

ECO-TOURISM CONSULTING  
INTERNATIONAL

PROGRAM PLANNING  
FOR THE FUTURE

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Introduction:

The program that I decided to design is one that deals with a problem. Because of this I decided to use Bannon's problem solving model. It seemed this model would address the problem better than the Peterson & Gunn's or Russell's models. Although the model works well I had to add a couple steps which would help define the problem. Probably the biggest thing I added was evaluation. Evaluation is designed as an umbrella which means it is always involved in the planning process. I have included a picture of the model which will show what changes I have made. Also, I will be referring to the model as I am describing my planning process.

### Step One: Situation (Description & Definition)

The problem that I chose to deal with is the problem of deforestation that is occurring in developing countries. Since I cannot deal with all the countries at one time I have chosen to deal with the problem in Brazil which has the most rapid deforestation occurring. Also, since Brazil has the most rain forests in the world their total destruction will have the biggest impact on the world's ecosystem. There are three areas involved in this disturbance of global climatics. The information is derived from Peter Bunyard's article, The Significance of the Amazon Basin for Global Climatic Equilibrium.

CO<sub>2</sub> and the greenhouse effect: The Sun is getting hotter and the amount of CO<sub>2</sub> in the atmosphere is increasing thus this heat will escape less readily.

Evapotranspiration and Deforestation: 50% of the rain falling on the rain forest is transpired and returned to the atmosphere. This moisture has a great cooling effect. Since life on earth is dependent on fairly stable temperatures, the worlds loss of 11,000,000 acres of rain forest poses a serious threat to the sustenance of life.

Changing Atmosphere chemistry: Paul Crutzen points out that tropical atmosphere produces a substantial amount of a reactive chemical called hydroxyl which helps break down chemicals in the atmosphere. The decrease of this chemical in the atmosphere is being caused by two factors: 1) cutting down the forests reduces the production of this chemical, 2) methane consumes this chemical and with the increasing amount of methane being produced by such things as; increasing cattle production, the amount of hydroxyl in the atmosphere is diminishing. Thus, and increase of chemicals in the atmosphere is occurring, things like methane, carbon monoxide, hydrogen sulfide, and nitrogen sulfide. Each of these chemicals effects the production of ozone, which is what protects us from radiation.

Another negative effect is very simply the extinction of many species of animals many of which have not been cataloged which means we don't know what we are killing off.

Another negative impact of deforestation is that many of the peoples that lived in the forests in peaceful coexistence with nature are losing their homes.

Now that I have described some problems just what is the crux of the problem? Brazil is presently trying to expand its economy, people are trying to make more money. The problem is that these people are getting loans to do this expansion of the economy. After they get the loans they have

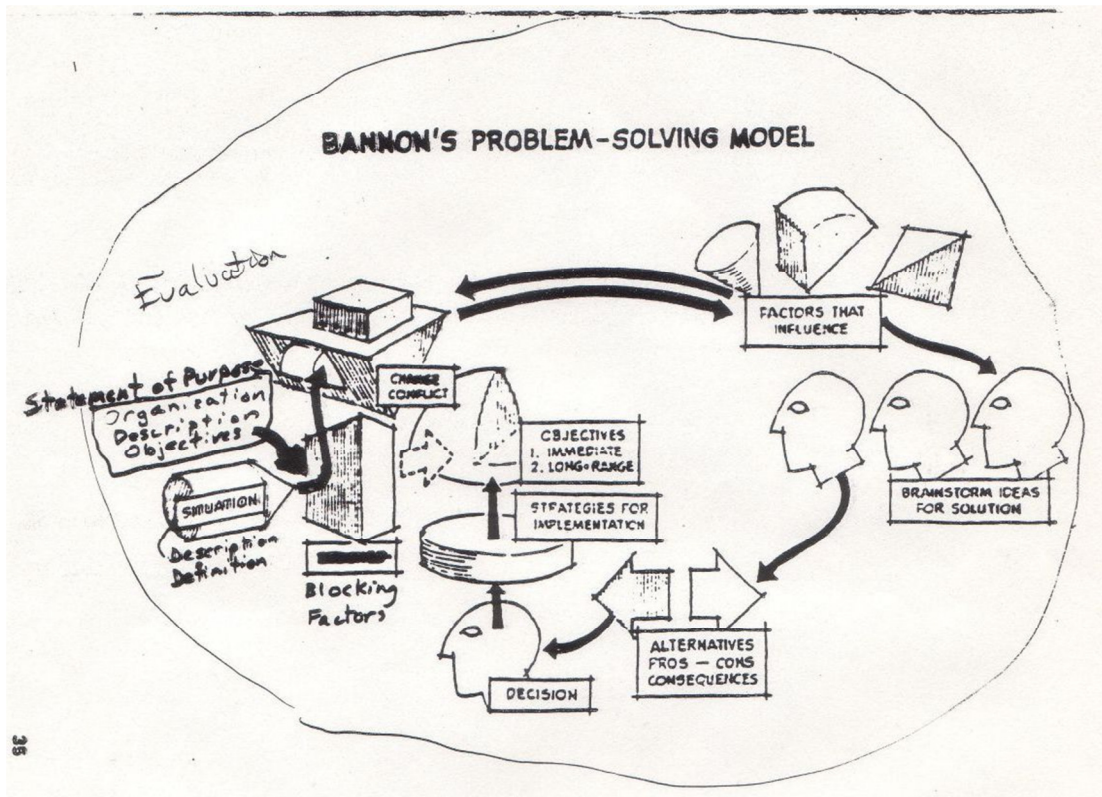
to pay them back. What they are getting loans for is to buy big equipment to tear down the forests so they can make money off the land

Another problem is the land is not particularly productive so it takes a great amount of land to produce a sufficient amount of product to pay debts. Also, the technology for expanding production and the maintenance of the land is very limited, so, to produce more a person just moves onto new land.

To obtain this new land the settle must make some "improvements" according to Brazil's colonization agency INCRA (Instituto Nacional de Colonizacao e Reforma Agraria). One improvement is clearing of rain forest. With thousands of people doing this it is no wonder the forests are being destroyed very rapidly.

Also multinational corporations and large Brazilian corporations are finding abundant natural resources in Brazil so they are extracting them. Needless to say these resources are found under rain forests so they have to come down in the name of progress.

Obviously the problem is one of great complexity. Since it most likely is out of my power to control the large corporation that are exploiting the forests, my plan of action is to come up with methods to help these smaller groups develop a means of making money without destroying the forests.



Step Two: Organization: Statement of purpose and goals of the agency.

The name of the organization is:

Eco-Tourism Consulting International

Purpose: To develop strategic methods in tourism by utilizing the natural beauty and intrinsic qualities of the rain forests in developing countries. And to provide technical expertise to the proletariat to develop tourism as an economic alternative which will eliminate their need to destroy rain forests in order to pay their debts.

The goals of this organization are

- 1) To start to eliminate the destruction of rain forests in developing countries.
- 2) To develop tourism through cooperation, and to develop tours which will protect those areas being utilized.
- 3) To advocate environmentalism.
- 4) To educate people about the environment.

The objectives of this organization are.

- 1) Design and implement an effective tour to gain investors
- 2) Upon the successful completion of this tour ECI will design and implement three tour packages within the first year of operation.
- 3) Upon the successful completion of this first tour ECI will develop communication networks with ecological community and with groups studying indigenous knowledge systems.

Step Three: Blocking Factors

This step of the problem solving process will take into account many of the factors that were described in the definition. These factors will also be directly related to the factors that influence which is the fifth step in the model.

- 1) Each programs economic profitability will determine whether or not anyone will be willing to partake and be involved with the program.
- 2) Indigenous educational factors; those people living in these areas might not understand how crucial the rain forests are in the biosphere.
- 3) Aggression to U.S. intervention; many people are opposed to U.S. intervention. Also the U.S. has not set a very good example as far as its own environmental protection.
- 4) They simply may not be interested in the programs
- 5) Local governments may oppose the kind of activities going on.

- 6) The delicacies of the ecosystems may not allow much interaction with severe disturbance or destruction of the area.
- 7) The formation of this organization may not take place.
- 8) There might not be enough money available to start this organization.
- 9) There might not be enough people interested in getting involved or supporting this organization.
- 10) Multinational and Brazilian companies may put up a fight.

#### Step Four: Change conflict

This step deals with the tentative or perceived measure that will be utilized to deal with those barriers to the solution of the problem. Before I deal with each instance there are some broad aspects of the ECI which will diminish these barriers.

First the organization will have to be comprised of the very best people. Each individual employed will have to be thoroughly committed to saving the rain forests. They must also be able to work in groups, which brings us to the second necessity of the organization.

The organization will have to work with many other groups and cooperation will be a cornerstone of organizational policies. As outlined in the list of barriers there are many groups which can diminish the success of this organizational goal. For the highest degree of success all of the interests of those involved will have to be taken into consideration. Each of those affecting factors will have to be weighted and given priority in the development of the intra-organizational goals.

Thoroughness is a final criteria which the organization must be designed upon. This ties directly into the two previous points in that during the group work all influencing factors must be taking into account otherwise crucial problems may be overlooked.

Each of these blocking factors will be affected by designing the organization with these factors in mind, but each factor will have unique characteristics that will need to be addressed. I will now briefly discuss how to deal with these factors individually.

- 1) The programs must be economically profitable.

Fortunately the economic situation in Brazil is grim so these programs do not have a lot of competition to be viewed as profitable. Many people are having serious financial problems which

few people are not. Although, for the program to be a success there has to be a way that people can pay their debts and make a living at the same time.

This problem can be dealt with by having thorough economic research done on what successful tourism programs have done. Also the ECI should have a financial expert on staff to help design the programs so they are economically sound.

Even with these precautions there will always be risk involved when someone gets into any kind of business.

2) People living in Brazil don't realize the importance of rain forests.

This is a matter of providing adequate information to people that might be affected by these programs. It also ties into the next barrier in that we will never be able to educate everyone about what is going on but we can educate as many as will listen.

3) People in the area might not want U.S. intervention.

You can please some of the people some of the time. This will be the philosophy of this barrier. If people are interested in the program, great! They will be the people that we will help. On this point I think the idea of cooperation would be essential. If ECI's team is made up of people from these countries and people from around the world this barrier could almost be eliminated.

4) There might not be interest in the program.

If there isn't any interest in the program, we will have to make interest. This will be the responsibility of the publicity and promotions person who would also have to be on staff. This is a matter of developing effective methods to make something that is "good", look "good".

5) Local governments may not want these programs going on.

This blocking factor will have to be dealt with by cooperation. Possibly, this will be one of the most crucial factors that will make or break the whole program. The government will have to be in on anything we do. Since there has recently been some moves made by the Brazilian government to protect the rain forests I am optimistic that there will be a positive response to a program like this. In fact support in the form of grants, tax breaks or protective regulations may be available.

6) Biological sensitivities may not allow impact without severe damage.

This factor will be handled by cooperation with biological experts. Also, the programs will be specifically designed so that protection of the environment is the primary concern. Although some

impact will always occur when people use an area, this impact will be substantially less than what is occurring now.

7) The formation of this organization may not occur.

This all depends on what kind of people I run into along the road of my career, and if people are really concerned about what is happening in the environment.

8) There might not be enough money available for the formation of this consulting firm.

In most cases, if the right people are asking for money, for the right reason, in the right way there is always money available. During the formation of ECI there will either be consulting done, or a person will be on staff that is familiar and skilled at grant proposal writing. After ECI is formed it will be dependent upon its own resourcefulness to continue its existence. Later in this paper, the program that has been selected to implement first deals directly with raising money to expand the program.

9) Might not be enough interest in the consulting firm.

This factor also depends on the people I meet down the road. From the research and the writing that has been done on the subject of protecting the rain forests there appears to be plenty of people who care. Whether or not they think tourism will be a successful solution depends upon many factors which could be discussed at great length and I won't attempt to do that in this paper.

10) Large corporations might fight.

This barrier could very well be the biggest one on my list. Large corporations have so much power they could possibly squash this whole program in a single blow. Although, if ECI was able to gain the governments cooperation, it would provide a buffer and protection for ECI from these corporations.

When we begin to talk about these issues the problem gets very complex and complexity can cloud the issues involved. So during program design we must be careful not to step on the toes of the corporations who might be affected. But, then we need to remember to remain on the task as outlined in the statement of purpose.

Step Five: Factors that influence

This step in the model as I see it is sort of an evaluation of the two prior steps. At this point the question should be asked: Have all things been considered? This step will consider some broader issues but will not necessarily come up with any new issues



The first factor which influences is biological factors. Dealing with this factor will depend on research. It also is highly dependent on some form of communication networking. In ECI there must be a connection between these two.

What is meant by research is that there is a vast amount of information available about ecosystems and their protection. In many cases there has been specific studies done about specific regions. This information will be crucial in the development of effective eco-tours. And if there hasn't been a study, a study will need to be done.

In either of these cases communication networking have to be open between ECI and the people doing the research. For this cooperation to be effective there needs to be some incentive for all parties involved. These incentives will depend on the situation but, in many cases the biggest incentive is going to be the protection of the natural environment.

The second main influencing factor is related to the indigenous peoples in the areas where eco-tourism will be developed.

As with economic conditions in Brazil, the living situation for many indigenous peoples is currently rather grim, so, to improve on the situation it will not take very much to change these living conditions

Presently the native peoples of the forest are rapidly being ejected from what has been their home for many centuries. Much like what happened to the Indians in the U.S. If there is any deceleration of the destruction of the forests it will be an improvement in their current situation. Although, this should not be acceptable, until these people are given back what they have so cautiously protected, we should not stop in our efforts to restore them their homes.

This could be an added bonus to the development of eco-tourism. If the destruction of the forests stops and reforestation begins these people could be given back their homes.

If the tourism trade was limited to certain areas those peoples that wished to avoid the influence of modern man could remain out of his influence. Those others that would wish to get minimally involved could cooperate in the tourist trade by sharing their culture and lifestyles as host families. The final choice for these people would be to set up their own tourism program unique to their culture.

Like ecological factors there has been extensive research done in this area called indigenous knowledge systems. Because of this some kind of communication networking between these research groups and ECI would be highly beneficial. With the right information these tours could be designed to protect and maintain the different cultures.

Another factor that influences is the government. At this point I know very little about what is happening with the Brazilian government. Although, when ECI is in the works there will have to be cooperation between ECI and the government. This cooperation will very likely come in the form of lobbying, and cooperation with higher education institutions. Also, to have former employees of the government on staff or on a board of trustees for ECI would be very helpful in learning how to develop political clout.

The last factor that influences is big business. At this time, without help from a group, I will not even try to discuss it any more than I already have.

#### Step Six: Brainstorming for solutions

Since this is an individual project I did most of the brainstorming by myself, but, I did discuss and get some ideas from a few other people.

- Tours through the forest - resorts – in and around forests
- worldwide fundraising to buy debts
- educational programs tours – T.V. programs
- lobbying government to make laws to protect forests
- lobbying large companies to protect forests
- make forest cutting illegal
- have airplane tours
- host-family tours
- combine education and tours
- make it illegal to use forests to make products
- create an organization that works to develop other methods to make money
- do nothing
- publicity blitz highlighting problem then hope somebody does something

#### Step Seven: Alternatives, pros and cons

On this step I analyzed what the situation was. I then decided upon a solution which would best fit the situation. I also looked at the things that seemed to have some influence on the problem in relation to the organization that is beginning to develop.

There is no way that I could ever expect to have any influence over the laws that would be made in another country. Nor would I be able to convince large companies to take care of the problem. Obviously, doing nothing is unacceptable. So, that leaves us with the alternative which seem to be something that ECI could work with.

#### Step Eight: Decision

In making my decision I looked at the maturity of ECI and the need for plenty of capital to get a quality organization started. Because of this I decided to come up with a tour that I could put together for prospective investors. The program I chose was the one that combined the tour with education. By putting together one simple program I could get a good idea of what it takes to plan a tour, I would also get a response by receiving donations which would start a financial pool for ECI to work from.

#### Step Nine: Strategies for Implementation

What I have opted to do is arrange a ten day tour of Brazil. This tour will combine education about ECI and the problem regarding the destruction of the rain forests. This tour will also provide the prospective investors with proof that the problem exists and it needs to be addressed before it's too late.

Below I will list the areas to be considered during the implementation step:

Staff: Naturally I will be the chief guide of the program.

- The next person needed will be a biological expert who will give a lecture about the impacts of the deforestation.
- Another person needed will be a tour guide to take us to an area that has been mined for gold.
- Another tour guide will show us what is left of a forest after it has been cleared by the proletariat.
- A final tour guide will take us to the rain forest and show us its natural beauty

Transportation:

Travel will be arranged through a travel agent. The cost of the trip will include the cost of transportation. Air fares for each individual will be determined as each participant has been signed up. The quoted price for the package will be for air fare from Los Angeles.

Lodging:

Lodging will be included in the price of the trip. Since we are catering to people of high income, the very best lodging will be provided.

Publicity:

Since we are interested in catering to possible investors our publicity will be targeted toward people who are in a high income bracket and have exhibited support for environmental causes. These contacts will be made person to person and the contacting person will be very high on the authority scale at ECI. Likely contacts for our publicity will be big supporters of groups like Sierra Club, board members of botanical gardens and any other people that have shown big support for such organizations as Bat Conservation International.

#### Checklist for Implementation of the Eco-Tour of Brazil

Component	Task	Time required (in weeks)	Deadline
Personnel	Arrange speakers	2	2/1
	Interview Tour Guides	2	2/15
Materials	Prepare info. packets	18	5/1
Facilities	Inspect tour sites	4	3/1
	Select sites	1	3/7
Lodging	Inspect sites	2	2/1
	Confirm arrangements		3/1
Transportation	Inspect services	1	1/22
	Confirm arrangements	1	3/1
	Confirm individual flights	1	4/15
Publicity	Produce publicity packets	6	12/15
	Make contacts	3	1/7

First tour will be arranged to accommodate 12-15 persons.

There is no particular age limit, but it will probably be that the youngest person will not be under 25 years of age.

Total cost including air fare \$2750.

#### Redefining objectives

After the program, it is likely that the people who have participated in the tour will have some input into the development and design of the program and ECI. Depending upon the donations

that people make, there will be decisions to be made as far as a board of trustees. Since there will have been a thorough search made of the participants, several of these people will be chosen a resource or members of the board.

If this input takes place, the program might be changed but, these changes cannot be predicted until the end of the tour.

Evaluation:

The single measure of the effectiveness of the tour, and the entire presentation will be the donations of the participants. When these people are contacted first to take the tour they will be informed that we are looking for investors, because of this the single monetary measure should be relatively effective.

If this tour is a success, we will probably have another one. At that time we will not only be catering to prospective investors, but to other interested parties. After those tours have occurred the measures will become more like what other recreational programs have. Such things as, the number of people who return, or how people have been recommended the program from someone else.

ITNERARY

May 2, 1990

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| Day 1   | Fly into Brasilia. Settle into hotel then go to introductory presentation.                   |
| Day 2   | Travel by bus to second lodging then travel to gold mining area.                             |
| Day 3   | Visit and tour forest area that has been destroyed.  |
| Day 4-6 | Visit and tour rain forest that has many species of animals and features of natural beauty.  |
| Day 7   | Visit local primitive community, then visit areas that they are being forced to relocate to. |
| Day 8-9 | Travel by bus to Rio de Janeiro to finish up trip.   |
| Day 10  | Closing presentation, then board flights for home.   |

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