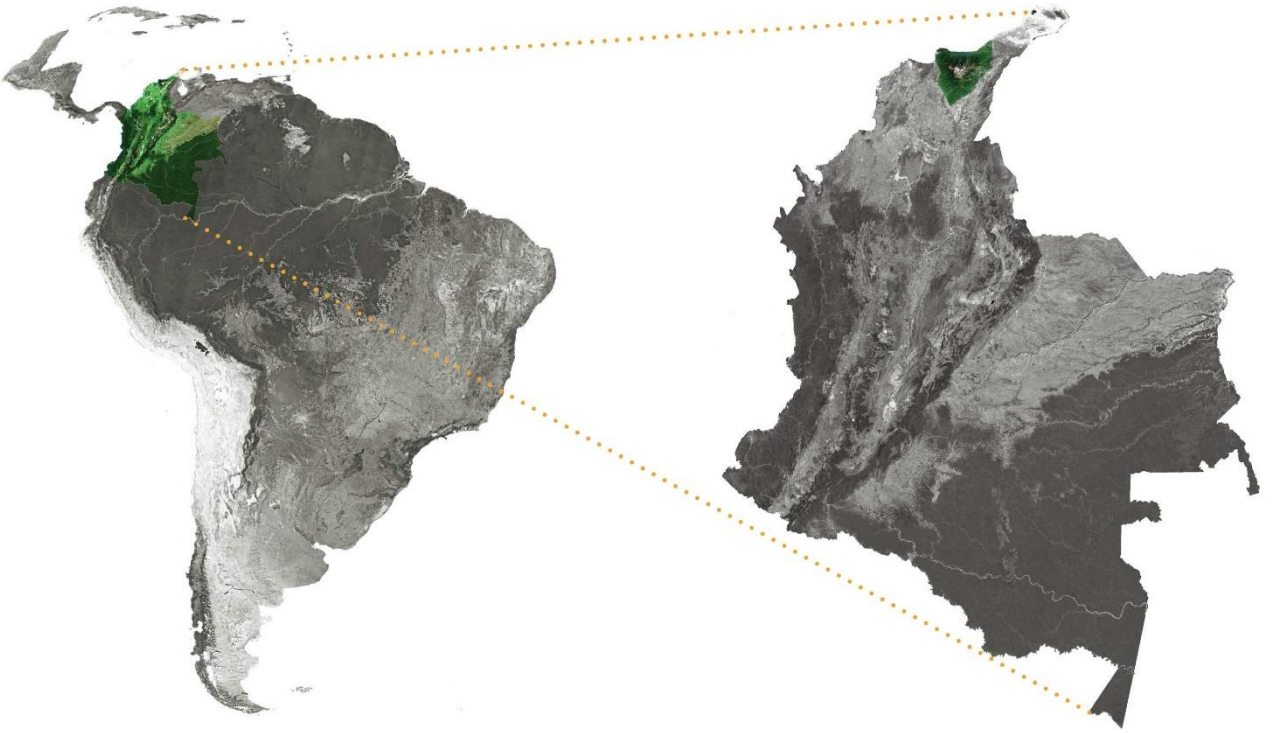
Co-funded by the
Erasmus+ Programme
of the European Union

Unidad de
Planificación y
Desarrollo

# Sustainable Tourism Planning in post-conflict areas: the case of Sierra Nevada of Santa Marta



STOREM

*PRELIMINARY VERSION*

*MATTEO BELLINZAS AND LISA PRESCIANI*
*UNIDAD DE PLANIFICACIÓN Y DESARROLLO*

SUSTAINABLE TOURISM, OPTIMAL RESOURCE AND ENVIRONMENTAL MANAGEMENT

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

STOREM Report 2.10: Case Studies

PRELIMINARY VERSION

V. 5.2 date: 21/04/2021


## Aknowledgments

UPD would like to thank all those that collaborated to this pubblication and the related field work.

All the STOREM consortium, which gave immediate support, wide perspective and useful suggestions on all our activities, the FNC for its field support, data and commitment to community based strategies, AEM for its elaborations, data and active role on establishing fair partnership solutions with private partners, and UniSA for its useful accademic suggestions, documents and elaborations.

UPD would also give special thanks to Daniel Berdugo from *Sierra Hosting* for his support on community strategies and involvement, Isaias Urquijo-Silva from *San Javier Sin Fronteras* for his support on cummunity involvement and CBT planning, Ales Chiarini from the *Master in Planning and Management of Tourism Systems* (UNIBG) for his commitment during the traineeship and finally, Daniel Cárdenas for his wonderful photographs.


## STOREM Consortium

## SNSM-STP Consortium

## STOREM IDP and vulnerable people Advisory Board

# TABLE OF CONTENT


1. ANALYTICAL FRAMEWORK ..... 1
   1.1. Introduction ..... 1
   1.2. Sustainable Tourism Framework ..... 2
   1.3. Political Framework ..... 4
   1.4. Indigenous Affairs ..... 6
2. THE MAGDALENA DEPARTMENT ..... 7
   2.1. The Magdalena Context ..... 7
   2.2. History of conflict, peace and violence in the Magdalena Department ..... 10
   2.3. Tourism in Santa Marta District ..... 13
   2.4. Tayuna – Ciudad Perdida (Lost City) ..... 14
   2.5. Indigenous communities in the SNSM ..... 15
3. UNSUSTAINABLE TOURISM ..... 18
   3.1. Taganga ..... 18
   3.2. Palomino ..... 19
4. COFFEE AND TOURISM ..... 20
   4.1. Introduction: Coffee and Tourism in Colombia ..... 20
   4.2. Coffee and Tourism in the SNSM ..... 21
5. THE SIERRA NEVADA OF SANTA MARTA SUSTAINABLE TOURISM PLAN (SNSM-STP) ..... 23
   5.1. Towards a shared planning process ..... 23
   5.2. Problem and Risk Analysis ..... 24
   5.3. The SNSM-STP Strategy ..... 26
6. A PLAN FOR SAN JAVIER DE LA SIERRA ..... 28
   6.1. Introduction: San Javier Context ..... 28
   6.2. History and Cultural Heritage in San Javier de La Sierra ..... 30
   6.3. San Javier Sustainable Tourism Strategy ..... 32
   6.4. Planning during Pandemics ..... 36
7. CONCLUSIONS ..... 38
   7.1. Tourism and Peacebuilding ..... 38
   7.2. Territorial Management and Peacebuilding ..... 39
   7.3. Sustainable Environment and Peacebuilding ..... 40
   7.4. Context application and Recommendations ..... 41

## LIST OF ABBREVIATIONS

**AEM**: Magdalena Entrepreneurs Association

**asl**: Above Sea Level

**CBT**: Community Based Tourism

**CGSM**: Ciénaga Grande of Santa Marta

**CSR**: Corporate Social Responsibility

**DANE**: National Administrative Department of Statistics

**ELN**: National Liberation Army

**EU**: European Union

**EUR**: Euro

**FARC**: Colombian Revolutionary Armed Forces

**FNC**: National Federation of Coffee producers of Colombia

**GDP**: Gross Domestic Product

**Ha**: Hectare

**IDP**: Internally Displaced Person

**MINCIT**: Ministry of Commerce, Industry and Tourism

**NNP**: National Natural Park

**OCHA**: United Nations Office for the Coordination of Humanitarian Affairs

**O-STEP:** Observatory on Sustainable Tourism and Environmental Protection

**SDG**: Sustainable Development Goals

**SH**: Sierra Hosting

**SNSM**: Sierra Nevada of Santa Marta

**STOREM**: Sustainable Tourism, Optimal Resource and Environmental Management

**STP**: Sustainable Tourism Plan

**UNEP**: United Nations Environmental Program

**UNESCO**: United Nations Educational, Scientific and Cultural Organization

**UNIBG**: University of Bergamo

**UNICA**: University of Cagliari

**UniSA**: University Sergio Arboleda

**UPD**: Planning and Development Unit

**USD**: United States Dollar

# SUSTAINABLE TOURISM PLANNING IN POST-CONFLICT AREAS: THE CASE OF SIERRA NEVADA OF SANTA MARTA

## 1. ANALYTICAL FRAMEWORK

### 1.1. Introduction

The Ministry of Commerce, Industry and Tourism (MINCIT) announced 2019 as a record year for tourism in Colombia. The number of tourists grew to 4,5 million (71% foreigners), +2,7% if compared to 2018. Hotel occupancy reached 57,8%, travel agencies' income increased 3,7%, hotel revenues arrived at +10,6%, and passengers mobilized nationally and internationally reached 41,2 million units, the US resulting the main tourism consumer in Colombia, with a 22% share of the total[1]. In 2019 tourism contributed with 618.000 full-time jobs, 3% of the entire employed population.

Colombia is a megadiverse country, hosting close to 10% of the planet's biodiversity - the 2nd country in the world according to the National Biodiversity Index - has 314 different types of ecosystems, 1.327 protected areas (15,2% of the national territory), including 59 National Natural Parks (NNPs) and 59 forest reserves, almost 2.000 species of birds, 3.179 orchids and is among the top 15 countries for forest extension, the second country for amphibians, butterflies and plants, the third country with the greatest diversity of reptiles and palms, and the sixth country with the greatest diversity of mammals[2]. However, the South American continent shows high rates of deforestation, habitat deterioration and biodiversity loss, as well as weak effectiveness on sustainability policies compliance[3]. According to the 2019 Travel and Tourism Competitiveness Index, Colombia ranks 55th out of 140 countries for competitiveness in tourism, however, Colombia ranks 19th in terms of natural resources and it is the most competitive in the Americas in terms of prices. MINCIT[4], confirms Colombia as one of the most profitable destinations in the region for tourism wholesalers in the Americas, because of its permanent demand that allows managing seasons all along the year at competitive rates. This profitability is mainly based on *Sol y Playa* products and is focused on Cartagena, San Andrés and Santa Marta as main attraction points. Despite the positive effect on economic development, at local level *Sol y Playa* products are associated with a set of problems:

- Water pollution, especially on anthropized coasts, as the urban beaches of Cartagena and Santa Marta, as well as the surrounding ecosystems, are constituted by swamps and often registered as protected areas;
- Inefficient environmental management in coastal areas with port facilities;
- Coastline setback, as a result of anthropic and natural dynamics;
- Unclear legal status of the properties located on the coastline;
- Lack of urban planning, indiscriminate land-use and an insufficient coastal environmental management;
- Inadequate connections, infrastructures - roads, airports - and services;
- Lack of comprehensive security for travellers, associated with insufficient police control and a diffuse sense of insecurity, lack of lifeguard on beaches, inadequate waste management, worrying hygiene and health protocols in bars and restaurants, inefficient tourist information, excess of informal and uncertified services.

[1] MINCIT (2020), *Public Communication*

[2] MINCIT (2020), *Política De Turismo Sostenible: Unidos Por La Naturaleza*.

[3] World Economic Forum (2019), *The Travel & Tourism Competitiveness Report 2019*.

[4] MINCIT (2020), *Colombia fue elegida como uno de los 10 lugares con mejor estrategia de atracción de inversión en materia de turismo*.

The context in which tourism operates is also considered a decisive factor for the sustainable development in the region. According to the World Bank, Colombia is strongly decreasing its income inequality (its Gini coefficient passed from 58,7 in 1999 to 50,4 in 2018), although it still shows one of the highest levels in Latin America; at environmental level, the tropical-dry ecosystem lost 92% of its original coverage[5], main causes in mining, agriculture, urbanisation, infrastructures as well as illegal cultivations; furthermore, conflict-generated problems still affect the society: according to the Internal Displacement Monitoring Centre, in 2019 in Colombia 11% of population was registered as Internal Displaced Person (IDP), more than 5,5 million people. The Colombian case is included in the European Commission's list of Forgotten Crises.

The STOREM project has been designed to foster cooperation among Accademia and public and civil society, in the themes of Sustainable Tourism, Environmental and Resource Management, 3 out of 4 Specific Objectives (SO) involve interaction with society at large: (SO2) to develop a model of interaction between Universities and private and public actors; (SO3) to establish Observatories on Sustainable Tourism and Environmental Protection (O-STEPs), which will be used for teaching, research, policy evaluation and in order to keep high awareness level on sustainability issues; (SO4) to strengthen the peace process by promoting higher education and labour market inclusion opportunities for IDPs, in the new Master degree, as well as to build local capacities through training activities and support inter and intra community dialogue. This document is part of STOREM cooperation activities with civil society, and aims at offering support on multiple fronts: (i) to contribute to the Colombian Sustainable Tourism Policy *Unidos Por la Naturaleza* through its multidisciplinary analysis, contextual data and insights on the Sierra Nevada of Santa Marta (SNSM); (ii) to contribute to the ongoing debate about conflict-sensitive businesses and protocols needed to involve conflict-affected community on peacebuilding processes and participative territorial planning; (iii) to offer a guidebook on how to handle Sustainable Tourism in post-conflict countries, and offering information on contextual stakeholders' involvement and participative planning activities; and (iv) support the ongoing local peacebuilding and sustainable development actions, promoting cooperation among stakeholders, academic and public institutions.

The paper starts presenting the analytical framework needed to comprehend the sustainable tourism factors and policies, while the following section focuses on the Magdalena department and the SNSM context, trying to highlight the risks and contradictions that prevent the sustainable development of the area, and bringing examples of local planning failures. The next section analyses the SNSM specific post-conflict situation - trying to show a complete problem and risk analysis - and proposes a context-based strategy to tackle the interrelated problems in the whole area. The fourth part focuses on the planning procedures and involvement techniques in the field - the application of the general model to a specific community – relating the context, the sustainable Community Based Tourism (CBT) product design, as well as the implications of COVID19 pandemics on the community and its participation in planning. Finally, we try to bring out our conclusions on peacebuilding activities in post-conflict countries, to highlight the importance of coherent conflict-sensitive business, the role of Sustainable Environmental Management on conflict prevention and mitigation of Climate Change threats, and general constraints on planning and implementation procedures, in order to suggest some policy recommendations.

### 1.2. Sustainable Tourism Framework

Anthropologic research highlights that tourism affects each and every component of the cultures and societies involved, and provided analyses about the contact between different cultures, studying the possible change in the ideas, values and beliefs of individuals. These changes are often too fast, accelerated by the

[5] Aldana-Domínguez et al. (2017), *Biodiversity and Ecosystem Services Knowledge in the Colombian Caribbean: Progress and Challenges*.

asymmetrical cultural relationship between the local and visiting cultures, generating a process of cultural appropriation and homogenization[6]. Indeed, the Global Code of Ethics for Tourism' principles of self-education, tolerance between receiving and visiting communities and approach to cultural diversity, supported theories on community involvement and social development, as well as peacebuilding activities focused on tourism on post-conflict scenarios.

Rural and natural tourism demand is growing in recent years, and the COVID-19 pandemic increased the sector's interest for experiences in uncongested places, fostering tourism opportunities for economic, social and environmental revitalization in rural areas. However, the pandemic exacerbated social exclusion and rural isolation, severely affecting small tourism establishments. Rapid recovery would require digital transformation programs and the application of the sustainable rural development guidelines. Evidence showed that tourism contributes to rural development by economic diversification and employment generation: the different types of tourist services facilitate entrepreneurship, increasing low business investments opportunities, and strengthening the other economic sectors through the increase for local products' demand[7]. At the socio-economic level, tourism specialization is also associated with higher levels of training for local workers, the creation of new jobs and services, the improvement in road connectivity and transport services, as well as a more extensive provision of goods and public services in those territories[8].

Colombia biodiverse assets may foster such potential: bird watching, for example, is the fastest growing recreational activity in the US, and is characterized by expensive tourism packages, offered by expert guides, for small groups of nature enthusiasts. Recent analysis on birdwatching tourism potential[9], used the contingent valuation method to measure the additional price for a tour in Colombia with respect to Costa Rica, one of the main tourism destinations for birdwatchers. Results showed that, on average, a birdwatching tourist from the US would pay 310 USD per day for a tour in Colombia, an additional 58 USD with respect to Costa Rica, generating locally an annual profit of 9million USD and 7.516 new jobs.

Considering the anthropogenic impact, the human-induced *fragmentation* of habitats and ecosystems broke the ecological connectivity[10], generating malfunctions and posing risks to biodiversity and ecosystems equilibria[11]. In order to achieve long-term biodiversity outcomes, retaining ecological connectivity is essential in a time of climate change[12]. Indeed, climate change threats and the isolation of protected areas increase the risk of species extinctions, and connectivity should be restored to allow migration and foster adaptation. Ecological networks[13] that encompass temperature gradients can also effectively facilitate species range expansion, by connecting lower to higher elevation sites, or inland to coastal areas[14]. Sustainable and responsible tourism can contribute to biodiversity conservation through the implementation of specific products (such as ecotourism, scientific tourism, community and rural tourism)[15], especially when such activities contribute to the support of natural areas and their wildlife, as well as the valorization of the

[6] Santana A. (1997), *Antropología y turismo. ¿Nuevas hordas, viejas culturas?*

[7] UNWTO (2020), *UNWTO Recommendations on Tourism and Rural Development*.

[8] Duguine H. (2011), *Economía del turismo: externalidades en el sector turístico*

[9] Maldonado J.H., *et al.* (2018), *Peace is much more than doves: The economic benefits of bird-based tourism as a result of the peace treaty in Colombia*

[10] The Conservation of Migratory Species of Wild Animals (CMS) defines the ecological connectivity as the unimpeded movement of species and the flow of natural processes that sustain life on Earth.

[11] Foden *et al.* (2018) *Climate change vulnerability assessment of species*.

[12] Gross J.E. *et al.* (2016), *Adapting to Climate Change: Guidance for Protected Area Managers and Planners*

[13] The CMS defines an ecological network for conservation as a system of core habitats, connected by ecological corridors, which is established, restored as needed and maintained to conserve biological diversity in systems that have been fragmented. An ecological corridor is a clearly defined geographical space that is governed and managed over the long term to maintain or restore effective ecological connectivity.

[14] UICN (2020), *Guidelines for conserving connectivity through ecological networks and corridors*

[15] Eagles P.F.J. *et al.* (2002), *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management*

archaeological and historical sites[16]. Income generation fosters the environmental awareness of local actors towards the maintenance and improvement of the area, promoting activities such as species monitoring, ecological restoration, sustainable land use planning and the conversion of detrimental activities (such as mining) to sustainable tourism ones. In 2018, Colombian protected areas were almost the size of Italy, however, the National budget for the environment sector was equivalent to 23million USD, sufficient for 1 park ranger every 50.000ha, while the international standard is 1 for 100ha[17]. The private intervention on environmental protection and management could be a potential solution to the scarce resources available. Furthermore, indigenous implication on environmental management proved to be as effective as NNPs regulations to contrast deforestation: recent research[18] based in the SNSM showed that the annual reduction in deforestation is about 1.437ha in the reserves and 932ha in the parks, and stronger results are found on other experiences in biodiversity protection[19].

### 1.3. Political Framework

#### *1.3.1. Tourism and sustainable development in the Colombian National Development Plan*

Harnessing the tourism potential to drive rural development will enhance the sector's contribution to the achievement of the SDGs, such as objectives 1 (end of poverty), 5 (gender equality), 8 (decent work and economic growth), 10 (reduction of inequalities), 11 (sustainable cities and communities), 12 (responsible production and consumption), 15 (life of terrestrial ecosystems) and 17 (alliances to achieve the Goals), in addition to the implementation of the *Global Code of Ethics for Tourism*[20]. The 2018-2022 National Development Plan (NDP) was formulated following the 2030 Agenda guidelines, and the tourism sector program aims at strengthening sustainability focusing on biodiversity and cultural heritage. In addition, the *Sustainability Pact* program addresses the cross-cutting issues, focusing on the accountability of all productive sectors in terms of (i) the adoption of sustainable practices, (ii) the efficient use of natural resources, raw materials and energy, (iii) reducing their environmental footprint, and (iv) mitigating and adapting measures for climate change impact. The objective is to consolidate sustainable tourism as a significant economic alternative, contribute to improving the country's competitiveness, harmonizing economic production with the conservation and efficient use of resources, protecting biodiversity, and ensuring Colombian ecosystems and strategic natural areas conservation.

However, private sector supporting policies are limited by scarce resources, and encompass measures such as investment and import incentives for machineries used for environmental monitoring and conservation[21], tax reliefs for companies investing in innovation, science or technology[22], ecotourism services' 20-years income tax exemption[23], renewable energy investments incentives[24] and finally a 9% differential rate for new theme park projects, ecotourism, agrotourism and nautical docks[25].

---

[16] Spenceley A. *et al.* (2017), *Guidelines for tourism partnerships and concessions for protected areas: Generating sustainable revenues for conservation and development*

[17] Paz-Cardona A.J. (2019), Los desafíos ambientales de Colombia en el 2019

[18] Pérez-Valbuena *et al.* (2017), *La Línea Negra y otras áreas de protección de la Sierra Nevada de Santa Marta: ¿han funcionado?*

[19] Schuster R. *et al.* (2019), *Vertebrate biodiversity on indigenous-managed lands in Australia, Brazil, and Canada equals that in protected areas*

[20] UNWTO (2020), *UNWTO Recommendations on Tourism and Rural Development*

[21] Estatuto Tributario, Articles 255 and 428.

[22] Law 29 of 1990

[23] Decree 2755 of 2003

[24] Law 1715 of 2014

[25] Law 2010 of 2019

### *1.3.2. Environmental sustainability issues in tourism*

According to MINCIT[26], the tourism sector in Colombia lacks of environmental sustainability, "which affects natural capital integrity, local communities living conditions and business productivity, the destinations' competitiveness, and the sectoral demand differentiation". The governmental diagnosis identifies a set of specific problems to the tourism sector lack of sustainability, identifying its causes, as showed in Table 1.

***Table 1: Problem analysis for Sustainable Tourism in Colombia***

| Problem | Causes |
|---|---|
| 1. Lack of reliable information to guide decision-making for sustainable tourism development. | Weakness of indicators and information systems to measure the tourism environmental performance at the national and local level. |
| | Poor articulation between existing sources of tourist information and environmental information. |
| | Poor implementation of the fourth industrial revolution technologies, to monitor, evaluate and manage the environmental performance of tourism activity. |
| | Few institutional tools for measuring the residents and tourists' satisfaction. |
| 2. Weakness in environmental sustainability criteria inclusion in tourism planning and management processes, as well as in the cooperation between the tourism sector and environmental authorities. | Weakness in tourism sector inclusion in territorial planning. |
| | Lack of natural capital consideration, as well as evaluations on environmental goods and services supply, and the public services availability in tourism development plans. |
| | Absence and/or inadequate load capacity determination and application and lack of acceptable limits on attractions and tourist destinations. |
| | Lack of clarity on skills needed and weak environmental regulatory framework implementation in relation to the planning and sustainable management of tourism for attractions and destinations. |
| | Lack of sustainability implementation for tourism management models, destinations and attractions. |
| | Lack of inclusion of the climate change environmental risks and consequences in planning and management of tourism activities. |
| | Inadequate approach to sustainable tourism by existing national coordinating bodies and within the national sustainability strategies framework. |
| 3. Insufficient conditions and incentives for natural capital use in the high-value tourism activities. | Lack of specialized tourism products focused on local biodiversity. |
| | Lack of added-value connections around value tourism activities focused on the local natural capital. |
| | Insufficient mechanisms for local communities' integration into the tourism value chain in territories with important environmental and ecological assets. |
| | Poor socialization, application and development of incentives to promote the use of tourism as a conservation factor for natural capital. |
| | Limited financial allocation and use of resources for sustainable tourism projects, products and activities development. |
| 4. Lack of negative environmental impact mitigation, control and compensation practices by entrepreneurs and actors involved in the value chain. | High generation and inadequate handling and disposal of solid waste by entrepreneurs and actors involved in the value chain. |
| | Water inefficient and irresponsible use by entrepreneurs and actors involved in the value chain. |
| | Intensive energy use and lack of clean and renewable energy adaptation by entrepreneurs and actors involved in the value chain. |
| | Increasing greenhouse gas emissions from the tourism industry. |
| | High volume of wastewater generated by the tourism industry, which are not treated properly and/or discharged to soil or water bodies. |
| | Inadequate application of quality and sustainability standards. |
| | Lack of natural capital appropriation and protection by actors involved in the value chain. |
| | Biodiversity and ecosystems inadequate practices by entrepreneurs and actors involved in the value chain, undermining environmental integrity. |
| 5. Irresponsible tourists' behavior / consumption. | Insufficient environmental awareness programs for tourists. |
| | Negative tourist behavioral and consumption practices, generating natural capital impacts. |
| 6. Colombia's weak position in strategic sustainable tourism markets | Lack of specialized market analysis to guide the differentiation of tourism products for specific sustainability demand segments. |
| | Lack of marketing and promotion strategic vision to promote Colombia as a biodiversity destination to generate added value. |

Source: MINCIT (2020), Política De Turismo Sostenible: Unidos Por La Naturaleza

[26] MINCIT (2020), *Política De Turismo Sostenible: Unidos Por La Naturaleza*

### *1.3.3. United for Nature*

The *United for Nature* governmental program aims at coordinating all tourism sector actors to promote social, economic and environmental sustainability in Colombia and is composed of different axes for tourism consolidation: (i) strengthening governance; (ii) data and information for sector development planning; (iii) efficient energy management; (iv) water saving and rational use; (v) solid waste responsible management; (vi) wastewater treatment; (vii) climate change mitigation and adaptation of tourism activities; (viii) biodiversity and ecosystems protection; and (ix) promoting responsible tourism demand. The strategic plan encompasses 6 strategies, composed by 14 programs, 32 projects and 140 indicative policy actions.

The overall objective of the political program is to strengthen the sustainability of the tourism value chain in Colombia, in order to improve its competitiveness, ensure the conservation and responsible use of natural capital and generate greater added value and differentiation of services. The strategy encompasses the specific objectives of (i) the strengthening of available information, (ii) the consolidation of territorial governance, (iii), the productive innovation, (iv) the corporate responsibility in the sustainable management of natural capital, (v) the promotion of responsible and sustainable tourism practices and (vi) Colombia's positioning as a sustainable tourist destination.

In order to implement the program, the objectives are declined according to the actors involved in the sector development.

a. Local institutions and governments: to strengthen the information availability and governance in inter-agency management, planning, regulation and coordination processes for innovation, development and tourism and destinations sustainable management.
b. Business and entrepreneurs: adoption of good practices in planning, implementation, consumption and responsible production in the provision of services, as well as to contribute to the integral sustainable management of tourism all along the value chain.
c. Tourists and consumers: promote responsible behavior and sustainable consumption of products, services and tourism activities, supporting the identification of Colombia as a leading sustainable tourism destination.
d. Local communities and residents: foster natural capital appropriation by local communities, to achieve a wider sustainability thanks to strategic alliances for environmental protection and socio-economic benefits.

## 1.4. Indigenous Affairs

Tourism management needs to take into account the cultural and territorial prerogatives of all the communities involved, especially indigenous communities, and incorporate their representatives into development planning, as established in 2007 by the United Nations Declaration on the Rights of Indigenous Peoples and reaffirmed by the *World Indigenous Tourism Alliance* (WINTA) in Darwin, Australia, with the Larrakia Declaration in 2012. The UNWTO recommends closer cooperation among indigenous communities, administrations, tourism destinations, the private sector and civil society, and highlights the importance of data and research to support rational decision-making. The involvement approach to indigenous communities' needs to focus on the respect of their cultural values and their physical and spiritual relationship with local environment, in order to identify tourism expected benefits and the role they want to play. Therefore, a comprehensive, transparent and permanent consultation process is necessary, involving communities in tourism development planning and monitoring, fostering the adoption of prevention or adjustment measures for adverse impacts. Training and empowerment activities can provide the necessary tools to involve the communities in the development of both their business potential and their organizational structures and governance models, allowing conscious decisions on tourism issues. Furthermore, the support of equitable indigenous enterprises and sustainable business practices will ensure greater economic benefits,

and contribute to protecting local cultural and natural resources, promoting community wellbeing and improving individual livelihoods[27].

The elaboration of an indigenous-sensitive business model will need to take into account the appropriate load capacity and volume of visits, the formulation of appropriate tourist behavioral codes and supporting measures to protect the traditional economy, giving priority to projects with strong and long-term social benefits. It is also necessary to establish a transparent and responsible mechanism for tourism-generated income distribution, ensuring fair benefits in relation to gender relations and roles within indigenous communities.

Participative planning is determinant to develop contextual-friendly health care, sanitation and education infrastructures - which can support the overall wellbeing and counteract depopulation - as well as in the tourism products design: those strategic components in the indigenous sustainable development need to be monitored - using mutually agreed consultation processes - to protect their cultural heritage, and to capitalize direct and indirect tourism activities positive effects to a wider population. The community improvements will contribute to a wider application of tourism models among indigenous communities, fostering the transfer of skills and adaptation, the formulation of new tourism experiences and additional sources of income. To build coherent tourist products, it is necessary to incorporate the traditional indigenous land use framework, to promote informed tourist code of conduct all along the outdoor experiences and ancestral trails, in order to enrich the tourist experience and protect the indigenous cultural heritage.

Guides have a strategic role on facilitating the relationship between indigenous communities and tourists, by relating local traditions, beliefs and ensuring an adequate comprehension of the behavioral protocols: the involvement and training of local indigenous guides will support the cultural heritage conservation and promotion of the tourism destination, by facilitating the direct experience of natural-spiritual elements, providing a respectful opportunity to interact with community members, and ensuring control for cultural boundaries and restricted areas.

It is mandatory to evaluate the natural environment, taking into account water consumption, waste management and the conservation of species and ecosystems, integrating gender considerations and ties between the urban and rural worlds and avoiding any potential threat caused by the development plan. Food sustainability needs to be taken into account, by considering the provision of adequate services to tourists, avoiding food and water waste, and ensuring the correct disposal management. Additionally, to ensure indigenous heritage and local culture preservation, it is necessary to avoid the adoption of practices or models used by other indigenous groups, even if they are more successful among visitors, and, on the contrary, to promote identity practices and artifacts.

## 2. THE MAGDALENA DEPARTMENT

### 2.1. The Magdalena Context

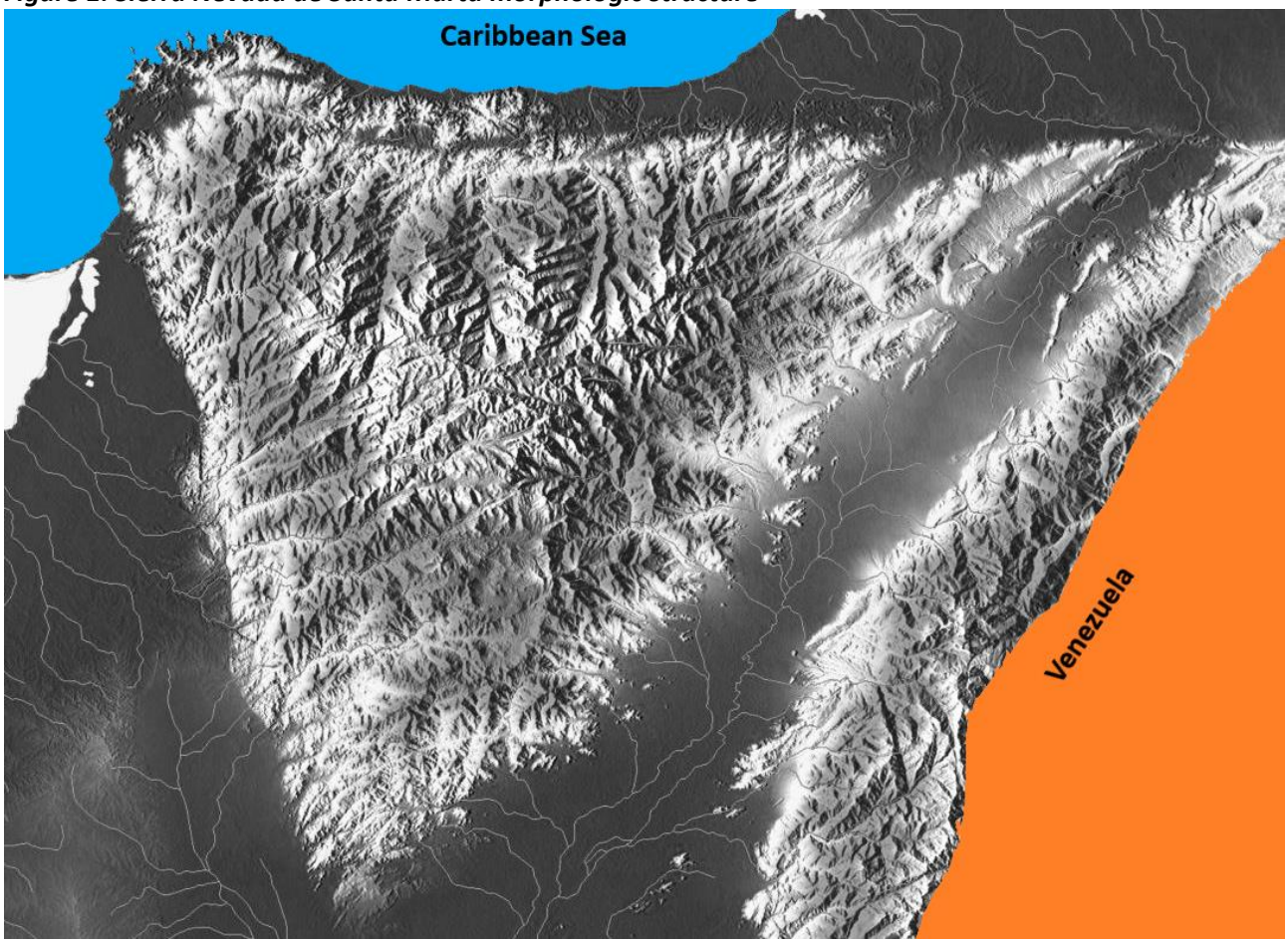
The Magdalena department is located in the Northern Colombia, and extends its administration from the eastern side of the Magdalena River till the Caribbean coasts, for a total of 23.188km$^2$. It is low populated, with 1.341.746 inhabitants[28], 6,5% of which are indigenous communities. In pre-Columbian history, the Magdalena department was inhabited by the *Tayrona* civilization, now represented by the indigenous tribes of the *Arhuaco*, *Kogi*, *Kankuamo* and *Wiwa*. Alonso de Ojeda - who arrived in 1499 - settled the first Atlantic routes to the once called *El Dorado*, and Rodrigo de Bastidas funded the city of Santa Marta on the 29th of July of 1525. Since then, the city acquired strategic importance as an administrative and commercial centre of the region, and now it is the capital of the department, with half a million citizens. The second largest

[27] UNWTO (2019), *Recommendations on the sustainable development of indigenous tourism*

[28] DANE (2019), *Resultados Censo Nacional de Población y Vivienda 2018*

agglomeration is Ciénaga (129.414 inhabitants in 2018), settled between the *Ciénaga Grande de Santa Marta* (CGSM) wetland - the largest in Colombia - and the SNSM massif. Apart for few mid-urbanised administrative centres, the rest of the population in Magdalena is scattered around minor settlements: 40,6% of the total population lives in rural areas (30,4% at national level).

***Figure 1: Sierra Nevada de Santa Marta morphologic structure***




Source: Courtesy of Alexandra D'Angelo

According to DANE[29], 51,6% of the total population in the Magdalena department lives under poverty conditions, well above the national average (34,8%). Considering multidimensional poverty indicators, the department also suffers of poor access to education (34% of students compared to 40,5% at national level), high childhood mortality rate (18,3%), inadequate basic infrastructures (68,3% of the population has not access to the sewerage system), and insufficient housing supply (16,3% on housing deficit and 49,8% of population living in inadequate structures)[30]. With an indicator above 60% in 2019, labour informality is a widespread problem particularly in rural areas, and harsh economic conditions are confirmed by the GDP per capita of 3.525 USD[31] per year. Unemployment rates in young people respond to the national trend, which for 2019 stood at 18,1% and at 24,4% for young women. Magdalena is also the destination of different waves of IDPs that, over the years, arrived from other departments, phenomenon that exacerbated labour market exclusion and social conflicts.

[29] DANE (2019), *Ibidem*
[30] Gobernación del Madalena (2016), *Plan de Desarrollo Magdalena 2016-2019*
[31] MINCIT (2020), *Perfil económico: Departamento de Magdalena*

The Magdalena department is underdeveloped compared to the rest of the country, its total contribution to the national GDP was just 1,34% in 2018, and its economic structure relies on farming activities (maize, coffee, cotton, banana, tobacco and fruits), live stocking, logistics and tourism. As for the primary industry, main cultivations are banana crops (47,1% of permanent cultivations) and maize (43% of the seasonal ones[32]), while traditional fishing activities are common in the Ciénaga area as well as in the Caribbean Coast. Service industry is mostly tourism, and the main destinations are Santa Marta, the Tayrona NNP - the second most visited NNP in 2020 with almost 85.000 visits[33] - and the SNSM with *Ciudad Perdida* as the main attraction point.

According to FAO[34], in 2017 in the Magdalena department the agricultural sector was mainly constituted by micro-enterprises (78%, conversely, large enterprises were 2% of the total), has productive disadvantages related to the low technological level and a low rate on new business establishments, even if the survival rate is high, suggesting good revenues[35]. The Magdalena has a high informality in land ownership, limiting the access to cooperative and productive advantages for small producers. The historical inequal distribution of land is confirmed by high concentration and distribution coefficients, with wide extensions of rural land in the hands of few owners: the 7% of landlords own 54% of the department's land, while median and large farms predominate, with 91,3% of the departmental agricultural area used for extensive agricultural activities.

***Figure 2: Satellite image of the territory involved in the Case Study with main road connections***

Source: Google Earth

Infrastructural problems limit the regional development potential: the tertiary and secondary road deterioration and their poor condition influence the transport-cost of inputs and crops[36], limit the access to

[32] MINCIT (2020), *Ibidem*

[33] USESPN- Elaborations OEE- MINCIT (2020-06)

[34] FAO (2019), *Plan integral de desarrollo agropecuario y rural con enfoque territorial, Departamento del Magdalena*

[35] From 2011 to 2016, the business survival rate in agriculture is the highest of all economic sectors in the Magdalena department (72%).

[36] FAO reports that in 2018, on a sample of 7 agricultural inputs, the cost is 9,4% higher than the rest of the country.

health and education services[37], and hinder the tourism development as a supporting measure for income generation. Considering the access to ICT, there is a low internet broadband penetration in the Magdalena department (6,9% in 2018)[38], with a deeper exclusion of rural communities due to infrastructural gaps. Furthermore, although the health support program involves large portions of the population[39], its provision shows critical deficiencies, such as abandoned or inadequate health centres and low contraception awareness for youth, highlighted by high pregnancy rates in adolescents.

At environmental level, the Magdalena department is home to invaluable natural resources and biodiversity, but suffers of multiple problems mainly due to human activity. The coastal zone is affected by erosion and salinization, loss of mangrove cover in the CGSM and invasion of marine predatory species; furthermore, high levels of contamination are caused by inadequate management of solid waste, which is often deposited along the edges of *Manzanares* and *Gaira* rivers, and dragged to the sea during the flooding. On the other hand, the internal area - especially the SNSM - is subject to deforestation, soil erosion and contamination of rivers and aquifers. Increasing land consumption, loss in vegetal covering and a growing climate change impact, multiply the chances of natural disasters. Climate change is already affecting the SNSM and its fragile equilibrium: the Kogi's sacred lake *Nakulindue* (meaning Fountain of life) is dry, and glaciers are expected to disappear, deteriorating biodiversity and cutting important resources to the water supply system[40]. According to IDEAM[41], the Magdalena is the 13th department in Colombia for climate change threats, due to rising sea levels and low ecosystems adaptive capacity. Furthermore, the increasing frequency in extreme weather events would intensify the hydrological problems[42] and slope-stability, increasing the flooding risk throughout its hydrographic systems, as well as droughts that would affect the water supply.

At administrative level, the disconnection between the planning and implementation procedures, poor monitoring and evaluation, poor development of administrative capacities[43], exacerbated by corruption risks[44], strongly affects the good governance of the territory. Furthermore, the recent socio-economic crisis in Venezuela has caused a massive migration to Colombian urban areas: according to the National Disaster Risk Management Unit (UNGRD), in 2018, 442.462 Venezuelan immigrants were regularized in Colombia[45], the Magdalena being the 5th department per reception (7% of the total), while supporting measures for migrants has been affected by both poor administrative and capacity management and the occurrence of the pandemic crisis.

## 2.2. History of conflict, peace and violence in the Magdalena Department

### *2.2.1. Conflict*

The trigger for social and armed conflict in Colombia has been associated with the violent expropriation and limited access to land, institutional and territorial fragmentation - exacerbated by an ineffective agricultural

[37] Corporación PBA (2014), *Lineamientos y estrategias de desarrollo rural territorial para la región Caribe Colombiana*

[38] Consejo Privado de Competitividad (CPC) (2020), *Economía Digital*

[39] Almost all of the indigenous population is affiliated with their own health system. FAO reports 15.160 people affiliated to the indigenous EPS in December 2016.

[40] Rainforest Trust (2019), *Climate Change Dries Up Sacred Lake in Colombia*

[41] IDEAM (2017), *Tercera Comunicación Nacional de Cambio Climático (TCNCC)*

[42] Between 1985 and 2015, 523 floods have been recorded in the Magdalena department (IDEAM, *Ibidem*)

[43] Gobernación del Magdalena (2016), *Plan de Desarrollo Departamental: Magdalena social es la vía 2016-2019*

[44] The Attorney General's Office in 2016 reported low transparency regarding public procedures and the high risk of corruption for the Magdalena Governorate. The Open Government Index (IGA) reported a value of 78,9 for the Magdalena Governorate, equivalent to the *high-level* corruption risk, while in terms of Public Transparency, ranked 28th out of 32 departments. Procuraduría General de la Nación (2016), *Resultados del índice de gobierno abierto (IGA) 2016*

[45] UNGRD (2018), *442.462 venezolanos identificados en registro -RAMV- recibirán regularización temporal*

policy[46] - as well as the sudden growth of the new economies of gold, oil, bananas, coca and amapola, which have been used to finance the insurgency[47]. Conflict in the Magdalena department is characterised by clashes among guerrilla and paramilitary groups for territorial control, especially during the 1995-2005 decade: guerrilla groups first settled during the 1980s and 90s, while the presence of paramilitaries groups surged since the mid-90s[48].

The *Fuerzas Armadas Revolucionarias de Colombia* (FARC) arrived in the Magdalena department in 1982, to create a corridor which could join the southern Cesar to the CGSM and the SNSM, granting territorial control over drug production and trade, which was used to finance its strategies. Subsequently and gradually, the guerrilla group established its control over Fundación, Ciénaga and Aracataca, imposing extorsions and treats to local ranchers and businessmen.

The *Ejército de Liberación Nacional* (ELN) guerrilla group arrived in Magdalena during the first half of the 90s in Ciénaga and Fundación, and later on Pivijay, Remolino, Sitio Nuevo, Cerro de San Antonio, the CGSM and the border area with the department of Atlántico. The military activity of the ELN in the department during the 1998-2003 period has been lower than that of the FARC, due to its weakness compared to the adversary forces, almost leading to the disappearance of the organization in the department of Córdoba and a significant decrease in its actions in the departments of Sucre and La Guajira.

As in the case of the guerrillas, the *self-defence groups* (also known as paramilitary groups) in the department of Magdalena emerged as structures to confront the criminal groups that appeared as a consequence of the *bonanza marimbera* – the marijuana boom. One of the most important groups was located in the in the coffee village of Palmor (municipality of Ciénaga) which became an important transit point for the marijuana trade. Its support for ranchers and entrepreneurs led the organisation to strongly confront FARC and, often, unarmed peasant communities, causing in the mid-1980s innumerable deaths in the department, mainly in Ciénaga. However, in the mid-1990s the FARC managed to expel this organization from Palmor, but in 1995, the self-defense group led by Carlos Castaño in Córdoba and Antioquia began to operate in Magdalena, leading to a new wave of violence and peasant massacres. During the 2000s the main confrontations between paramilitary militias and guerrillas took place in the SNSM, causing an unprecedented displacement of refugees in 2002, estimated at approximately 11.000 people, and leading to a stronger hold of the territory for self-defence forces. Ten years later, in 2012, displaced people in the department were more than 45.000, the main expelling municipalities being Fundación, Zona Bananera and Ciénaga.

### *2.2.2. Peace*

In 2012, the FARC and the Government of Colombia, through a *Transitional Justice*[49] process, begun their first round of peace talks, leading to the first agreements in May 2013. The peace process - interrupted by armed clashes and moments of tension, confrontations, and subsequent intermediate agreements – almost ended in September 2015, when the Legislative Act for Peace was presented to the Congress, approving the National Referendum for Peace. In January 2016 the Government and the FARC agreed upon the United Nations as the definitive cease-fire monitoring institution, but in October, by a narrow margin, the referendum results rejected the agreements. In November, the parties submitted a new agreement and, in December, President Santos and the FARC representative Rodrigo Londoño signed the Peace. After 4 years of *Transitional Justice* implementation and the final Peace agreements, the main armed group of Colombia decided to change

[46] Fajardo D. (2014), *Estudio sobre los orígenes del conflicto social armado, razones de su persistencia y sus efectos más profundos en la sociedad colombiana*

[47] Universidad del Rosario (2005), *Las explicaciones sobre el conflicto armado en Colombia*

[48] Quinche et al. (2018), *El despojo paramilitar en el Magdalena: El papel de las élites económicas y políticas*

[49] For information on the transitional justice protocols and Colombian peace process: ICTJ – Transitional Justice

strategy, preferring political struggle to the armed confrontations, leaving the country open to new hope and ambitions.

Colombia has undergone a process of disarming, demobilization and reintegration without the proper end of the conflict, being the programs developed in a tense and difficult context, with difficulty of reintegration of ex-combatants[50]. Although a comprehensive peaceful context has still to be achieved – ELN and paramilitaries, FARC dissidents as well as narco-trafficking organisations still struggle for territorial control – stability has greatly improved since the 2000s massacres, and the enhanced sense of security is opening new territories to State control: the Peace agreements also include infrastructures and basic services provision investments, leading to the development of many conflict-affected rural areas. Evidence highlights the need to improve the local living conditions and operative capacities for the specific management of tourism projects[51].

The Magdalena department is one of the main beneficiaries from the improved sense of security, since harsh armed confrontations and massacres strongly diminished, and security measures have been implemented by police and armed forces throughout the main urban centres. Nevertheless, rural centres and the SNSM are often lacking in effective means of control, due to the settlements' dispersion, to the geological territorial isolation, and a weak institutional presence and support.

### *2.2.3. Violence*

The United Nations Office on Drugs and Crime (UNODC) identifies the factors of coca crops persistence in (i) crop yield, associated with soil fertility and the use of production technologies, (ii) the price dynamics of the different coca by-products, (iii) the licit production technical deficiencies and risks and, (iv) the armed actors' pressures for drug trafficking. Thanks to recent innovation and technological improvements, coca crops have increased yield in different regions: 1ha of coca crop currently produces 5,7mt of fresh leaf on average per year, although in the Meta-Guaviare region the yield is 32% higher, while in the Amazon and the Putumayo-Caquetá region 17%. Net monthly income for the cultivation of 1ha of coca is 238,5 USD on average in 2018, and taking into account that the average cultivation area is 1ha, illegal activity generates hardly any subsistence income for peasant producers. Nevertheless, business aggregated transactions associated with coca cultivation and its first transformation are estimated in 2billion USD, sufficient to boost local conflict-affected economies and consolidate the presence of armed actors in the territory, generating multiple threats, such as (i) impact on local elections to favour associated candidates, in order to diminish pressure on illegal activities, (ii) weaken the local actions for coca crop substitution programs and (iii) foster corruption, with bribes that can access to state supply control agents[52].

According to UARIV, during 2018, 1.537 homicides were attributed to the armed conflict, 80% of the victims lived in coca production municipalities, similar to the 2016-2018 period, during which, 4.507 people died by conflict related activities. "The scenario has changed, and the dynamics of the confrontations have moved from the national to the regional level, where social control practices have been resumed, with new forms of action, focused on intimidation, threats, selective assassinations and isolated armed actions, leaving aside the massacres and violent takeovers of previous years, in order to maintain a discrete control of the territory and avoid the operations of the public force"[53]. Without the FARC, the remaining 6 Organized Armed Groups (GAO), plus other 232 Organized Crime Groups (known as *bacrim*, which stands for *bandas criminales*) took advantage to occupy the territories, especially over the Pacific and Amazon regions. Taking into account

[50] Mejía L.F. (2014), *La reintegración social y económica de los grupos armados ilegales en Colombia: reflexiones a partir de la trayectoria de nueve excombatientes*

[51] Farrín M.D. (2002), *Sostenibilidad y calidad de vida de las comunidades indígenas y campesinas*

[52] UNODC (2019), *Colombia, Survey of Territories Affected by Illegal Crops 2018*

[53] UNODC (2019), *Ibidem*

army strength, impact of military operations and the threat to the territories, the ELN, the Gulf Clan and the FARC dissidents are the three most important illegal organizations.

In 2019 the Magdalena is the third department in the country for victimizing events (503.499)[54], with 449.976 victims reported. Many homicides and treats are attributable to the Gulf Clan, which is present in the SNSM, and, according to official sources, has 1.600 men in arms, although the organization has weakened thanks to public force operations.

### 2.3. Tourism in Santa Marta District

Santa Marta is the capital of the Magdalena Department, a vibrant city overlooking the Caribbean Sea, with fascinating history and symbolism, represented by being the oldest city founded by the Spanish conquerors and the place where the liberator Simón Bolívar died, in the *Quinta de San Pedro Alejandrino*. Santa Marta is associated with multi-destination products, such as culture, adventure and gastronomy, but has a comparative advantage towards nature, thanks to three NNPs, Tayrona, SNSM and the Isla de Salamanca, a flora and fauna sanctuary (the CGSM) and four protected areas. Both the SNSM and the CGSM have been declared in 1980 Biosphere Reserve by UNESCO due to their biodiversity and importance as key components for the regional climatic equilibrium, while the CGSM is also protected by the Ramsar Convention. The SNSM - with the Simón Bolivar pick (5.774mt asl) and its glaciers - is the highest coastal massif in the world and has an extreme degree of biodiversity thanks to the many different ecosystems which can be found throughout its climate floors.

Between 2014 and 2019, Santa Marta received 1.271.466 international tourists, 50,3% of which came from Europe (mostly Germany and France), 30,6% from South American countries (predominantly Argentina) and 15,6% from the US. Most tourists chose to rent with online travel agencies (50%) and using social media (24%), rather than contacting traditional travel agencies (12%) or hotels (3%) and prefer short visits, such as 2 (42%) or 3 nights (37%) length. High-seasons – which coincide with the local holidays, from mid-December to the end of January and Easter - are characterised by overcrowded beaches and over-tourism. The tourist profile of Santa Marta is a young employee, who cares about beach-proximity, is looking for entertainment and parties, and its accommodation demand is mostly economic and represented by 2-3 star hotels, hostels and renting apartments[55].

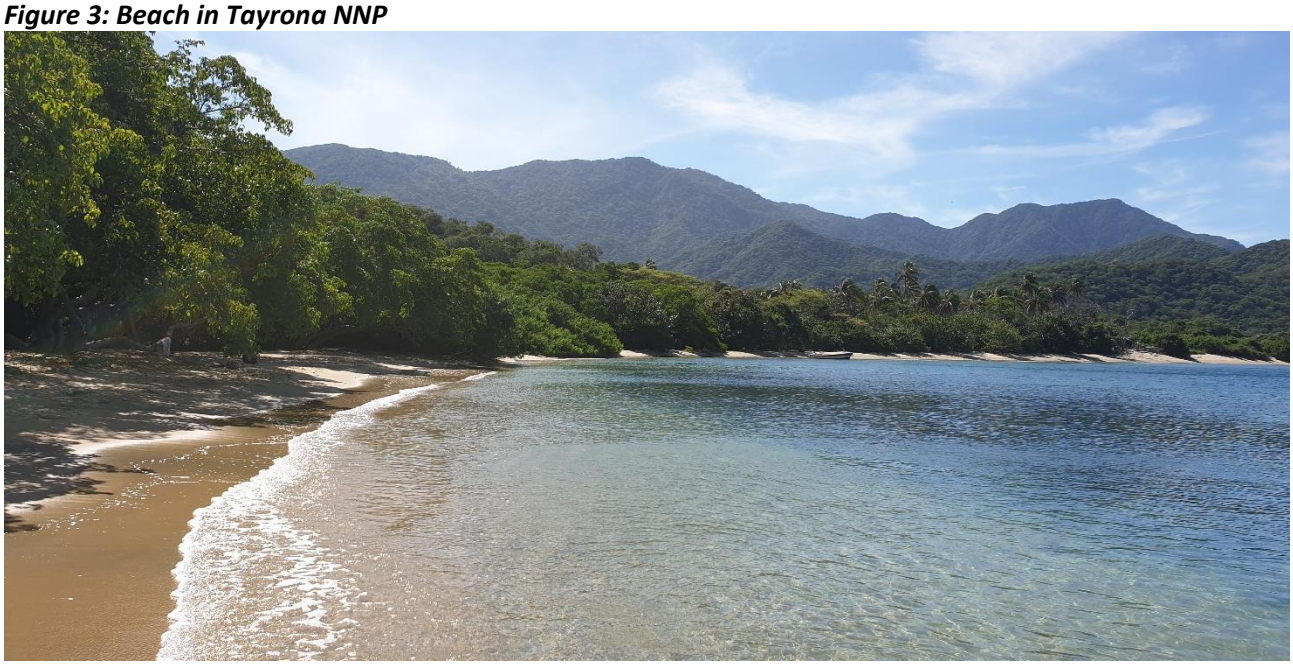
According to the Chamber of Commerce, in 2019 in Santa Marta there were 182 tourist operators, however the sector suffers a low degree of specialization as well as a high level of informality, with low-quality service standards. Wholesalers complain an inadequate level for services related to shopping, nightlife, enjoying the marine environment and nautical tourism related activities, as well as underqualified tourist guides and untrained personnel, especially in terms of bilingualism. In order to foster the tourism sector, the Urban Government established an agency (INDETUR), whose main objective is the execution of policies, plans and programs for the promotion of tourism and the positioning of the Santa Marta district as a sustainable tourist destination.

The Tayrona NNP is the main tourism attractor in the region, it was declared both a protected area in 1964 and UNESCO Biosphere Reserve in 1982 and is part of the ancestral indigenous territory: in pre-Colombian time it was largely populated and many archaeological sites, associated with ceremonial practices, are present throughout its 15.000ha - including 3000ha marine area. The coastal area, although small in extent, contains the greatest biological diversity of the American littoral[56], and its easy access, variety of landscapes and coral beaches, generate multiple sources of revenues for local communities.

[54] UARIV (2020), *Red Nacional de Información*
[55] AEM Elaborations from ProColombia and CITUR data
[56] IUCN (2004), War and Protected Areas

Santa Marta enjoys a location advantage for both trade and tourism, however inadequate management of coal exports negatively affected the tourism potential – for what happened in the coastal area between *Los Alcatraces* and the Bay of Santa Marta. In the southern area of the district, the port dedicated to coal export generates direct and indirect job-related benefits, social security for the employed population, income for the municipality and revitalization of the local and regional economy. Despite its economic importance, the coal activity has had an important environmental impact, mainly produced by transport and shipment inadequate handling, which polluted the urban area and its surrounding beaches. The negative impacts generated a series of social conflicts for urban space use, population health and compromised tourism investments. However, the fall in coal price during last 10 years and its extreme volatility[57] due to the growing transition from fossil fuels to renewable energy sources - exacerbated by the pandemic crisis - marked the economic unviability of many coal companies. In February 2021, the multinational Glencore decided to hand its mining contracts back to the Republic of Colombia[58], dismissing its activity and leaving growing concern in the Magdalena Department about the loss of direct and indirect employment, as well as important financial resources. This structural economic transition shows the need to adapt to global change, and represents both a challenge for territorial planning and an opportunity for the sustainable development of one of the most biodiverse regions in the world.

***Figure 3: Beach in Tayrona NNP***



Source: UPD

### 2.4. Tayuna – Ciudad Perdida (Lost City)

In 2016, the national *Tourism for Peacebuilding* programme advanced 4 pilot projects in (i) the SNSM, (ii) the *Serranía de la Macarena* (Meta), (iii) Putumayo-Arauca-Casanare, and (iv) Urabá-El Darién (Antioquia-Chocó)[59] to evaluate the contribution of tourism in post-conflict contexts: the aim was to explore opportunities through the Territorial Approach Development Programmes (PDET), established in the peace agreements with the FARC.

[57] The price of a ton of coal went from 114 to 51 USD between 2018 and 2020, and rose again to 90 USD in March 2021. Source: *Coal Commodity data from* Trading Economics (2021)

[58] Reuters (2021), *REFILE-Glencore hands back Prodeco's mining contracts to Colombia*

[59] MINCIT (2014), *Plan Sectorial de Turismo 2014-2018*

Until 1970s the region between Santa Marta and La Guajira was poorly populated and with few economic activities, nevertheless, during the 1960s and 1970s two phenomena brought demographic and economic dynamism: tourism and drug trafficking[60]. Tourism surged in Santa Marta, where recreational projects aimed at local and national holiday tourism were developed, on the other hand, drug trafficking stimulated the colonization of the northern part of the SNSM, especially in the Guachaca, Buritaca, Don Diego and Palomino river basins.

Ciudad Perdida has been discovered in the upper Buritaca river basin, in 1975, by indigenous tomb looters, and in 1981 became an Archaeological Park - about 1.800mt$^2$ of extension - which lays at among 900-1.200mt asl. Since its discovery, multiple tourism actors converged in the region and, now-a-days, indigenous communities are included in the value chain and involved in the territorial planning. The indigenous authorities signed an agreement with the Colombian Institute of Anthropology and History (ICANH) and the Global Heritage Fund to establish a joint management plan, and the indigenous tourist agency proposed direct ethno-tourism experiences, despite the tensions generated within the community[61]. The SNSM NNP, the MINCT and the Kogui-Malayo-Arhuaco Indigenous Reserve authorities established a management committee for all activities associated to the Ciudad Perdida route, including the tourism load capacity analysis and the monitoring plan to assess the environmental and cultural impacts of ecotourism[62].

The governmental imposition on land use and the paramilitary presence - that managed to indirectly engage in tourism activity with charges for operators and tourists' safety - generated social tensions that fueled the conflict. In September 2003, the ELN kidnapped 8 foreign visitors to denounce joint Army and paramilitary operations[63] in the SNSM, unleashing international tensions and leading to the hostages' release, between 106 and 195 days later. The dialogues for paramilitary demobilization started during the Uribe presidency and ended in 2006, when Hernán Giraldo's group handed over its weapons, allowing the territorial occupation and eradication of coca crops by the Army. The reintegration of ex-combatants and support to local communities required specific programmes, focused both on tourism[64] and coffee cultivation. Tourism, mostly from Europe, became the most profitable activity for local communities, which use traditional agriculture for food provisions and integrate their income with coffee and cocoa crops[65]. However, the territory still suffers from the presence of armed groups affiliated with paramilitarism, especially the *Clan del Golfo*.

### 2.5. Indigenous communities in the SNSM

Although it is common to include all the ancestral population of the SNSM in the *Tayrona* civilization, apart from a certain linguistic unity, architectural and cultural differences are evident, suggesting different political units at local level. Recent research suggests that the oldest housing areas date back to approximately the 650s, were occupied till the 1100-1200s and it is estimated that, in the sixteenth century, Ciudad Perdida may have had between 1.500 and 2.000 inhabitants. The sixteenth century was characterized by intense periods of conflict, followed by years of restoration and exchanges between the indigenous communities and Spanish conquerors. Despite the huge deployment of force, the Spanish settlers never managed to establish

[60] ACNUR (2003), *Informe de la Comisión de Observación de la Crisis Humanitaria en la Sierra Nevada de Santa Marta*

[61] Guilland M. and Ojeda D. (2012), *Indígenas "auténticos" y "campesinos "verdes". Los imperativos identitarios del turismo en Colombia*

[62] Pardo L. (2012), *Teyuna, la ciudad perdida de los Tayrona: entre la conservación y la concertación*

[63] El País (2003), *El ELN se responsabiliza del secuestro de siete extranjeros en Colombia*

[64] In 2014, 32 out of 74 guides in Ciudad Perdida were demobilized and reinserted ex-combatants, in Giraldo S. (2014), *El patrón nos manda saludes. Posconflicto en la Sierra Nevada de Santa Marta*

[65] Vega F. (2017), *Turismo y posconflicto. Una reflexión a partir del escenario del Camino a Teyuna (Ciudad perdida)*

permanent villages in the SNSM or dominate the local population. The cyclic epidemics caused by new diseases (typhus, influence and smallpox) decimated the population, furthermore, the constant conflicts - both internal and with Spanish settlers - caused the slow but progressive abandonment of the Tayrona villages[66].

For indigenous communities, the Tayrona NNP and the SNSM keep the world equilibrium and harbor the spiritual knowledge, while the coca plant is considered a sacred spirit due to its ability to facilitate communication between different worlds. The armed conflict is considered a recent problem, and the causes of indigenous unrest date back to the colonial conquest. However, the conflict threatened the communities on different fronts, the upper parts of the SNSM were occupied by the guerrillas, while those below by the paramilitaries, causing severe social and environmental impacts by activities related to drug trafficking and illicit crops cultivations[67].

The indigenous communities[68] have clear social divisions by age and sex and live in scattered settlements throughout the different SNSM climate floors: traditional food is banana in the lower areas and potato in highest; corn, cassava, malanga, sugar cane, ahuyama and sweet potato are also used, while the fruits and vegetable harvesting are run by all family members. The weaving for the production of *mochilas* (bags) and dresses – with natural fibers such as fique and cotton - is the most important artisanal activity, and is performed by women. Older men perform spiritual work and engage in magical-religious activities, while recently, some adult men are carrying out activities of community organization. The indigenous health system is governed by their spiritual knowledge, through healing agents and prayers concerning their own natural elements.

The contact with conquerors and settlers led to changes in the traditional social scheme, with the introduction of elements from the colonial governmental system and the Catholic religiosity, nevertheless, the indigenous withdrawal to the upper SNSM preserved their beliefs, and allowed the community to reorganize with stronger identity and self-determination aims. However, the various conflict-induced displacements and the presence of armed groups and illicit crops in the territory, weakened their own economic, social and cultural practices, affecting their social and political organization.

The *Law of Origin* is the SNSM indigenous ontology, which incorporates the natural codes that govern the universe. The SNSM is considered a sacred place - the center of the world - and its geography is compared to a human body: hills and mountains are masculine and are mystical characters that generate life, while the sources of water are considered feminine, and are the blood that irrigates the whole body. These mystical characters integrate the positive and the negative, and remain in the SNSM thanks to spiritual nourishment – the ritual *of payments* – that are offered in different sacred sites. The *payment* spiritual activity is fulfilled by the Mamos, mediators between the cosmic and the earthly.

Within the indigenous vision, territoriality is marked by sacred sites connected by the *Black Line*, constituting a border that separates from the *hermanos menores* (non-indigenous populations): all along and within the *Black Line* are performed the *payment* rituals, consultations or collection of materials for spiritual use. According to the indigenous people, the *Seshizha* (the Black Line) marks the indigenous ancestral jurisdiction all along the sacred sites, identifying the connection with the spiritual principles of the world: through these connections, life in the SNSM is ensured[69]. The *Black Line* was recognized by law in 1995[70], and in 2018, under the Santos presidency, was officially established as a protected area, guaranteeing the access

[66] Global Heritage Fund (2009), *Teyuna (Lost City) Archaeological Park Guidebook*

[67] Vega F. (2017), *Ibidem*

[68] Information proceeding from MINCULTURA (2010), *Wiwa, La gente que da origen al calor*, *Kaggabba (Kogui), Los guardianes de la armonía del mundo*, and *Iku (Arhuacos), guardianes de la vida*

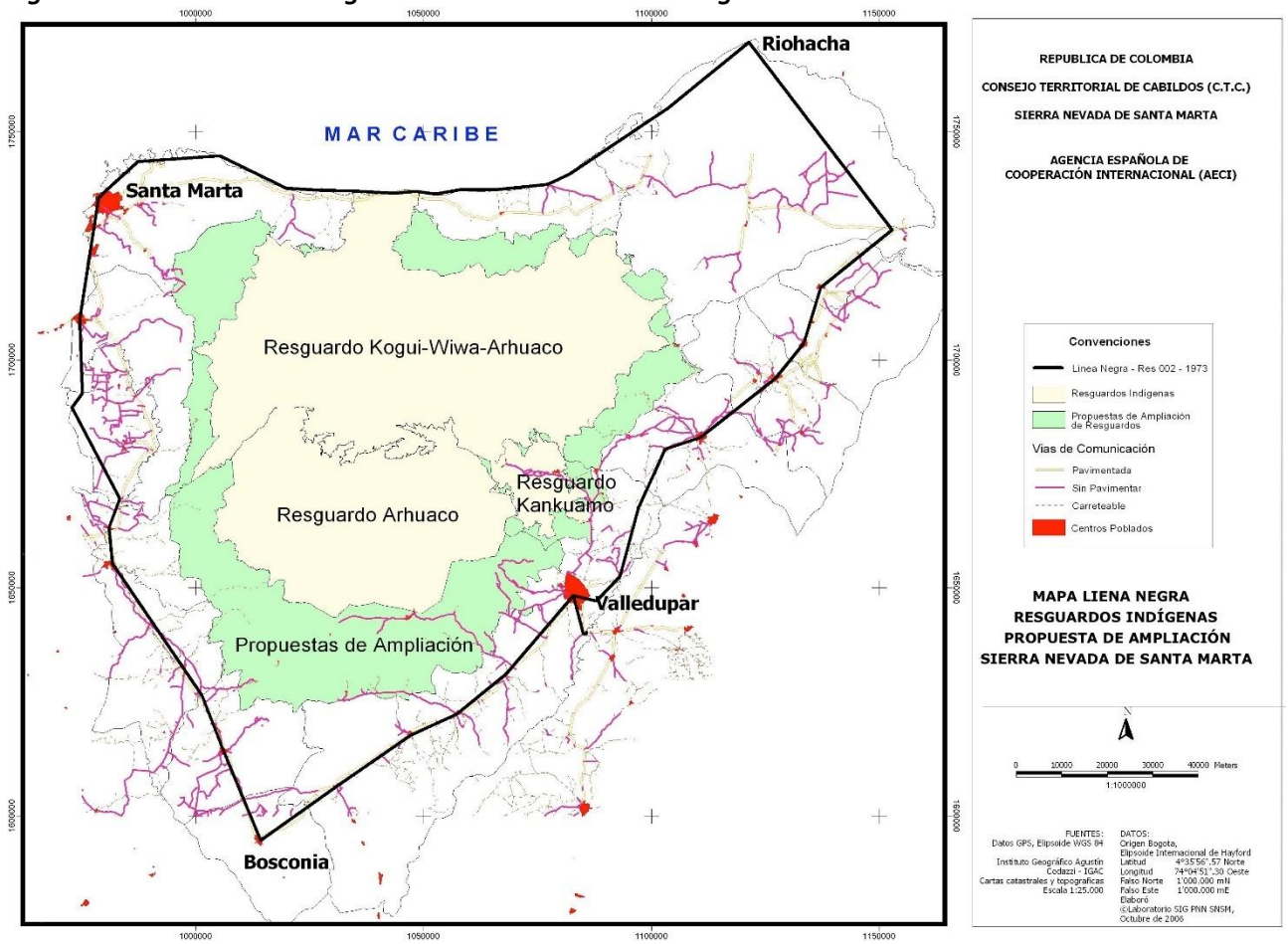
[69] Organización Gonawindua Tayrona and Resguardo Kogi - Malayo – Arhuaco

[70] Resolution 837 of 1995.

of the 4 indigenous communities to 348 sacred sites. The area within the *Black Line* extends along 3 departments and includes 25 municipalities, 3 indigenous Reserves (Kogui-Malayo-Arhuaco, Kankuamo and Arhuaco), and three NNPs (SNSM, Tayrona Park and Sanctuary of fauna and flora Los Flamencos).

The indigenous governance is articulated between the traditional authority (the Mamos and the Elders Council) - which manages the internal functioning and ensures compliance with the *Ley de Origen* - and the *non-traditional* (the *Cabildos*) - that manages public resources for the Indigenous Reserves and mediates between communities and the State. The Gonawindua Tayrona Organization (OGT) and the SNSM Territorial Council of Cabildos (CTC), are the indigenous communities' representative entities used to mediate with the government and to cooperate with other institutions.

***Figure 4: Black Line and Indigenous Reserve in the SNSM region***




Source: Organización Gonawindua Tayrona and Resguardo Kogi - Malayo – Arhuaco

The indigenous communities' objective is to consolidate and recover their ancestral territory, and their activities focused on the dialogue with the public authorities to form their Reserve. The Reserve enlargement process went through 4 stages, and in 1980 the Kogui-Malayo-Arhuaco Reserve was established, extending for 364.390ha between the municipalities of Santa Marta (Magdalena), Riohacha and San Juan del Cesar (Guajira) and Valledupar (Cesar): further enlargements are under discussion, and aim to extend the Reserve to 448.319ha. The dedication for the SNSM vindication and protection has led to a continuous cooperation among the 4 indigenous communities, allowing stronger cohesion and shared cultural preservation strategies.

## 3. UNSUSTAINABLE TOURISM

### 3.1. Taganga

Taganga is a traditional fishing village with 5.000 inhabitants, located in a bay North of Santa Marta. The district has a warm tropical climate and constant temperatures of almost 30°C, coral beaches and perfect conditions to develop conventional *sol y playa* tourism, which has been exploited since the beginning of the 2000s by foreign entrepreneurs. Fishing overexploitation and pollution eroded the traditional sector profitability, which led the *Tagangueros* to seek job alternatives: the tourism sector represented a fast-growing industry and a valid source of income; in 2010 only 30% of residents was dedicated to fishing activities, whereas the tourism sector employed 36,3% of the total active population, and only 50% of the enterprises were owned by local investors[71].

The geological setting – wedged between the mountain and the coast - impedes urban expansion, limiting the number of accommodations and tourism facilities. Despite its geological conditions, land use in Taganga was uncontrolled and urban planning was totally absent, leading to the chaotic surge of tourism activities and hotels, often built in disregard of the most basic environmental and slope-stability security rules. In 2007, the District Environmental Department granted the license for the construction of a maritime terminal for palm oil export, and recently the construction agreements were finalized, causing opposition from the community: the lack of participation in decision-making and the fear about the impact of such infrastructure on tourism and the environment, led to demonstrations and legal disputes[72].

The lack of urban planning and uncontrolled urban expansion is evident for the almost non-existent road signs or information to locate tourist attractions. Although recent refurbishment in the front sea-side, the urban infrastructure is in poor condition: more than 90% of the streets are not paved, the sewerage system is inadequate and water provision is scarce and often interrupted, forcing the public administration to supply water by tank-trucks. Waste management is inadequate considering the touristic demand, and the village suffers high level of contamination, which affects the wellbeing of the community and constitutes a barrier for quality tourism.

Nevertheless, cooperation among private activities achieved a higher level of organisation, and different services and tourism packages have been developed since the beginning of the 2000s. Among the most organized activities are maritime transport, gastronomy and diving. Tourism packages are similar among tour operators, with main destinations the Tayrona NNP and *Ciudad Perdida*. The tour guides are well trained in English, but jobs are often contracted informally and show inadequate first aid qualifications, lack on professional training and low accountability, being unregistered in the National Tourism Registry. Maritime transport services are managed by 3 main cooperatives - with almost 100 associates – and became a strategic and interconnected sector that generates employment and permits product diversification.

Tourism demand in Taganga varies from natural and adventure tourism to nightlife and diversion. The latter has been often used by criminal groups to capitalise their illicit businesses, causing growing social tension among residents, tourism activities and tourists, as well as problems related to drug abuse and sexual exploitation. The lack of security, weak presence of the public institutions, disorganization at administrative level and criminal control over the area, left fertile ground for recruiting young people into illegal activities, which are often used to sell drugs or involve tourists in illicit practices. In December 2018, a large international organisation involved in sexual exploitation - including minors - has been dismantled by the

[71] Botero, C and Zielinski, S. (2010), *Evaluación del potencial para el desarrollo de turismo sostenible en el corregimiento de Taganga, Distrito de Santa Marta*

[72] OCA (2019), *Puerto multiproposito Sociedad Las Americas – Punta Voladero, Taganga (Santa Marta, Magdalena)*

national police[73]. The evidence showed that illegal packages, including sexual tours and private drug parties, were exclusively promoted among foreigners.

### 3.2. Palomino

Palomino is a traditional fishing village of almost 4.000 inhabitants belonging to the municipality of Dibulla, located at the border of the Magdalena and the La Guajira department. Dibulla is considered one of the most affected municipality in terms of poverty and basic service provisions: according to DANE[74], in 2018 multidimensional poverty indicator is 65,5% (19,6% in Colombia), 91% of population is employed in informal jobs and 35,5% is illiterate. House deficit is medium high[75], the absence of sewerage system and aqueduct compromise health and sustainable development, while social exclusion and barriers to labour market inclusion are common problems for this community, as in the rest of rural conflict-affected areas of Colombia.

Despite the unfavourable social conditions in Palomino, the long tropical beaches, the proximity to the Tayrona NNP and the strategic position as the starting point for *Ciudad Perdida* trails in the SNSM, converted this traditional fishing village to a well-known tourist destination, mostly frequented by foreigners, although national demand is increasing and tourism is flourishing: recent journalistic inquiries claim that 80% of the community states that benefits from tourism[76].

***Figure 5: Satellite image of the Caribbean Coast of Santa Marta***

Source: Google Earth

Indigenous communities - Wayuu, Kogui, Arhuacos and Wiwa - are largely present, their settlements dating back to the Santa Marta foundation, since at that time the *Guanebucanes*, Tayronas descendants, and Arhuacos, lived in *Yaharo* (old name of Dibulla). Palomino is located in a sacred place and ancestral trade-hub for indigenous communities, and according to Article 8 of Law 397 of 1997 - which rules the management of National Cultural Heritage - all development plans must take into account the conservation and recovery of cultural heritage, including indigenous ones, implying the participation of these communities in the

[73] Fiscal General de la Nación (dic. 2018), *Descubierta mafia israelí responsable de explotación y esclavitud sexual de niñas, adolescentes y mujeres en Colombia*

[74] DANE (2019), *Ibidem*

[75] UNDP (2019), *La Guajira, retos y desafíos para el Desarrollo Sostenible*

[76] Las2Orillas (2017), *Un llamado de urgencia para proteger a Palomino*

development planning process. The Dibulla Basic Plan of Territorial Ordering (PBOT) omitted carrying out load building capacity studies for Palomino, neither it foresees land-use zoning plans or regulations on conservation of indigenous sacred places or beach utilisation to prevent environmental damages. Local authorities seem to have an unclear policy on granting and issuing new permits and construction licenses, allowing inappropriate agricultural and livestock practices, uncontrolled growth of real estate projects all along the coast and causing threats to the fair development of the community. Despite the nature-friendly character of many touristic accommodations that exploit natural tourism, often constructions are built in disregard of environmental sustainability policies: mangrove destruction, deforestation, illegal water catchment, unpermitted septic wells and aquifers impairment are causing social and environmental problems[77].

Palomino faced loss of cultural identity, government corruption, racial and ethnic discrimination, poverty, limited access to public and educational services, and the over-exploitation of flora and fauna[78]. For more than 25 years illegal groups – mostly the self-declared *self-organised defence forces* - have used Palomino as a source of illicit crops, undermining human rights, education and freedom[79]. Coca cultivations and illicit mining activities also led to degradation of natural resources, indiscriminate hunting and loss of biodiversity: Corpoguajira refers that most affected animals are sea turtles, deer, iguanas and oncillas. The paramilitary armed control over the SNSM[80] also implies bargaining for access by tour operators who intend to offer packages with destination *Ciudad Perdida*, a wide sense of insecurity and a fertile ground for criminal activities and threats, such as murders of social leaders, extorsion and bribing[81]. Increasing preoccupation arose in the community when investors from Taganga[82] - which lost tourism demand due to the increase in child prostitution and drug-parties – started building tourism facilities in Palomino, with the risk of facing the same illegal touristic activities challenging a destination characterized by nature, biodiversity and indigenous cultural heritage.

## 4. COFFEE AND TOURISM

### 4.1. Introduction: Coffee and Tourism in Colombia

The OIC estimates that the 2019/20 coffee year ended with a production drop of 1,6% globally, compared to 2018/19, while Colombian coffee exports grew to USD 786 million, an increase of 10,9% from the previous year[83]. According to *Federación Nacional de Cafeteros* (FNC), in Colombia from 2010 to 2019 coffee production grew 88%, due to increase in cultivated area (850.000ha totally) as well as the adoption of new methodologies and technologies. Despite the recent global decrease in production, in 2020 the international coffee price has lost 55% value since the 2011 boom year, and a pound of coffee now worth 1,27 USD: in the same period Colombian Peso lost 50% of its value against the USD, which only in part compensate the price-loss, and leaves many coffee farmers in difficult economic conditions and unprepared to face future losses. The pandemic emergency exacerbated coffee farmers' crisis and, although the FNC adopted a safety protocol for coffee harvest on April 2020, the consequences on the already fragile employment have been harsh and, in February 2021, production fell 2,6% from the previous year.

[77] Urbano et al. (2016), *Análisis socio económico y ambiental de una muestra de la población del municipio de Dibulla*

[78] Defensoria del Pueblo (2014), *Crisis humanitaria en La Guajira*

[79] Redprodepaz (2014), *Departamento de La Guajira, Tercera Monografía* and Defensoria del Pueblo (2014), *Ibidem*

[80] UNDP (2019), *La Guajira, retos y desafíos para el Desarrollo Sostenible*

[81] INDEPAZ (2020), *Informe sobre presencia de Grupos Armados en Colombia*

[82] Las2Orillas (2017), *Ibidem*

[83] Asoexport (2020), *Informe trimestral conyuntura cafetera, IV 2020*

Every crisis has an appropriate reaction, and the actual on coffee revenue is not the first Colombia faced: during the 90s tourism started developing in the *Eje Cafetero* - located in the departments of Caldas, Risaralda and Quindío - since the coffee crisis forced the farmers to convert some production spaces to recreational, leisure and accommodation facilities[84], and the process had been reinforced when it was declared an UNESCO World Heritage site in 2011. Despite the violent conflict that plagued the region, its tourism demand had not been affected and, after the peace agreement with FARC in 2016, it is now considered a *must-see* for tourists in Colombia.

### 4.2. Coffee and Tourism in the SNSM

First proofs of coffee plantations in Magdalena date back to 1778 - according to documents of the Spanish governor Antonio de Narváez y La Torre - and plantations were located in San Carlos de la Fundación and Minca. The development of coffee production was fostered thanks to foreign investors, who started implementing their activities in the Northern side of the SNSM - between 1890 and 1920 - and successively in the South-eastern side, in contrast, the Western side had been developed by Andean settlers, between 1920 and 1950[85]. Now-a-days, the SNSM coffee area is characterised by 4.995 farms that manage 83.352ha of cultivations, 23% of which (19.409ha) are coffee crops[86]. The extreme biodiversity of the SNSM allows a special first-quality coffee production which is harvested once per year[87], leaving producers unemployed during resting seasons, and exacerbating the crisis associated to lean harvest periods, or caused by unexpected events as plantation diseases, parasites and by climate change in general.

In the SNSM, first positive effects of the touristic combination of natural beauties with coffee culture are evident in Minca, a coffee town of 1.000 inhabitants located 20 minutes by car from Santa Marta, in the foothills of the SNSM (at 650mt asl), with a cooler mountain climate and different thermal floors depending on the height, as well as different ecosystems that varies from jungle, mountain forest and the Andean moors. The climate of the entire region is determined by the *Trade Winds* and by mountain altitudes, causing temperatures to range from 27° in the lower part to 6° in the highest peaks.

Minca holds an undisputed primacy as regards avian biodiversity, home to approximately 400 bird species and 19 endemic ones, hosts various tours dedicated to natural conservation and bird watching. The rest of the fauna is complex and diverse, with bears, deer and smaller species such as armadillos, hedgehogs, ocelots and monkeys. Natural beauty provided the village with a powerful instrument for its development, and now-a-days in high season tourists arrival are at least 1.000 per day, restaurants of all kinds are crowded with customers, dozens of local tourism agencies opened in the centre, offering bird watching, ecological hiking, excursions to rivers and waterfalls, camping, glamping and rappelling, and of course, coffee cultural visits. The village hosts the *La Victoria* coffee farm, founded in 1892, one of the biggest and oldest coffee farms of northern Colombia, which still produces and roasts its own coffee with ancient and fascinating mechanical instruments, powered by renewable energy sources. As tourism increased, *La Victoria* started organising guided tours to its coffee production line, with their employees as guiding experts to show to the tourists every production passage and answer to questions. The touristic experiment soon revealed to be a success, and the *La Victoria* destination is now included in every tourist package for Minca, with possibilities to enjoy a fresh roasted coffee or buy some at the farm. The La Victoria experience pushed adaptation and replication mechanisms by other entrepreneurs, and recently some agricultural farms begun offering tours with recreational and educational activities to attract tourists' attention. The self-generating innovation process and the growing business revenues, led to an increase of institutional attention in the tourism sector

[84] Sánchez, M. (2018), *Colombia in post-conflict: Tourism for peace or peace for tourism?*

[85] Viloria De la Hoz, J. (2021), *Café con aroma Caribe*

[86] FNC data (2019), provided by Comité Departamental de Cafeteros del Magdalena

[87] According to FNC, climate, environmental context and coffee variety strongly influences coffee seasonal harvests, which can arrive to 3 harvests per year

development activities and, in 2017, the local community received support from UNDP for the *Macana* project, which goal is to contribute to CBT product differentiation and promotion through ICT solutions.

***Figure 6: Coffee plantations in the SNSM***

Source: Courtesy of Photographer Daniel Cárdenas

Although at the end of the 1990s Minca suffered the ravages of the armed conflict by paramilitary groups and the FARC - which caused numerous murders of community leaders and peasants, intimidations and land despoliation - the urban settlement and its surrounding areas are now relatively safe and secure. The presence of armed groups is rare, and citizens alerts on criminal presence are taken very seriously by the public authorities, which often send the army to prevent insurgent or criminal activities. Such proactive policy on security enforcement is probably influenced by the visibility, economic importance and symbolic good administration stronghold that tourism in Minca represents.

Risks now in Minca are represented by over-tourism and failures in sustainable development planning. The lack of sustainable environmental studies on the effects of tourism impact and a specific land-use plan, leaves open field to questionable decisions on the use of the fragile natural resources, such as the uncontrolled access to Minca to masses of tourists that rapidly exceed the natural load capacity, which finally contribute to the environmental degradation and loss of biodiversity. The community begun complaining about high noise-levels generated by cars - driving away birds and wild animals - lack of public parking and pedestrian spaces, disposables discharge to the river, misconduct by visitors, excess of informal sales. In the Colombian context - characterised by extremely complex difficulties - Minca's problems seem to come from another country. Such over-tourism problem is a well-known phenomenon in tourism literature, and is common to many destinations all around the world. Traditional policy interventions comprise limited access to fragile areas, limited number of tourist accommodations, a calendar for environmental resting periods and an effective tourist management during high seasons. Solutions always depends on context and information available: first step would be to involve the community and stakeholders in the analysis and elaboration of a long-term plan, in order to manage natural resources rationally and optimize the performance of the tourism sector; secondly, the identification of key indicators for emerging issues to be addressed, such as unlicensed tourist accommodation facilities, housing change of use, rising local housing costs, limits to waste

management, crowding days, environmental degradation along the tourist routes, estimates on the wild animals presence; the collection of the correct indicators will permit a conscious analysis of the context, and finally, a shared decision on how to handle the over-tourism problem, which should be taken by competent authorities.

## 5. THE SIERRA NEVADA OF SANTA MARTA SUSTAINABLE TOURISM PLAN (SNSM-STP)

### 5.1. Towards a shared planning process

Established in 1927, the FNC represents the interests of almost 540.000 coffee-producer families in Colombia, and plays a strategic role by representing Colombian Coffee at international markets, guaranteeing the purchase of the produce to all farmers at best market price, and promoting the national coffee abroad. As a long-term strategy, the FNC created a Coffee Research Centre (Cenicafé) to focus on sustainable methodologies and technologies to increase productivity, ensuring technologic transfer and disseminating best practices and protocols through the departmental units. FNC is recognised as one of the biggest rural NGOs in the world and a key player on national and international projects on sustainable rural development in Colombia: during the last 25 years FNC paved more than 2.000 km of streets, built more than 1.000 public schools and provided electricity to more than 95% of the entire coffee area. The SNSM coffee zone is administered by the Magdalena FNC Department, with a strong local presence represented by almost 4.800 associates[88]. Its commitment on finding suitable solutions to the coffee-revenue crisis led the FNC to ask support to the Magdalena Entrepreneurs Association (AEM), a long-established partner.

The AEM is a private sector organization whose intent is to foster collaboration among enterprises, to promote local production and support international export, and to organise and represent all economic sectors in regional development planning. First activities focused on drawing a list of infrastructural necessities to solve the most urgent necessities of the SNSM coffee area: as the main obstacle to the territorial development was mobility, the plan established the construction of secondary and tertiary connections to adequate the access to the SNSM coffee sector in the municipality of Ciénaga, investing 30.592 million pesos (9million EUR approximately). Furthermore, the Departmental Government started the operations to build a cable car that will connect Sevilla - in the municipality of Zona Bananera - with Palmor - in the municipality of Ciénaga - through a 7,5-kilometer route that will allow an efficient connection on a difficult geological context with harsh slopes: a multifunctional utilisation of the facility would permit a sustainable mobilisation of produce and represent a tourist attraction to visit rural communities, enjoying the SNSM panorama.

Secondly, the partners elaborated a report on strategic objectives and potential capitalisation of the infrastructural project, presenting the results to local public administrations, stakeholders and institutions. Universidad Sergio Arboleda (UniSA) accepted collaborating, carrying out the planning activities on a CBT pilot project in Ciénaga, in order to capitalise the experience with student practices. UniSA is a well-known private university, which established its activities in Spain and Colombia, and is present in Santa Marta with Marketing and International Business and Business Administration programs, among others. UniSa has experience on business administration and product-design capacity building activities, as well as analysis and research capabilities that would expand the program's scope and objectives.

AEM has started collaborating with the Development and Planning Unit (UPD) since its foundation in 2015, being the UPD specialised in development planning and international cooperation. UPD is a social enterprise based in Santa Marta that aims to empower communities, institutions and NGOs on sustainable development issues. UPD dictates courses in planning, implementation and management of projects while also fostering international cooperation between European and Colombian institutions, and its project activities focus on the sustainable development, environment, indigenous rights and cultural preservation,

[88] FNC Data

as well as peace and human rights domains. The collaboration between the partners mostly referred to UPD's capacity building actions and sustainable development plans with indigenous communities and vulnerable people, while AEM raised awareness among its members on the possibilities of Social Corporate Responsibility (CSR) interventions. The opportunity to elaborate and develop the SNSM Sustainable Tourism Plan (SNSM-STP) surged thanks to the AEM support on IDP and vulnerable people strategies on the Sustainable Tourism, Optimal Resource and Environmental Management (STOREM) Erasmus+CBHE project: AEM and UPD decided to collaborate on the elaboration of a Sustainable Tourism Plan including target interventions on vulnerable people, and focusing the program on the most conflict-affected territories of the SNSM.

The consortium - now constituted by FNC as the leader, AEM, UniSA and UPD - decided to agree on the elaboration of a Sustainable Development Program based on Sustainable CBT practices in the SNSM, and the target population has been identified on vulnerable rural young people in post-conflict zones of the SNSM. The consortium also agreed on managing a gender and civic engagement approach, strengthening opportunities for rural young women through rights-enforcements actions, facilitating dialogue, empowerment and good governance, and targeting vulnerable groups of the population. With reference to cross-cutting issues, the program intends to support vulnerable groups that suffered difficult contextual situations, such as displacement, violence from the armed conflict, exclusion and poverty, focusing on a conflict prevention strategy through a reinforced collaboration and dialogue between institutions, stakeholders, peasant and indigenous communities, and generating a shared process of sustainable development with the communities involved.

The program focuses on the SNSM coffee zone, constituted by Santa Marta, Ciénaga - belonging to the Development Program with a Territorial Approach (PDET) - Aracataca and Fundación - considered PDET and Areas Most Affected by the Armed Conflict (ZOMAC) - in Magdalena. The direct beneficiaries are mostly rural young vulnerable people from popular sectors, with whom the FNC has been working for a long time, and are constituted by 800 young mostly IPD and 100 young indigenous Arhuacos and Koguis. In the SNSM coffee area, 2 ancestral communities are present, Arhuacos and Koguis (population around 8.000 inhabitants) who maintain their own culture, traditions and languages, are FNC members, share good relations with the other stakeholders and show openness to the tourism economic potential, but remain cautious as long as it does not interfere with their cultural dynamics. Communities show high percentages of IDPs, arrived from the inner country since the 1950s by the conflict-induced waves of migration, resulting in a deep cultural and ethnic diversity. The communities organised their life around the coffee cultivation, but the constant violence and sense of insecurity produced by the conflict, led the community to a development standstill with harsh economic conditions. Since the security conditions improved in the area, families perceive the opportunity to take back the control of their life, look for income alternatives and solve the social and structural problems left by the conflict.

Since the beginning of 2019, FNC, AEM, UniSA and UPD, coordinated different actions to acquire information, involve the communities and survey the opportunity to launch a broad development plan based on Sustainable Tourism in the coffee zone of the SNSM. The FNC widespread presence on the territory granted the consortium ease in finding and collecting information, and making contact with target communities to implement specific surveys and analyses. The results of the pilot project of UniSA, confrontations on previous experiences, the participatory analysis with the stakeholders, and the results offered by the STOREM IDP Advisory Board, permitted to identify common patterns on the development difficulties suffered by local SNSM communities.

### 5.2. Problem and Risk Analysis

Young people in the SNSM coffee zone do not have quality jobs and/or permanent sources of income. The main economic activity is coffee cultivation, that provides jobs in harvesting season (October to January), but

during last 10 years international coffee price suffered instability and losses, fixing its value at around 1,2 USD, which do not compensate the production costs (economic return is estimated above 1,6 USD). The situation created by the wide labour informality, the deterioration of economic conditions, the social vulnerability derived from the conflict, low education rates and social exclusion (especially regarding labour insertion), create a fertile ground for vulnerability of young people to all kind of criminal activity, such as coca production, the enrolment in illegal armed groups, support to illegal drug trade or common criminal gangs. The infrastructural gap and social exclusion - exacerbated by the absence of institutional support – foster a sense of isolation, which lead young rural people to identify migration to urban centres as the only mean of personal progress, increasing unemployment and poverty in the poorest urban areas.

At development planning level, the lack of inclusion on decision making processes and insufficient competences led to inadequate solutions for tourism development - as happened in the nearby territories of Taganga and Palomino - resulting in environmental degradation and social unrest.

Apart from cultural appropriation, tourism over-consumption and environmental degradation risks, which are common to all rural CBT development projects and will be faced according to best practices, the contextual threats in the SNSM predominantly refer to security issues. The recent peace agreement and guerrilla demobilisation has not ensured a full control of the territory by the State, and criminal gangs and armed groups are still present and clashing to control the territory and its resources. Extorsions, pressures and threats to support illegal practices, money laundering, roadblocks by armed groups are possibilities to be taken into account. The consortium has taken very seriously the violent threats posed by the life-long Colombian conflict, and choose to apply a civic engagement strategy to face the problem. A constant monitoring on the program implementation and security situation, public sensibilisation campaigns, a wide participation of different civil society organizations, the support of public administrations and the armed forces, will provide a deterrent to criminal activities; furthermore, the enhanced visibility caused by tourism fluxes, the overcoming of community' isolation and the exclusion conditions, will restore people confidence and hinder the conditions for criminal interference.

Considering resource consumption, an increase of tourism activities will strongly affect local water utilisation: taking into account that drinking water is rarely available in rural SNSM and that community often self-organise to ensure its basic provision, a standard, economic, sustainable and replicable technology need to be selected and implemented, in order to ensure a basic service provision for the community. Similarly, rural communities often lacks of efficient waste management, and increasing amount of left-overs derived from tourist arrivals will exacerbate the problem. Such organisational and administrative problem will be tackled by specific program activities that will focus on participatory territorial management, and the environmental impact monitored by the STOREM Observatories on Sustainable Tourism and Environmental Protection (O-STEPs[89]).

At environmental level, risks are associated to lack of planning and control, such as water contamination, soil erosion, inappropriate location of crops and inappropriate watershed management, which will be addressed by specific program activities and monitored with the support of the local O-STEP. Environmental hazards mostly refer to landslides - which constitute a threat to public safety and interrupt connections with urban centres - and FNC is constantly informed for risks and immediate interventions. Nevertheless, to ensure continuity for the economic activities, many establishments will need off-road vehicles to be operative.

[89] The STOREM O-STEPs will carry out monitoring programs, data analysis and territorial reports on sustainability and climate change issues.

### 5.3. The SNSM-STP Strategy

To face the complex and interlinked context, the initial consortium of FNC, AEM, UPD and UniSA decided to extend the collaboration to the *Universitá degli Studi di Cagliari* (UNICA), Italy, in quality of expert on Sustainable Tourism and environmental protocols. The right to decent work and the fight against poverty, inclusive land planning, sustainable environmental management and mitigation of climate change impact, as well as the right to live in peace and enjoy full human rights are strategic objectives for Colombian development plans as for the 2030 Agenda (SDG) and the EU, explicitly stated by the new European Consensus for Development. The collaborative aptitude of the consortium and shared values on long term sustainable strategies, permitted to combine multidisciplinary competences and experiences to design a context-based strategy. The result of such international collaboration led to the elaboration of the SNSM-STP, which general objective is to foster poverty reduction in rural communities and the sustainable development of the SNSM, through an inclusive territorial management in a context of post-conflict and climate change threats. The specific objectives are:

1. to strengthen community organizations capacities, increase civil participation in public policies and foster a shared Sustainable Territorial Planning and Management;
2. to contribute to the creation of new employment opportunities through sustainable CBT development plans compatible with local context and environment;
3. to support research and knowledge transfer, capitalise the project results, and foster sustainable tourism and environmental protocols application.

The SNSM-STP strategy has been elaborated to solve different inter-related problems: (i) foster employment and income generation for young people by the creation of new opportunities in the sustainable tourism sector; (ii) improve the political dialogue between civil society and public institutions and (iii) contribute to an inclusive and coherent territorial monitoring and planning by establishing an Administrative Board for inclusive territorial management; (iv) contribute to the implementation of climate change mitigation and adaptation strategies by the adoption of a binding sustainable production and behavioural protocol, which will also be used as a Territorial Brand to (v) increase promotion; finally, (vi) support the peace process and vulnerable people by targeting the most affected communities, and offering valid income alternatives to illicit businesses.

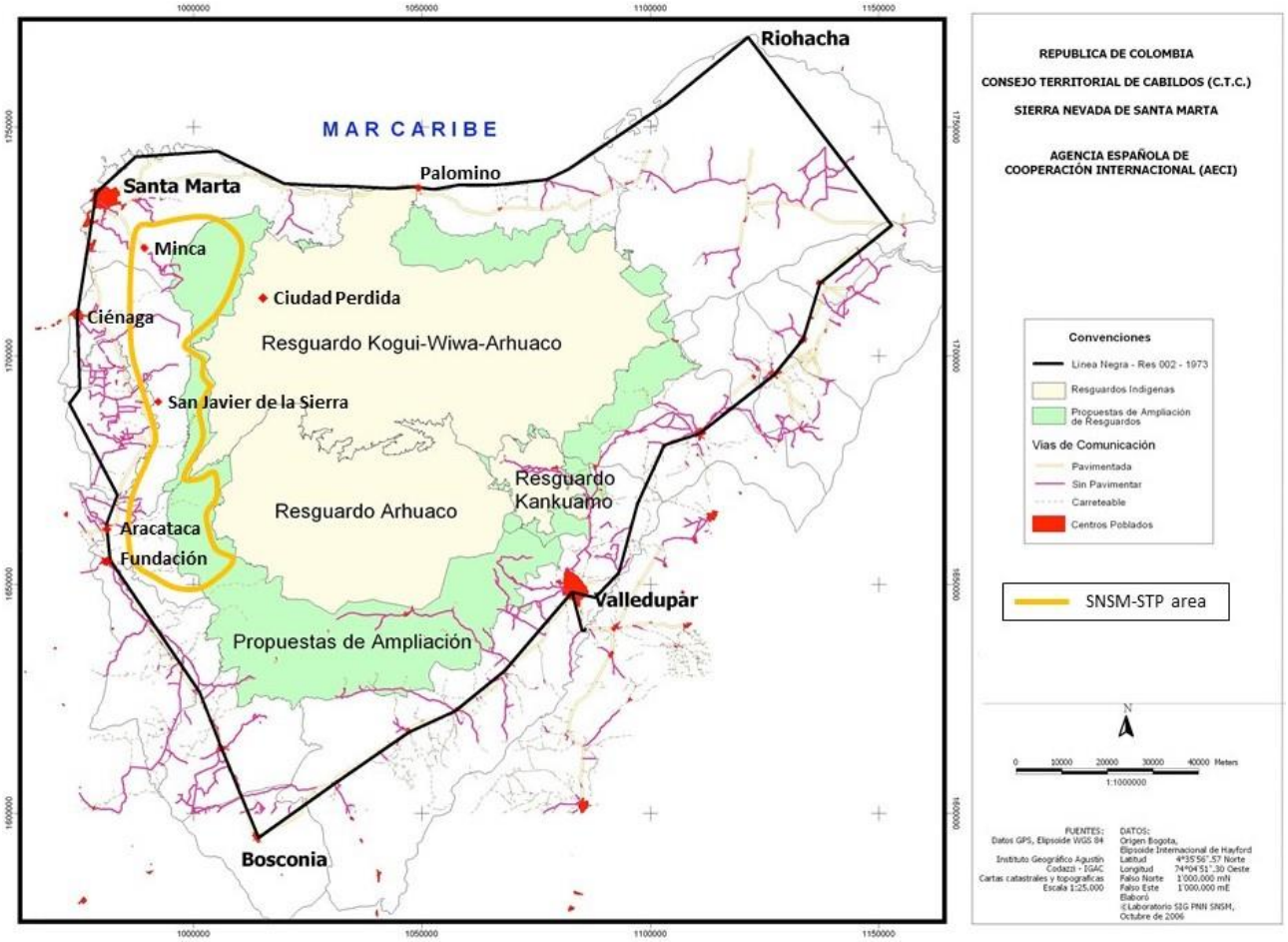
The program grouped 3 different set of activities, linked to specific objectives.

The first set of activities targets the social participation to local decision making and the sustainable management of the SNSM. The development program foresees the strengthening of community organizations in terms of capacities needed to integrate the territorial plans with their own strategies, thus fostering civil participation in public policies. To acquire such result, capacity building actions have been planned on administrative and management fields, with specific specializations on tourism administration and environmental management. To fully manage a bottom-up approach on territorial decision making, the operational capacity of civil society organizations has to be integrated with technical competences, represented by academic and scientific institutions. The creation of the SNSM-STP Administrative Board will solve technical necessities, thanks to the appointment of experts by academic and technical partners and the collaboration with the O-STEP, leading to the elaboration of the sustainable environmental protocol to guarantee the strategy coherence, as well as a shared responsibility for the environment and the community wellbeing.

The second set of activities focus on income generation processes and infrastructural adjustments, by strengthening rural youth capacities on blended competencies, tourism management and services, as well as refurbishing selected coffee farms - or parts of them - to be converted into tourism facilities. Each community will participate in their own contextual strategy design, which will define the local tourism products and services coherent with the SNSM-STP framework. The tourism services and facilities will take

into account different CBT and rural tourism solutions to be adapted to the local context, such as Italian *agriturismo*, educational farms, operational solutions in the *Eje Cafetero*, as well as ethnic accommodation experiences. The resources to adapt and refurbish the coffee-farms will be available through a specific Seed Capital Fund - constituted by CSR, public and international contributions - in which both AEM and UPD are carrying out the appropriate activities. The personalisation of local strategies will also permit product differentiation and foster cooperation among communities. Capacity building activities on English language and blended competences will provide to each local strategy the specific abilities needed, while to consolidate the skills acquired, the program foresees interchanges of experiences to concretely confront other projects and similar or compatible solutions, facilitating knowledge and technologic transfer.

***Figure 7: SNSM Sustainable Tourism Planning Area***




Source: Organización Gonawindua Tayrona and Resguardo Kogi - Malayo – Arhuaco and SNSM-STP consortium

The third set of activities refer to the implementation follow-up, monitoring & evaluation activities, promotion and results dissemination. Once formed and prepared, the young beneficiaries will have to face the market, promote their tourism products, perform the required services professionally and administrate their business. In such critical phase, the follow-up and monitoring & evaluation activities are fundamental to quickly correct malfunctions or improve skills that result insufficient. The monitoring and control of target population skills will be in charge of UniSA, the fair collaboration with tour-operators and service providers, as well as the promotion implementation, will be carried out and monitored by AEM, while the project and the cross-cutting issues management will be accomplished by UPD. This activity section will also provide useful information to the academic and technical partners, which will use data for research and the results to replicate the strategy and disseminate best practices. Finally, the sustainable environmental protocol will

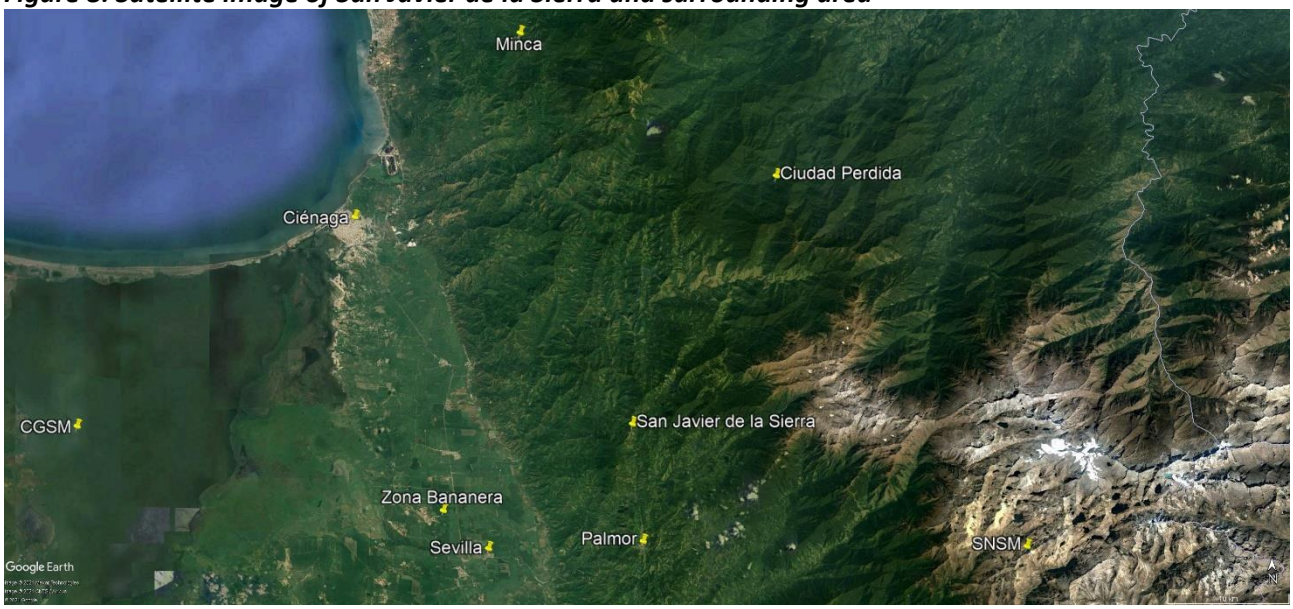
be integrated as a territorial policy and a promotional Territorial Brand, which will be awarded to those economic activities that bindingly accept the protocol, ensuring visibility and promotion to those which participate in the program, and encouraging an increasing number of them to apply voluntarily.

## 6. A PLAN FOR SAN JAVIER DE LA SIERRA

### 6.1. Introduction: San Javier Context

The Project consortium has been established taking into account both the community and the territorial needs: UniSA and UNICA provide academic expertise, bringing different insights and capacity building in sustainable environmental policy, climate change mitigation protocols, business administration and marketing, the FNC is the most prominent coffee association, ensuring territorial participation, knowledge and development experience, the AEM is the main entrepreneurs' association in the Magdalena region and offers a fruitful connection with the private sector to extend and optimise the project implementation, while UPD handles the project management and the international cooperation activities, and refines the strategy with analysis on post conflict and vulnerable people policies. At local level, the project consortium also establishes further alliances with associations and enterprises whose interest is the sustainable development of the SNSM.

***Figure 8: Satellite image of San Javier de la Sierra and surrounding area***




Source: Google Earth

To be applied locally, the SNSM-STP needs to involve the selected target communities, in order to analyse the specific social and environmental context and design a shared sustainable development strategy. Tourism products and services, typology of accommodation facilities, capacities needed may vary according to the specific community needs, its cultural heritage and local environmental beauties. The project consortium selected San Javier de la Sierra to implement its first specific local CBT plan, due to its potential impact on community well-being, as well as for its strategic position for the SNSM habitat conservation: thus, on the beginning of 2020, contextual analyses and community involvement methodologies started being applied.

San Javier has an estimated population of 2.000 inhabitants, the local community has been made up by different waves of displaced people, constituting an ethnic and cultural heterogenous community. The local production is characterised by coffee plantations, which take advantage of the premium quality produce but

at the same time suffers for its particular harvesting season, being the coffee collected once per year, comparing to other regions where coffee is collected twice or 3 times per year. Coffee employs 370 farms out of 500 (74%) across 1.300 hectares. The remaining 26% is left to live-stoking and agriculture activities aimed at the own subsistence. Local shops and services reflect the situation of many rural settlements in Colombia: in the little urbanisation of San Javier de la Sierra the project consortium censed 4 groceries, 5 restaurants, 5 lodgings, 2 internet points, 1 butcher's shop, 1 bank office, 1 ironmonger, 1 pharmacy, 1 bakery, 1 coffee shop, 2 greengrocers, 1 mechanic workshop, 3 dressmakers, 3 porcine-butchery and 3 bars.

The San Javier de la Sierra community does not count on specific urban planning, nor does it count on data collected by public authorities. The *Junta Comunitaria*, as in many rural communities, has administrative powers under the Ciénaga jurisdiction, which is the territorial public urban administration. The consortium needed specific community data in order to elaborate the project strategy, and information has been collected thanks to the collaboration with the community: the *San Javier sin Fronteras* (San Javier without borders) association organised a local census and survey on the main San Javier urbanisation, providing useful information about the local framework, composition, interests and strategy support.

***Figure 9: San Javier de la Sierra***

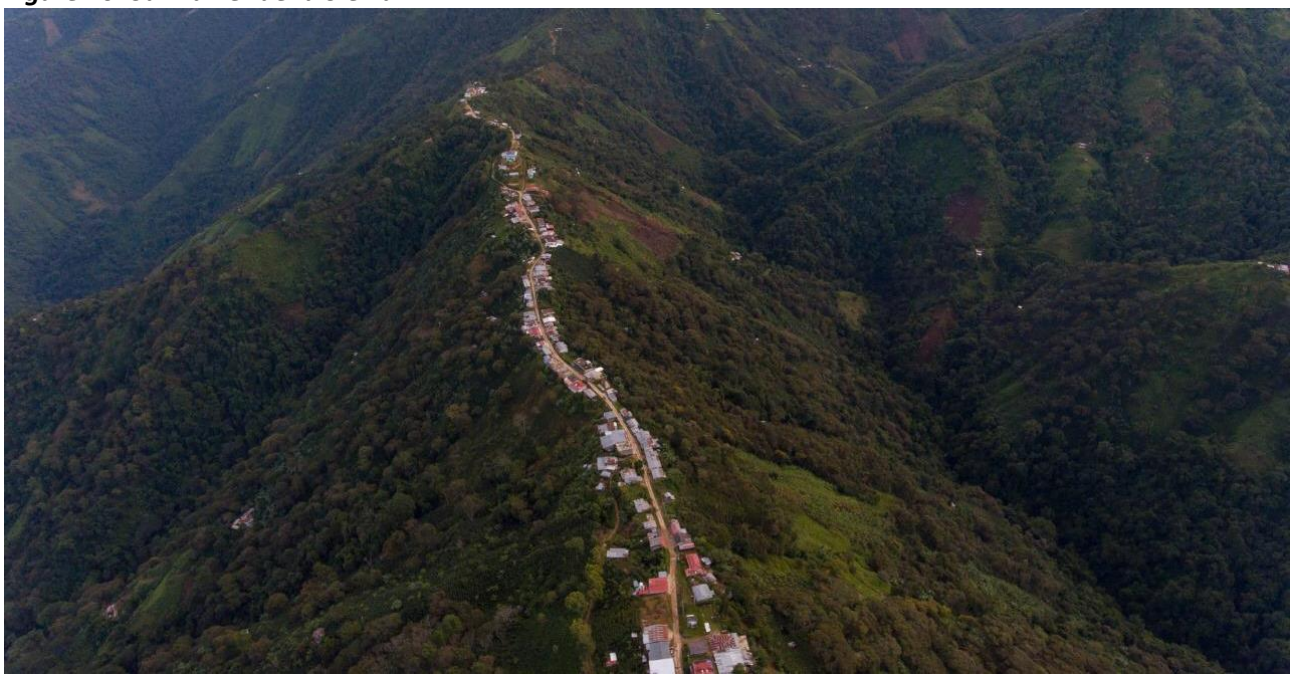
Source: Courtesy of Sierra Hosting

The main urbanisation (rural scattered settlements have not been contacted for the local survey) is composed by 510 inhabitants (around 25% of total population), mostly young (30 years on average) and mainly dedicated to agriculture (98% are farmers or relies on farming). Displaced people represent the 75% of the total population (44 people do not count on official documents), and the ethnic composition is an Andean, Caucasian and afro-Colombian mix, without indigenous presence except for a mestizo. The community shows low educational levels: considering active population (57% of the total urban population), 4% of them are illiterates, 51% have primary education and 44% a high school degree; only 1% has a university degree. Working conditions are mostly informal, students represent a third of the population (33%) and only

20% of the workforce participates in full-time agricultural activities; women mostly lead the family and solve house-related activities while excluded from the labour market, 49% of them declare unemployment.

As most displaced rural community settlements in Colombia, the urbanisation lacks of efficient infrastructures: the village has electricity and water but no sewerage system, it is badly connected to the rest of the region, with just a secondary road and public transportation limited to 12 users at the same time only. Local transportation is private, mostly made up of motorcycles fleets, which are the most common transportation mean in rural Colombia. Connections from San Javier to farms and inner settlements are mostly trails, and donkeys are still used to ship goods from farms to local markets.

***Figure 10: San Javier de la Sierra***



Source: Courtesy of Photographer Daniel Cárdenas

### 6.2. History and Cultural Heritage in San Javier de La Sierra

One of the main concerns of the San Javier community is the creation of a sense of belonging: the lack of historical memory and information about San Javier name's origin and foundation history is perceived as unconfortable. In fact, the small town of San Javier was created by the numerous waves of displaced people who fled and hid during the internal conflict. In particular, the SNSM, thanks to its geological conditions, provided a useful hiding place for many conflict-affected communities across the country.

Interviews and chats with the oldest members of the community have been recorded, as well as contributions from the close local Kogi community - including an interview with the local Kogi's *Mamo*, the indigenous spiritual leader. First highlights describe San Javier territory still occupied by indigenous community in the 1970's, the presence of just 5-6 colonial families, and a fast population growth due to conflict displacements in the following years. In addition, at that time, the town was not officially recognised administratively but depended upon the bigger and close town of San Pedro (San Javier became administratively independent only in 2007), and the community organised to build the road to connect the two settlements. Interestingly, San Pedro was an indigenous settlement too, since it was firstly named San Andrés de los Kogi. The name was then changed into San Pedro to pay tribute to the local governor Don Pedro Monroy, who built the main road connection to the village.

At the end of the 1990s the San Javier settlement was still tiny, and the natural environment was predominant with few signs of human constructions: interviews highlighted the fact that the climate was colder. However, in the same years, the SNSM was a conflict affected region and marijuana producer for the criminal groups in the Magdalena Department, and armed conflicts for territorial control among different factions were frequent. The San Javier region suffered of criminal armed control till the beginning of the 2000's, when guerrillas and paramilitary groups started leaving.

From the Indigenous community perspective[90], the territory was already populated and San Javier and San Pedro were considered celebration spots for rituals. The Kogi community used to meet for celebrations that lasted 12 days in which they used to eat bull meat, drink and carry out typical dances, before being restricted to celebrate and expelled, thus, the community moved to the interior of the mountain massif. The local indigenous spiritual authority stated that now-a-days such celebrations are impeded by the scarcity of indigenous population in the villages, since the ritual was possible only with 40 adults within the community, and currently these are limited to 24, however, cultural transmission is provided verbally to young kids. Indigenous relates describe the SNSM as a powerful and environmentally unique biosphere, which suffered continuous degradation due to illegal mining, deforestation for pastures and illegal cultivations, as well as increasing urbanization. Environmental degradation badly reconciles with indigenous cultural role as SNSM's protector, which they find now more important than ever, and failures in previous cooperation activities created mistrust towards those who want to help the community development.

***Figure 11: Kogi community involved in the SNSM-STP, San Javier area***

Source: Courtesy of Photographer Daniel Cárdenas

The community history has yet to be collected and written completely, including the indigenous community background which will integrate the work with a larger framework, completing the colonial history with the indigenous cultural heritage and its ancestral territorial information.

[90] Information on Indigenous perspective and history come from interviews with members of the Kogi community, UPD verified most information, but some episodes need further verification and time positioning.

### 6.3. San Javier Sustainable Tourism Strategy

There have been multiple meetings between the project consortium and the community of San Javier and its leaders. Problems have been analysed with the community and specific targets have been established. Structural problems, such as road connection, sewerage system and water quality have been classified as wider structural interventions, and are subject to the wider SNSM-STP and the local public development plan, in which both FNC and the Ciénaga public administration are investing. The extreme poverty and vulnerability level, exacerbated by labour market exclusion, urged the community to extensively and actively participate to problem, objectives and strategy analysis, highlighting the local potential and resource needed to accomplish the target objectives. In this context, the community identified tourism as a fair and sustainable social and economic development strategy.

UniSA involved young people, the *Asociación de Mujeres de San Javier* (San Javier' Women Association) and coffee farmers, in order to identify needs, interests, and capacities for entrepreneurship. The results led to the elaboration of a tailor-made capacity building plan, providing classes and workshops on management, finance, marketing and product value design, among others. The methodological approach provided elements of participatory research and design thinking principles, and its specific objectives were (i) the identification of the territorial and stakeholders' potential, (ii) support the SNSM-STP strategy through the definition of the capacities needed by the direct beneficiaries and target population and, (iii) provide the necessary elements to engage the target population with the strategic design of tourism products. UniSA also involved its professors and students on the collection of community historical data and interviews, which have been used by UPD to complete the San Javier historical background.

AEM involved the community of San Javier on the evaluation of the touristic components in the area, and mapped the different elements rating for development potential. Priority has been given to short term interventions that could easily constitute an income alternative to agriculture, taking into account cultural and environmental conservation. As previously mentioned, the consortium extends its collaboration to local associations and enterprises whose expertise is an added value to the project and whose interests reconcile with sustainable development. In San Javier de la Sierra, the project consortium introduced the Sierra Hosting (SH) agency to help on the community involvement in the identification of tourism products, as well as the elaboration of the tourist profile. Contemporarily, UPD involved the *Universitá degli Studi di Bergamo* (UNIBG) to help on marketing strategies and tourist profile, receiving support from its Master course in Planning and Management of Tourism Systems[91], in which UPD is a Steering Committee member. The collaboration with UNIBG allowed to refine the analysis with stronger methodological tools and help SH with its activities. SH involved the community in the identification of the sustainable tourism interesting spots as well as the consequent tourist activities portfolio. Meetings with the community highlighted their propension for hosting, guiding and valorising their coffee activities both for tourist attraction and product promotion. The community, UPD and SH agreed on developing a tourism service supply centred around nature and adventure: the proposals are based upon the concept of participatory planning, sustainable development and CBT protocols and best practices. Finally, the set of proposals have been categorised taking into account the journey length for tourists, differentiating between short-term (such as bird-watching, hiking, horse tours, meditation and coffee tours) and long-term tourism activities (mountain climbing, bouldering, canyoning, paragliding, base jumping, health and wellness tourism, scientific tourism, cultural, ethnic and agricultural tourism). The community decided to characterize the tourism products according to its cultural and environmental predisposition. The proposals have been discussed among the consortium and community leaders, which finally agreed on the elaboration of 3 main bulks of tourism products.

[91] UPD would like to thank Ales Chiarini for his dedication and effort on historical data reconstruction and tourist profile elaboration, as well as the support on CBT planning. The activity had been carried out during his traineeship programme at UPD, leading to his thesis, *Sustainable Tourism Development in Colombia: a proposal for San Javier de la Sierra*, supervised by prof. Federica Burini.

### *6.3.1. San Javier Coffee Tours*

Coffee tours have been elaborated as a set of experiences aimed at engaging as well as inspiring the visitors, through experiences in three different types of coffee farms: (i) the larger ones which use industrial facilities, (ii) the medium-sized ones which have few automated processes in their production line, and (iii) the smaller family-sized ones which still use traditional methods. The coffee establishments vary depending on conservation of the physical facilities, location and environmental assets, development level and finally the cultural and traditional rituals related to such production. To complete the tourism package, further activities based on *experiences* have been proposed, such as:

- *Cafetero for a day* is an activity thought to increase the interactivity of coffee tours, in order to avoid a passive participation and offer the possibility to actively co-create the experience, by participating in the coffee production process: tourists will be allowed to process, roast and taste their own coffee;
- *Poetry and coffee* is an experience promoted by the community, and it is centred on stories, poetry and poems based on the territorial context and related by community representants during the relaxation moments;
- *Picnic in the coffee fields* is an experience centred on local food and recipes, and has been elaborated adapting the main best practices on gastronomic tourism to the local context.

***Figure 12: Coffee farms in San Javier area***

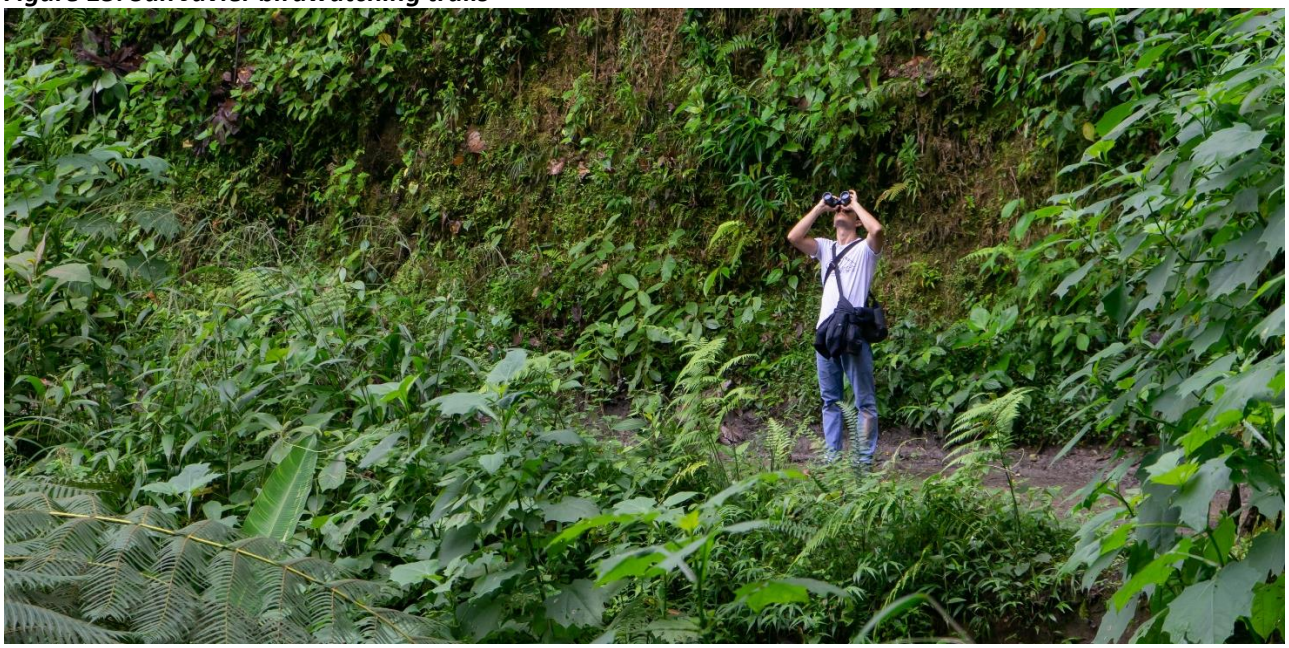
Source: Courtesy of Photographer Daniel Cárdenas

### *6.3.2. Birdwatching Experience*

The SNSM is renewed as the most prominent biodiversity location for avian species in the World. The proposal identified five different routes and three options to implement the tourist service. The experience has been developed taking into account environmental biodiversity, and its program tries to maximise the potential sight of the many different species present in the complex mountain massif. Sightseeing points have been identified and the community agreed on the necessity to provide the related equipment, such as binoculars as well as what is needed to effectively face the pandemic emergency and ensure tourist safety.

Birdwatching routes are also naturalistic trails, and vary for distance and difficulties, such as a 20km path (from San Javier to La Vega with a high trail-difficulty degree) to shorter versions of the route (14km, high difficulty), *Libertad Alta* route (6km, medium difficulty), the San Javier-San Pedro trail (5-10km, medium difficulty) and finally the shortest *La Olímpica* route (3-5km, easy degree). Furthermore, visitors will have the possibility to choose from different ways of discovering the environmental beauty and its richness by choosing different staying options.

***Figure 13: San Javier birdwatching trails***



Source: Courtesy of Photographer Daniel Cárdenas

***Figure 14: Ancestral trekking trails***

Source: Courtesy of Photographer Daniel Cárdenas

### *6.3.3. Ancestral Trekking*

*Trek a Lagunas Sagradas* experience aims at discovering the SNSM by getting to the indigenous holy lagoons situated between San Javier and San Pedro, through an 8 days journey inside the lush tropical forest. At the date of this paper, the proposed tours need further involvement of the indigenous community, while the methods of use – with the elaboration of a tourists' behavioural protocol - still need further discussions in order to respect and fulfil their ancestral cultural prerogatives. The tours through the indigenous territories will use local indigenous guides which will describe the natural environment and tell the stories behind the sacred spots. The path will link different ancient spots through traditional indigenous trails, although some of them need to be recovered and prepared, while some ancient monuments would need further management and protection protocols.

***Figure 15: Laguna Sagrada***

Source: Courtesy of Isaias Urquijo-Silva, San Javier Sin Fronteras

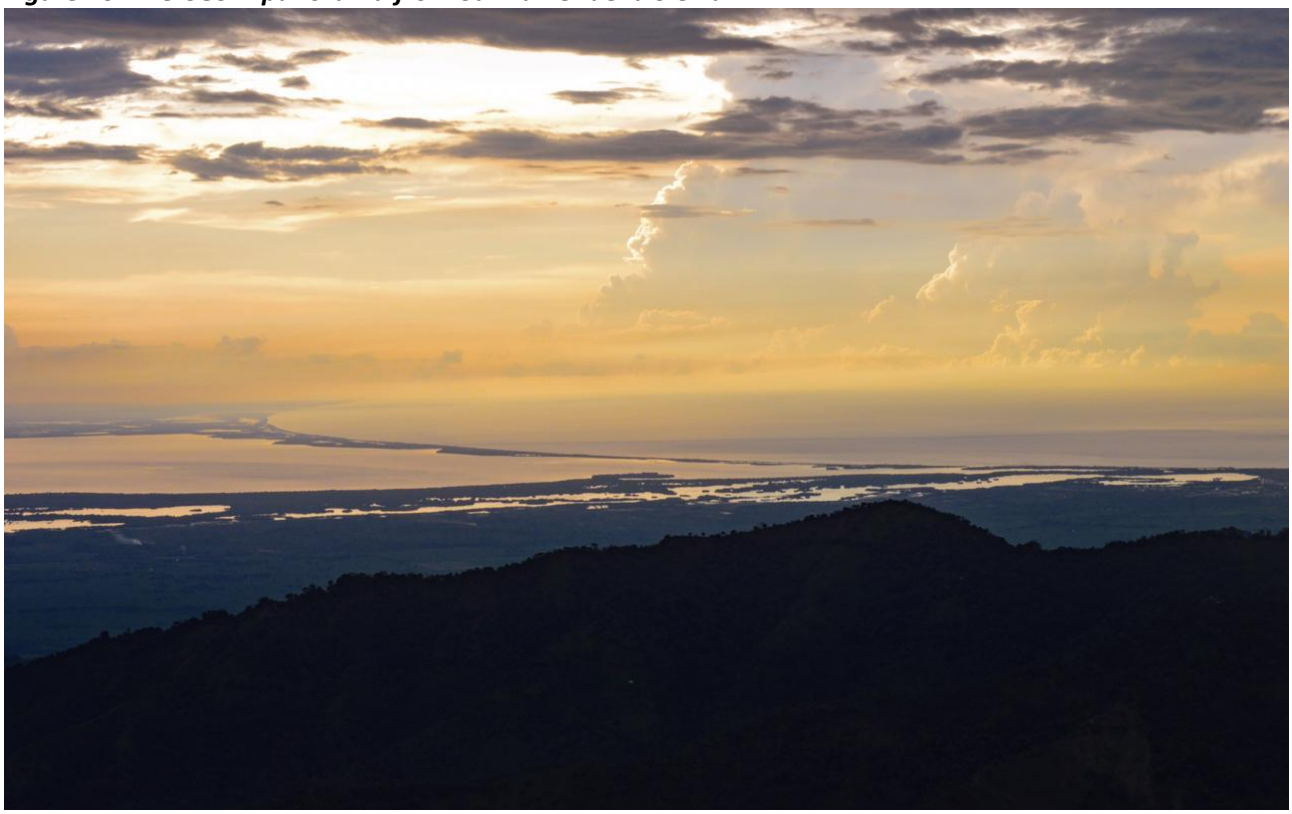
### *6.3.4. Tourist Profile*

San Javier planned offer is centred on cultural, environmental, gastronomic and adventure tourism. As a tourism consulting company SH offered its data and elaborations to support UPD on shaping the market profile for San Javier. Data and elaborations indicate Europeans[92] as the main consumers of such tourism in Santa Marta. The tourist probably comes from Germany, France, Spain or Northern Europe, is 27-45 years old, with a university background and a medium-high socio-economic status. Main social interests are environment and sustainability, is eager to pay for unique and life-changing experiences, travels to unknown and unspoilt places to have first-hand knowledge on local culture and inhabitants, wants to live 360-degree adventures and tends to travel with either little groups of friends, in couple or alone. Social medias are a key

[92] CBI (2020), *The European market potential for nature and ecotourism*

component on decisions and experience-communication. The consumer profile indicates that San Javier' tourist in his daily life eats healthy food, manages responsibilities, is used to stressful activities and practices sports. The subject takes independent decisions based on information whose principal source is internet, the journey organisation has been prepared in advance but there are free spots for interesting places to be visited, he trusts his *peers* and makes a deep investigation before committing on an adventure-like journey, and tourist agencies that manage the preferred tourism services are selected by references[93]. As a tourist archetype it can be identified as a Wanderer[94], interested in new experiences and adventure, the instruments identified to attract his attention are social media and specialised magazines.

***Figure 16: The CGSM panorama from San Javier de la Sierra***



Source: Courtesy of Sierra Hosting

### 6.4. Planning during Pandemics

The surge of the current Covid-19 pandemic forced many rural communities to organise local responses to stop the contagion. Media reported news of virus spread along the country, international travels were interrupted and unnecessary travels between municipalities not recommended.

As many rural communities in Colombia, San Javier is not provided with an hospital, neither an emergency health centre. Local police come from the main administrative centre of Ciénaga, and social control has been left to the local *Junta Comunitaria*. Hygiene protocols and transit control has been put in place by the community, the access to San Javier was blocked and controlled by volunteers, citizens were not allowed to leave or enter the village, provisions were collected at the entrance, impeding the trucks to get to the village. Food security has been granted by community gardens, food bags by the Magdalena Department and by special licenses to allow the provision of essential products from the nearby urbanizations, however,

[93] SH and UPD elaborations from ProColombia and CITUR data

[94] Plog, S. (2001), *Why destination areas rise and fall in popularity: an update of a Cornell Quarterly classic*

the production of face masks has been entrusted to local seamstresses, because of out of stocks emergencies.

Waste collection was also affected, as citizens' collaboration decreased - due to fear of infection - and District collection services slowed down by the introduction of new protocols.

Prospects for tourism seasons waned, the SNSM-STP activities were interrupted, enthusiasm for new employment and structural interventions decreased and uncertainty took the place of hope. Nevertheless, new technologies offered the community a fundamental tool to organise its pandemic response, as well as to receive online support from the institutions that were implementing the SNSM-STP. During the online contacts between UPD and the community, one of the leaders suggested to start a renewed confrontation on minor projects, in order to maximise the touristic potential of the urban area. The bottom-up approach on strategy elaboration also fostered the community to think on new development ideas. The community association *San Javier sin Fronteras* highlighted the need to improve the library status, as a cultural attraction point: the tiny library, named *Libros para volar* (Books to fly), was established thanks to the Governmental Itinerant Rural Libraries (BRI) program, can store few books and is still in its early stages of development, relies on volunteers and needs more equipment to be managed properly, but has a patio which can be used and adapted to other services. The association took advantage of the opportunity to involve UPD in supporting their idea, and proposed to diversify the library service with a set of cultural activities that would enhance the Association offer and fit in the whole SNSM-STP program. San Javier, as most rural communities in Colombia, lacks of professional figures which can elaborate and implement a project, and community-based strategies suffer from this inadequacy in terms of bureaucratic barriers, unvalued risks, inadequate resources, and poor collaboration with external institutions. The result is a constant struggle to overcome the post-conflict conditions and strongly limits the community fair and sustainable development.

***Figure 17: Libros para volar, San Javier de la Sierra***

Source: Courtesy of Isaias Urquijo-Silva, San Javier Sin Fronteras

Having the context analyses ready, UPD involved the Association in the development of its idea, justifying the objective and structuring the project in terms of activities and resources, in order to prepare a proposal to be financed with external funds. The opportunity led UPD to organise an online course on project

formulation, and online laboratories to practice with project design, involving the stakeholders on the elaboration of their proposal. The course provided participation for both members of the San Javier community and local stakeholders interested in project design and planning techniques: the heterogeneity of the study group offered the opportunity to strengthen relationships between the community and the rest of the local stakeholders and institutions. The project exercise focused on the connection of the community' necessities and objectives to the wider domains of the Sustainable Development Goals (SDGs), in order to have a better comprehension of the wider objectives, the long-term strategy and finally rely on solid arguments to justify the intervention. The involving strategy proved to be useful in many ways: (i) it fostered strategy appropriation by the community, (ii) it involved the community in the creation of their own project, enhancing their competences, (iii) it fortified the SNSM-STP strategy by local support on common sustainable development themes and finally, (iv) fostered collaboration among local institutions and the San Javier community.

As a resume, the strategy has been elaborated through a logical framework approach, considering all activities and risks associated with the project implementation. The general objective of the Association's project is to foster cultural activities through innovative and digital solutions, in order to contribute to bridge the cultural and educational gap with the rest of the country. Specific objectives are:

1. Contributing to the recovery of the historical memory of San Javier, by collecting information, documents and interviews, and fostering the community cohesion by the appropriation of its identity;
2. Foster innovation and digitalisation in order to facilitate the access to the cultural, informative and local knowledge materials available in the library, as well as the historical memory collected and making information easily available to the public;
3. Support the local sustainable tourism strategy, diversifying the offer with cultural activities located in the main urbanisation, and contribute to the identification of San Javier as a sustainable tourism location.

# 7. CONCLUSIONS

## 7.1. Tourism and Peacebuilding

Peace building *multi-dimensional elements* has been identified[95] in: (i) *security* (demobilisation and state control), (ii) *political framework* (such as fostering democratic culture and good governance), (iii) *socio-economic context* (infrastructure, education, economy and health as well as IDP reintegration) and (iv) *reconciliation and justice* (dialogue, truth and reconciliation, trauma therapy and healing). Peacebuilding multi-dimensional programs incorporate socio-economic, cultural and environmental evaluations: the objective is to foster sustainable development through bottom-up proposals from conflict-affected communities, integrating citizen participation and human rights enforcement. Regarding the 3rd element on peace building multi-dimensional aspects, the *socio-economic context*, there is still an ongoing debate on which specific protocols and arrangements are more likely to succeed or fail, and which conditions has to be met to establish an effective community participation. Many business interactions and peacebuilding income-generation plans achieved contradictory results.

In Colombia, the challenges are represented by the isolation of rural communities, which are excluded by the decision-making process and far from institutional support. Evidence suggests that coca is not the most profitable crop for rural farmers[96], since the major gains are produced by narco-trafficking, thus

[95] Smith D. (2004), *Towards a Strategic Framework for Peacebuilding: Getting Their Act Together*

[96] Godnick W. and Klein D. (2006), *The challenges of supporting 'alternative' economic opportunities for peacebuilding – Perspectives from Colombia*

peacebuilding program activities in Colombia mostly intervened on illicit crop substitution, trying to reduce the attractiveness of coca cultivation for economically vulnerable populations. Although this strategy comes from an analytical framework, it lacks on policy consistency, because presumes that vulnerable populations will side with the governmental forces, in territories of weak State control and persistent presence of armed actors, where threats and homicides are the rule of law. Supporting activities also seem inadequate: in 2018, while 94% of the 99,097 growers enrolled in the programme have complied with eradication, only 57,7% have received at least one compensation payment (277 USD per month)[97]. The early warning systems - that have been developed to prevent violence from occurring or escalating - proved useless to forecast conflict phenomena, and experts highlight the need of richer and more detailed violence data to apply such protocols[98]. Furthermore, agricultural activities are linked to control and ownership of land, which has been a conflict driver between guerrilla and paramilitary forces, and internal displacements are often due to narco-business related activities. The failure to resolve the persistent threat in rural areas, combined with infrastructure isolation – which impedes product commercialisation - discourage community participation on illicit crop substitution. Sadly, when peace expectations are high, failed interventions may have further negative, conflict-feeding impacts, confirming illicit economic activity as a reliable source of income[99]. Furthermore, poor environmental management and insufficient participation are common problems, and extractive and agro-industrial development policies have been pursued without proper consultation, nourishing community scepticism on governmental peacebuilding strategies.

To integrate economic development and peacebuilding interventions, the business activity has to be analysed all along its value chain, and the business sectors involved may find specific solutions for human rights enforcement, community involvement and institutional support. In this sense, Tourism can be considered an alternative conflict-sensitive business - which could be included in the peace building multidimensional program – thanks to its lack of dependence to primary sector and to the absence of illegal activities direct influences. If properly managed, tourism can play a positive role in peace-building, through private sector contribution on employment generation, increased business opportunities, technologic and know-how transfer to local population, and finally supporting to bridge rural isolation. New CBT evidence-based approaches to peace building should support the creation of relevant data and knowledge, promoting contextual solutions and offering new insights on conflict handling and prevention. Conflict and insecurity negatively affect tourism, but the sector is highly resilient and shows fast recovery against external crisis, as happened in Egypt, Tunisia and Middle East during the Arab Spring[100] or throughout the Colombian armed conflict in the *Eje Cafetero*, and same trends are expected worldwide once the COVID19 pandemic is over. Nevertheless, during recovery, the sector is characterised by difficulties and reconstructions, which are often unplanned and uncoordinated due to the absence of coherent protocols.

### 7.2. Territorial Management and Peacebuilding

Although local planning is legally required, few municipalities actually elaborate land use plans and even fewer take into account the rural context, furthermore, planning and implementation procedures are regularly disconnected from each other, leaving ground to questionable responsibility accounts and poor procedures. On the other hand, communities' bottom-up strategies in rural Colombia are limited by their social and infrastructural isolation, by their lack of adequate capacities and poor collaboration with public and private institutions, resulting in a constant struggle to overcome the post-conflict conditions. The lack of inclusion on decision-making processes and insufficient competences lead to inadequate solutions for the

[97] UNODC (2019), *Colombia, Survey of Territories Affected by Illegal Crops 2018*

[98] Bazzi S. *et al.* (2019), *The promise and pitfalls of conflict prediction: evidence from Colombia and Indonesia*

[99] Godnick W. and Klein D. (2006), *Ibidem*

[100] UNWTO (2012-2014) *World Tourism Barometer and Statistical Annex*

territorial sustainable development, resulting in environmental degradation and social unrest. Multi-dimensional programs also need proper territorial management (the 2nd element, Political Framework), but the institutional architecture, which manages the territorial assets and peacebuilding activities, often proved to lack on capacities and resources, consequently, international support is needed to effectively manage technical issues in the short run.

Interesting experiences have been developed under the Footprints of Peace (FOP) coffee project in rural Colombia. FOP was a FNC business-peace initiative that attempted to improve vulnerable populations conditions in conflict-affected regions, through investments in drinking water provision, income generation, and environmental protection. The multi-dimensional program was carried out in four Colombia's departments, and the implementation methodology comprised 3 modules: (i) *Economy*, supporting innovation in coffee production and enhanced nutrition for beneficiaries through capacity building and direct aid, (ii) *Environment*, supporting a sustainable management of water resources and finally (iii) *Society*, designed to encourage community conflict resolution through democratic and peaceful means. FOP activities have been tailored to address local conflict and had positive impact on long-term community rebuilding, although violence reduction was minimal: conflict-affected communities registered victimizations and engagement with armed actors, especially those settled close to valuable natural resources. Considering Weber's *social capital* theories, FNC longstanding presence and reliability in the territory proved to be a strategic component in conflict management: the recognized positive role for local communities allowed FOP operators - under permission but without financial concessions - to enter into the territories controlled by the FARC to implement their activities[101]. Such result highlights the importance of *social capital* and institutional liability, as a conflict-neutral component for development actors.

### 7.3. Sustainable Environment and Peacebuilding

Evidence suggests that post-conflict countries peacebuilding initiatives focus on socioeconomic improvement while sacrificing the sustainability objectives: common problems are deforestation and land use conflicts, indiscriminate natural resource extraction and environmental degradation derived by displaced population migrations, poor land use planning and primary sector dependence[102]. Nevertheless, UNEP points out that in post-conflict countries, Resource and Environmental Management have a strong influence on peace and security, and can be decisive in conflict prevention. Natural resources and the environment can contribute to peacebuilding through economic development, employment generation and sustainable livelihoods, and integrated peacebuilding strategies should include environmental and natural resource indicators to monitor the peacebuilding trajectory and any potential destabilizing trends. The peacebuilding strategy should focus on dialogue and confidence-building between divided communities, as well as preventing conflict through the identification of the natural resources *hotspots* that may create tension between groups, and ensure a broad inclusion of different stakeholders and interests[103].

With its extensive forest coverage and mega-biodiversity, Colombia is considered an important carbon sink and crucial partner in mitigating climate change impacts. Nevertheless, the Peace agreement exposed and increased the social, economic, and environmental problems in the conflict-affected territories, particularly in the regions formerly controlled by the FARC, where armed groups started illegally clearing land in national reserves and protected areas. The delay on security restoration and State control on post-conflict areas led to an unprecedented escalation of homicides and threats against social-environmental leaders[104],

[101] Miklian J. and Medina-Bickel J.P. (2020), *Theorizing Business and Local Peacebuilding Through the "Footprints of Peace" Coffee Project in Rural Colombia*

[102] Suarez et al. (2018), *Environmental sustainability in post-conflict countries: insights for rural Colombia*

[103] UNEP (2009), *From Conflict to Peacebuilding, The Role of Natural Resources and the Environment*

[104] Graser et al. (2020), *Peacebuilding in Rural Colombia—A Collective Perception of the Integrated Rural Reform (IRR) in the Department of Caquetá (Amazon)*

illegal logging, land grabbing, and illegal gold mining, as well as extensive coca plantations. Between the 2013-2018 period, Colombia registered 177% increase in deforestation rate - affecting 31 out of 39 protected areas - although much of the deforestation and colonization process is also associated with people seeking land for cattle, oil palm, and other livelihood opportunities[105]. Armed groups financing activities are highly related to environmental degradation: coca cultivation leads to deforestation, loss of biodiversity, soil degradation and an increase in greenhouse gas emissions, while illegal mining causes toxic spills - mainly mercury and cyanide related to gold extraction - which contaminate soil and water sources; cocaine production requires the intensive use of chemicals, which are often thrown on ground and rivers, while attacks on oil infrastructure - especially pipelines - caused severe crude oil spillages. The National Planning Department calculated that, under an optimistic scenario, the country would save 7,1 trillion pesos (2 billion EUR) in conflict-related environmental degradation costs for every year of peace[106], and if the country had been at peace for the last 20 years, per capita income would be 50 percent higher today[107]. The criminal control over the territory and the social vulnerability derived from the conflict, mixed with the wide labour informality, the deterioration of economic conditions, low education rates and social exclusion, create a fertile ground for vulnerability of young people to all kind of criminal activity, such as coca production, the enrolment in illegal armed groups, support to illegal drug trade or common criminal gangs, creating a circular causation phenomenon which needs to be interrupted.

### 7.4. Context application and Recommendations

The authors suggest that planning and development implementation should have a tighter management and avoid responsibility separation, in order to foster an active participation of technical partners during the planned interventions and improve monitoring and follow-up procedures, which will enable faster adaptation measures and improved civil participation. Such participatory and programme-centred approach has been applied in the SNSM context, leading to the elaboration of the SNSM-STP, which general objective is to foster poverty reduction in rural communities and the sustainable development of the SNSM, through an inclusive territorial management in a context of post-conflict and climate change threats.

The SNSM-STP strategy has been elaborated to solve the contextual inter-related problems: (i) foster employment and income generation for young people by the creation of new opportunities in the sustainable tourism sector; (ii) improve the political dialogue between civil society and public institutions and (iii) contribute to an inclusive and coherent territorial monitoring and planning by establishing an Administrative Board for inclusive territorial management; (iv) contribute to the implementation of climate change mitigation and adaptation strategies by the adoption of a binding sustainable production and behavioural protocol, which will also be used as a Territorial Brand to (v) increase promotion; finally, (vi) support the peace process and vulnerable people by targeting the most affected communities, and offering valid income alternatives to illicit businesses.

To tackle the security element, the consortium choose to apply a civic engagement strategy: a constant monitoring on the program implementation and security situation, public sensibilisation campaigns, a wide participation of different civil society organizations, the support of public administrations and the armed forces, will provide a deterrent to criminal activities; furthermore, the enhanced visibility caused by tourism fluxes, the overcoming of community' isolation and the exclusion conditions, will restore people confidence and hinder the conditions for criminal interference.

[105] OCHA (2020), *Witnessing the environmental impacts of war*

[106] Morales L. (2017), *Peace and Environmental Protection in Colombia, Proposals for Sustainable Rural Development*

[107] World Bank (2015), *Colombia, Systematic Country Diagnostic*

In a context of weak institutional presence and capacity, a continuous support from external experts is necessary, especially in the initial development stage of any programme initiative, and financial measures are needed in order to support the transition to sustainable economic activities. In the broader policy of Climate Change, the international community has a strong interest on protecting Colombian environmental assets, as well as a moral duty on fostering Peace and Human Rights enforcement. The authors suggest that a stronger commitment and support on the Colombian peace process and its local development strategies, will bring global benefits to Climate Change mitigation and SDG target results.

To overcome the structural challenges, the authors recommend a set of policy strategies:

- Ensure coherence between planning and implementation activities, fostering collaboration among institutions throughout the project development;
- Improve data quality and availability, in order to foster environmental monitoring, research and an informed decision-making process;
- Strengthen local civil society organizations and environmental institutions, and foster local participation in development planning and environmental management;
- Limit agricultural expansion and inadequate livestock practices in territories next to protected areas and promote alternative sustainable practices;
- Ensure safety and inclusion for community and environmental leaders, as well as former combatants;
- Elaborate and apply environmental services payment arrangements to fund conservation and sustainable development initiatives;
- Promote sustainable technologies in extractive industries as well as proper transport and shipment procedures;
- Ensure easy, biodiverse and affordable seed markets, by supporting local seed banks and nurseries for reforestation projects;
- Support to climate adaptation and disaster risk reduction strategies, which primarily affect vulnerable communities in rural areas.

## BIBLIOGRAPHY


**ACNUR** (2003), *Informe de la Comisión de Observación de la Crisis Humanitaria en la Sierra Nevada de Santa Marta*

**Aldana-Domínguez J., Montes C., Martínez M., Medina N., Hahn J., and Duque M.** (2017), *Biodiversity and Ecosystem Services Knowledge in the Colombian Caribbean: Progress and Challenges*, Tropical Conservation Science, 10, 194008291771422.

**Asoexport** (2020), *Informe trimestral conyuntura cafetera, IV 2020*

**Bazzi S., Blair A.R., Blattman C., Dube O., Gudgeon M. and Peck R.M.** (2019), *The promise and pitfalls of conflict prediction: evidence from Colombia and Indonesia*, NBER Working Paper Series, Working Paper 25980

**Botero C. and Zielinski S.** (2010), *Evaluación del potencial para el desarrollo de turismo sostenible en el corregimiento de Taganga, Distrito de Santa Marta*, Universidad Externado

**CBI** (2020), *The European market potential for nature and ecotourism*

**Consejo Privado de Competitividad (CPC)** (2020), *Economía Digital*, Informe Nacional de Competitividad 2019 – 2020

**Corporación PBA** (2014), *Lineamientos y estrategias de desarrollo rural territorial para la región Caribe Colombiana*, Serie Documentos de Trabajo 142, Grupo de trabajo Desarrollo con cohesión territorial, Informe técnico, Santiago (Chile), RIMISP.

**Defensoria del Pueblo** (2014), *Crisis humanitaria en La Guajira*, communication N. 065, 1 November 2014

**Duguine H.** (2011), *Economia del turismo: externalidades en el sector turístico*, Notas en Turismo y Economía, 2 (3), II. 57-75.

**Eagles P.F.J., McCool S.F. and Haynes C.D.A.** (2002), *Sustainable Tourism in Protected Areas: Guidelines for Planning and Management*, United Kingdom: IUCN Gland, Switzerland and Cambridge, UK.

**El País** (2003), *El ELN se responsabiliza del secuestro de siete extranjeros en Colombia*

**Fajardo D.** (2014), *Estudio sobre los orígenes del conflicto social armado, razones de su persistencia y sus efectos más profundos en la sociedad colombiana*. Bogotá: Espacio Crítico.

**FAO** (2016), *Addressing rural youth migration at its root causes: A conceptual framework*, ISBN 978-92-5-109270-5.

**FAO** (2019), *Plan integral de desarrollo agropecuario y rural con enfoque territorial, Departamento del Magdalena*, Agencia de Desarrollo Rural, Colombia.

**Farrín M.D.** (2002), *Sostenibilidad y calidad de vida de las comunidades indígenas y campesinas*, in Meyer-Krumholz (Dir.), Turismo y desarrollo sostenible (349-365), Universidad Externado de Colombia, Bogotá.

**Fiscal General de la Nación** (dic. 2018), *Descubierta mafia israelí responsable de explotación y esclavitud sexual de niñas, adolescentes y mujeres en Colombia*, institutional report

**Foden W.B., Young B.E., Akçakaya H.R., Garcia R.A., Hoffmann A.A., Stein B.A., Thomas C.D., Wheatley C.J., Bickford D., Carr J.A., Hole D.G., Martin T.G., Pacifici M., Pearce-Higgins J.W., Platts P.J., Visconti P., Watson J.E.M. and Huntley B.** (2018), *Climate change vulnerability assessment of species*, WIREs Clim Change. 2019; 10:e551.

**Giraldo S.** (2014), *El patrón nos manda saludes. Posconflicto en la Sierra Nevada de Santa Marta*, Revista Colombiana de Bioética, vol.9 n.2.

**Global Heritage Fund** (2009), *Teyuna (Lost City) Archaeological Park Guidebook*, ICANH, ISBN 978-958-8181-60-8

**Gobernación del Madalena** (2016), *Plan de Desarrollo Magdalena 2016-2019*

**Gobernación del Magdalena** (2016), *Plan de Desarrollo Departamental: Magdalena social es la vía 2016-2019*, Santa Marta, Colombia.

**Godnick W. and Klein D.** (2006), *The challenges of supporting 'alternative' economic opportunities for peacebuilding – Perspectives from Colombia*, International Alert, strengthening the economic dimensions of peacebuilding - case study series.

**González Posso C., Cabezas Palacios J.V., and Espitia Cueca C.E.** (2020), *Informe sobre presencia de Grupos Armados en Colombia*, Actualización 2018-2 y 2019, INDEPAZ

**Graser M., Bonatti M., Eufemia L., Morales H., Lana M., Löhr K. and Sieber S.** (2020), *Peacebuilding in Rural Colombia—A Collective Perception of the Integrated Rural Reform (IRR) in the Department of Caquetá (Amazon)*, Land 2020, 9, 36.

**Gross J. E., Woodley S., Welling L.A. and Watson J.E.M** (2016), *Adapting to Climate Change: Guidance for Protected Area Managers and Planners*, Best Practice Protected Areas Guidelines Series No. 24, Gland, Switzerland.

**Guilland M. and Ojeda D.** (2012), *Indígenas "auténticos" y "campesinos "verdes". Los imperativos identitarios del turismo en Colombia*, Cahiers des Amériques Latines, 71, 119-144.

**IDEAM** (2017), *Tercera Comunicación Nacional de Cambio Climático (TCNCC)*

**INDEPAZ (2020)**, *Informe sobre presencia de Grupos Armados en Colombia*, Actualizacion 2018-2 y 2019

**Las2Orillas** (2017), *Un llamado de urgencia para proteger a Palomino*

**Maldonado J.H., Moreno-Sánchez R., Espinoza S., Bruner A., Garzón N., and Myers J.** (2018), *Peace is much more than doves: The economic benefits of bird-based tourism as a result of the peace treaty in Colombia*, World Development 106 (78–86)

**Mejía L.F.** (2014), *La reintegración social y económica de los grupos armados ilegales en Colombia: reflexiones a partir de la trayectoria de nueve excombatientes*, Universidad del Rosario, Bogotá.

**Miklian J. and Medina-Bickel J.P.** (2020), *Theorizing Business and Local Peacebuilding Through the "Footprints of Peace" Coffee Project in Rural Colombia*, Business & Society, Vol. 59(4) 676–715

**MINCIT** (2014), *Plan Sectorial de Turismo 2014-2018*, Bogotá

**MINCIT** (2020), *Colombia fue elegida como uno de los 10 lugares con mejor estrategia de atracción de inversión en materia de turismo*, Prensa, Noticia de Turismo

**MINCIT** (2020), *Perfil económico: Departamento de Magdalena*

**MINCIT** (2020), *Política De Turismo Sostenible: Unidos Por La Naturaleza*

**MINCIT** (2020), *Public Communication*, 24 February 2020

**MINCULTURA (2010)**, *Iku (Arhuacos), guardianes de la vida*, Caracterizaciones de los pueblos indígenas de Colombia, Dirección de Poblaciones, Bogotá.

**MINCULTURA (2010)**, *Kaggabba (Kogui), Los guardianes de la armonía del mundo*, Caracterizaciones de los pueblos indígenas de Colombia, Dirección de Poblaciones, Bogotá.

**MINCULTURA (2010)**, *Wiwa, La gente que da origen al calor*, Caracterizaciones de los pueblos indígenas de Colombia, Dirección de Poblaciones, Bogotá.

**Morales L.** (2017), *Peace and Environmental Protection in Colombia, Proposals for Sustainable Rural Development*, Inter-American Dialogue

**OCA** - **Observatorio de Conflictos Ambientales** (2019), *Puerto multiproposito Sociedad Las Americas – Punta Voladero, Taganga (Santa Marta, Magdalena)*, Universidad Nacional de Colombia – IDEA, Bogotá

**OCHA** (2020), *Witnessing the environmental impacts of war*, Reliefweb

**Pardo L.** (2012), *Teyuna, la ciudad perdida de los Tayrona: entre la conservación y la concertación*. Boletín OPCA #4 Universidad de los Andes.

**Paz-Cardona A.J.** (2019), *Los desafíos ambientales de Colombia en el 2019*, Mongbay

**Pérez-Valbuena G.J., Higuera-Mendieta I., and Leonardo Bonilla-Mejía L.** (2017), *La Línea Negra y otras áreas de protección de la Sierra Nevada de Santa Marta: ¿han funcionado?*, Documentos de Trabajo Sobre Economía Regional, Banco de la República, CEER, Cartagena, ISSN 169 – 3715

**Plog S.** (2001), *Why destination areas rise and fall in popularity: an update of a Cornell Quarterly classic*, The Cornell Hotel and Restaurant Administration Quarterly, 42(3), 13–24

**Procuraduría General de la Nación** (2016), *Resultados del índice de gobierno abierto (IGA) 2016*

Protected Area Guidelines Series No. 30, Gland, Switzerland.

**Quinche J. M., Perdomo-Vaca P. and Vargas-Reina J.** (2018), *El despojo paramilitar en el Magdalena: El papel de las élites económicas y políticas* (pg. 88) [Reporte Semestral]

**Rainforest Trust** (April 2019), *Climate Change Dries Up Sacred Lake in Colombia*, e-news

**Redprodepaz** (2014), *Departamento de La Guajira, Tercera Monografía*

**Reuters** (2021), *REFILE-Glencore hands back Prodeco's mining contracts to Colombia*

**Sánchez M.** (2018) *Colombia in post-conflict: Tourism for peace or peace for tourism?*
DO - 10.12795/araucaria.2018.i39.20

**Santana A.** (1997), *Antropología y turismo. ¿Nuevas hordas, viejas culturas?* REIS, Ariel Antropología, Barcelona.

**Schuster R., Germain R.R., Bennett J.R., Reo N.J. and Arcese P.** (2019), *Vertebrate biodiversity on indigenous-managed lands in Australia, Brazil, and Canada equals that in protected areas*, Environmental Science & Policy, Volume 101, November 2019, Pages 1-6

**Smith D.** (2004), *Towards a Strategic Framework for Peacebuilding: Getting Their Act Together*, Royal Norwegian Ministry of Foreign Affairs and PRIO – International Peace Research Institute, Oslo

**Spenceley A., Snyman S. and Eagles P.** (2017), *Guidelines for tourism partnerships and concessions for protected areas: Generating sustainable revenues for conservation and development*, IUCN.

**Suarez A., Arias-Arevalo P.A. and Martınez-Mera E.** (2018), *Environmental sustainability in post-conflict countries: insights for rural Colombia*, Environment, Development and Sustainability volume 20, pages 997–1015.

**Trading Economics** (2021), *Coal Commodity data*

**UARIV** (2020), *Red Nacional de Información*, Cut-off date: 01 January 2020.

**UICN** (2004), War and Protected Areas, PARKS Magazine 14.1

**UICN** (2020), *Guidelines for conserving connectivity through ecological networks and corridors*, Best Practice

**UNDP** (2019), *La Guajira, retos y desafíos para el Desarrollo Sostenible*, Objetivos de Desarrollo Sostenible,

**UNEP** (2009*), From Conflict to Peacebuilding, The Role of Natural Resources and the Environment*, ISBN: 978-92-807-2957-3, Job No.: DEP/1079/GE

**UNGRD** (2018), *442.462 venezolanos identificados en registro -RAMV- recibirán regularización temporal*, Noticias Web Bogotá, 13/06/2018,

**Universidad del Rosario** (2005), *Las explicaciones sobre el conflicto armado en Colombia*, Universidad, Ciencia y Desarrollo: Programa de Divulgación Científica, Fascículo n. 9, Bogotá.

**UNODC** (2019), *Colombia, Survey of Territories Affected by Illegal Crops 2018*, Government of Colombia, Bogotá, ISBN: 978-958-5554-14-6

**UNWTO** (2012-2014), *World Tourism Barometer and Statistical Annex*, eLibrary: from January 2012 to January 2014.

**UNWTO** (2019), *Recommendations on the sustainable development of indigenous tourism*, ISBN: 978-92-844-2128-2

**UNWTO** (2020), *UNWTO Recommendations on Tourism and Rural Development*

**Urbano C., Rosso C., Caicedo A.L. and Marriaga L.** (2016), *Análisis socio económico y ambiental de una muestra de la población del municipio de Dibulla*, DO - 10.13140/RG.2.2.24939.03367

**Vega F.** (2017), *Turismo y posconflicto. Una reflexión a partir del escenario del Camino a Teyuna (Ciudad perdida)*, Turismo y Sociedad, XXI, pp. 165-192

**Viloria-De la Hoz J.** (2021), *Café con aroma Caribe*, Contexto

**World Bank** (2015), *Colombia, Systematic Country Diagnostic*

**World Economic Forum** (2019), *The Travel & Tourism Competitiveness Report 2019*