

Government Plan for the Tourism Sector of Peru 2026–2030
An independent proposal for political parties in the 2026–2030
electoral process



Photo: Swimming with turtles. PROMPERU.

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Executive Summary

Tourism is one of Peru's greatest untapped engines for development. Despite its potential to generate employment, investment, production, and national pride, the sector has remained stagnant due to structural weaknesses, fragmented governance, and the absence of major projects capable of transforming regional economies. This Government Plan for the Tourism Sector 2026–2030 presents an independent, technical, and forward-looking proposal for political parties participating in the 2026 electoral process.

Grounded in international evidence and Peru's own historical experience, the plan argues that tourism can become a decisive pillar for achieving high-income status by 2045, as projected by the World Bank—if and only if bold reforms are implemented.

1. **Diagnosis:** A Sector with Enormous Potential but Chronic Limitations

Peru's tourism sector suffers from:

- Weak governance, with overlapping authorities and low technical capacity.
- Low productivity, with 77% of tourism businesses operating at medium or low performance levels.
- Insufficient investment, both public and private, and no major interregional projects in decades.
- Critical infrastructure gaps, especially in connectivity, airports, ports, and basic services.
- Severe governance failures in Machu Picchu, affecting the country's global image.
- High insecurity, reflected in 14 international travel alerts between 2023 and 2025.
- Lack of sustainability and circular tourism practices, generating environmental risks.
- Absence of transparency, with no modern system to monitor projects, budgets, or indicators.

These weaknesses explain why tourism GDP fell from 3.9% in 2019 to 2.9% in 2024, far below countries such as Spain (13.1%), Mexico (8.7%), or Costa Rica (8.5%).

2. Strategic Vision: Tourism as a Driver of National Development

The plan proposes positioning tourism as a productive sector, not merely cultural or recreational. This requires:

- Strengthening linkages with agriculture, gastronomy, handicrafts, technology, and living culture.
- Diversifying the tourism portfolio beyond the southern circuit.
- Implementing large-scale interregional projects capable of generating massive employment.
- Professionalizing the workforce and reducing informality.
- Ensuring sustainability and environmental responsibility.
- Restoring governance, transparency, and institutional credibility.

3. Key Proposals

A. Increase Tourism GDP to 10% by 2030

- Integrate tourism into national and regional economic planning.
- Focus investment in Special Tourism Development Zones (ZEDT).
- Adopt SDGs 8 and 12 as guiding principles.

B. Machu Picchu: A New Governance Model

- Create the Autonomous Authority of Machu Picchu, appointed by the President.
- Transfer management from regional and local governments to the central government.
- Adopt international models such as Versailles, Petra, or the Alhambra.

C. Competitiveness and Professionalization

- National certification program in AI, digitalization, sustainability, and languages.
- Formalize 10,000 new tourism entrepreneurs.
- Train 10,000 operators in technology and digital transformation.
- Create the National Program for Tourism Research and Innovation.

D. Security as a National Priority

- National Tourism Security Plan with dedicated budget.
- Strengthen police presence, surveillance, and emergency systems.
- Improve Peru's ranking from 104th to at least 50th in the WEF index.

E. Connectivity and Basic Infrastructure

- National Connectivity and Basic Tourism Infrastructure Plan 2026–2031.
- Improve regional airports, ports, and tourist terminals.
- Develop tourist railway corridors and key thematic routes.
- Reduce Peru's infrastructure ranking from 100th to 80th.

F. Major Interregional Projects

Three transformative initiatives:

1. Tumbes–Piura Beaches Project (“Little Miami”)
2. Northeastern Circuit: Chiclayo–Tarapoto–Iquitos
3. Central Highlands and Jungle Corridor: Junín–Pasco–Huánuco–Satipo–Mazamari

Projected impact by 2035:

- 150,000+ jobs
- S/ 9 billion in accumulated economic flow
- Reduction of territorial gaps in 12 provinces
- Peru positioned as a leader in sustainable interregional tourism

G. Sustainability and Circular Tourism

- Promote the “Huella de Carbono Perú” tool nationwide.
- Strengthen waste management, energy efficiency, and environmental protection.
- Advance SDG 14 on water ecosystems.

H. Digital Transparency Platform

- Public, real-time system integrating indicators, maps, budgets, and alerts.
- Managed by a Technical Committee of academia, associations, and specialists.
- Open-source, replicable at regional level.

4. Conclusion

Tourism can become Peru's most powerful engine for development—capable of generating employment, investment, territorial cohesion, and global prestige. But this requires political will, technical leadership, and a long-term vision. This plan offers political parties a roadmap to transform tourism into a strategic pillar of national progress between 2026 and 2030.

1. This message inspires me.

The low productivity recorded in Peru is due to limitations in the adoption of technologies and innovation, as well as persistent market barriers. Achieving high-income status is within reach, but bold reforms will be needed to accelerate growth.

Under current conditions, it would take 64 years to reach the high-income category; however, with key reforms, the country could achieve it by 2045—three times faster. Peru can leverage its competitive advantages in agriculture, mining, and tourism, generating indirect effects beyond these sectors. To once again outperform its peers in terms of economic growth, the country needs structural reforms that boost productivity and a more efficient State.

It is time to be ambitious again. Despite recent economic difficulties, Peru has significant opportunities for sustainable and inclusive growth through specific reforms and the development of strategic sectors. The country can access new growth opportunities by promoting its comparative advantages in agribusiness and tourism.

World Bank. Peru: Leveraging Opportunities for Growth and Prosperity. 2025.



II Tourism as an engine of development and growth

My long journey along the Peruvian and global tourism route for more than five decades has allowed me to study, observe, analyze, compare, and identify the true role that our activity plays in the process of generating wealth, production, consumption, investment, and employment within the economic framework of Latin American countries.

In all tourism systems developed by great scholars such as Lieper, Boullón, and Molina, they all agree that one of the most essential components of the market is the superstructure—that is, the capacity of managers, leaders, decision-makers, and their workforce to propose, decide, plan, and execute. In this scenario, political parties come into play, as they take the lead through the strength and authority of their knowledge, expressed in their government plans, laws, and regulations that citizens must respect and follow.

Below, I will present a very brief review of what visionary political leaders from other countries accomplished—with successful results—so that political organizations in Peru may carefully observe what can be achieved for tourism from the perspective of their programmatic platforms.

I will begin with Spain and the distinguished statesman Don Manuel Fraga Iribarne¹, founder of modern Spanish tourism from the 1960s onward. A leading member of the Popular Party at the time, he was the first Minister of Information and Tourism. His vision as a statesman enabled thousands of families to rise out of poverty after World War II and the Franco era. He promoted an ambitious tourism promotion policy that positioned Spain as one of the main Mediterranean destinations, highlighting the country's cultural and climatic uniqueness. Among his achievements were the creation of key infrastructure, the professionalization of the sector, and the establishment of the foundations of the sun-and-beach tourism model that would shape Spain's economic development in the decades that followed. In 2025, Spain stands as one of the three largest tourism destinations in the world. Much of this is owed to him.

Next, I highlight Don Miguel Alemán Valdés², President of Mexico and leader of the Institutional Revolutionary Party (PRI) in the 1950s. His administration marked the beginning of the so-called Mexican Miracle, in which tourism became one of its strategic pillars. He promoted the construction of major works such as highways, airports, and hotels, and he boosted destinations like Acapulco, which became a symbol of international glamour. He founded the National Tourism

¹ Almeyda García, F. (2012). La política turística en España y Portugal. Universidad de Murcia. <https://revistas.um.es/turismo/article/view/160771/140661>

² Moreno y Enseñat. 2021. La historia del turismo en México. Primeros destinos, primeros turistas. https://www.scielo.org.mx/scielo.php?script=sci_arttext&pid=S1870-57662021000200023

Institute (INTUR) and encouraged promotional campaigns in the United States and Europe. For him, tourism was not just an industry, it was a tool for diplomacy, regional development, and national modernization.

His vision laid the foundations of the Mexican tourism model, which combined state investment, openness to private capital, and a narrative of cultural hospitality. In the words of many historians, Miguel Alemán was the true founder of modern tourism in Mexico. Today, the country ranks as the sixth most developed tourism destination in the world.

Finally, I present Don Arturo Frondizi³, President of Argentina and leader of the Intransigent Radical Civic Union in 1959. During his administration, Tourism Law No. 14,574 was enacted, establishing the legal framework for tourism development and promotion, creating the institutions and policies needed to strengthen the sector. Some of his actions can be summarized as follows: he promoted major infrastructure projects to facilitate access to tourist destinations and improve national connectivity; he upgraded airports and air routes, promoting both national and international aviation; he developed land and rail transport networks to boost domestic tourism; and he encouraged the development of new destinations, especially in Patagonia, the Andes, and rural areas with tourism potential.

In sum, it depends on political parties—and their understanding of modern tourism management—whether this sector becomes a vehicle for development and growth, acting as a transmission belt to combat poverty, unemployment, and malnutrition, serious challenges that the Peruvian State has yet to resolve. Tourism alone can help reverse this situation by generating thousands of jobs, investments, production, consumption, and national pride.

In this regard, the document I present to you, Government Plan for the Tourism Sector of Peru 2026–2030: An Independent Proposal for Political Parties in the 2026–2030 Electoral Process, seeks to better guide the candidates and authors of the government plans of the 43 political organizations that will participate in the upcoming elections⁴, drawing on my professional, academic, institutional, and research experience. I ask these organizations to consider these lines as the visionaries mentioned above once did.

Lima, October 2025.

³ Castelucci, Daniela. Políticas públicas y turismo en Argentina, 1955-1983. Una lectura desde las ideologías derechistas. <https://www.cuadernosdeantropologia-puce.edu.ec/index.php/antropologia/article/view/147>

⁴ <https://portal.jne.gob.pe/portal/Pagina/Nota/17603>

III A Brief Diagnosis of the Most Diagnosed Sector in the Country. Yet Without Results

I will focus on its most relevant dimensions, setting aside the usual unproductive elements that will not give us a qualitative leap nor act as a trigger or accelerator of national development and growth. We are here to contribute to the fight against poverty, unemployment, and environmental pollution; to recover lost indicators; to restore sound governance; to achieve competitiveness; and to build a professional team capable of managing based on the knowledge and experience that we claim to possess.

As the World Bank clearly states⁵: Under current conditions, it would take 64 years for Peru to reach high-income status; however, with key reforms, it could achieve this by 2045—three times faster. I would not want my children and grandchildren to face this grim prediction if we fail to undertake deep, urgent, and transformative changes.

Among the serious problems we carry is a political one: the struggle to survive within a ministry whose prioritization of tourism has always been in question. That is, a vice-minister whose personal tools—knowledge and experience—have been debatable, and even more so the team accompanying him, whose sector-specific competence is questionable. In other words, we are far from being the “Central Reserve Bank” given the low professional performance of its managerial and trusted staff. The result is the marginal position we occupy within public administration.

Next, I note the low productivity of the tourism value chain due to the lack of qualifications among most of its workforce. Peruvian researchers Rivas, Carrillo, and Robinson⁶ have concluded: The evaluation of performance dimensions among tourism companies in Peru shows that 77% fall between medium and low levels. What more can I add to such a revelation.

Both diagnoses directly affect the sector’s GDP contribution to national GDP, which under different conditions could perform much better, as it does in other countries. I will simply note the 2024 achievements of: Spain, 13.1%; Mexico, 8.7%; Dominican Republic, 8%; and Costa Rica, 8.5%. The point is not to compare ourselves with the size of their markets, but to observe the political decisions made by their leaders to reach those figures. In Peru, this matter has been treated merely as a statistical data point in the Tourism Figures published by the sectoral authority on its digital platform. There has been no work aimed at shifting these indicators.

⁵ Banco Mundial. Perú: Aprovechando las oportunidades para el crecimiento y la prosperidad. 2025.

⁶ Rivas, C., Carrillo, B., y Robinson, G. (2022). Competitividad de empresas turísticas en el Perú. Revista Venezolana de Gerencia

The stagnation of tourism GDP is indeed the result of a policy of zero action regarding investment promotion and, consequently, production, consumption, and job creation, the very symbols and banners of tourism as a driver of development. Linked to this is the absence of major interregional projects to diversify the tourism offer, which remains concentrated in the south. Only minor public investments exist, none of significant scale. The recently approved General Tourism Law now faces a critical test to reverse this situation.

Perhaps the issue of Machu Picchu should receive priority attention from the political party that assumes leadership of the country. Several matters must be addressed simultaneously. The management of the sanctuary has become a directionless giant in which everyone wants to take command: the district mayor, the provincial mayor, the regional governor, representatives of the Ministry of Foreign Trade and Tourism, the Ministry of Culture, the Ministry of the Environment, and other local entities. There is a poorly designed system for ticket sales and commercialization, an unresolved problem with bus transport (uphill and downhill), environmental impacts, revenue control, maintenance, conservation, and ongoing controversies over access restrictions. But the underlying issue is that the Seventh Wonder of the World has become a prize to be fought over, to the point that railway lines are taken over with alarming frequency, and sabotage and disorder loom constantly. International media have exposed this reality; industry associations have protested; Cusco operators have voiced their complaints. No one listens.

This weakness in governance has generated confusion in the management of a heritage asset that belongs to Peru and to the entire world. If we were to measure results, transparency, financial statements, and accountability, we would likely be surprised—given the well-founded complaints of tourists from all corners of the globe, who arrive expecting the good practices that Peru is supposed to offer. This reveals a disconnection between the sectoral authority and its associations, academia, professionals, and entrepreneurs, who should operate as a unified whole.

A matter of utmost concern is visitor safety—their personal security, luggage, vehicles, and likewise the belongings of domestic tourists. Tourism is an extremely sensitive activity: at the slightest sign of insecurity, street unrest, riots, or danger, visitors simply cancel their reservations or leave immediately for other destinations. The result is tragic for the value chain, as the chain of payments collapses. Everyone loses. Therefore, security must be a priority for the next administration.

Furthermore, without connectivity and basic infrastructure, we simply do not exist. We want to improve the destinations we already have (in reality, we only have one), and we want more connectivity and basic infrastructure for new ones. For

a country like ours, with difficult geography, regional airports are urgent, as are bus terminals and maritime, river, and lake ports. Access to potable water, sewage systems, energy, communications, and fiber-optic networks are the basic elements needed to get us moving. It is unacceptable that a country like Peru, which aspires to be competitive, continues to suffer from such structural weaknesses.

Finally, sustainability and circular tourism are the missing parts of the puzzle. Consider the following example: a river in a coastal, Andean, or Amazonian valley where tourism flows through various businesses—lodging, food and beverage, transportation, entertainment, and other urban ventures. At the end of a busy day, where do the liquid and solid wastes go—fuel residues, oils, sewage, detergents, soaps, paper, glass, plastics, and more? What I describe is only a drop in an ocean of similar problems. In this context, it is essential to adopt new thinking and reflect on the serious consequences of maintaining this situation. The challenge is to minimize waste, extend the useful life of products and services, and generate shared value in host destinations.

Lastly, we have never truly known how public-sector tourism projects progress—perhaps because those that have existed have been insignificant. Even so, we have not known the processes of contracting and executing projects: whom they hire, whom they pay, how much they pay, the progress schedules, the suitability of the legal and natural persons involved, and who directs and approves awards and contracts. The clearest principle should be to act in broad daylight.

IV Proposals Presented to Political Parties

1. Sectoral GDP.

According to the Central Reserve Bank of Peru⁷ (n.d.), the Gross Domestic Product can be calculated from the production approach—which measures the value added generated by productive sectors, including tourism—and from the expenditure or consumption approach, which quantifies the spending carried out by economic agents when demanding goods and services. This indicator is the most significant of all, as it reflects the true weight of the market. Tourism's performance contributed 3.9% to national GDP in 2019 and 2.9% in 2024. GDP, measured through production and consumption, not only quantifies economic activity: it reveals how much is produced, how much is demanded, and how efficient the system is.

GDP has not been used as a management indicator, nor have strategies been developed to increase it. Likewise, it has not been used to compare Peru with

⁷ Banco Central de Reserva del Perú. (s.f.). ¿Qué es el PBI? <https://www.bcrp.gob.pe/apps/pbi-y-crecimiento/pbi.html>

other national economies to design sectoral strategies or integrate other dimensions such as investment, employment, and innovation.

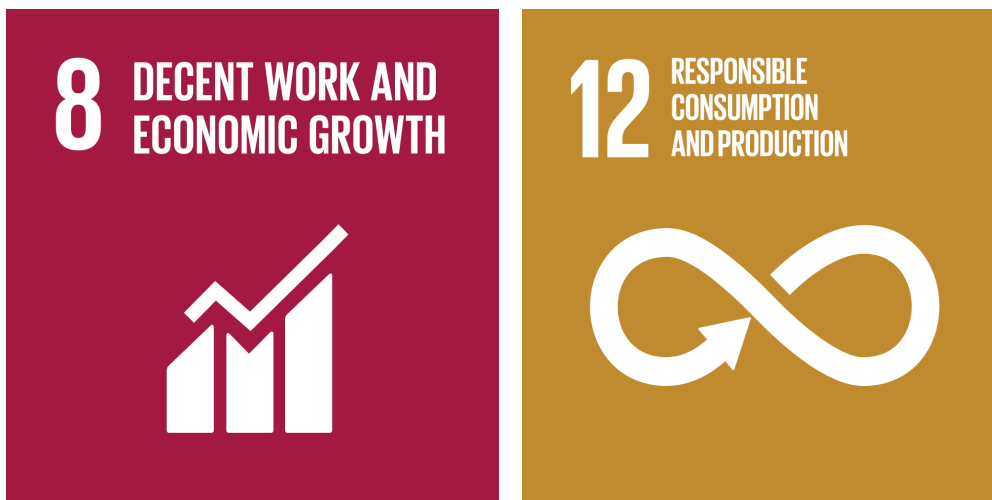
Government Policy:

- Integrate tourism into national and regional economic plans, not merely as a cultural or recreational activity, but as a generator of value added, employment, and foreign exchange.
- Strengthen tourism's productive linkages with agriculture, gastronomy, handicrafts, technology, and living culture.
- Focus public and private investment in the Special Tourism Development Zones in accordance with the mandate and regulations of General Tourism Law No. 32392, significantly diversifying the product portfolio.

Timeline: 2026–2030.

Goal: Increase the 2.9% recorded in 2024 by 1.5 percentage points annually, reaching 10% by 2030.

- Adopt the United Nations Sustainable Development Goals Nos. 8 and 12 as the foundation for decent work and responsible production and consumption.



2. The Case of Machu Picchu

The serious situation of our most important attraction is well known. From the 1960s onward, the visitor experience was highly satisfactory due to the lower number of visitors, until exponential growth brought the figure to a record 1.5 million visitors in 2024. Its management as an entity serving global tourism and culture has descended into chaos due to the intervention of multiple authorities

with different functions, each seeking to prevail. In recent years, this has resulted in:



Photo. The Commerce Newspaper.

Forbidden to pass

- Permanent mistreatment of visitors, unlike other monuments and wonders of the world.
- Lack of planning in bus transportation.
- Ongoing attempts to disrupt the railway line.
- A tangled ticket-sales process that has undermined efforts and investments in the country's image.
- Incompetence among a wide array of authorities: ministers, the regional governor, and provincial and district mayors.
- The belief that the monumental site belongs exclusively to the people of Cusco, and therefore only they should administer the sanctuary—often making poor decisions.

The result is what we see every day. A new management model is urgently needed—one that transcends current leadership and replaces the existing system of district, provincial, and regional authorities.

Government Policies:

- a. Establish a management model drawing on the experiences and lessons of other systems such as the Palace of Versailles, the Louvre Museum in Paris, Petra in Jordan, or the Alhambra in Granada, Spain.
- b. Create the Autonomous Authority of Machu Picchu, whose governing body will be appointed directly by the President of the Republic. Its functions and

competencies will be defined by the Head of State and overseen by the Ministry of Foreign Trade and Tourism (MINCETUR).

c. The management of Machu Picchu will transcend regional, provincial, and district governments and will be transferred to the central government.

Timeline: 2026.

Goal: Enact a national law creating the Autonomous Authority of Machu Picchu, with its governing body appointed by the President of the Republic.

3. Competitiveness

From Adam Smith to Porter, competitiveness has been defined through various theories and models. I will refer to one of the most recognized: Hassan's definition⁸, which describes competitiveness as the ability of a destination to create and integrate products with added value that sustain local resources and maintain its market position relative to competitors. Peruvian researchers Rivas, Carrillo, and Robinson⁹ have concluded: The evaluation of performance dimensions among tourism companies in Peru shows that 77% fall between medium and low levels. This means our businesses cannot generate services with added value. Finally, the World Competitiveness Index 2024¹⁰ of the World Economic Forum ranks Peru 62nd out of 119 economies.

Studies on this topic highlight the inefficient production of services due to low workforce qualifications, high levels of informality, poor business environment, weak investment, limited connectivity, and critical deficiencies in processes and technology. Growth and goal achievement are impossible if this factor is not addressed in the short term.

Government Policy:

a. National Tourism Certification Program: Certify operators and managers at all levels in basic modules: AI, digitalization, sustainability, languages, etc.

Timeline: 2026–2029.

Goal: Reduce informal employment from 81% to 50%.¹¹

⁸ Hassan, S. (2000). Determinants of Market Competitiveness in an Environmentally Sustainable Tourism Industry. *Journal of Travel Research*, 38, 239-245. <https://www.scirp.org/reference/referencespapers?referenceid=3549622>

⁹ Rivas, C., Carrillo, B., y Robinson, G. (2022). Competitividad de empresas turísticas en el Perú.

¹⁰ Travel & Tourism Development Index 2024. https://www3.weforum.org/docs/WEF_Travel_and_Tourism_Development_Index_2024.pdf

¹¹ SINEACE. Marco Nacional de Cualificaciones del Perú.

b. Special Tourism Formalization Program: Incorporate unregistered operators by offering advantages and facilities such as free technical and legal assistance, support in administrative procedures, a unified digital registration platform (RUC, MINCETUR, DIRCETUR, municipalities), official promotion in domestic and international markets, and priority for women, youth, and rural and Indigenous communities.

Timeline: 2026–2030.

Goal: At least 10,000 new formal entrepreneurs.

c. Training in Technology: Expand and improve operators' knowledge to integrate them into digital transformation, enhancing management and commercial performance.

Timeline: 2026–2030.

Goal: 10,000 entrepreneurs.

d. Increase Productivity of Service Operators: Optimize production processes to improve economic performance and operational indicators through innovation and training.

Timeline: 2026–2030.

Goal: At least 10,000 businesses implementing new processes.

e. Create the National Program for Tourism Research and Innovation to promote technological development, generate new knowledge, and propose innovations that strengthen sustainability, competitiveness, and governance.

This program seeks to integrate academia—universities, tourism schools, and institutes—by creating research lines, establishing observatories, developing open-data platforms, and reviewing tourism statistics.

Timeline: 2026–2030.

Goal: At least 200 research studies on management innovation, products, processes, sustainability, circular tourism, and governance. Academia will be responsible for developing observatories and reviewing statistics on a scientific basis.

4. Security

Understanding clearly that tourism is the most sensitive sector in the world, traveler flow rightfully so immediately cancels their reservations and choose other destinations when they observe sudden street unrest, disturbances, mobilizations, agitation, or public disorder in a country. Between 2023 and 2025, fourteen countries issued alerts regarding insecurity in Peru, recommending

caution to their citizens. In 2025 alone, five alerts were issued by the United States, Canada, the United Kingdom, Australia, and Israel. A situation such as this can destabilize the entire productive apparatus of a sector that seeks to grow without carefully considering this dimension. Peruvian researcher Frech¹² notes that tourism competitiveness in Peru is hindered by security gaps—not only in policing, but also in health, social stability, and visitor integrity.

It is essential to protect visitors and ensure that they return home under the best conditions, as well as to safeguard residents and the surrounding environment. A second perspective on this reality comes from the 2024 Travel and Tourism Competitiveness Index, created years ago by the World Economic Forum¹³. The variables assessed include crime and violence, trust in law enforcement, political stability, terrorism risks, road safety, hospital and health protection, and emergency response. Peru ranks 104th out of 109 nations, with a score of 4.7 out of 7.

Government Policies:

- Establish a National Tourism Security Plan involving MINCETUR, the Ministry of the Interior, the Ministry of Culture, the Ministry of the Environment, private business associations, and local actors. Its scope includes road and transport safety, ports and airports, highways, bus and rail terminals, high-demand tourist attractions, corridors, events, and public safety. A direct budget allocation for tourism security will be established.
- Strengthen staffing levels, training, equipment, and surveillance vehicles for land, maritime, river, and lake patrols, as well as observation drones in high-demand tourism areas.
- Create an emergency hotline and digital communication system connecting tourists, police security services, operators, and local actors.
- Implement a public transparency platform showing executed budgets.

Timeline: 2026–2030.

Goal: Climb to at least 50th place in the WEF Competitiveness Index.

5. Connectivity and Basic Infrastructure.

All tourism stakeholders know that this issue requires the highest attention, priority, and cross-sectoral work. Connectivity is the circulatory system of tourism.

¹² FRECH HURTADO, H. C. (2025). Seguridad multidimensional y competitividad turística en Perú: una relación necesaria. *REVISTA INTERNACIONAL DE TURISMO, EMPRESA Y TERRITORIO*, 8(2), 181–199. <https://journals.uco.es/riturem/article/view/17173/15950>

¹³ World Economic Forum. Índice de Desarrollo de los Viajes y turismo 2024. <https://es.weforum.org/publications/travel-tourism-development-index-2024/digest/>

Without safe, accessible, and efficient routes, destinations remain excluded, visitors lose motivation, and communities miss development opportunities.

In Peru, geographic challenges, precarious infrastructure, and the lack of planning and budget have limited tourism growth outside traditional circuits, as well as the connection with rural, Andean, and Indigenous communities whose territories host the country's main attractions.

This means that gaps begin here: a destination or one aspiring to become one lacks the minimum connectivity required to enter the tourism market and other productive activities. Likewise, the absence of potable water, sewage systems, energy, fiber-optic networks, and bus terminals represents the minimum conditions needed to compete.

So much so that Peru ranks 100th out of 119 nations in the 2024 World Economic Forum Travel and Tourism Competitiveness Index for land and port infrastructure. Without these elements, there will be no new destinations, no special development zones, and no national, regional, or local tourism plans. It will remain a utopia and more years of abandonment.



Satipo Airport powered by AI

Government Policies:

- Incorporate the National Connectivity and Basic Tourism Infrastructure Plan 2026–2031 into the major projects of the Ministry of Transport and Communications, within the National Road System and PROVIAS NACIONAL, integrating land, air, river, lake, rail, and alternative transport with a territorial approach, environmental sustainability, and regional integration logic.
- Establish and implement the National Tourism Signage Plan.
- Improve regional airports and river and lake ports for regional and tourism use:
 - Implementation of tourist terminals with specialized services, multilingual signage, and traveler assistance.

- Establish tourist railway corridors along major routes:
- Arequipa–Tacna
- Lima–Huancayo–Huancavelica
- Lima–Barranca–Huaraz
- Ica–Nasca–Ayacucho
- Pave and maintain key tourist routes:
- Coffee Route: Junín–Pasco–Satipo
- Northeastern Corridor: Chiclayo–Tarapoto–Yurimaguas–Iquitos
- Pisco and Culture Route: Ica–Nasca–Palpa–Chincha
- Develop river tourism docks in Loreto, Ucayali, and Madre de Dios, with basic services and signage.

Timeline: 2026–2030.

Goal: Improve Peru’s ranking from 100th to at least 80th in the WEF Travel and Tourism Competitiveness Index.

6. Major Interregional Projects

One of the greatest weaknesses and lack of vision among government authorities has been their tendency to inaugurate small, low-impact projects that generate only a limited number of new jobs. The last major project we had was the COPESCO Plan, which promoted development in Cusco and Puno during the 1970s and 1980s. Public investment reached 99 million dollars, mainly in basic infrastructure works such as roads, drinking water, sewage systems, and electricity, as well as the restoration of monumental heritage and the training of technical personnel.

Private investment and the jobs created were immeasurable due to the enormous number of businesses of all sizes that were established in both regions. For decades, we became one of the engines of the national economy. Unfortunately, that was also the end of any vision to diversify, improve, or expand the only product we have: cultural tourism. I propose a brief reference below. It does not compare investment amounts or job creation, but rather the broad policies and long-term perspectives of political leaders committed to the future—unlike the 25 regional tourism plans we have had, none of which proved useful.

For example: Mexico’s Tren Maya is a single project spanning five states, with an investment of 30 billion dollars and 660,000 jobs, as reported by former President

López Obrador in his 6th Address to the Mexican people¹⁴. In the Dominican Republic, work is currently underway on the Cabo Rojo–Pedernales Project, a coastal development scheme involving 2.5 billion dollars in investment that will generate 15,000 new jobs across two provinces. In Honduras, President Xiomara Castro¹⁵ is personally leading the “Modernization of the La Barca–La Ceiba Tourism Corridor,” with an investment of 361 million dollars and the creation of more than 6,000 jobs.



Photo: ¿Y tú qué planes?

Beaches of Tumbes

In short, small, scattered, low-impact projects disconnected from the tourism market will not drive our growth. Therefore, I propose:

Government Policies.

- Promote large-scale Special Tourism Development Zones (ZEDT), created under General Tourism Law No. 32392, as key hubs for public and private investment, job creation, and regional GDP growth.
- Diversify the tourism product portfolio and concentrate new segments within the ZEDT: nature, adventure, gastronomy, sun-and-beach tourism.
- Develop plans and projects that transcend the political boundaries of districts, provinces, and regions; tourism plans must follow this interregional approach.

Launch the Tumbes–Piura Beaches Project — The Little Miami

Sun and beach, entertainment, gastronomy, and nature tourism.

¹⁴ 6to. Informe de Gobierno. <https://amlo.presidente.gob.mx/discurso-del-presidente-andres-manuel-lopez-obrador-en-su-sexto-informe-de-gobierno/>

¹⁵ <https://tnh.gob.hn/gobierno/gobierno-inicia-modernizacion-del-tramo-la-barca-la-ceiba-en-el-corredor-turistico/>

- Develop sustainable accommodations with coastal architecture that respects fragile ecosystems such as mangroves and protected beaches.
- Target tourism demand from Ecuador, leveraging proximity to Guayaquil and strong land connectivity.
- Promote private investment by highlighting the incentives of the General Tourism Law No. 32392, especially for green infrastructure, local employment, and environmental certifications.
- Create a distinctive brand combining multi-segment services, marine gastronomy, and living culture.

Launch the Northeastern Circuit Project — Chiclayo–Tarapoto–Iquitos

- Integrate three high-potential regions: Lambayeque (archaeology), San Martín (nature and gastronomy), and Loreto (riverine Amazonia).
- Strengthen air, land, and river connectivity, including interregional routes and tourist docks.
- Promote adventure tourism, ethnographic tourism, and living culture with the participation of Indigenous communities.
- Create an Amazonian thematic route combining biodiversity, history, and sensory experiences.

Launch the Central Highlands and Jungle Project

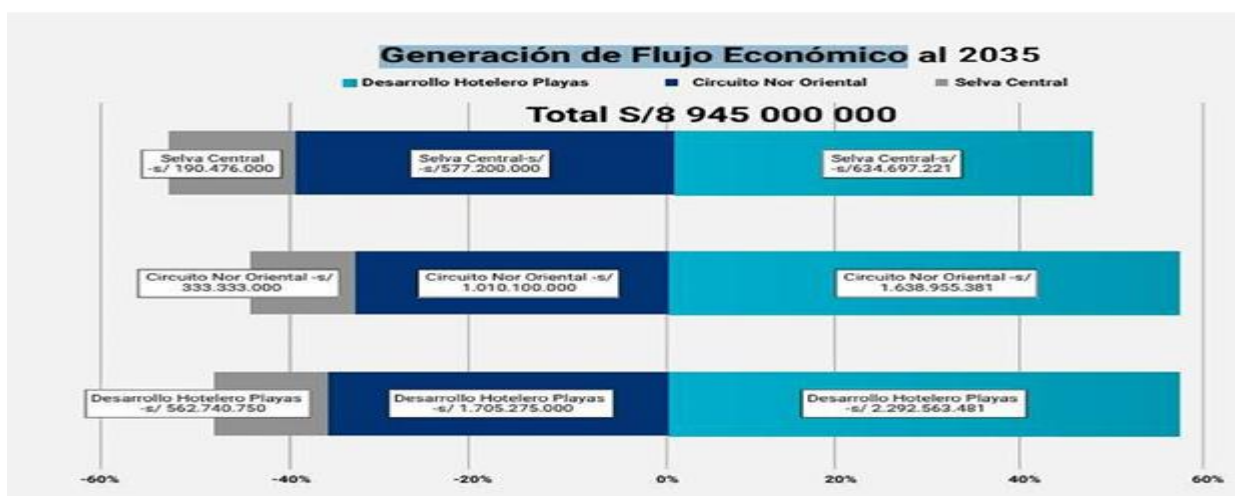
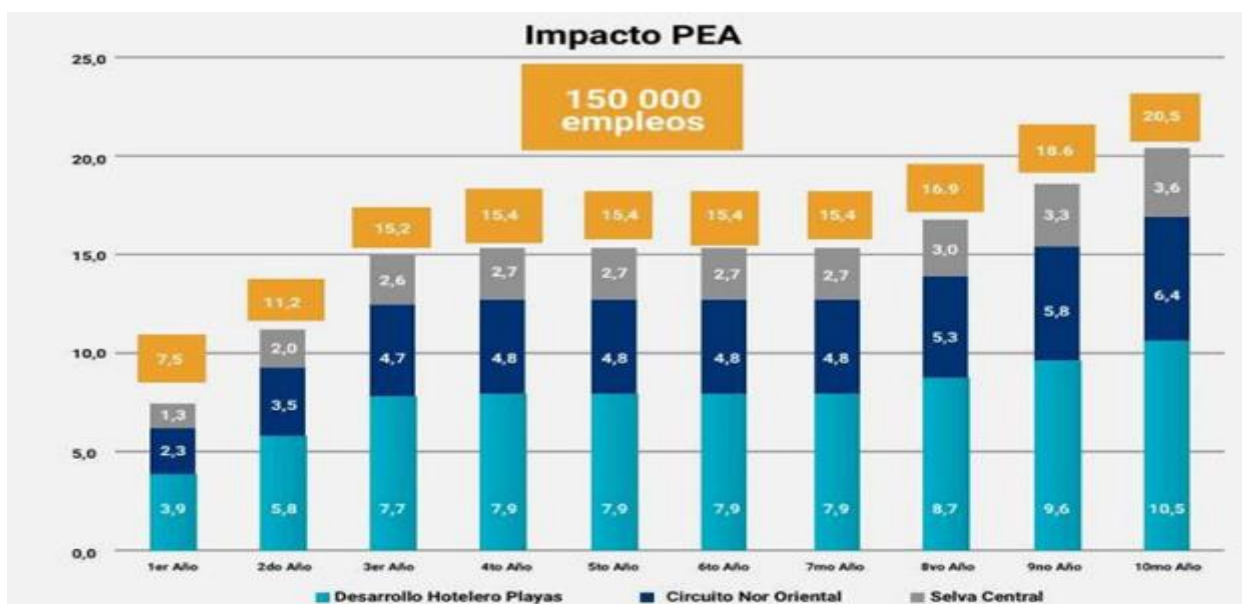
Junín–Pasco–Huánuco–Satipo–Mazamari

Internal tourism, biodiversity, and ancestral culture.

- Recognize the departments of Junín, Pasco, and Huánuco as strategic links between the Andes and the Amazon, with logistical, cultural, and tourism potential.
- Develop thematic routes:
 - Coffee Route: from Chanchamayo to Pampa Hermosa
 - Orchid Route: unique biodiversity in Satipo and Mazamari
 - Valley Route: Jauja, Tarma, Concepción, and Huancayo
- Promote domestic tourism with accessible packages, integrated transportation, and experiential activities.
- Strengthen road and digital infrastructure, including signage, mobile connectivity, and basic services. Expand and launch commercial operations at Satipo Airport.

LAS PROYECCIONES AL 2035

	Habitaciones 5.4.3 * + apartamentos vacacionales	Inversiones en millones de US\$		Empleo Directo e indirecto preoperativo y operación
		Públicas	Privadas	
Tumbes Piura	5 290	144	437	77 714
Nororiental	3 335	85	259	47 010
Selva Central	1 885	49	148	26 480



The projections were authored by my distinguished student, Mr. Luis Barboza, a prestigious manager of several hotels in the Sheraton chain. He is an

international consultant for major hotel projects in Latin America. He is currently the General Manager of the Sheraton & Aloft Asunción in Paraguay.

- Connect local enterprises, cooperatives, and rural, Andean, and Indigenous communities to ensure inclusion and sustainability. ¹⁶Projected Impact of the Three Projects by 2035
- More than 150,000 direct and indirect jobs were generated.
- Over S/ 9 billion in accumulated economic flow, considering transportation, lodging, food services, commerce, and related activities.
- Reduction of territorial gaps in at least 12 provinces with low tourism development.
- Positioning Peru as a regional leader in sustainable interregional tourism in Latin America.

Timeline: 2026–2030

Goal: Launch at least three major interregional tourism projects.

7. Investment and Employment

It is undeniable that the political decisions of our Latin American neighbors committed to promoting major interregional projects have produced extensive experience in generating jobs at all levels. It is no secret that the only way to achieve this is through investment, already outlined in the General Tourism Law, specifically in the Special Tourism Development Zones (ZEDT).

According to MINCETUR, before the pandemic in 2019, the sector recorded 1,457,000 jobs, whereas in 2024 that figure dropped to 1,312,000. The explanation is simple: there were no major projects and no political will to design large-scale works. Nor has there been any report on investments secured or commitments obtained from international promotional trips.

Foreign direct investment in tourism barely reached 0.27% in Peru in 2024. There are no available figures for national sectoral investment. Therefore, with the proposed interregional projects, the new tourism law underway, and other initiatives to be considered, I propose the following:

Government Policies.

¹⁶ Perú: Principales cifras de turismo. MINCETUR.
https://www.mincetur.gob.pe/centro_de_Informacion/mapa_interactivo/cifrasTurismo.html

- Propose the National Tourism Investment Plan public and private, national and foreign following the mandates established by the Peruvian State, using Tourism Doing Business Perú and Investing in Peru as reference frameworks.
- Develop an aggressive Investment Promotion Plan showcasing the advantages and incentives offered by the General Tourism Law No. 32392.
- Promote investment fairs and marketplaces in Peru and abroad, focusing on major infrastructure development and tourism facilities of all sizes.
- Involve academia in preparing project profiles for the ZEDT to generate innovative and creative proposals.

Timeline: 2026–2030

Goal: Generate at least US\$ 5 billion in foreign direct investment in tourism infrastructure: cable cars, maritime, river, and lake tourism vessels, lodging facilities, food and beverage businesses, land and air transport vehicles, among others. Reach at least 1.8 million direct and indirect jobs, especially in rural, Andean, peasant, and Indigenous areas.

8. Sustainability and Circular Tourism

The greatest global challenge today is sustainability, which requires ensuring that tourism activities contribute to the economic, social, and environmental well-being of communities and destinations without compromising their future. Within this framework, circular tourism aims to minimize waste, extend the useful life of products and services, and generate shared value in host communities. A new dimension is added: the carbon footprint, which represents the number of emissions generated by transportation, lodging, food services, and travel-related activities. This footprint is a driver of climate change, especially in high-demand destinations.

To address this challenge, solutions must involve public authorities, private actors, entrepreneurs, companies, professionals, and academia, with the goal of achieving energy efficiency in accommodations, responsible waste management, and voluntary carbon-offsetting by tourists.

In this sense, it is essential to design public policies, private initiatives, and models that help Peru respond to travelers who increasingly demand better treatment of tourism resources and their surrounding environments.

Government Policies.

- Strengthen and expand the initial steps taken in this field by promoting the principles of sustainability, circular tourism, and carbon footprint management in every tourism enterprise and business in Peru, door to door.

- Promote intensive use of the digital tool “Huella de Carbono Perú (HC-Perú)”, managed by the Ministry of the Environment, enabling national tourism operators to measure, verify, and reduce their greenhouse gas emissions.
- Convene private associations and institutions to commit to and act upon the plans already initiated in this area.
- Pursue with determination the fulfillment of Sustainable Development Goal (SDG) 14, related to the treatment and protection of marine, lake, river, and thermal waters.



9. Digital Platform for Active Transparency for Modern and Verifiable Tourism Management.

One of the main gaps in public tourism management in Peru has been the absence of a reliable, accessible, and up-to-date information system that enables evidence-based decision-making. The dispersion of data, opacity in budget execution, and lack of comparable indicators have weakened planning, citizen oversight, and intersectoral coordination.

Therefore, I propose the creation of a digital platform for active transparency to support modern and verifiable tourism management. This public-access platform would integrate key indicators, interactive maps, automated reports, and strategic alerts. It should be operated by MINCETUR and linked to other State entities (MTC, MINCUL, PROMPERÚ, INEI, regional governments), aligned with international standards of tourism governance.

Platform Components.

Sector Performance Indicators

- Sector GDP performance and tax revenue generated for the State

- Formal and informal tourism employment
- Public and private investment in basic infrastructure and tourism facilities
- Service quality and traveler satisfaction
- Environmental footprint and circularity of operations

Budget Monitoring and Project Execution

- Tracking strategic projects by region
- Status of budget execution (PIM, accrued spending, physical progress)
- Alerts for delays, stoppages, or risk of abandonment

Interactive Maps and Territorial Traceability

- Georeferencing of tourist attractions, routes, services, and risk zones
- Integration with transportation, culture, and environmental platforms
- Visualization of tourism corridors and logistical nodes

Automated Reports and Active Transparency

- Quarterly publication of technical reports accessible to associations, media, and citizens
- Comparative dashboards across regions, years, and tourism types
- Space for industry observations and technical recommendations

System Governance

- The platform will be administered by a Technical Committee for Data Validation, composed of industry associations, universities, and specialists in statistics and planning.
- The platform must be hosted on public servers, with open-source code and the possibility of regional replication.

Timeline: 2026–2028

Goal: Publish at least two of the four key indicator groups listed above.

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A life dedicated to the service of tourism in Peru



He is a graduate of the XXI Class of the Colegio Militar Leoncio Prado. He pursued studies in Arts and Humanities at the National University of Trujillo, is a Tourism Technician from the National School of Tourism of Peru, and holds a Bachelor's and a Professional Degree in Tourism and Hospitality. He earned a Master's in Education with a specialization in Education Policy and Management from the University of San Martín de Porres, as well as a Master's in Pedagogical Innovation and Educational Center Management from

the European Centre of Innovation and Management, EUCIM Business School in Madrid. He is currently a doctoral candidate in Tourism at USMP.

He completed specialization studies at the Center for Advanced Tourism Studies of the University of Aix-Marseille, funded by the OAS and the Government of France, and at the Inter-American Center for Tourism Training (CICATUR) of the OAS.

He is the author of several well-known books in the field, including *Introducción al Turismo, Teoría y Realidad Peruana* (12 consecutive sold-out editions); *7 Ensayos sobre el Turismo en el Perú* (2 sold-out editions); *Para invertir en Turismo en el Perú* (2 sold-out editions); *Marketing Turístico* (4 sold-out editions); *Planificación Turística* (2 consecutive sold-out editions); as well as various strategic tourism development plans for the districts of Santiago de Surco, Lurigancho-Chosica, the province of Piura, and the district of Pacarán in Cañete, among others. These works are available on his website: www.turibooks.com.

His well-known blog, (carlitosvillena.blogspot.com in Bing), with more than 486 articles to date, has received over 655,000 visits and serves as a reference source for hundreds of students across Latin America and Spain who frequently consult its content. He also manages his own YouTube channel, [youtube@boardingpass24](https://www.youtube.com/channel/UC...), where he interviews leading figures in Peruvian and Latin American tourism.

In the field of education, in addition to his teaching roles in prestigious institutions, he has served as an educational administrator. He was appointed National Director of the Tourism Training Center (CENFOTUR) from 1991 to 1994.

Likewise, he was designated by the University Council of Ricardo Palma University as Director of the School of Tourism, Hospitality, and Gastronomy, where he led various academic projects and curriculum plans between 2016 and 2023. He is an advisor and consultant to various organizations and companies in Peru's tourism sector. He has been recognized as a Founding Member of the Pan American Confederation of Schools of Hospitality, Tourism, and Gastronomy (CONPEHT).