

**A MULTI-STAKEHOLDER TOURISM DESTINATION  
MANAGEMENT PROGRAM FOR THE ARCHIPELAGO  
OF SAN ANDRES, OLD PROVIDENCE AND SANTA  
CATALINA**

**PARTNERS:**

**CORALINA,  
CONSERVATION INTERNATIONAL'S ANDES CBC, &  
THE CENTER FOR ENVIRONMENTAL LEADERSHIP IN  
BUSINESS (CELB)**

**March, 2003**

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## SECTION I: EXECUTIVE SUMMARY

The Center for Environmental Leadership in Business (CELB) is initiating and facilitating multi-stakeholder dialogues in key tourism destinations that are high biodiversity areas, establishing a management process and action plan for the destination to ensure the conservation of the biodiversity and the well-being of local people. CELB is piloting the destination management process on the island of San Andres, Colombia. San Andres Island, located in the western Caribbean, is part of the Seaflower Biosphere Reserve that includes the entire Archipelago of San Andres, Old Providence, and Santa Catalina, Colombia. CELB will launch this project in partnership with Conservation International's Andes Center for Biodiversity Conservation (Andes CBC) and CORALINA, the Regional Government Corporation established as part of the Colombian National Environment System (SINA). CORALINA, the organization responsible for environmental planning and management in the archipelago of San Andres, Old Providence and Santa Catalina, has recognized the importance of the island's preservation and demonstrated a strong willingness to partner with CELB to achieve our common goals.

San Andres was selected to pilot test the Destination Management process because it meets the following criteria:

- Existing high tourism activity (involving both large and small scale inbound and outbound tour operators, hoteliers, and potentially cruise ships);
- The archipelago has an interested local partner to lead the effort on the ground;
- There is an identified need for a destination management effort;
- The archipelago offers opportunities for the tourism industry to contribute to biodiversity conservation;
- The archipelago is in a priority conservation area

Most importantly, this project brought together the key stakeholders in the Archipelago to map out a vision for their tourism plan that will minimize problems associated with tourism development and identified opportunities for tourism to support conservation, the protection of the region's biodiversity, and the well-being of local people. This project also allowed CELB and CI's Andes CBC to further refine a developed methodology for participatory planning to successfully replicate the process in other key tourism destinations.

The project also helped to define and prioritize follow-up activities for the region, of which CI will be helping to implement the following two: 1) supporting the local tourism industry to define new tourism products that better protect the environment while providing resources for the local communities and 2) supporting the local hotel industry to adopt best practices with regards to environmental stewardship.

## SECTION II: PROJECT BACKGROUND

### 2.1 Background and general description of the San Andres Archipelago

The Archipelago of San Andres, Old Providence, and Santa Catalina is located in the western Caribbean and is Colombia's only oceanic and West Indian department. One of the most isolated island regions in the Americas, the Archipelago consists of three inhabited islands - San Andres, Old Providence, and Santa Catalina - as well as several small uninhabited cays comprising a total insular area of 57 km<sup>2</sup>. The marine area of the Archipelago is approximately 300,000 km<sup>2</sup> including an extensive reef system, five large atolls, and other less well-defined banks that extend for a total length of over 500 km on the Lower Nicaraguan rise. The main island of San Andres is approximately 130 miles east of Bluefields, Nicaragua; 450 miles south of Grand Cayman Island; and 500 miles west-northwest of Cartagena, Colombia. The Archipelago was declared the Seaflower Biosphere Reserve in November 2000 and incorporated into the UNESCO Man and the Biosphere Program.

The archipelago supports a rich diversity of both marine and terrestrial environments with unique characteristics such as endemic species. San Andres, Old Providence and Santa Catalina count two endemic species of fish and 15 endemic bird species (mostly subspecies). Four of the endemic bird species occur in OPSC only.

The archipelago is within the Caribbean Terrestrial Hotspot, and is also part of the Western Caribbean Coral Reef Hotspot, considered to be among the top ten regions exceptionally rich in marine species found nowhere else and also facing extreme threat. The coral reef hotspots are identified for the first time in a study conducted by the Center for Applied Biodiversity Science at Conservation International and published in Science magazine.

The islands of Old Providence and Santa Catalina possess a number of attributes that greatly enhance their value for ecotourism. All three major marine ecosystems, coral reefs, seagrass beds and mangroves are represented and are in relatively good condition. The windward barrier reef, with a length of 32 km is the second largest barrier reef in the Caribbean, and covers a total area of 255 km<sup>2</sup>. The lagoon enclosed by the barrier reef has extensive seagrass beds with three species of seagrass. There are six major mangrove swamps and four species of mangrove are present in most locations. OP/SC have five main beaches and a number of small, more isolated beaches.

The built-up area of OP/SC is relatively small. Most of the land (about 70%) is covered by shrub vegetation. The dry tropical forest covers just over 7% of the land area and contains both mainland and Antillean elements. It is among the best preserved dry forests in the Caribbean and the number of species - more than 60 species per 1,000 m<sup>2</sup> - indicates that it is an important center of biodiversity (Gentry, 1993; cited in CORALINA, 1998). The dry forest appears to be approaching climax stage. Endemic species include 2 species of fish (one freshwater and one marine species) and 15 species of birds, most of which are endemic

subspecies. Four of the endemic subspecies are restricted to Old Providence and Santa Catalina. Seventy-six (76) species of migratory birds have been recorded in the islands.

The entire archipelago, including all terrestrial and marine areas, has been declared a UNESCO Biosphere Reserve. The McBean Lagoon National Park, situated on the eastern side of Old Providence, encompasses a section of the barrier reef, patch reefs, the lagoon, mangrove stands, four uninhabited cays, and the terrestrial area of Ironwood Hill. The public land on The Peak is protected as a forest reserve. A large marine protected area is proposed for the surrounding waters of OP/SC and including the northern cays.

The inhabited islands of the Archipelago are among the smallest and most isolated islands in the wider Caribbean region and are also some of the most populated. San Andres Island, with an area of 27 km<sup>2</sup>, has an official population of 62,000 and an estimated population of over 100,000 - a figure that does not include the floating population of seasonal workers nor the steady influx of tourists - making it the most crowded island in the region with a population density of at least 2,261 km<sup>2</sup>. The island is flat with a spine of low hills in the north-central section that reach an altitude of 90 m. Over half the population lives in the urban commercial and tourism center which has sprung up with minimal planning since 1960 on the coastal flats and unstable filled wetlands at the extreme north end of the island. The majority are immigrants from mainland Colombia, who have come during the last 25 years. Native islanders, who are descended from early settlers, have the protection granted to ethnic minorities (groups with a racial and cultural identity distinct from the dominant society) by the 1991 Constitution. Their culture is defined by Anglo-puritan/African heritage, Protestantism, and English mother tongue.

The free port designation given to San Andres in 1959 shifted the economic base of the islands away from traditional agriculture and fishing, beginning a process of economic and political marginalization of the native islander people. The uncontrolled influx of immigrants seeking work in the rapidly expanding tourism and commercial sectors along with systems of economic breaks and incentives used to encourage outsiders to settle in the Archipelago have led to impoverished social conditions, inequitable resource benefit distribution, divisive cultural tensions, and a decline in quality of life.

The tourist industry is both the major resource user and the major producer of solid and liquid wastes. The scarcity of available resources and the intensity of demand from the tourist sector results in inequitable resource allocation as tourists benefit more than the local population. Inadequate treatment and/or disposal of solid and liquid wastes poses an environmental health threat to the community and ecosystems. The situation is further affected by the spread of poverty in the Archipelago as well the unchecked immigration and proliferation of shantytowns, particularly in San Andres.

## 2.2 Overview of tourism in the area

San Andres currently receives between 300,000 and 350,000 visitors a year, primarily for middle-class Colombians (90%), with the other 10% international. Attractions include small keys and islands, local culture, traditional architecture, diving and snorkeling, beaches, and there are a number of marine park possibilities, including marine protected areas that are in development, and a small key near San Andres has been declared a Regional Park, under the management of CORALINA.

However, most of the tourists currently coming to San Andres are coming as part of inexpensive all-inclusive packages that are barely profitable and leave little income in the archipelago. The current model of mass tourism in San Andres began in the 1950's and is built upon inadequate infrastructure and with little concern for protection of natural resources.

The current tourism situation in San Andres has been characterized as having:

- An over- dependence on the sun, sand, and sea product
- Insufficient diversification of tourism products
- Predominance of tourist demand coming from domestic sources
- Weak positioning in the international market
- A competitive advantage based on low prices
- Low profit margins in the industry
- A deterioration in tourism equipment and facilities
- A high risk of harming the environment, due to a lack of planning.

The Archipelago has tremendous natural resources that can serve as tourism attractions, including the fact that the archipelago has been declared a Biosphere Reserve. Natural resource attractions of note include marine resources, in particular the spectacular coral reef systems, beaches, a series of small keys, islands, and banks, and a few other marine associated attractions like blow-holes, caves, and coves. Terrestrial resources include native vegetation, lagoons, dry forests, hiking trails, and scenic landscapes.

The inhabitants are descendents from English settlers, African slaves and British pirates. The language spoken is Creole English and a considerable part of the native islander population is protestant. European and Afro-Caribbean influences are clearly manifested in music, dance and folklore. Although local culture is being affected by influences from the mainland, the native islanders have been able to maintain a distinct cultural identity. Traditional architecture and a number of historical forts add further to the ecotourism attributes.

Primary tourism activities include relaxing on the beach, snorkeling and SCUBA diving, horseback riding, hiking, sailing, boating, windsurfing, outings in glass-bottomed boats, yachting, sport fishing, cultural activities, and of course, shopping. Other important attributes for tourism are the peaceful, relaxed atmosphere, the security, low crime rate, handicrafts, local gastronomy, and cultural events like the International Crab Festival.

## 2.3 Review of destination management efforts in the region

In order to support conservation efforts in Old Providence and Santa Catalina, in 2001 Conservation International was invited by the departmental environmental agency, CORALINA, and the Ocean Conservancy, to help in the development of ecotourism activities in the area. In early 2001, a three day Ecotourism Awareness and Participatory Planning workshop facilitated by CI was held in OPSC, in which major stakeholder groups, represented by approximately 35 participants, had the opportunity to discuss their future in ecotourism, and produce an initial plan for developing ecotourism. This workshop resulted in plans to hold an Ecotourism Product Development Workshop, and to develop an Ecotourism Master Plan. The Integrated Ecotourism Action Plan, finalized in late 2002, serves as a blueprint for future ecotourism development in Old Providence and Santa Catalina, as well as an ideal mechanism to present to funding agencies.

CI is currently supporting CORALINA in the implementation of a Destination Management Process for San Andres Island. Destination Management is meant to be seen within the context of regional planning, with an emphasis on bringing together stakeholders (private sector, NGOs, local authorities, community members and government) to work collaboratively to encourage best practices and put management mechanisms in place within a destination to limit negative impacts of tourism, improve environmental management practices, help protect key areas (such as marine parks, etc.), generate positive contributions for conservation from tourism activities and support the well being of local people.

## 2.4 Review of project partners

The partners in the Destination Management process in San Andres include Coralina, and two of Conservation International's programs – The Center for Environmental Leadership in Business (CELB), and the Andes Center for Biodiversity Conservation (CBC).

### **2.4.1 CORALINA:**

The 1993 congressional law that established the National Environment System of Colombia created CORALINA, the Corporation for the Sustainable Development of the Archipelago of San Andres, Old Providence and Santa Catalina. CORALINA's mission is to promote sustainable development by administering the archipelago's natural resources in accord with Environment Ministry policies. Because of the value and vulnerability of the ecosystems, CORALINA has a broad mandate combining environmental management, planning, and education. CORALINA has the power to enact and enforce environmental regulations on land and sea, but is not armed.

All CORALINA projects emphasize community education and participation. Community outreach programs recognize that education is a two-way process. These programs encourage an interchange of traditional environmental information and

attitudes from the community along with new technologies and approaches to environmental management from natural resource specialists.

Coralina will be responsible for engaging local NGOs, local authorities, and government, and to help CELB identify the key private sector players.

**2.4.2 The Center for Environmental Leadership in Business (CELB):**

In 2000, Conservation International and Ford Motor Company collaborated to create The Center for Environmental Leadership in Business, focused on engaging the private sector in creating solutions to critical environmental problems. CELB provides a new forum for collaboration between the private sector and the environmental community. The Center initiatives promote business practices that reduce industry's ecological footprint, contribute to conservation and create value for the companies that adopt them. The result is a net benefit for the global environment and participating companies. The Center's Travel & Leisure program works with leading tourism companies to integrate conservation principles into their day-to-day operations, to identify opportunities for investing into conservation, and to influence the planning and management of key tourist destinations.

CELB's role in this effort is to serve as a catalyst as well as providing partial funding. CELB is particularly interested in helping to engage the private sector, concentrating on outbound tour operators, cruise ships (if relevant), hoteliers, local businesses, and in-bound or ground tour operators, and will assist in developing action plans by providing appropriate tools that have been developed for the private sector.

**2.4.3 Conservation International's Andes Center for Biodiversity Conservation (Andes CBC):**

The CBC is a regional body of CI staff that provides leadership and technical support in 5 countries in the Andes Region – Venezuela, Colombia, Ecuador, Peru, and Bolivia. The mission of the Andean Center for Biodiversity Conservation (CBC) is to forge strategic alliances to provide the leadership and coordination, and the scientific, political, economic, and social expertise required to ensure the conservation of biodiversity and sustainable development within the Andean region.

The Andes CBC will be responsible to identify and work with Coralina, compile research of local issues and players as preparatory work for the destination workshop, and organize and facilitate the workshop.



## 2.5 Methodology for multi-stakeholder destination management effort

A proven approach to destination management and tourism planning is a series of consensus-building and highly participatory workshops. CI has modified the original ZOPP approach to address specific topics necessary for tourism planning, to add proper group dynamics and to bring the process to a 3-day format. CI has also included elements of Appreciative Inquiry, a methodology that focuses on building consensus and a common future based upon attainable and shared objectives. Although CI provides technical advice as necessary during the workshop, the main objective is to facilitate exchange and planning initiatives among the workshop participants.

Important stages of the process are to identify barriers to conservation in the management and day to day work of the local tourism industry, to establish concrete objectives that will improve and promote conservation, to review existing policies and legal structures to check if they address these barriers, and to suggest changes, if necessary, to these instruments by establishing alternate policies, codes of ethics and best practices, and/or action plans for their implementation. Care should be exercised to adjust expectations from the participants to the actual decision-making power within the workshop, level of detail, and overall outline of issues the group is able to discuss.

## SECTION III: PROJECT OUTCOMES

### 3.1 Participants and agenda

Seventy-five participants (see Annex I) representing the tourism sector of the San Andres Archipelago participated in the workshop (see Annex II for the agenda). The objectives of the workshop were to:

- Obtain consensus on a united vision of sustainable tourism for the archipelago of San Andres.
- Elaborate and prioritize propositions for the future using the Tourism Master Plan as a base, a strategy and a draft action plan that guides the implementation of the Tourism Master Plan for the sustainable development of tourism in the archipelago.
- Facilitate the participation and the commitment of all the actors related to the tourist sector

### 3.2 Workshop results

The workshop generated important results that support the process of participation and destination management for the archipelago. Included in these results

- A destination management strategy for San Andres that all stakeholders agree with, and feel committed to, and prioritized action plans to implement it,
- The establishment of a forum of tourism stakeholders to engage in participating in collectively determining the future of tourism in the Archipelago, including ongoing review and prioritization of the Sustainable Tourism Master Plan,

- **A replicable methodology for destination management in other locations. Project lessons will be used to build upon CI's Ecotourism Participatory Planning Methodology and the UN Tour Operator Initiative's Destination Management Workshops. CELB plans to use the combined methodology, implemented with the Andes CBC, as an effective new tool to engage the private sector in regional conservation planning efforts through good destination stewardship.**

### **3.3 Identified next steps**

This process resulted in consolidating support for and prioritizing the Sustainable Tourism Master Plan, and will be followed up by a Product Development Workshop, which will train local entrepreneurs in the development and improvement of new ecotourism products, as well as a workshop and on-site visits for greening the hotel industry conducted by experts in environmental management of the hotel industry.

## ANNEX I: PARTICIPANT LIST

<b>NAME</b>	<b>REPRESENTATING</b>	<b>POSITION</b>
SUSAN SAAD	ANATO	PRESIDENT
MARTHA CASTELLOTE	ASHOTEL	PRESIDENT
NICOLAS JACKAMAN	FUND FOR THE TOURISM PROMOTION	REPRESENTATIVE
WINSTON FRANCIS	PORT SOCIETY	REPRESENTATIVE
RICARDO ALVAREZ	AEROCIVIL	MANAGER
RODRIGO SASTOQUE	PUBLIC TRANSPORT COOPERATIVES	MANAGER
JULIA WILCHES	INFOTEP	PRINCIPAL
ALAIN MANJARRES	CHAMBER OF COMMERCE	FINANTIAL & ADMIN. DIRECTOR
HUGO ARBOLEDA	CARIBE AZUL Y CIVIGEP-HONORARY INSPECTOR	MANAGER
MARTHA VANEGAS	JET SET	MANAGER
MELHEN YIDIOS	GEMATOURS	MANAGER
ELIZABETH STEPHENS DURAN	FUNDESAP	COORDINATOR OF ECONATIVE
MELANIA FRANCIS	SENA	EDUCATIONAL SUPPORT PROGRAM
FANNY HOWARD	CRISTIAN UNIVERSTIY	VICE PRINCIPAL
OWEN SMITH	CRISTIAN UNIVERSITY	REPRESENTATIVE
JANE BUELVAS	INFOTEP	REPRESENTATIVE
VALMA BENT	INFOTEP	REPRESENTATIVE
SUSANIE DAVIS BRYAN	GOBERNACION	GOVERNORNESS
CARL DAVID OLSEN	SECRETARY`S OFFICE OF TOURISM	SECRETARY DE TOURISM
GUILLERMO QUINTERO	RIBERA HOTEL	SAILOR
ISABEL MATTOS	ISLATUR	REPRESENTATIVE
ERNESTO VELEZ LYNTON	ECOARTE FOUNDATION	PRESIDENT
ANA MARIA FAJARDO	ASHOTEL	EXECUTIVE DIRECTOR
FRANCISCO GUZMAN	ACODRES	PRESIDENT
ANGELA USSEGLIO	FUNDACION NEW LIFE	REPRESENTANTE
CAPITAN DE NAVIO ORLANDO SANCHEZ BARAJAS	COMANDO ESPECIFICO	JEFE DE ESTADO MAYOR
ANKE FILBRANDT	ARCOIRIS CO-OPERATIVE MOTOR BOAT	REPRESENTATIVE
CARLOS SUAREZ	ARCOIRIS CO-OPERATIVE MOTOR BOAT	REPRESENTATIVE
JULIO ANTONIO GALLARDO	TONINO`S MARINA	REPRESENTATIVE
GLORIA ECHEVERY	ASOCIATION OF DIVING CENTERS	REPRESENTATIVE

PEDRO ABELLO	FONDOS DE VIDRIO ASOCIATION	REPRESENTATIVE
ENRIQUE VANEGAS RUDAS	ASOCIACION FONDOS DE VIDRIO	REPRESENTATIVE
CAPITAN DE CORBETA, MARIO NAVAS PINZON	SPECIF COMMAND OF SAN LUIS KM25	HEAD OF INTERNAL CONTROL OFFICE OF THE SPECIFIC COMMAND OF SAN ANDRES , PROVIDENCIA Y SANTA CATALINA
RAFAEL MELO LOPEZ	PORT CAPTAINCY	REPRESENTATIVE
ELGA LUCIA GIL	PORT CAPTAINCY	REPRESENTATIVE
RANDY BENT HOOKER	OCCRE	DIRECTOR
JUAN RAMIREZ	CONSULTATIVE COMMISSION	CONSULTATIVE COMMISSIONER
HARRINGTON MC'NISH	ECOCOOTUR	REPRESENTATIVE
JENNIFER ARCHBOLD	ECOASTUR	PRESIDENT
RAUL FABIO HUFFINGTON	OFFICE OF ALCALDE OF OLD PROVIDENCE Y SANTA CATALINA	MAYOR
DALILA CAICEDO	ECOSYSTEMS, MINISTRY OF ENVIRONMENT, HOUSING AND TERRITORIAL DEVELOPMENT	REPRESENTATIVE
JAIME HERRERA	NATIVE BROTHERS CO-OPERATIVE	REPRESENTATIVE
DIONICIO BROWN	SECRETARY OF EDUCATION	REPRESENTATIVE
IAN DAVID CRIOLLO		
RANDEL WATSON	PRESS	JOURNALIST
CAROLYN NELSON	ONG AFROSAI	REPRESENTATIVE
DIAN FORBES	ONG AFROSAI	REPRESENTATIVE
ELMER VERGARA	AGRICULTURA	REPRESENTATIVE
AMPARO TRUJILLO	TRAVEL AGENCY	REPRESENTATIVE
ZULLY ROBINSON	OCCRE	REPRESENTATIVE
JOY HOOKER	JOY'S PLACE-NATIVE LODGING OPSC	OWNER
RICARDO SANTOS	R.B TURISMO	REPRESENTATIVE
PALMERSTON BRYAN	DEPARTMENTAL CULTURE	DIRECTOR OF CULTURE
ASTURIA PEÑA BOCANEGRA	MINISTRY OF COMMERCE, INDUSTRY AND TOURISM	ENCHARGED
SILVIA ESCOBAR		
ROBERTO VALENCIA	BLUE LIFE DIVING CENTER	REPRESENTATIVE
OLGA MARIA CRIOLLO		
MARION LAVERDE	PLANNING	REPRESENTATIVE
JOSE HOOKER	SENA	REPRESENTATIVE
CARLOS PEDRAZA		CONSULTANT IN MARKETING

ILSE INFANTE	NATIVE INN OR NATIVE HOME LODGING	
DOUGLAS FORERO	YOKOMAMA HOTEL	REPRESENTATIVE
RIGOBERTO MC LAUGHLIN	PLANNING	REPRESENTATIVE
VANESSA SUAREZ	PLANNING	REPRESENTATIVE
CARMELINA NEWBALL	REPRESENTATIVE OF THE COMMUNITY OF OLD PROV. AND SANTA CATALINA BEFORE CORALINA	VISITOR
PATRICIA NEWBALL	CARIBBEAN FASHION	REPRESENTATIVE
MIRYAN DE PETERSON	UNISANANDRES	TOURISTIC ADMINISTRATION
OLGA CAICEDO		
MARTA DURAN		
MAGNOLIA BENT	CORALINA	FACILITATOR
FERNANDO CRIOLLO	CORALINA	
PATRICK BENT	CORALINA	FACILITATOR
ANGELICA BOWIE	CORALINA	FACILITATOR
KAREN BOWIE	CORALINA	FACILITATOR
ZULLY ARCHBOLD	CORALINA	REPORTER

**SAN ANDRES, ISLA**  
**TALLER PARA UN TURISMO SOSTENIBLE**  
**“Administración del Destino”**



## ANNEX II: WORKSHOP AGENDA

Los objetivos del Taller son:

- ✓ Consensuar una visión conjunta de turismo sostenible para el archipiélago de San Andrés
- ✓ Elaborar y priorizar proposiciones para el futuro, partiendo del Plan Maestro de Turismo, una estrategia y un plan borrador de acción que guíe la implementación del Plan Maestro de Turismo para el desarrollo de turismo sostenible en el archipiélago de San Andrés.
- ✓ Facilitar la participación y el compromiso de todos los actores relacionados al sector turístico

Agenda  
**Abril 1, 2 y 3 2003**

### **Día 1**

<b>Hora</b>	<b>Minutos</b>	<b>Actividad</b>	<b>Responsable</b>
2:00 – 2:30	30	Inscripciones	Coralina
2:30 – 2:45	15	Instalación	Gobernadora
2:45 – 2:55	10	Antecedentes sobre organizadores	Coralina/CI
2:55 – 3:15	20	Presentación de participantes	CI
3:15 – 3:45	30	Contextualizando la Administración del Destino en el Archipiélago	Coralina
3:45 – 4:00	15	<i>Refrigerio</i>	
4:00 – 4:45	45	Objetivos y metodología del taller (appreciative inquiry)	CI
4:45 – 5:45	60	<b>Etapa de Descubrimiento</b>	Participantes y CI
5:45 – 6:45	60	<b>Etapa de sueño</b>	Participantes y CI
6:45 – 7:00	15	Discusión y cierre	

### **Día 2**

2:00 – 3:45	75	Consensuar la visión en el Plan Maestro de Turismo	Participantes y CI
3:45 – 5:00	75	<b>Etapa de diseño</b>	Participantes y CI
5:00 – 5:15	15	<i>Refrigerio</i>	
5:15 – 6:45	90	Continuación – Etapa de diseño	Participantes y CI
6:45 – 7:00	15	Discusión y cierre	

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### **Día 3**

2:00 – 5:30	210	Construcción del Plan de Acción (corto y mediano plazo)	Participantes y CI
5:30 – 5:45	15	<i>Refrigerio</i>	
5:45 – 7:00	75	Conformación de grupos de trabajo para la acción y el seguimiento	Participantes y CI
7:00 – 8:30	90	<i>Entrega de certificados, clausura del taller</i>	