included	3
2.1 Participation	Unsure participation but necessary	1
2.2 Preparedness and mobilization	Unsure level of knowledge and skills but necessary	1
3.1 Source market accessibility	Samana; Santo Domingo; Boca Chica; Juan Dolio; Cruise ships	3
3.2 Strategic characteristics	For Samana cultural corridor formulation	2
3.3 Urgency	Congestion of tourists	2
4.1 Consistency	New proposal; Need a study	1
4.2 Implementation structure	Unsure but SEC can study and implement	2
4.3 Management and operational structure	Unsure but SEC and Local communities or municipalities can take initiative	1
Total		22