



## Sustainable Destinations Alliance for the Americas



Organization of  
American States



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### Evaluation of the Efficiency and Effectiveness of the “Supporting an Increase of Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America” Project



### EVALUATION REPORT (FINAL)

Presented to: Department of Planning and Evaluation Planning and Evaluation Unit (DPE),  
Organization of American States (OAS)

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September 2017



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## **ABBREVIATIONS, ACRONYMS AND SYMBOLS**

BICA	The Bay Islands Conservation Association
BITMO	Bay Islands Tourism Management Organization
CIDI	Inter-American Council for Integral Development
CBA	Cost benefit analysis
CTO	Caribbean Tourism Organization
D.C.	District of Columbia
DPE	Department of Planning and Evaluation of the OAS
FGD	Focus group discussion
KII	Key Informant Interview
IHT	Instituto Hondureño de Turismo
INTUR	Instituto Nicaragüense de Turismo
LFA	Logical framework analysis
KII	Key informant interview
OAS	Organization of the American States
MSMEs	Micro, Small and Medium enterprises
PAJ	Port authority of Jamaica
RDD	Rapid Sustainable Destination Diagnostic
RPPI	Report on Progress of Project Implementation
SDAA	Sustainable Destinations Alliance for the Americas
SDC	Stewardship Development Council
SEDI	Secretariat for Integral Development of the OAS
SITCA	Central America Tourism Integration System
STI	Sustainable Travel International
TEF	Tourism Enhancement Fund – (Jamaica)
TEMPIC	Tourism Master Plan Implementation Committee (Barbados)
ToRs	Terms of Reference
TPDCo	Tourism Product Development Company (Jamaica)
USOAS	United States Permanent Mission to the Organizations of the American States
UPNFM	Francisco Morazán National Pedagogical University (Honduras)
VfM	Value for Money
ZOLITUR	Zona libre turística de islas de la Bahía

## EXECUTIVE SUMMARY

### Background

Tourism is a key economic driver in the Caribbean and Central America region, although, countries in the region must compete with other, well-established destinations. Among the competitive advantages of Caribbean and Central American destinations are their unique ecosystems and cultural heritage. Protecting these natural and cultural resources is crucial to securing the industry's sustainability.

Sustainable Destinations Alliance for the Americas (SDAA) was a large-scale multisector initiative created to help Caribbean and Central American tourism destinations safeguard their natural and cultural assets, enhance the life of their communities and secure a vibrant regional economy. Launched in late March 2014 and completed in June 2016, the project was implemented in Barbados, Jamaica, Honduras and Nicaragua. It had an overall budget of 450,935 USD, including an OAS in-kind contribution of 57,050 USD, with provision of human resources, amenities and funding provided by each destination country to implement demonstration projects.

SDAA was supported by the Executive Secretariat for Integral Development of the OAS (SEDI) and funded by the US Permanent Mission to the OAS (USOAS). It was implemented jointly by SEDI, the Caribbean Tourism Organization (CTO), and the Secretary of Central American Integration of Tourism, coordinated by Sustainable Travel International (STI). SDAA also brought together a consortium of partners/stakeholders including travel companies, NGOs, destination regional organizations, hotels with a vested interest in maintaining and restoring the region's natural, cultural and economic integrity.

The purpose of the project was to improve sustainable destination management in the participating countries, through four interrelated components, each representing an output that was expected to lead to the project's purpose: i) destination sustainability demonstration projects developed in each of the four participating countries; ii) an on-line sustainable tourism course designed and delivered to private and public stakeholders; iii) destination sustainability good practices and experiences and lessons learned disseminated internationally; and iv) a destination sustainability monitoring framework established for recording and tracking priority metrics.

### Evaluation framework and methodology

The OAS Department of Planning and Evaluation (DPE) commissioned a summative evaluation of the project. The purpose of the evaluation was to assess performance of the project against its intended results, and to contribute strategic thinking and identify good practices, key lessons, and recommendations for improvements to future initiatives. The evaluation was conducted by an independent evaluator between April and August 2017, following four lines of inquiry: desk review, key informant interviews, focus group discussions, survey of on-line training participants. The evaluator travelled to Jamaica and Honduras to conduct key informant interviews and focus group discussions over a two-week period in June 2017.

## Findings

Evidence from all sources was triangulated and assessed according to four criteria: relevance, effectiveness, efficiency, and sustainability. The following are the main findings under each criterion.

### Relevance

SDAA aligned with OAS's mandate and priorities, particularly by supporting integrated development and the reduction of poverty and inequality. The project was flexible enough to adapt to local contexts and, as a result, aligned well with the national tourism plans and strategies of the target destination countries.

### Effectiveness

The project's design was based on a results chain comprised of a project "purpose" (outcome) and four "products" (outputs). Indicators measured results at the output level. No theory of change was articulated, but the implied theory was that destination stakeholders—equipped with the right tools, technical assistance, and capacity building support—could contribute to sustainable destination management in their countries. The project could have benefitted from a fully developed logic model and performance measurement framework that included immediate and intermediate outcomes, and qualitative and quantitative indicators to measure them. Elaborating the theory of change by identifying and rationalizing assumptions and risks would also help the project be more effective in achieving outcomes.

Overall, the project enabled target destinations to adopt a unified and comprehensive approach to sustainable destination management, by laying a foundation of tools, mechanisms, and capacity. The project achieved most of its expected outputs, as follows, by component:

#### *Component 1: Destination sustainability demonstration (quick-win) projects*

Fifteen quick-win projects were planned; ten have been completed, and five are in progress. Barbados has not yet been able to implement its projects. Key challenges included raising the 5,000 USD required for some destinations to fund the projects, limited budgets, and short timelines. The projects enabled stakeholders to learn sustainable destination management skills and to apply them in a practical way. The process also facilitated dialogue and collaboration among multiple stakeholders that provides a model for future work. The Rapid Sustainable Destination Diagnostic (RDD) was a valuable tool that has already been replicated in non-project municipalities in Nicaragua. The Destination Stewardship Councils (DSC) established for each country played a key role in supporting the implementation of the quick-win projects and are expected to continue beyond the project. However, ongoing capacity building and other support will be needed to improve their functioning and sustainability.

#### *Component 2: On-line sustainable tourism course*

A six-week online course in sustainable tourism was provided in both English and Spanish, with different tracks for public and private sector participants. The course initially targeted 320 participants, but the number was reduced to 120 (60 English, 60 Spanish). Of those, 47 percent dropped out. Feedback on the course was positive, with high rates of satisfaction with course content and high value for the knowledge acquired. Although respondents reported they had

increased their skills through the course, this finding could be verified with a follow-up assessment, such as a tracer study.

### *Component 3: Dissemination of good practices and experiences*

Representatives of the target destinations participated in two meetings of the OAS Inter-American Congress of Ministers and High-level Authorities of Tourism—one in Barbados and the other in Peru. Messaging on the importance of safeguarding natural and cultural assets to differentiate and brand destinations was widely shared. Stakeholders considered the Congress an important venue and an effective mechanism for accessing the experiences, best practices and lessons learned adopted by other countries.

The project also conducted story-capture activities to support marketing efforts. About 27 videos were recorded in Barbados, Honduras, and Nicaragua. Some are being used by national tourism authorities to promote destination stewardship. More than seven local and regional news outlets produced articles about the quick-win projects. In addition, a media event spotlighting SDAA destinations was held at ITB Berlin, a top international tourism trade show.

### *Component 4: Destination sustainability monitoring framework and learning system*

SDAA developed a destination sustainability monitoring framework and strengthened the capacity of target destinations to use it. The framework incorporated baseline information on sustainable destination management indicators specific to each destination, generated by the RDD.

The extent to which participating countries adopted the framework is inconclusive. Honduras and Nicaragua have made some progress, but still need to integrate the framework fully into day-to-day management processes. There was no evidence on the extent to which the monitoring framework has been adopted in Barbados and Jamaica.

Interviews with stakeholders suggest that more guidance and technical assistance are needed to fully develop the sustainability monitoring framework. Sharing information and data among multiple stakeholders is a challenge and more support is needed to coordinate the organizations involved in data collection.

## **Efficiency**

The selection of countries to participate in the project followed standard and transparent procedures.

In terms of timeline, project implementation was ahead of planned schedule in the first year, although there were subsequent delays in implementing the stakeholder validation workshop and launching the online training. Stakeholders felt timelines to implement quick-win projects were unrealistic.

Services provided by the project were valued by stakeholders. The technical support provided by STI was praised, although all stakeholders interviewed would have liked additional and continuing support. Feedback on the quality of the on-line training was positive, although the online format and schedule made it difficult for many to complete the requirements and several stakeholders expressed a strong preference for face-to-face training.

The desk review indicated that project implementation was cost-efficient overall and project management made effective use of funds. There was not enough detailed information available to support a cost-benefit analysis; therefore, the evaluator applied a value-for-money perspective, using qualitative information gathered from stakeholders. A breakdown of cash contribution by component revealed that 54 percent went to destination sustainability demonstration projects (component 1); these were key to building local capacity and warranted the investment, although several projects have yet to be completed. Investment in the online training course (component 2) was 23 percent of the total; however, only 120 people were trained, raising questions about the value of the investment considering the cost per participant and the high percentage of dropouts. 17 percent of the funds were allocated to foster the dissemination of good practices, experiences and lessons learned. Only 6 percent of the cash investment went to developing and implementing the sustainability monitoring framework (component 4); stakeholders reported a need for greater investment in guidance and technical support to develop the framework fully.

### **Sustainability**

It is too early to determine the degree to which the project will be sustainable. However, it has laid an important foundation for sustainability by providing a holistic package of support and assistance that responds to local priorities and engages a full spectrum of local stakeholders. In addition, the tools and consultation mechanisms the project has left behind have great potential for replication. The RDD, for example, is already being used to develop and implement other initiatives in destination countries. It is still premature to assess the utility of the monitoring framework, however; more time is required to adequately demonstrate results, successes, and challenges.

The awareness-raising activities conducted by the project contributed to changing mindsets within the sector and the target communities about the importance of keeping the environment attractive for tourists; this kind of change increases the project's chances of sustainability. DSC members were also strongly mobilized around the issue of sustainable tourism. These bodies are expected to remain in place and play a continuing role in sustainable tourism development. However, there is little evidence to suggest that DSCs could be sustained by government and private sector without ongoing technical support.

### **Lessons learned**

The evaluation has identified the following lessons learned through the project:

- A sustainability/exit plan developed at project outset will help to engage stakeholders in continued support of the activities after the project has ended.
- Developing a common and consolidated sustainable tourism monitoring framework across several countries requires more time and funding than SDAA allowed.
- Identifying and maintaining all project documentation in a central location is key to communicating and improving the quality of future OAS interventions.
- Integrating a gender perspective into programming requires appropriate gender analysis and assessment tools to evaluate gender issues thoroughly and systematically.

### **Recommendations**

Based on the findings of the evaluation, the evaluator makes the following recommendations:

- Provide on-going technical and financial support to help ensure that DSCs are fully operational and empowered to lead the implementation and completion of quick-win projects and guide sustainable destination management.
- Explore the possibility of offering additional services to destination countries to ensure long-term sustainable financing mechanisms are in place.
- Provide target destinations with post-project technical support and guidance to measure progress in sustainable tourism management through by adopting, collecting, and monitoring key performance indicators
- Give careful consideration to traditional training instead of on-line training as a means of reaching participants who have connectivity issues or conflicting work schedules.
- Assess the real impact of the on-line training with a tracer study conducted after a longer period has passed to help to determine the long-term retention and use of the learning by participants in their workplaces.
- Explore best practice from other destinations and included it as part of sustainable tourism training for neighboring countries or destinations that share similar challenges
- Discuss and develop a formal exit strategy with national stakeholders that provides post-project technical assistance to ensure the sustainability of project interventions.
- OAS can assume more leadership and involvement in project monitoring by organizing regular meetings with target destinations and, when feasible, providing expert technical assistance and guidance on a need basis.
- Consider financing a coordinator in each target destination to support follow-up of activities.
- Develop a logic model and accompanying theory of change for a subsequent project through a facilitated participatory process that engages stakeholders collectively in identifying problems, analyzing them for solutions, and clarifying underlying assumptions and risks.



# 1. INTRODUCTION

This report presents the draft findings of a summative evaluation of the project *Supporting an Increase of Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America*, more commonly known as *The Sustainable Destination Alliance for the Americas*, or SDAA. SDAA was an initiative implemented by Sustainable Travel International (STI) and the Organization of American States (OAS), with funding support from the United States Permanent Mission to the Organization of the American States (USOAS). The project was a two-year initiative, implemented from 2014 to 2016. It was designed to enhance the way tourism is managed at a destination level and to improve its prospects and competitiveness by embedding sustainability into destination strategies and day-to-day management and marketing.

The evaluation was carried out between April and August 2017<sup>1</sup> by an individual evaluator, who was commissioned to provide an independent assessment of the main achievements and results of the project and to inform OAS of the findings, along with recommendations and critical lessons learned from the four countries targeted by the evaluation—Barbados, Honduras, Jamaica and Nicaragua. The evaluation was also meant to provide strategic thinking on specific issues, such as the relevance and effectiveness of the project’s implicit theory of change, project cost efficiency, sustainability, and best practices integrated during the design and implementation of the project. The evaluation was expected to inform OAS’s future strategic decision-making, to clarify concepts for further programming possibilities, and to highlight learning that had happened throughout the project cycle.

The intended audience for this summative evaluation consists primarily of the USOAS, the Department of Planning and Evaluation of the OAS (DPE), the Department of Economic, Culture and Tourism Section, and to a lesser extent, external stakeholders involved in the four Destination countries.

The report is organized as follows:

- Section 2 provides an overview of the SDAA project.
- Section 3 outlines the purpose of the evaluation and the evaluation methodology.
- Section 4 presents the draft findings of the summative evaluation
- Section 5 includes draft conclusions and lessons learned drawn from project experiences to date.
- Section 6 sets out draft recommendations to consider for future programming.
- Section 7 summarizes the conclusions of the evaluation.

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<sup>1</sup> The contract signed between the Consultant and the OAS states September 30<sup>th</sup> for the end of the contract but the preliminary report had to be submitted in August.

The contents of this report are derived from a review and cross-referencing of information supplied by various sources over the course of the evaluation. The opinions are strictly those of the evaluator, as informed by the body of evidence gathered from these sources.

The evaluator is grateful for the support provided throughout the evaluation by Richard Campbell and Santiago Noboa from the Department of Economic Development Culture and Tourism Section of the OAS, and country representatives, who not only helped the evaluator grasp the essence of the project through interviews (Nicaragua and Barbados), but also helped to organize field visits in Jamaica and Honduras in a short timeframe. Special thanks go to Adriana Mora (Honduras) and Georgina Lumley (Jamaica). Without their professionalism and commitment to the assignment, the field mission would not have been possible.

## 2. BACKGROUND

### 2.1 Project Overview

Tourism is one of the key economic drivers generating income, employment and foreign exchanges in the targeted destination countries. It is also one of the most promising engines for promoting sustainable development by endorsing cultural heritage as an opportunity for social inclusion to ensure the preservation of national and regional identity, and by supporting the preservation and protection of ecosystems. A commonly expressed opinion<sup>2</sup> about the potential for tourism is that the Caribbean and Central America region now must compete fiercely with other well-established destinations already known for sun, sand and sea. However, Nicaragua, Honduras, Jamaica, and Barbados all have other attributes to offer, such as unique ecosystems and rich cultural heritage, which should be able to draw an increasing number of visitors interested in those aspects. This makes protecting natural and cultural resources crucial to securing the tourism's sustainability in the region.

The mission of the Culture and Tourism Section of the Organization of American States (OAS) is to support the development of tangible and intangible cultural tourism assets and to establish and/or strengthen links between the tourism and cultural sectors to enhance the contribution both sectors make to economic and social development in OAS member states.<sup>3</sup> As mentioned on the OAS website, its role is to facilitate the inter-American political and technical dialogue towards the development of culture and tourism in the Americas. The SDAA is one of the initiatives launched to foster the development of sustainable tourism destinations.

The Sustainable Destinations Alliance for the Americas (SDAA) is a large-scale multisector initiative for sustainable tourism destinations in the Caribbean and Central America region. The initiative, launched on March 27, 2014, and completed in June 2016, was created to help four targeted tourism destinations safeguard their natural and cultural assets, while enhancing the life of communities, and securing a vibrant regional economy for Barbados, Jamaica, Honduras and Nicaragua. The SDAA is focused on building local capacity and destination competitiveness by:

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<sup>2</sup> OAS, Inter America Investment Corporation (IIC), Study on tourism, Annex 1.

<http://www.oas.org/Dsd/Publications/Unit/Oea78e/ch10.htm>

<sup>3</sup> <<http://www.oas.org/en/sedi/desd/ct/>>.

- Strengthening the region’s competitiveness in the global marketplace.
- Protecting the region’s land and marine resources.
- Maximizing the benefits of tourism for local people.
- Improving the way tourism is managed locally.
- Embedding sustainability practices in the day-to-day management of destinations.

SDAA has been supported by the Executive Secretariat for Integral Development of the OAS (SEDI) since 2014 and funded by the US Permanent Mission to the OAS (USOAS). In the context of the SDAA, Sustainable Travel International (STI) is the implementing and marketing partner,<sup>4</sup> while the Caribbean Tourism Organization (CTO) and the Secretary of Central American Integration of Tourism joined forces to launch the initiative. The SDAA project, coordinated by Sustainable Travel International (STI), brought together a consortium of partners and stakeholders, including travel companies, NGOs, regional destination organizations, and hotels with a vested interest in maintaining and restoring the region’s natural, cultural and economic integrity.

The project had a budget envelope of 450,935 USD. The OAS in-kind contribution to the project has totalled 57,050 USD. Destination countries were expected to provide human resources and other amenities, as well as counterpart funding of at least 5,000 USD for destination quick-win projects identified in the Destination Action Agenda.<sup>5</sup>

## 2.2 Project Design, Components and Expected Results

Since its inception, SDAA’s objective has been to contribute to increasing tourism destination competitiveness and improving sustainable management. As part of the project, destination countries that were selected through a screening process (described in more detail in section 4), participated in a six-step methodology (Table 1) that supported enhanced destination stewardship. A key strength of the project has been its ability to engage a wide range of stakeholders (public, private, civil society) throughout all phases of project cycle—from country diagnostics and data collection, to actual assessments, identification of destination-level risks and priorities, and specific interventions (quick-win projects).

**Table 1**  
Six-Step Methodology

Step	Description
1.	Undergo a comprehensive evaluation using Sustainable Travel International’s Rapid Sustainable Destination Diagnostic (RDD)
2.	Develop an action agenda to establish practical quick-win projects that address the evaluation’s priority areas

<sup>4</sup> <<http://sustainabletravel.org/our-work/regional-alliances/sdaa/>>.

<sup>5</sup> LOU, MOU signed with selected destination countries.

Step	Description
3.	Receive support with sustainability storytelling, designed to embed sustainability messages and content into destination-level marketing and PR programs
4.	Gain access to an on-line sustainable tourism professionals educational training program designed to build local capacity in sustainability good practices (please refer to Diagram 1)
5.	Commit to monitoring salient key performance indicators using Sustainable Travel International's impact monitoring system
6.	Receive ongoing coaching for the destination stewardship council charged with implementation of action agenda.

Source: STI - Rapid Sustainable Destination Diagnostic and Action Agenda

SDAA sought to establish sustainable tourism activities by engaging stakeholders to identify destination-level risks and priorities and embracing locally-developed tourism best practices. It provided assistance in designing and implementing interventions (quick-win projects) responding to tourism priorities identified through the Rapid Sustainable Destination Diagnostic (RDD). The quick-win projects were expected to generate tangible, quantifiable results in the field of destination management, and cultural and heritage or environmental conservation. It also provided technical support to develop destination sustainability storytelling, press clippings, audio visual tools, and input to social media, all of which supported destination marketing to enhance specific attributes of target destination and thereby improve its market competitiveness. The programmatic approach needed to sustain these changes was designed to achieve the following project purpose:

- Improved sustainable destination management<sup>6</sup> in four participating countries in the Caribbean and Central America.

The project incorporated four interrelated components, each representing four outputs that were expected to lead to the project's purpose:

- Destination sustainability demonstration projects developed in two tourism destinations in the Caribbean and two in Central America.
- An on-line sustainable tourism course designed and delivered to facilitate implementation of sustainability practices by MSMEs and tourism decision-makers from the private and public sectors.
- Destination sustainability good practices and experiences and lessons learned disseminated internationally to leverage market advantage and encourage wider buy-in.

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<sup>6</sup> Sustainable tourism is defined by the World Tourism Organisation (WTO), the Tourism Council (WTTC) and the Earth Council as: 'Sustainable Tourism Development meets the needs of present tourists, host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems. Sustainable tourism products are products which are operated in harmony with the local environment, community and cultures so that these become the beneficiaries not the victims of tourism development.'

- A destination sustainability monitoring framework for tracking key tourism and sustainability metrics and a learning system to enable destination decision-makers to record and track priority metrics.

Based on the document review, the evaluator identified the various activities undertaken during the project and organized them under these components or outputs, as set out in Diagram 1.

**Diagram 1**  
SDAA Key Project Components and Outputs

1. Destination sustainability demonstration projects developed in two tourism destination in Central America and two in the Caribbean	2. On-line sustainable tourism course	3. Destination sustainability good practices and experiences and lessons learned disseminated regionally and internationally to leverage market advantage	4. Destination sustainability monitoring framework for tracking key tourism and sustainability metrics developed and adopted in four pilot destinations.
Unified and comprehensive approach for destination sustainability	To facilitate the implementation of sustainable practices by MSMEs and tourism decision-makers from private and public sector	Foster hemispheric and international dialogue about how sustainability can help to differentiate a tourism destination and enhance its competitiveness	Implement sustainability monitoring framework and build local capacity to enable biennial evaluation of the changes occurring in priority destination sustainability metrics
<ul style="list-style-type: none"> <li>Desk research and conduct Rapid Sustainable Destination Diagnostic (RRD)</li> <li>Participatory planning (stakeholder engagement and buy-in)</li> <li>Conduct baseline data - and elaboration of Snapshots</li> <li>Identify destination risks</li> <li>Elaborate action plan</li> <li>Develop country Dashboard</li> <li>Creation of Liaison Committee and Destination Stewardship Council (SDCs)</li> <li>Selection of quick-win projects and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Identify course objectives and content</li> <li>Develop course material and modules</li> <li>Develop on-line content</li> <li>Recruit tutors</li> <li>Launch the on-line on OAS portal</li> <li>Open registration</li> <li>Report</li> </ul>	<ul style="list-style-type: none"> <li>Connect to international networks</li> <li>Develop impact stories</li> <li>Guidelines for Value based story telling</li> <li>Produce short video clips outlining progress</li> <li>Draft press release template for press coverage</li> <li>Distribution in local and regional news outlets</li> <li>Participate in media event-trade show in Berlin</li> <li>Panel presentation at American Congress for Ministers of Tourism OAS</li> <li>Coverage in social media</li> </ul>	<ul style="list-style-type: none"> <li>Conduct introduction to destination monitoring metrics</li> <li>Select destination in</li> <li>Produce method sheet and develop data entry worksheet</li> <li>Destination managers introduced to the framework</li> <li>Produce webinar</li> <li>Peer-to-peer exchanges</li> <li>Streamline destination monitoring framework based on countries' needs</li> <li>Technical support</li> <li>Integrate and adopt the monitoring framework</li> </ul>

The project sought to build the capacity of destination countries to adopt a unified and comprehensive approach for sustainable destination management. To do so, it facilitated and conducted first the Rapid Sustainable Destination Diagnostic (RDD)—a global on-site assessment—to evaluate each country's performance based on internationally recognized indicators and to provide a snapshot of the four key elements of sustainable destination management:

- *Destination Management*: balancing the needs and demands of visitors, industry, community, and the natural environment through participatory planning and inter-sectoral collaboration to catalyze the change needed to keep tourism destinations healthy over the long term. This also involved creating a Destination Stewardship Council (DSC) to monitor the quick-win projects and ensure follow-up of sustainable tourism activities beyond project completion.
- Community involvement and benefits to ensure long-term economic operations are viable,
- Cultural and heritage management to respect the socio-cultural authenticity of host communities; and,
- Environment conservation ensuring the optimal use of environmental resources and helping to conserve biodiversity.<sup>7</sup>

This assessment was validated by country stakeholders through a participatory process that led to action-planning and the identification of priorities that translated into the selection of quick-win projects to address these priorities. A coordination body, the Destination Stewardship Council (DSC) had the responsibility, among others, to review the selected projects and determine which activities it could prioritize in the short term (15 to 18 months), taking into consideration the budget that each government was committing as seed funding (a minimum of 5,000 USD).

At the heart of SDAA's interventions was the belief that monitoring key tourism metrics is critical to enabling sustainable change in tourism. Therefore, the project included on-going technical support to build a sustainable monitoring framework that captured baseline data on selected indicators for tracking key tourism indicators. This framework allows destinations to monitor the change occurring and feed it into policy and planning, eventually influencing spending and the prioritization of investments at the national level.

The project also incorporated capacity building opportunities (including on-line training and a workshop) and provided technical support to develop destination sustainability storytelling, press clippings, audio visual tools, input to social media supporting destination marketing, and differentiating each destination's tourism product and enhancing its competitiveness. In addition, the project included a component enabling destination countries to share lessons learned and best practices in sustainable tourism development among themselves and with the international community through different OAS high-level and working-level dialogues and meetings on tourism.<sup>8</sup>

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<sup>7</sup> Sustainable Travel International, *Making a better World the Destination, Rapid Sustainable Destination Diagnostic and Action Agenda*. Document produced for each country and in line with specific issues the Destination may have.

<sup>8</sup> Opus cit.

## 3. EVALUATION FRAMEWORK AND METHODOLOGY

### 3.1 Purpose of the evaluation

As set out in the Terms of Reference (ToRs) issued by OAS in January 2017 (Appendix 1), the summative evaluation was meant to provide OAS and USOAS, principally, with details and analyses that would allow them to assess the performance of the project against its intended goal and objectives, and to identify good practices, key lessons, and recommendations that could improve the formulation, design, and implementation of similar interventions in the future. More specifically the evaluation aimed to:

- Assess the implementation of the project and identify improvements that could be made to future projects like it.
- Contribute strategic thinking on specific issues, including the effectiveness of the project's implicit theory of change, its monitoring and evaluation processes and indicators, cost efficiency, sustainability, and best practices integrated during the design and implementation of the project.
- Document lessons learned related to the formulation, design, implementation, and management of the project, and particularly to the adaptability and sustainability of its approach.

### 3.2 Evaluation approach and methodology

To fully address the information needs of the OAS, the evaluation focussed on four critical elements—relevance, effectiveness, efficiency and sustainability. Each of these elements was assessed using detailed sets of learning questions and sub-questions, which were measured against corresponding indicators and organized into a comprehensive evaluation matrix (Appendix 2).<sup>9</sup> This matrix also formed the basis of an evidence matrix, which was used to collect and organize data from all sources for analysis.

The evaluator took a participatory approach throughout the evaluation process, in which stakeholders were not only valued as sources of information, but were also given adequate space to reflect on their experiences and to provide feedback and suggestions.

The evaluation used a mixed methodology that involved four lines of inquiry: a desk review; key informant interviews (KIIs) focus group discussions (FGDs), and an online survey using SurveyMonkey specifically to assess the on-line training. The evaluation also included field visits to two of the four target destinations. These methodologies are described below. All the information gathered from these sources was entered into the evidence matrix and triangulated for each evaluation question and line of inquiry. The evaluator used the completed evidence matrix to formulate findings and recommendations.

#### Desk Review

<sup>9</sup> The evaluation matrix also identifies data collection methods and information sources.

This line of inquiry examined project material and other background documentation and relevant to the SDAA initiative.<sup>10</sup> Documents were provided prior to the field visit, while the evaluator was in the field, and after the field visit was completed to mid June. The complete list of consulted documents can be found in Appendix 3.

### Key Informant Interviews

The evaluator conducted purposeful, semi-structured interviews—both one-on-one and in small groups—with representatives of key stakeholder groups involved in the design, planning, delivery of the SDAA project. Stakeholders interviewed included the OAS/ SDAA project manager and director, representatives of Sustainable Travel International (STI), government officials and tourism authorities, the SDAA coordinator and Stewardship Development Council members, representatives of SMSEs, and other national and local counterparts in Honduras and Jamaica, including municipality and community representatives. Appendix 4 contains the questionnaires that were used to interview each category of stakeholders. Interviews with stakeholders from OAS, Jamaica, and Honduras were conducted face to face those with stakeholders from Barbados and Nicaragua were conducted on Skype either before of after the field mission. In total, 35 key stakeholders took part in interviews; they are identified in Appendix 5.

### Focus Group Discussions

During the visit to Honduras and Jamaica, the evaluator conducted only two focus group discussions—one with students who had won a recycling contest in Jamaica, one with women beneficiaries of the quick-win projects in Honduras who could speak of changes resulting from the project. A total of 20 people participated in the focus group discussions. Protocols used for the discussions are found in Appendix 6.

### Survey

To supplement evidence gathered through other means, an-online survey (SurveyMonkey) was sent to project participants who had benefitted from the on-line training course. The survey was sent to a list of 124 participants. provided by the OAS project team. Fifteen people responded, but only 14 records were valid (one was completely empty). The reliability of the results is very limited due to the small number of respondents. Nonetheless, feedback from respondents is positive. Survey results were entered into a computer program, cleaned for accuracy, and analyzed to inform the evaluation findings. The questionnaire used is found in Appendix 7.

### Field Visits

The evaluation also included field visits to two of the four destination countries, conducted in June 2017. The two countries were selected using the following criteria, as agreed by the evaluator and OAS:

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<sup>10</sup> Sources included, Progress implementation reports, completion report, verification reports, quick-win projects reports, strategic planning documents, country snapshot, country Dashboard, Rapid Sustainable Destination Diagnostic and Action Plan (RDDA), technical and financial data and other project documents deemed relevant for the completion of the work.

- Inclusion of one Caribbean and one Central American destination.
- Implementation status of the quick-win project. These pilot projects were to answer priorities identified on a consensual basis by all stakeholders. The evaluator decided to visit countries where the quick-win project had been implemented to assess the changes occurring thanks to these interventions.
- Availability of the country team in early June, and responsiveness to the formal evaluation announcement sent on May 23, 2017.

Based on these criteria, Jamaica and Honduras were selected for field visits.

### Timeline

The summative evaluation began in April 2017 with a visit to Washington, D.C. to meet the DPE and Department of Economic, Culture and Tourism Section teams. This was followed by the review of the project's documentation and early development of the inception report.

A first draft of the inception report was sent to DPE/OAS on May 9, along with some of the proposed data collection tools for validation. Based on comments received from the OAS, a final version of the inception report and tools was completed on May 25. The remaining time in May and early June was used to prepare for the field missions, which took place from June 19 to June 30. A copy of the evaluation field schedule is provided in Appendix 8.

## **3.3 Constraints and Limitations of the Summative Evaluation**

The following were challenges for this evaluation:

- The evaluator faced challenges in getting timely access to some of the project documentation—such as data on the status of quick-win projects from the target destinations and financial documents from OAS—both before and after the field visits. The evaluator had to request specific documents on several separate occasions.
- Data collection during the field visits did not unfold exactly as planned in either of the two countries. For example, there were far fewer focus groups discussions organized than had been planned. This was likely due to a combination of factors, including the short time between the official announcement of the evaluation and the field mission, which made it difficult to identify and organize beneficiaries to participate, or to give them enough notice so they could attend.
- The country coordinator in Barbados provided a list of 30 potential stakeholders to interview. The evaluator selected 15 and coordinated the organization of interviews. Only five representatives agreed to do a Skype interview but felt they could not provide enough substantive information for the evaluation. Therefore, the findings associated with Barbados rely heavily on information gathered from the desk review.

- Although the survey took a significant amount of time and effort, it did not yield many responses (14 valid questionnaires). Nevertheless, the information gathered corroborated the information contained in the final report on the on-line training.<sup>11</sup>

Despite these limitations, the evaluator was generally satisfied with the validity and reliability of findings reported in this study. The time for analysis following the field visit was very short and, combined with difficulty obtaining some key documents, left very little time in which to finalize the analysis. For this reason, some further analysis may be added in the final version of the report.

## 4. FINDINGS

This section highlights the evaluation findings stemming from the review of evidence gathered during the evaluation process. Information provided by the desk review and insights supplied by key informants, participants in FGDs and the survey has been triangulated and were central to the development of these findings

### 4.1 Relevance

Under the criteria of relevance, the evaluation examined the extent to which the project's objectives were consistent with destination country needs and priorities and OAS policies

#### The SDAA project aligned with and supported OAS's mandate and priorities

SDAA's project components are in line with the *Charter of the Organization of American States* and with the OAS's *Strategic Plan Development Pillars*<sup>12</sup>—more specifically, by supporting integrated development and the fight against poverty and inequality. The SDAA project aimed to support sustainable tourism through inclusive social development and the provision of equitable socio-economic benefits to all stakeholders, including stable employment, income-earning opportunities, and social services—all of which contribute to poverty alleviation.

The OAS takes an integrated approach to supporting development with its members states that combines both policy and programmatic interventions. At the policy level, capitalizing on the convening power and its mechanisms, the OAS brings together the member states' ministers and high-level authorities to discuss common successes and challenges, including sustainable tourism. The OAS has accumulated considerable experience and provide technical support to member states in the areas of tourism (i.e. support to MSMEs, tourism safety, sustainable destination management). The relationships built over the years ensure a personal level of engagement coming from high-level authorities in the different countries. National stakeholders interviewed have recognized and confirmed that through the exchange of experiences and best practices member states are able to discuss challenges they are facing identify solutions by learning from the experiences of other countries adjust and consolidate their interventions

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<sup>11</sup> OAS, STI Course implementation final report, (n.d)

<sup>12</sup> OAS, *Strategic Plan Development Pillars* Matrix with strategic lines and objectives for the Democracy, Human rights, integral development, multidimensional security pillars and for the Institutional strengthening and administration management areas, p. 8-12.

leading to sustainable tourism. Moreover, the OAS support the economic and social measures taken by country to combat poverty and has special interest in supporting the active participation of public sector, communities, civil society, private sector and other social actors in solving problem to reduce poverty.

Through its various networks, technical cooperation projects, and strategic alliances with multisectoral partners (international financial institutions, the private sector, civil society, and other social actors)” the Executive Secretariat for Integral Development (SEDI) works to strengthen institutional and human resource capacity within member states based on their needs. The SDAA project components sought to improve the way tourism is managed by embedding sustainability into the day-to-day management of targeted destination. The project not only brought together a consortium of public, private, community, and civil society stakeholders to engage in all phases of the project work, from data collection to destination assessment and interventions definition, it also provided on-going technical support and capacity building to empower main actors to assume destination stewardship. The SDAA is therefore perfectly aligned with the OAS’s priorities to strengthen institutional and human resource capacity.

### The SDAA project aligned with the policies and priorities of target destination countries

The SDAA aligned with and reinforced priorities for sustainable tourism identified by the destination countries themselves.

#### *Barbados*

The 2012 Barbados White Paper on Tourism Development suggested that Barbados had come to a plateau in the lifecycle of its traditional tourism product and had reached a degree of stagnation “from which it might either orchestrate a renaissance or enter into sleep decline.”<sup>13</sup> The Barbados Tourism Master Plan 2014-2023 built on studies that identified several issues faced by the country’s tourism industry.<sup>14</sup> Stakeholders interviewed confirmed that the SDAA project has responded to some of the needs and priorities identified in the Master Plan in terms of branding, product development, and inter-sectoral linkages to coordinate tourism stakeholders.

#### *Nicaragua*

The National Tourism Plan of Nicaragua 2011-2020 constitutes the general framework for tourism planning throughout the country.<sup>15</sup> The key principles the plan supports are environmental sustainability, local participation, empowerment, and equity. These are also key elements of the SDAA project. The plan also identifies the following five strategic lines of action to guide tourism development:

- Market intelligence and promotion to increase knowledge and visibility, which include improvement of the national statistics system, monitoring of international and national

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<sup>13</sup> Ministry of Tourism and International Transport, Environmental Planning Group Inc, HLA Consultants. *Barbados Tourism Master Plan 2014-2023*. Report 4, Our visitors and the Barbados visitor Economy, 2014, 233 pages.

<sup>14</sup> ineffective marketing, inconsistent branding of the island, poor knowledge and resources base, public and private stakeholders in the position of reacting rather than proactively guiding the strategic development of the sector in a competitive market place.

<sup>15</sup> Instituto Nicaraguense de Turismo *Marco Presupuestario de Mediano Plazo 2014-2017 - Plan nacional de desarrollo turístico sostenible de Nicaragua 2011-2020*.

demand, sensitization of the private sector on the importance of tourist information, and collaboration to obtain timely, reliable data.

- Coordination to manage more effectively by strengthening the Nicaraguan tourism system with the participation of the public and private sector, and citizens.
- Improving tourism infrastructure.
- Differentiation and diversification of the tourist product to enhance the specific attributes of Nicaragua (Ometepe identified in the tourist plan as a priority destination).
- Marketing and sales of Nicaragua's tourism products.

The SDAA project involved balancing the needs and demand of visitors, tourism industry, communities, and the natural environment through participatory planning and shared responsibility to improve coordination among all stakeholders; this supports the government's own efforts to foster sustainable tourism. The desk review and interviews confirmed that SDAA did not impose a new model of intervention. Instead, it took into consideration existing models to build and strengthen existing mechanisms and support ongoing participatory processes among stakeholders. It also brought the sustainable tourism agenda to the forefront by supporting the country's existing priorities and providing tools and expertise to help embed sustainability into the day-to-day management and marketing of tourism in Ometepe, a destination recognized as a top priority by Nicaragua's tourism plan.

### *Honduras*

The ultimate objective of Honduras's tourism strategy is to increase the number of visitors and tourists, as well as the income generated by tourism activity. It calls for better branding, diversification, and marketing of tourism products by region. The government also seeks to link its tourism efforts to poverty reduction by promoting an inclusive and equitable process that involves communities and local ethnic groups in tourism activities, and by optimizing economic benefits associated with the tourism industry. The strategy also calls for institutional strengthening of the Honduran Institute of Tourism, as well as stronger linkages with the Regional Tourist Chambers and Municipal Commissions of Tourism.

The strategy also stresses the importance of environmental variables, such as minimizing waste and adequate waste disposal, to foresee the growth of social demands and basic services necessary to guarantee the welfare and safety of residents. SDAA directly supported the government's efforts to consolidate the tourism sector and develop branding for one of its natural attractions, the island of Utila. Stakeholders interviewed confirmed that the project has enabled Utila to increase its visibility as a desirable destination. They also felt that SDAA's work was well aligned with existing recycling and waste management initiatives on the island. Most stakeholders interviewed fully agreed that the project engaged a broad range of stakeholders (police, municipalities, NGOs, private and public sector) and provided impetus to work collectively towards sustainable tourism.

### *Jamaica*

In Jamaica, there is strong evidence to suggest that the tourism industry is reaching a point in its product life-cycle where, without a renewal of major tourism products, sector growth will be

low. Its competitive advantage is being eroded by the all-inclusive product that has been adopted by Cuba and the Dominican Republic, which has undermined Jamaica's position in the rapidly growing European market. In addition, environmental degradation—with particular concern for water quality, the preservation of habitat, and the survival of natural, cultural and heritage attractions—are key factors to consider if Jamaica wants to continue promoting itself as a sun-and-sand destination with an unspoiled environment.<sup>16</sup> The Master Plan for Sustainable Tourism Development<sup>17</sup> provides a strategic vision for the development of the industry and a framework through which that strategic vision can be articulated. The plan comprises several interventions to support the development of the industry, including development of policies that provide incentive and support to the private sector and communities to develop and invest in competitive tourism products, as well as a regulatory framework that protects the public interest and ensures sustainability. Jamaica also wants to ensure that the private sector and communities have access to the expertise and resources they need to develop competitive tourism products and viable businesses by supporting the creation of mechanisms for mobilizing resources for investments.

Stakeholders interviewed underlined that the project has been helpful in sensitizing Port Falmouth residents and businesses to the importance of waste management and addressing tourism issues linked to micro-, small- and medium-sized enterprises (MSMEs), environmental protection and cultural heritage. One stakeholder commented that, despite the USD 220 million investment in the Port Falmouth area<sup>18</sup>, MSMEs and community members complained that the economic benefits had not trickled down to the small businesses in town. In this stakeholder's opinion, retrofitting MSMEs to allow the involvement of townspeople in crafts, stores, restaurants on a short timeline feeds right to the efforts that should be made to support inclusive economic growth brought by tourists and cruise ships. The SDAA project is aligned with the Jamaican government's strategic vision to support tourism because it has given Port Falmouth stakeholders access to expertise and resources to develop competitive tourism products.

## 4.2 Effectiveness

Under the criteria of effectiveness, the evaluation considered the extent to which the project's objectives had been achieved. The main sources of information used to evaluate the project's effectiveness were the project verification reports, and the available monitoring information provided by STI and the OAS/Department of Economic, Culture and Tourism Section project team. Where possible, the evaluator also drew on anecdotal information from interviews with stakeholders, focus group discussions with beneficiaries, and data from the survey of people who participated in the on-line training on sustainable tourism.

### Project Design

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<sup>16</sup> Ministry of Tourism and Sports, Commonwealth Secretariat, *Jamaica, Master Plan for sustainable tourism development*, (n.d) p. 7.

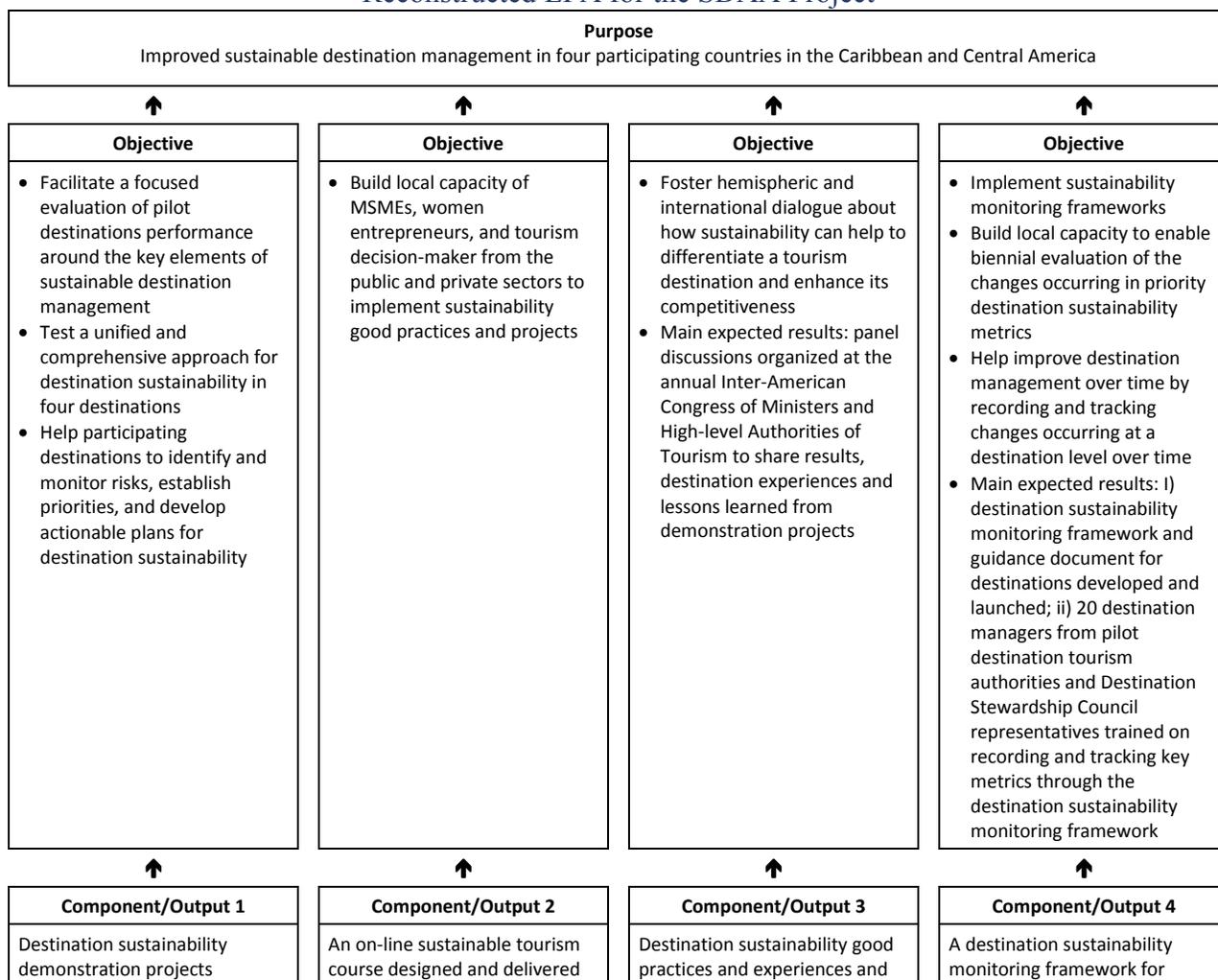
<sup>17</sup> Opus cit. *Jamaica, Master Plan for sustainable tourism development*, 224 pages.

<sup>18</sup> The facility, which opened in March 2011, involves partnership between Port Authority of Jamaica (PAJ) and Royal Caribbean Cruise Lines (RCCL). Investment in Port facility to welcome larger cruise ships and provide in the port with a variety of retail and duty-free shops, restaurants and excursion options.

Evaluating the project’s effectiveness required a critical analysis of the project’s results framework, monitoring indicators, and implicit theory of change. However, although it was mentioned in the TORs, a complete logical framework (LFA) and performance measurement framework were not provided to the evaluator. Therefore, the analysis used a hybrid based on what the evaluator could construct from the framework used in the verification reports, and the description of the objectives of each project component provided in the ToRs for the assignment.

The results chain depicted in the verification reports included only the project’s “purpose” (in result-based management terminology, its *ultimate outcome*) and four “products” (*outputs*) that correspond with the four project components described above. There are no layers of immediate and intermediate outcomes between these results. However, the ToRs for the assignment provided a description of the “objectives” of each project component. Although most of these objectives are also outputs rather than outcomes, some of them do approximate outcome statements. Therefore, the evaluator has inserted them in the results framework between the outputs and the ultimate outcome, at the level of immediate or intermediate outcomes. Diagram 2 depicts the consequent reconstructed logical framework used by the evaluator.

**Diagram 2:**  
Reconstructed LFA for the SDAA Project



developed in two tourism destinations in the Caribbean and two in Central America	to facilitate implementation of sustainability practices by micro, small, and medium-sized tourism enterprises (MSMEs) and tourism decision-makers from the private and public sectors	lessons learned disseminated internationally to leverage market advantage and encourage wider buy-in	tracking key tourism and sustainability metrics and a learning system to enable destination decision-makers to record and track priority metrics developed and adopted in four pilot destinations
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An examination of this LFA indicates gaps in the results chain at the outcome level, and a predominant focus on outputs. The indicators used in the verification reports (depicted in Table 2)—even those at the purpose level—only measure the achievement of outputs.

**Table 2**  
Results and indicators used in project verification reports

RESULT	INDICATOR
<b>Purpose</b>	
Improved sustainable destination management in four participating countries in the Caribbean and Central America	At least 2 pilot destinations implement the destination sustainability monitoring framework by the end of the project execution period
	At least 4 quick-win projects for improving destination sustainability management being implemented by the end of the project execution period
<b>Outputs</b>	
Component/Output 1: Destination sustainability demonstration projects developed in two tourism destinations in the Caribbean and two in Central America	At least 2 destination sustainability assessments have been executed by the end of the first year of project execution and the remaining two destination sustainability assessments have been executed by the end of the second year of project execution.
	Destination Sustainability action agenda agreed upon by authorities in the pilot destination countries, including the identification of quick-win projects by the end of the project execution period.
Component/Output 2: An on-line sustainable tourism course designed and delivered to facilitate implementation of sustainability practices by micro, small, and medium-sized tourism enterprises (MSMEs) and tourism decision-makers from the private and public sectors	At least 100 MSMEs, tourism professionals and public-sector officials from the pilot destinations have completed the Sustainable Tourism Professional on-line course. First round of 100 tourism professionals and public-sector officials in the pilot destinations are expected to complete the Sustainable Tourism Professional on-line course by the end of the second year of project execution.
	On-line course launched on OAS Educational Portal of the Americas by the end of the second year of project execution
Component/Output 3: Destination sustainability good practices and experiences and lessons learned disseminated internationally to leverage market advantage and encourage wider buy-in	At least 8 press releases for travel trade and international media, four stories on pilot destinations and four destination sustainability messaging templates distributed through destination- and regional-level marketing and promotion agencies by the end of project execution
	At least 1 panel presentation made, as part of the 2014-, on Destination Sustainability good practices, experiences, and lessons learned by the end of first quarter of the first year of project execution
A destination sustainability monitoring framework for tracking key tourism and sustainability metrics and a learning system to enable destination decision-makers to record and track priority metrics developed and adopted in four pilot destinations	20 destination managers from pilot destination tourism authorities and Destination Stewardship Council representatives trained on recording and tracking key metrics through the destination sustainability monitoring framework: 10 destination managers from 2 pilot destinations to be trained by the end of the first year of project execution and the remaining 10 destination managers from 2 pilot destinations to be trained by the end of the second year of project execution.
	2 pilot destinations adopt the monitoring framework by the end of the first year of project execution and the remaining 2 pilot destinations adopt the monitoring framework by the end of the second year of project execution.

## Theory of change

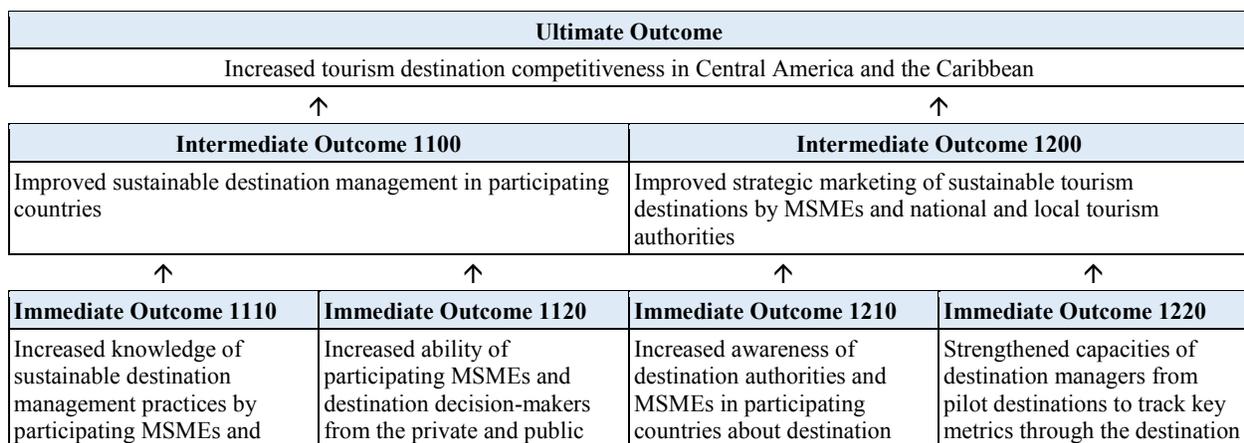
Although there was no theory of change articulated, the evaluator has inferred one based on the logical framework set out above. The project’s implicit theory of change was based on the general premise that stakeholders in destination countries—once provided with the right tools, technical assistance, and capacity building—could actively contribute to sustainable management of their tourism destinations and accurately report on impacts of tourism to inform priorities, policy and local action. More specifically, it assumed that delivering the activities organized under the four components would lead to the project’s objective (also referred to as the “purpose”) to “improve sustainable destination management in four participating countries in the Caribbean and Central America.”

The project’s logic framework (LFA), and the theory of change implicit in it, is effective in setting out a holistic and programmatic approach of the kind that the evaluator believes is appropriate for achieving the desired objective. The theory of change also explains the thinking behind the purpose of each of the project components and what each individually aims to achieve.

However, some elements of the theory remain unclear. For example, although the theory articulates the objective of each project component, it is not clear how those components complement each other, nor how they contribute, both individually and collectively, to the ultimate objective/purpose of the project. The logic model could benefit from additional layers of results to more clearly outline the stepping stones toward achieving higher level results, which would also provide a tighter framework for monitoring results. It could also be enhanced by explaining and validating the assumptions underlying each level of logic, as well as acknowledging any risks that will need to be mitigated.

Diagram 3 outlines the structure of one option for a revised logical framework and theory of change. It is based on the “logic model” and theory of change approach used by Global Affairs Canada (GAC). The evaluator has found GAC’s logic model to be a useful and exacting tool that provides a measured blueprint for achieving project and program results. It also establishes a precise framework for monitoring project performance at every level.

**Diagram 3**  
Potential logic model for SDAA or similar future intervention



tourism decision-makers from the private and public sectors	sectors to apply sustainable tourism management practices	sustainability good practices, experiences, and lessons learned	sustainability monitoring framework
<b>Output 1111:</b> Online course delivered	<b>Output 1121:</b> RDD conducted	<b>Output 1211:</b> International forum organized and accessible	<b>Output 1221:</b> Sustainable monitoring framework adopted
<b>Output 1112:</b> tutor hired	<b>Output 1122:</b> DSC created	<b>Output 1212:</b> Peer to peer workshop organized	<b>Output 1222:</b> Sustainable monitoring framework guide and tools developed
<b>Output 1113:</b> training module developed	<b>Output 1123:</b> demonstration project implemented	<b>Output 1213:</b>	<b>Output 1223:</b> Key metrics identified

The logic model is based on four levels in a results chain:

**Ultimate outcome:** This is the highest-level change to which a project contributes through achievement of one or more immediate outcomes. The ultimate outcome usually represents the *raison d'être* of the project, and takes the form of a sustainable change of state among beneficiaries. The achievement of the ultimate outcome usually occurs some time after a project has ended, and is one contribution of many to that goal.

**Intermediate outcome:** This level of result is a change that is expected logically to occur once one or more immediate outcomes have been achieved. Intermediate outcomes are medium-term results that are usually achieved before of by the end of a project. They normally represent changes in behaviour, practice, or performance among intermediaries and/or beneficiaries.

**Immediate outcome:** This is a change that is expected to occur once one or more outputs have been provided or delivered by the implementer. These are short-term outcomes, and are usually expressed as changes in capacity, such as an increase in knowledge, awareness, skills and abilities, or access to resources and benefits among intermediaries and/or beneficiaries.

**Output:** This is a direct product or service stemming from the activities of a project that will contribute to achieving an immediate outcome.

The new outline translates elements of SDAA's original logical framework and theory of change into the GAC logic model format. In doing so, the evaluator has made some adjustments to these elements—by moving, refocusing, and/or augmenting them—to make them more efficient in achieving results. This logic model, however, is only an approximation of one approach of many the project could take. Moreover, developing a logic model and accompanying theory of change for a subsequent project will require a facilitated participatory process that engages stakeholders in identifying problems, analyzing them for solutions, and clarifying underlying assumptions and risks. In addition, the draft logic model presented above details the upper three levels of the results chain, but provides only some suggestions for potential outputs, based on the past project. This level of detail will require more stakeholder input to develop further.

Within the new logic model structure, the evaluator has made the following adjustments:

- The logic model takes the ultimate outcome from the overall goal of SDAA, as stated in the ToRs, which is to “contribute to increasing tourism destination competitiveness in

the Caribbean and Central America.” The evaluator believes that this change in state is rightly the end goal of the project.

- What was previously the “objective” or “purpose” of SDAA (“improved sustainable management in participating countries”) is now one of two intermediate outcomes (Outcome 1100). The evaluator believes that this outcome on its own will not achieve the ultimate outcome. In addition, although the objective of SDAA was improved sustainable destination management, some of the components involved marketing. For this reason, the evaluator has added a second intermediate outcome for “improved strategic marketing of sustainable tourism destinations by MSMEs and national and local tourism authorities” (Outcome 1200). These two outcomes—improved management and improved marketing—will work together to achieve the ultimate outcome of increased destination competitiveness.
- The logic model has four immediate outcomes; these are based on the components of SDAA, although they do not translate directly. The immediate outcomes adopt the GAC definition of changes in knowledge, awareness, ability, skills and access. For this reason, some of outcomes have been moved to the output level, as explained below, because they represent products or services that will contribute to the achievement of immediate outcomes.
- There are two immediate outcomes under intermediate outcome 1100—one is increased knowledge of sustainable destination management practices (Outcome 1110); the other is increased ability to apply those practices (Outcomes 1120). The evaluator believes these two immediate outcomes will work together to achieve improved sustainable destination management (Outcome 1100).
- There are also two immediate outcomes under intermediate outcome 1200—one is increased awareness about destination sustainability good practices, experiences, and lessons learned (Outcome 1210); the other is strengthened capacity to track key metrics (1210). The evaluator believes that these two outcomes are essential to improving strategic marketing of sustainable destinations in the regions.
- As mentioned above, defining results at the output level will require input from stakeholders. These outputs will form the basis for project activities and therefore should be targeted to stakeholder needs and abilities. Therefore, the evaluator has indicated where these outputs go in the model, and has made a couple of suggestions, based on components of the previous project. For example, delivering the online course, now developed and already launched, would be a service of the project that would contribute to increased knowledge. It could be complemented by other inputs, such as face-to-face training, for example.

The lack of well-defined, progressive levels of outcomes, and appropriate indicators to measure change at the outcome level, has constrained the evaluator’s ability to evaluate the extent to which the project has achieved results. However, based on interviews and the desk review, the evaluator has concluded that the project contributed to improving sustainable destination management using a holistic approach that enabled participants in each target destination to:

- Increase their knowledge of sustainable tourism management practices through capacity building sessions and transfer of knowledge (on-line training, workshops, etc.)
- Increase their ability to apply sustainable practices with their active engagement and participation throughout all phases of project from initial assessment (Rapid Sustainable Destination Diagnostic (RDD), identification of priorities, quick-win projects, data collection and monitoring
- Improve the strategic marketing of sustainable tourism destination by MSMEs and national and local authorities by increasing target destination awareness about destination sustainability good practices, experiences and lessons learned through their participation to international forum and peer to peer exchanges and strengthening the destination managers to track key metrics with the adoption of destination monitoring framework.

### Project overall achievements

The project has enabled target destinations to adopt a unified and comprehensive approach for sustainable destination management by laying the foundation for sustainable tourism management and providing stakeholders with a holistic suite of tools, processes, technical assistance and capacity building. The project achieved most of its expected outputs as described in the summary table below.

SDDA - MATRIX TABLE			
RESULT	INDICATOR	Goal	Achieved
<b>Purpose</b>			
Improved sustainable destination management in four participating countries in the Caribbean and Central America	At least 2 pilot destinations implement the destination sustainability monitoring framework by the end of the project execution period	2	4 pilot destinations have embraced the sustainable monitoring framework. Jamaica and Barbados already have an entity capturing key tourism matrix and have chosen not to prioritize SMF. Honduras and Nicaragua are presently capturing information on pre-selected indicators
	At least 4 quick-win projects for improving destination sustainability management being implemented by the end of the project execution period	4	4 completed the end of the implementation period (Nicaragua) 11 quick win projects with varying degree of implementation 4 completed in Nicaragua, 3 completed– 3 in progress in Jamaica 3 completed - 2 in progress in Honduras None complete in Barbados (due to funding problems)
<b>Outputs</b>			
Component/Output 1: Destination sustainability demonstration projects developed in two tourism destinations in the Caribbean and two in Central America	At least 2 destination sustainability assessments have been executed by the end of the first year of project execution and the remaining two destination sustainability assessments have been executed by the end of the second year of project execution.	4	4 destination sustainability assessments conducted over three months from February to April 2015 4 assessments executed during the first year of project implementation. 186 people participated in the assessment process. The assessment enabled destination countries to identify good practices and improvements to be carried out to support sustainable destination management.
	Destination Sustainability action agenda agreed upon by authorities in the pilot	4	4 Destination Sustainability action agenda agreed upon – and quick-win projects identified

SDDA - MATRIX TABLE			
RESULT	INDICATOR	Goal	Achieved
	destination countries, including the identification of quick-win projects by the end of the project execution period.		over eight months from May 2015 to January 2016 (153 participants validated the assessment 4 Destination Stewardship Council DSC were established as a permanent coordination mechanism to help improving destination management and oversee the implementation of the quick-win projects
Component/Output 2: An on-line sustainable tourism course designed and delivered to facilitate implementation of sustainability practices by micro, small, and medium-sized tourism enterprises (MSMEs) and tourism decision-makers from the private and public sectors	320 MSME's, tourism professionals and public-sector officials completed the sustainability practices on-line course.	120	120 trained. Initially targeted for 320 number participants reduced to 120, Six-week, on-line sustainable tourism course - Six hours a week plus assignments 60 participants in English for both track A tourism destination management designed for public sector destination managers; and track B - on sustainable tourism enterprise development designed for private sector service providers. 53% of the participants registered (for both tracks combined were certified, while 47% of the participants dropped out. Very high drop-out.
	On-line course launched on OAS Educational Portal of the Americas by the end of the second year of project execution	1	1 On-line course launched with delay, problems with the OAS portal and cost increases.
Component/Output 3: Destination sustainability good practices and experiences and lessons learned disseminated internationally to leverage market advantage and encourage wider buy-in	At least 8 press releases for travel trade and international media, four stories on pilot destinations and four destination sustainability messaging templates distributed through destination- and regional-level marketing and promotion agencies by the end of project execution	8	8 press templates provided (2 per target destinations). These templates have been used by the national tourism authorities to generate press coverage. 27 video interviews with key local leaders and leading organizations recorded in Barbados, Honduras, and Nicaragua as part of the story-capture activities. These videos used by Honduras and Nicaragua to produce short films outlining the importance of the project, its aims, and its progress.
	At least 1 panel presentation made, as part of the 2014-, on Destination Sustainability good practices, experiences, and lessons learned by the end of first quarter of the first year of project execution	1	1 Panel presentation at the XXII Inter-American Congress of Ministers of Tourism and High-level Authorities of Tourism held in Barbados in September 2014 4 SDAA target destination presentations made at the XXIII American Congress of Ministers of Tourism and High-level Authorities of Tourism held in Lima Peru by Jamaica, Honduras, Nicaragua and Barbados Considered a very useful venue by stakeholders and an effective mechanism for accessing information from other countries about, challenges, solutions and results achieved. Provided target destinations with an opportunity to discuss and share their experiences, lessons learned with a wider audience
A destination sustainability monitoring framework for tracking key tourism and sustainability metrics and a learning system to enable destination decision-makers to record and track priority metrics developed and adopted in four pilot destinations	20 destination managers from pilot destination tourism authorities and Destination Stewardship Council representatives trained on recording and tracking key metrics through the destination sustainability monitoring framework: 10 destination managers from 2 pilot destinations to be trained by the end of the first year of project execution and the remaining 10 destination managers from 2 pilot destinations to be trained by the end of the second year of	20	20 destination managers trained through a virtual webinar. Guiding document and template produced to capture key metrics.

SDDA - MATRIX TABLE			
RESULT	INDICATOR	Goal	Achieved
	project execution.		
	2 pilot destinations adopt the monitoring framework by the end of the first year of project execution and the remaining 2 pilot destinations adopt the monitoring framework by the end of the second year of project execution.	4	4 target destinations embraced the Monitoring Framework nonetheless Jamaica and Barbados have decided not to prioritize this intervention has they have entity capturing key tourism metrics nonetheless tools were share with the two countries. Honduras ha recently agreed on key tourism metrics to monitor and Nicaragua did choose to monitor 2 indicators for Ometepe. More time and technical guidance needed to fully develop the framework. 4 Dashboard produced for each destination provides a benchmark to monitor progress on sustainable destination management indicators

The following sections analyze the extent to which results were achieved for each component.

#### 4.2.1 Component 1

Component/Output 1
Destination sustainability demonstration projects developed in two tourism destinations in the Caribbean and two in Central America
<ul style="list-style-type: none"> <li>Facilitate a focused evaluation of pilot destinations performance around the key elements of sustainable destination management</li> <li>Test a unified and comprehensive approach for destination sustainability in four destinations</li> <li>Help participating destinations to identify and monitor risks, establish priorities, and develop actionable plans for destination sustainability</li> </ul>

The primary focus of this component was the “quick-win” projects developed and implemented in each of the four participating countries. It also included other important activities, such as the RDD assessment and identification of destination priorities, and establishment of the Destination Stewardship Councils (DSC). From the stated objectives for this component, the evaluator assumes the broader purpose (or unstated outcome) of the component was to increase the ability of destinations to apply sustainable destination management practices by developing a practical, step-by-step model that could be replicated and expanded.

Based on key informant interviews, stakeholders from the target destinations have increased their ability to apply tourism management sustainable practices by being actively engaged in all phases of the project, from the initial RDD assessment, identification of priorities, and implementation of quick-win projects, data collection and monitoring. The step-by-step methodology developed by the project not only facilitated the acquisition of skills, but also reinforced those skills with the opportunity to apply them.

Opinions gathered throughout the evaluation process also emphasized the project’s essential contribution in facilitating consultation and collaboration with key public, private and community tourism stakeholders sitting at the same table to identify and discuss tourism issues.

In some instances, the interviews indicated that the consultation process further reinforced interventions already initiated by the government and stressed that destination management is an endeavour that requires shared responsibility “for maintaining a tourism destination as a vibrant and thriving place to live and visit.”

The process also stimulated dialogue among a multiplicity of stakeholders, which should strengthen the capacity of the tourism system in each destination. This model for dialogue built successful public-private-civil society partnerships praised by all interviews. Country stakeholders spoke of a rigorous and inclusive consultation process that built momentum for and increased interest in sustainable tourism, set out in Table 3.

**Table 3**  
Stakeholders participating in the validation of RDD results

Country	RDD	Stakeholder participation in RDD consultation	Validation date	Stakeholder participation in validation exercise
Barbados	March 2015	Not available	January 2016	39
Honduras	February 2015	45	May 2015	32
Jamaica	April 2015	50	November 2015	40
Nicaragua	March 2015	90	August 2015	42
Total	Four RDDs conducted over three months from February to April 2015	185	Validation over eight months from May 2015 to January 2016	153

Source: information drawn from the Rapid Sustainable Destination Diagnostic and agenda for each of the four benefitting destinations

### Rapid Sustainable Destination Diagnostic (RDD)

The Rapid Sustainable Destination Diagnostic (RDD) carried out and completed in the four destination countries took stock of sustainable tourism efforts and facilitated the rapid evaluation of the four key elements of sustainable destination management (refer to Annex 9 for a complete list of themes and sub-themes covered by the RDD). Stakeholders interviewed stressed that the assessment enabled destination countries to identify good practices and improvements to be carried out to support sustainable destination management.

The RDD has produced a baseline of each target destination performance on 84 vetted sustainable management indicators. In addition, it provided a destination snapshot for each destination which allow effective presentation and dialogue about results with high-level decision makers such as Ministers and tourism authorities, as well as local stakeholders. Everyone interviewed agreed that the RDD was a worthwhile and important exercise. Some also said that the value-added of this exhaustive and thorough assessment lay in properly documenting all issues and actions that could be taken to foster and support tourism in one single document. Others mentioned that the RDD generated a lot of interest and commitment from key stakeholders because it provided a snapshot of what was being done and how it was progressing.

Some interviewees stressed that the RDD opened communication lines among all stakeholders in their efforts to learn and to collaborate on improving the tourism offering. Interviews confirmed that the RDD allowed stakeholders to get a full understanding of the process leading to the destination assessment, its value, and the importance of considering natural and cultural heritage in sustainable tourism development. Nicaragua stakeholders even reported that they had replicated the process with other municipalities, a perfect example of enhanced stewardship. The project also provided stakeholders in the target destinations the opportunity to acquaint themselves with replicable sustainable tourism management tools and mechanisms, and all stakeholders interviewed recognized how effective they were.

The RDD is a valuable and complete assessment of the status of sustainable tourism management at a specific destination and could be used by target destination to assess over time performance around key elements of sustainable destination management.

### Destination Stewardship Council (DSC)

To better respond to specific gaps and needs associated with destination management in Honduras, Nicaragua and Jamaica, the project invested additional time and resources to evolve the concept of the DSC into a permanent coordination mechanism that could help to improve destination management and oversee the implementation of the quick-win projects. In Nicaragua, stakeholders decided to use the existing Gabinete de Turismo to function as a DSC. This entity serves as a coordinator and as a point of reference that is recognized and respected by the authorities of Ometepe, but has no legal organizational structure, no budget, and no autonomous management system. As part of the SDAA, the DSC, with the support of the Instituto Nicaragüense de Turismo (INTUR), has overseen the implementation of the quick-win projects supporting fundraising efforts, leading project implementation, and monitoring results.

In Jamaica, stakeholders agreed on the Falmouth Committee (a multi-sectoral group established to address evolving tourism destination management issues) to serve as the DSC, since it is a functioning coalition of many organizations already working toward the common goal of enhancing the visitor experience and fostering greater community involvement in and benefits from tourism. The Tourism Product Development Company (TPCDo), one of the organizations represented on the DSC, has funded the hiring of a Falmouth Destination Manager to lead and coordinate activities. Hiring a coordinator is considered by the evaluator, and confirmed by the desk review, to be a best practice that should be encouraged to ensure that the DSC continues to assume its coordinating role and commit to sustainable destination management efforts beyond the time horizon of SDAA.

In Honduras, led by the Instituto Hondureño de Turismo (IHT) and SDAA support, Utila stakeholders formed a DSC based on the IHT's 2013 experience establishing a DSC in Roatan, which became the model for the structure of all DSCs in Honduras.

Barbados decided to form a DSC incorporated under the Tourism Master Plan Implementation Committee (TMPIC), because many members of the DSC already served on the TMPIC.

Interviews with destination stakeholders confirmed the supportive role the DSCs played in overseeing the implementation of the quick-win projects. Stakeholders also highlighted the need for on-going monitoring and post-project technical support to enable the DSCs to continue

assuming their responsibilities. Stakeholders also expressed the desire to continue to communicate with one another about their experiences with the quick-win projects to reinforce the collective commitment to continue with their work. Several stakeholders interviewed in Honduras and Nicaragua also indicated that it would be important to formalize the DSC governance and give it the necessary legal status to be able to solicit and manage the funds required to ensure the sustainability of the coordination body. Representatives of the DSC in Honduras stressed the need to have a coordinator supporting and following up on the quick-win projects because DSC members are, for the most part, businesses owners with other responsibilities, even though they are also highly committed to the development of sustainable tourism.

#### Destination sustainability demonstration projects (“quick-win” projects)

As illustrated in Table 4, a total of 15 destination sustainability demonstration projects (“quick-win” projects) were identified through the RDD and action planning to demonstrate how sustainable tourism could improve destination outcomes within a short timeframe. However, each destination was responsible for financing the implementation of its own quick-win project, with a minimum seed funding of 5,000 USD. The funding was the primary challenge identified through the desk review and in interviews with government stakeholders. These sources confirmed that securing financial resources hindered and slowed down the process of implementing the projects.

Nonetheless, some destinations were able to secure additional funding, either from the OAS and their own government’s budgets, or by adapting their projects to secure funding from regional activities (such as regional IDB projects in waste management or in collaboration with other organizations, such as that in Honduras between Zolitur and The Bay Islands Conservation Association).

Human resources limitations were also mentioned as a significant challenge<sup>19</sup>. Based on the desk review,<sup>20</sup> some destinations encountered difficulties in finding the right staff with the right skills (for instance, technical staff who had design abilities, but also understood environmental issues).

Some stakeholders identified the complexity of inter-agency coordination as a challenge. Specific obstacles included a lack of financial or human resources in the participating agencies, and bureaucracy. The desk review suggested that inter-agency coordination remained difficult because of opposing priorities and the lack of willingness to share or align responsibilities within a given project. This was even more difficult when agreements had been reached with specific directors or staff, and subsequent changes in human resources were made either because of the frequency of political cycles, or organizational re-structuring. Many of these challenges caused delays in implementation, making the timeline to complete the quick win projects (15 to 18 months) another challenge in and of itself.

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<sup>19</sup> Several destinations suffered a temporary freeze on hiring staff targeted towards sustainable tourism projects; and existing staff were assigned new tasks.

<sup>20</sup> Sustainable Travel International, *Sustainable Destinations Alliance for the Americas (SDAA) Phase 1 Review (n.d.)*.

Nicaragua was the only destination able to complete the quick-win project within the prescribed timeframe. Barbados has not yet implemented its project because of budget restrictions that require them to spread funding over the next three fiscal years (refer to Table 3 below)

The quick-win projects were sometimes very ambitious, given the timeframe and budget allocation. Interviews and additional documentation gathered during the field visits provided updated information on the interventions carried out for each quick-win project. In Nicaragua and Honduras, specific actions were prioritized, given the limited budget allocated to each project.

**Table 4**  
Summary of Quick-win Projects

Barbados (4) Budgeted envelope spread over 3 fiscal years: 12,500 USD for 2017; 15,000 USD for 2018 and 14,000 USD for 2019	Honduras (4) Total budget: Lp 1,461,030 <sup>21</sup>	Jamaica (4) Total budget: 21,904 USD <sup>22</sup> (of which 11,510 USD allocated to the waste management quick-win by TEF and OAS)	Nicaragua (3) Total budget: 12,210 USD
Status of quick win projects: 4 NOT IMPLEMENTED YET	Status of quick win projects: 3 COMPLETED – 2 IN-PROGRESS	Status of quick win projects: 3 COMPLETED 3 IN PROGRESS	Status of quick win projects: 4 COMPLETED
<i>Increasing Community engagement.</i> The community not being sufficiently engaged, involved in or fully benefiting from tourism involving sensitization and training	<i>Improve the interpretation of Utila's cultural and natural heritage.</i> Develop Utila's brand.	<i>Supporting micro, small and medium tourism enterprises in Falmouth.</i> Foster diversified and financially viable tourism enterprises in Falmouth, 5 business enterprises to be selected)	<i>Rescuing the intangible cultural heritage &amp; fostering love of the arts among youth</i>
	The Honduran Institute of Anthropology and History, the legal entity for this type of activity, did not have the operational capacity to carry out the inventory, which required hiring a team of at least three professionals. IHT will try to coordinate actions to prepare the project and manage the funds	Over 60 entrepreneurs registered for support initially; 10 businesses offering a wide variety of products and services were shortlisted. They have been further screened in to select the 4 to be supported by the project: Peppers Restaurant; Ladies & Gents Spa; Brit Bran Beauty; Trelawny Sports Association. These enterprises will receive in the coming months product development and marketing support beginning with a business diagnostic. <i>Budget: 4,978 USD</i>	Workshop meeting with the key players of the tourism sector and the Culture Committee, in order to elaborate a work plan that strengthens the Culture Commission and proposes actions to preserve and/or restore pieces and sites of historical interest, as well as to coordinate to put on cultural events in public spaces of the Island of Ometepe (for example, Ometepe Nights, based on the experiences of holding cultural nights in the departments of Granada, Leon and Masaya and the creation of a route of petroglyphs with trails and tourist guides trained in the history of these resources., eco cultural farms) <i>Budget US\$ 244.00</i> <i>Document: Planification Cultural Municipal Ometepe, February, 2016</i>
	Training of women guides for Utila. Workshops were conducted for the women of Utila in which IHT representatives facilitated trainings aimed at building the capacity of tourist guides on entrepreneurship, tourism culture and customer service (in progress)		
	With the collaboration of Francisco Morazán National Pedagogical University (UPNFM), a diagnosis of training needs for artisan women was carried out in 2016. As a result, a training program was developed and carried out for women artisans addressing the topics of customer service and business management. <i>Completed</i>		
	IHT delivers posters for signaling guidelines and regulations about encounters with whale sharks. <i>Completed</i>		
2017 Elaboration of a plan for the public use of the Bay Islands Marine National Park. Utila is one of four municipalities that make up the Bay Islands Marine			

<sup>21</sup> Instituto Hondureño de Turismo IHT, *Dashboard Utila*, June 31, 2017.

<sup>22</sup> Ministry of Tourism, *Status Report Prepared by the Ministry of Tourism*, PP presentation include combine contribution from TEF and OAS going to waste management activities to 11, 510 USD reported in October 21, 2016 and other financial information presented in Status report of May 2017.

Barbados (4) Budgeted envelope spread over 3 fiscal years: 12,500 USD for 2017; 15,000 USD for 2018 and 14,000 USD for 2019	Honduras (4) Total budget: Lp 1,461,030 <sup>21</sup>	Jamaica (4) Total budget: 21,904 USD <sup>22</sup> (of which 11,510 USD allocated to the waste management quick-win by TEF and OAS)	Nicaragua (3) Total budget: 12,210 USD
Status of quick win projects: 4 NOT IMPLEMENTED YET	Status of quick win projects: 3 COMPLETED – 2 IN-PROGRESS	Status of quick win projects: 3 COMPLETED 3 IN PROGRESS	Status of quick win projects: 4 COMPLETED
	National Park and will be benefitting from the plan. Presently hiring of a consulting firm is in progress. <i>Budget: Lp. 56,372.00 in progress)</i>		
<i>Improving solid waste management.</i> Work with public and private sector to put in programs that encourage waste separation at Barbados' port of entry	<i>Improve solid waste management,</i> especially with recycling activities	<i>Improving waste management.</i> Reduces the volume of waste generated through recycling. Total budget (TEF and OAS contribution) 11,510 USD  Activities carried out include a recycling competition in 5 schools sensitizing more than 4,500 children and their families to the importance of recycling management in Falmouth. Approximately 4,500 students were engaged for this competition. Over 1,694 lbs of bottles were collected by the schools. This was done through extracurricular bodies in each school (including environmental clubs, Rangers (Girl Guides), and the Tourism Action Club). the first prize was a computer room valued at \$2.5 million awarded to Holland High School and provided by the Tourism Enhancement Fund (TEF).	<i>Reducing level of contamination of ground water source by securing funding to the design of municipal sewage treating system.</i>  Interventions involved sensitization on environmental practices and solid waste management to involve different commercial establishments in environmental practices, to reduce commercial waste through personalized talks (one per entrepreneur) to teach how to classify waste for effective waste management. The talks focused on advice to reduce water consumption, solid waste and energy use.
	Sensitizations with the youth population in schools of Utila for beach cleaning, as well as with the diving center for cleaning the sea bed. The municipality owns a plastic compactor and carries out a plastic recycling process A significant number of plastic bottles are used in Utila. In 2016 the Zona libre turistica de islas de la Bahia (Zolitur) donated a plastic crusher, with which they obtain a material that serves as a cement aggregate for street paving, a pilot project in the country that began in July 2017. <i>Completed</i>	Supporting practical measures to impose waste collection with the construction of skips, the repair of down carts, and enforcement of pick-up schedules for garbage collection.	A campaign of cleaning and reforestation in Peña Inculca and Rio Istiam conducted on June 10 and 11, 2016.
	The IHT provided 50 plastic barrels to be used for the disposal of solid waste on the island. <i>Budget: Lp. 47,940.00 Completed</i>	In February 2017, over 100 stakeholders (including the Minister of Tourism, Hon. Edmund Bartlett, the Mayor of Falmouth and Councillor Colin Gager) participated in the Falmouth Invasion March. They marched along Seaboard, Tharp, Market, Duke, Victoria, Rodney, Queen and Cornwall Streets ending in Water Square to raise residents' and business' awareness and interest of the importance of	A school competition was organized with primary and secondary schools to sensitize 2,900 youth to the importance of the environment and how to protect natural resources, through drawings (primary schools) and essays by youth at the secondary level. A business competition also planned was cancelled due to lack of participants and problems promoting the

Barbados (4) Budgeted envelope spread over 3 fiscal years: 12,500 USD for 2017; 15,000 USD for 2018 and 14,000 USD for 2019	Honduras (4) Total budget: Lp 1,461,030 <sup>21</sup>	Jamaica (4) Total budget: 21,904 USD <sup>22</sup> (of which 11,510 USD allocated to the waste management quick-win by TEF and OAS)	Nicaragua (3) Total budget: 12,210 USD
Status of quick win projects: 4 NOT IMPLEMENTED YET	Status of quick win projects: 3 COMPLETED – 2 IN-PROGRESS	Status of quick win projects: 3 COMPLETED 3 IN PROGRESS	Status of quick win projects: 4 COMPLETED
		keeping the town clean. The march culminated in a lunch hour concert jointly hosted by the Tourism Product Development Company (TPDCO) A consistent stream of visitors and locals enjoyed the day's activities and media were present to cover the events.	event. <i>Budget: US\$ 3,039.60</i>
<i>Improving visitor satisfaction survey.</i> Visitor survey questions are not reflective of all the information needed by the tourism stakeholders.	<i>Increase rainwater recollection by tourism businesses and residents</i>	<i>Establishing destination signage</i> (directional and interpretive signs). Improve the visitor experience by better incorporating rich heritage of Falmouth. Proposition of 10 plaques and signs to identify heritage building. <i>Activities to be implemented by October 2017. Budget: outstanding. In progress</i>	<i>Strengthening multi-sector coordination and sharing management of Ometepe.</i> Providing the existing “gabinete de turismo” (tourism office) with a mandate to manage the destination
	This project has not made any progress due to lack of personnel for the execution. The municipality has indicated that they will do the data collection in the second half of 2017. <i>Not completed.</i>		Workshop with key players in the destination tourism sector to identify the interventions proposed in the PEDTM, that can be realized in the short or medium term. Improved and validated Ometepe Island Tourism Development Plan, including its action plan <i>Budget: 927 USD</i>
<i>Creating an inventory of cultural traditional and natural heritage</i>	<i>Mitigate coastal erosion.</i>	<i>Organizing a Falmouth Heritage Expo.</i> Foster civic-mind community that values its history and heritage planned for October 2017. <i>Budget: 5,416.00 USD To be completed in 2017</i>	Audio-visual material, video spots used to promote sustainable tourism. Recordings and audiovisual material for the SDAA initiative. Video clips for the promotion of Isla de Ometepe <i>Budget: 8,000 USD</i>
	2017 Ecological Blue Flag Program – “Bandera Azul”. Under this initiative the IHT, in partnership with the Bay Islands Conservation Association (BICA), carried out sampling for water quality at Chepe’s Beach in Utila. Results from the sampling were not available at the moment of the field visit. IHT is currently equipping the BICA laboratory to conduct the water analysis. Washrooms were also installed at the beach in collaboration with Zolitur. <i>To be completed</i>		
	Agro-forestry nursery to support the mitigation of coastal erosion and reforestation of the island. The IHT donated to the Municipality of Utila an agroforestry nursery with native species of the island, including mahogany, cacao, cedar, coconut, mangrove and ornamental plants to strengthen the environmental recovery of endemic species of the area. Equipment for water storage, fences, business plan was also provided to ensure proper operation of the nursery. <i>Completed Budget: Lp. 1,356,718.00 Project completed</i>		
Not implemented yet due to budgetary	Several interventions to be completed in 2017	2 projects completed – 2 still in implementation	All project completed between November

Barbados (4) Budgeted envelope spread over 3 fiscal years: 12,500 USD for 2017; 15,000 USD for 2018 and 14,000 USD for 2019	Honduras (4) Total budget: Lp 1,461,030 <sup>21</sup>	Jamaica (4) Total budget: 21,904 USD <sup>22</sup> (of which 11,510 USD allocated to the waste management quick-win by TEF and OAS)	Nicaragua (3) Total budget: 12,210 USD
Status of quick win projects: 4 NOT IMPLEMENTED YET	Status of quick win projects: 3 COMPLETED – 2 IN-PROGRESS	Status of quick win projects: 3 COMPLETED 3 IN PROGRESS	Status of quick win projects: 4 COMPLETED
constraints			15 and August 2016 <sup>23</sup>

Source: Compilation of planned project information contained in each Destination final report Rapid Sustainable Destination Diagnostic and Action Agenda for each Destination actual completion of projects drawn for reports provided by each Destination.

<sup>23</sup> INTUR, *Resumen de resultados y presupuesto de la iniciativa piloto de SDAA de la isla de Ometepe*. (n.d).

Stakeholders confirmed that the quick-win projects were particularly important for sensitizing and changing the mindset of stakeholders, municipalities, communities, and youth on sustainable tourism issues, especially around the problem of waste management, the importance of recycling to keep tourist sites attractive, and working collectively with shared responsibility. Preserving natural resources, architecture, heritage buildings, and culture as part of the destination-specific identity were also mentioned as key interventions to differentiate destinations and leverage market advantage. The quick win projects have been an eye-opener for participating stakeholders, and a demonstration of the positive benefits brought by sustainable tourism interventions.

#### 4.2.2 Component 2

<p><b>Component/Output 2</b></p> <p>An on-line sustainable tourism course designed and delivered to facilitate implementation of sustainability practices by micro, small, and medium-sized tourism enterprises (MSMEs) and tourism decision-makers from the private and public sectors</p>
<ul style="list-style-type: none"> <li>• Build local capacity of MSMEs, women entrepreneurs, and tourism decision-maker from the public and private sectors to implement sustainability good practices and projects</li> </ul>

To transfer knowledge about sustainable tourism management and practices to project beneficiaries, STI worked with the OAS throughout the final part of 2015 to develop a six-week, on-line sustainable tourism course (six hours a week plus assignments).<sup>24</sup> The course was offered in English and Spanish and was divided in two tracks: track A focused on tourism destination management, and was designed for public sector destination managers; and track B focused on sustainable tourism enterprise development designed for private sector service providers. The course initially targeted 320 participants; however, the restructuring of the OAS Education Portal during the period of project implementation forced the project to reduce the number of participants to 120 (60 English and 60 Spanish).

The final report on course implementation indicated that, overall, 53% of the participants registered (for both tracks combined) completed the course and received certification, while 47% of the participants dropped out (see Table 5 for more details).

<sup>24</sup> Sustainable Travel International, Course implementation final report. Key steps involved in the course co-development process by the OAS Education Portal team and STI entailed a document review of existing studies that will define current capacity-building needs for sustainable tourism practices. Since there is limited research on capacity-building needs for sustainable tourism, Sustainable Travel International was to survey all key regional organizations, such as the ACS, CTO, SITCA, OECS and OAS, to learn more about their member states' needs and get their insights for the development of the on-line course. Unfortunately, the desk review did not see such document to evidence such survey

**Table 5**  
On-line training program

Course	Total participants taking the course	Dropouts	Total certified
Spanish version. Track A	30	7	23
Spanish version Track B	30	18	12
Subtotal Spanish version	60	25	35
English version Track A	30	12	18
English version Track B	30	19	11
Subtotal English version	60	31	29
Total	120	56	64

Source: Adapted from the Course implementation final report

This high dropout rate was due to several factors documented in the report, including not submitting the required assignments or not participating in the forum set up to provide an opportunity for exchange among training participants, personal matters, and lack of time to keep up with the course. Interviews in Honduras and Jamaica conducted during the evaluation confirmed that, in some cases, the time necessary to keep up with the course conflicted with work obligations and responsibilities. Interviewees indicated a strong preference for a shorter face-to-face training.

To supplement the evidence from these sources, the evaluator administered an-online survey (through SurveyMonkey) to participants of the on-line training course. The survey was sent to a list of participants provided by the OAS project team. Only 15 people responded to the survey, and it yielded only 14 valid responses. These 14 respondents were in a total of 11 countries, with the greatest number (21%) in Nicaragua. The respondents included six government officials, four private sector representatives, and one civil society representative; others identified as being either university faculty members, teachers, or students.

Overall, the number of respondents is too small to support reliable analyses based on a comparison of answers supplied by various subgroups of participants. Nonetheless, the responses do corroborate results compiled from the training self-assessment. For example, in the survey, 12 people rated their understanding of sustainable tourism standards before and after the training. Of these 12, 25% of them rated their understanding before the training as being weak, while 58% rated it as being strong. After the training, all 12 respondents rated their understanding of sustainable tourism standards as being strong, which corroborates the results of the course implementation final report.

Based on the post-training survey conducted for the English and Spanish training, the feedback by participants was positive. The final report on course implementation indicated that 76.2%<sup>25</sup> of the English training participants were satisfied with the on-line training and confirmed that it was meeting their expectations, while 84.2% rated the knowledge achieved through the activities as very valuable, and 96% confirmed they could apply the training experience in their organizations or community. One respondent commented that the course “provides a general overview yet concise information on important tourism concepts.” Other comments noted the relevance of the training to the respondent’s job requirements, and that the timeframe was “just about right.” Spanish speaking participants had a higher level of satisfaction with the on-line training, with 84.3% of participants confirming the training was meeting their expectations, while 90.7 % rated the knowledge achieved through the activities as very valuable, and 90.6% confirmed they could apply the training in their organizations. Positive comments were made about the facilitator/ tutor, for being knowledgeable and for encouraging participants to progress, as well as about the quality of the course material, and the concise presentation of information on important tourism concepts. Participants from track B commented on the knowledge they had acquired about standards, quality assurance, and certification that would enable their businesses to compete globally. Other comments stressed what they had learned about the importance of the business plan for tourism businesses, the need to constantly review and update these documents, and the possibility of sharing experiences with participants from other countries.

A high percentage of respondents (89% of 9 people who answered) agreed that overall the online training had met their expectations, whereas one person more or less disagreed. Furthermore, 78% of 9 people who answered agreed that the online training matched their capacity building needs, while only one person disagreed. Most respondents (89% of 9 people who answered) agreed that the training content was useful in helping them apply the concepts they had learned, and one person disagreed. Similarly, 89% of 9 people who answered agreed that the training material was of good quality, and one person disagreed. However, people were less inclined to agree that the length of the training program was adequate than that the SDAA online sustainable tourism course matched their capacity building needs, that the training content was useful to help them apply the concepts learned, that the training material was of good quality, or that overall the SDAA training met their expectations (average ratings of 5.44 versus 5.78, 6.00, 6.00 and 5.89 on a scale of 1 to 7 (where 1 means they totally disagree and 7 means they totally agree). Unfortunately, no clear pattern emerges from answers supplied by respondents regarding the three top skills they improved because of receiving SDAA training.

Table 6 shows the achievement of on-line training outputs.

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<sup>25</sup> 52 % (26 participants) from the English training and 53% (32 participants) from the Spanish training did a self-assessment of the training

**Table 6**  
On-line training outputs achieved

Indicators	Target	Achieved
<p>2.1 At least 200 MSME's and 120 tourism professionals and public-sector officials in the pilot destinations have completed the Sustainable Tourism Professional on-line course. First round of 120 tourism professionals and public-sector officials in the pilot destinations expected to complete the Sustainable Tourism Professional on-line course by the end of first year of project execution and a second round of 200 MSME's expected to complete the Sustainable Tourism Professional on-line course by the end of the second year of project execution.</p>	<p>An online Sustainable Tourism Professional course launched</p>	<p>Document review and surveys with regional organizations conducted to define current capacity building needs for sustainable tourism practice. Evaluator has no evidence that this document was produced by Sustainable Travel International Three modules developed and produced to make up the course curriculum and uploaded to the OAS portal team. The training has an introductory module common for both track (i.e. tourism destination management and sustainable tourism enterprise) introducing sustainable tourism –sustainable tourism tools, strategies and standards. Themes covered under the tourism destination management include tourism inventory, vision and goal setting; auditing the visitor and resident experience- establishing partnerships for effective destination management, developing destination marketing and positioning strategies. The sustainable tourism enterprise development includes: tourism business plan, analyzing the market, sustainability planning and operations. Both trainings were provided as planned. OUTPUT ACHIEVED</p>
<p>On-line course launched on OAS Educational Portal of the Americas by the end of the first year of project execution</p>	<p>320 MSME's, tourism professionals and public-sector officials completed the sustainability practices on-line course.</p>	<ul style="list-style-type: none"> <li>• Reduction in the total number of course participants targeted, i.e. from 320 to 120 (60 English and 60 Spanish) due to restructuring of the OAS Education Portal (policies and cost increase)<sup>26</sup> 60 participants benefitted from the English training and 60 from the Spanish training. For both the English and Spanish training 30 participants registered in the tourism destination management designed for public sectors and destination managers and 30 participants were registered for sustainable tourism enterprise development designed for private sector providers</li> <li>• Overall for both the English and Spanish training -high level of dropouts (56) and a total of 64 certified participants.</li> <li>• Output target adjunted to 120 participants 60 from the public sectors and destination managers and 60 from private sector providers.</li> <li>• Tutors trained</li> </ul>

<sup>26</sup>Opus cit. *Course implementation final report* indicates for the program in Spanish, acompletion rate was of 58.3% for the full scholarships provided. The English edition shows lower results, with 48.3% rate of completion. Overall, 53.3% of participants were successfully certified. p.5

Indicators	Target	Achieved
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Source: Desk review – Verification report 2015, course implementation final report and 2016 and evaluation evidence matrix

Based on the desk review and the results of the survey and the participant self-assessment, the on-line training increased the participants' knowledge of sustainable tourism management tools, strategies, and standards by providing proper tutoring, high quality reading material, and concise information on important tourism concepts to support learner development. The participants also praised the forum the training provided for exchanging experiences between countries so they could learn from each other. However, the results have been derived primarily through self-assessment and self-reporting by the participants. To assess the real impact of the on-line training, a tracer study conducted after a longer period has passed could help to determine the long-term retention and use of the learning by participants in their workplaces. This will allow the generation of information and knowledge about longer-term changes that have occurred in sustainable tourism management and tourism enterprises with former learners and to assess if, and how, the training contributed to these changes. This, in turn, will allow a better understanding of how to improve similar interventions in the future. The significant drop-out rate in both tracks of on-line training also suggests that other modes of training, such as face-to-face training on a shorter duration could be envisaged

### 4.2.3 Component 3

<b>Component/Output 3</b> Destination sustainability good practices and experiences and lessons learned disseminated internationally to leverage market advantage and encourage wider buy-in
<ul style="list-style-type: none"> <li>• Foster hemispheric and international dialogue about how sustainability can help to differentiate a tourism destination and enhance its competitiveness</li> <li>• Main expected results: panel discussions organized at the annual Inter-American Congress of Ministers and High-level Authorities of Tourism to share results, destination experiences and lessons learned from demonstration projects</li> </ul>

Experiences and lessons learned through the project were disseminated and shared through an international forum among OAS member states to support hemispheric and international dialogue on how sustainable tourism management can help to differentiate a tourism destination and enhance its competitiveness. Messaging on the importance of safeguarding natural and cultural assets to differentiate and brand destinations was widely disseminated to leverage market advantage and encourage wider buy-in from target destination stakeholders. Representatives from the target destinations participated in the OAS Inter-American Congress of Ministers and High-level Authorities of Tourism in Barbados and Peru, which provided them with an opportunity to discuss and share their experiences, lessons learned with a wider audience. Stakeholders interviewed considered this international forum an important venue and an effective mechanism for accessing information on the experiences of other countries through destination panel presentations.

For example, at the Congress held in Lima, the Director of the Honduran Institute of Tourism made a presentation sharing Honduras' experience with SDAA and how it had helped Utila to

position itself in the tourism market by becoming a certified sustainable destination with a strong cultural identity and commitment to community involvement. Another presentation at the same event by Richard Sealy, Minister of Tourism and International Transport of Barbados, covered some of the challenges faced by a small island developing state with a small, open economy, and identified declining services standards, bureaucracy and low level of competitiveness as challenges faced by Barbados. The Presidential Advisor for the Promotion of Nicaragua, Mr. Telémaco Talavera, noted that, to talk about sustainability, destinations ought to promote cultural identity, preservation of heritage, and environmental and social sustainability. He also stressed that sustainable tourism destination management is important, as is preserving identity, since destinations ultimately resemble each other. Mrs. Elecia Meyers, Senior Director, Tourism Policy and Monitoring for Jamaica, provided an outline of the project status and noted that some of the main issues were the need to protect, maintain, develop, and better safeguard the significant national and cultural heritage in the parish. Peer-to-peer discussions among representative of target destinations during the Congress in Peru also provided an opportunity for them to discuss challenges faced by target destinations, such as governance and fundraising, and brainstorming solutions with others.

### Destination Storytelling

In support of the destination sustainability marketing efforts, story-capture activities were conducted. These involved interviews with key sustainable tourism advocates, community leaders, and civil society representatives. About 27 video interviews with key local leaders and leading organizations were recorded in Barbados, Honduras, and Nicaragua as part of the story-capture activities. These videos have been used by Honduras and Nicaragua to produce short films outlining the importance of the project, its aims, and its progress that are, in turn, being used by the national tourism authorities to promote the need for destination stewardship and enlist buy-in from the local community. Jamaica's story-capture activities occurred during the second and third on-site mission

Press release templates were provided to each target destination. These templates have been used by the national tourism authorities to generate press coverage. To date, more than seven local and regional news outlets have distributed articles about the pilot destination projects. Support was offered to all four destinations to help use the video clips to produce content around sustainability and the value that it brings to their destination. So far, two destination stories (30-second video clips) have been produced by Honduras and Nicaragua.

Table 7 shows the outputs achieved by destination story-telling activities.

**Table 7**  
Destination Storytelling outputs achieved

Indicators	Target	Achieved
Target: 8 press releases, 4 destination stories, 4 destination sustainability messaging templates	<ul style="list-style-type: none"> <li>• 2 press releases distributed for SDAA launch and public announcement of pilot destinations</li> <li>• 1 press release template that destinations can use to announce their participation in the SDAA</li> </ul>	<ul style="list-style-type: none"> <li>• Desk review confirmed that 8 press releases were drafted (two per destination), One press release per site visit.</li> <li>• Dashboard produced for each destination that tells, how the destination compares regionally, and areas in which they are doing well or have challenges.</li> <li>• Output fully achieved</li> </ul>
At least one panel presentation made, as part of the 2014-2015 Inter-American Congress of Ministers and High-Level Authorities of Tourism, on destination sustainability good practices, experiences, and lessons learned by the end of first quarter of the first year of project execution	<ul style="list-style-type: none"> <li>• 1 panel presentation designed and moderated at the XXII Inter-American Congress of Ministers and High-Level Authorities of Tourism</li> <li>• 3 panel presentations (PP decks) available for widespread dissemination through OAS channels</li> </ul>	<ul style="list-style-type: none"> <li>• Panel presentation at the XXII Inter-American Congress of Ministers of Tourism and High-level Authorities of Tourism held in Barbados in September 2014</li> <li>• SDAA Destination Presentations made at the XXIII American Congress of Ministers of Tourism and High-level Authorities of Tourism held in Lima Peru by Jamaica, Honduras, Nicaragua and Barbados.</li> <li>• Output fully achieved</li> </ul>

A media event organized in collaboration with the Caribbean Tourism Organization (CTO) was held at ITB Berlin, one of the top international tourism trade shows, in February 2015. The media event was designed to spotlight SDAA destinations. Barbados' Minister of Tourism and CTO Chairman and the Bahamas Director General of the Ministry of Tourism gave remarks at the event. These efforts are helping target destinations to position themselves in the market based on their commitment to destination sustainability.

#### 4.2.4. Component 4

Component/Output 4
<p style="text-align: center;">Destination sustainability monitoring framework and learning system developed and adopted in four pilot destinations</p> <ul style="list-style-type: none"> <li>• Implement sustainability monitoring frameworks</li> <li>• Build local capacity to enable biennial evaluation of the changes occurring in priority destination sustainability metrics</li> <li>• Help improve destination management over time by recording and tracking changes occurring at a destination level over time</li> <li>• Main expected results: i) destination sustainability monitoring framework and guidance document for destinations developed and launched; ii) 20 destination managers from pilot destination tourism authorities and DSC representatives trained on recording and tracking key metrics through the destination sustainability monitoring framework</li> </ul>

The project strengthened the capacity of target destinations to implement the sustainability monitoring framework and evaluate change occurring with the destination sustainability key metrics. The transfer of knowledge to build this capacity was supported by an introduction to destination monitoring metrics (in English and Spanish); a supporting methodology document to guide the training of destination managers, tourism authorities, and DSCs; and a worksheet for simple entry of destination indicator data, as well as a method sheet to explain why destination monitoring is important. In addition, as a result of the RDD, each target destination was also provided with baseline information on sustainable destination management indicators (people, places, resources) providing a benchmark against which to monitor progress. Interviews with stakeholders confirmed they received adequate support leading to the adoption of the monitoring framework. Nonetheless, they believe that more guidance and technical assistance are needed to fully develop the sustainability monitoring framework. Interviews also confirmed that sharing information and data collected from different stakeholders remains a challenge and needs to be accompanied with other support to ensure proper coordination of all organizations involved in the data collection.

In Nicaragua, the RDD assessment identified Utila as an emerging destination for which the data available on tourism and its impact on the island of Ometepe was sparse. The Gabinete de Turismo and other stakeholders expressed a strong interest in establishing a very basic tracking system that collected information on two indicators: tourist arrivals (domestic and international) and visitor satisfaction to improve decision making around destination management. The Nicaraguan Institute of Tourism (INTUR) provided technical assistance and financial support to establish a simple system for collecting baseline data for these indicators. Surveys were conducted in low season (November 2015) and high season (February 2016) of 6,161 national and international visitors arriving at Ometepe Island to identify the tourist profile. In addition, 400 surveys were administered to measure the level of tourist satisfaction with related services offered by this destination. This information was used to update the Ometepe tourism plan. The INTUR delegation of Ometepe should continue to capture key sustainable metrics over the year to guide the decision-making.

In Honduras, the government was interested in building on an existing initiative of the World Tourism Organization to establish an observatory for monitoring sustainable tourism metrics in La Ceiba. This observatory was to be better positioned to collect data for Utila and other Bay Islands. As of writing this report, the observatory is still not operational. Nonetheless, work has been done by the Bay Islands Tourism Management Organization (BITMO), with coordination by Zolitur, to plan the progressive data collection of specific key tourism data. Table 8, below, lists the indicators that will be collected and monitored over the next two years.

**Table 8**  
Tourism key metrics captured for the Bay Island

2017	2018
<ul style="list-style-type: none"> <li>• Tourist level of satisfaction</li> <li>• Arrival of tourists</li> <li>• Monthly occupancy rate in lodging accommodation</li> <li>• Number of visitors coming back to the Destination</li> <li>• Permanent job in the tourism sector</li> <li>• Tourist expenditures</li> </ul>	<ul style="list-style-type: none"> <li>• Financial impact in the tourism sector due to climatological phenomena</li> <li>• Percentage of tourist infrastructure located in vulnerable areas</li> <li>• Existence of municipal emergency plans</li> <li>• Existence of local emergency plans for areas with tourist attractions</li> <li>• Per capita energy consumption from all sources</li> <li>• Percentage of energy consumption of renewable resources</li> <li>• Water used: total volume consumed, liters per tourist; water savings (percentage of water saved, recovered or recycled)</li> </ul>
	<p>Second group of indicators to be collected:</p> <ul style="list-style-type: none"> <li>• Percentage of tourist establishments where water treatment meets international standards</li> <li>• Frequency of occurrence of diseases caused by water: percentage of visitors who have contracted diseases for this reason during their stay.</li> </ul>

Jamaica has a Tourism Satellite Account, a new tool at the national level to assist the country in measuring and quantifying the impact of tourism on the economy. Therefore, Jamaican participants elected not to prioritize this intervention and to focus instead on the formation of the DSC. In Barbados, the Tourism Authority has a department that is specifically responsible for collecting statistics. The destination monitoring tool was shared and it was determined they would examine the opportunity to use these worksheets.

Two of the destination countries have made progress in adopting the monitoring framework, but much remains to be done to fully integrate the framework into the day-to-day management of sustainable tourism. The evaluator has no further evidence on the adoption of monitoring framework in the two other targeted destinations. The desk review and the interviews have underlined that more time and technical assistance are needed to develop the destination monitoring framework fully. In addition, sharing information and data collected from different stakeholders remains a challenge and needs to be accompanied with other support to ensure proper coordination of all organizations involved in the data collection. However, the dashboard produced for each country provides a baseline and benchmark they can use to follow up from year to year.

### 4.3 Efficiency

Under the criteria of efficiency, the evaluation assessed how economically resources and inputs (including time, money, and technical support) were converted to results.

### 4.3.1 Selection process

The SDAA initiative was open to all destinations in Central America and the Caribbean (OAS member states). The selection of destination countries followed a standard procedure of advertisement, deadline for applications (May 24, 2014), and selection (late June 2014) based on five pre-established criteria<sup>27</sup> and a rating scheme. A selection committee made up of the OAS, USOAS and STI reviewed the applications and put forward the list of top applicants for vetting by the OAS and USOAS. Once the review was completed, the selected destinations were notified electronically with an official letter and subsequent press releases were distributed to the media. The public announcement of selected destinations was made at the XXII Inter-American Congress of Ministers of Tourism and High-level Authorities of Tourism held in Barbados in September 2014.

### 4.3.2 Services provided by the SDAA project

#### Technical support

Technical support provided by STI was praised by the stakeholders interviewed. Nonetheless, stakeholders in all four destinations underlined a desire for on-going monitoring and coaching after the initial planning phase. Perceptions of the stakeholders stressed that while they felt that the technical support during the assessment was good they felt less supported afterwards. Suggested improvements include the development of a closer relationship with the OAS through regular on-line meetings to discuss sustainable tourism practices and provide deeper guidance. Additional technical support to the DSC beyond project completion was also a need raised by stakeholders in most of the destinations. Formalizing and legalizing the DSC governance structure and creating a legal entity to have the power to receive and manage funds would also reinforce their sustainability over time. Stakeholder suggestions also include following up the initiatives by establishing an ongoing link to OAS experts to address technical issues.

#### Capacity building – on-line training

As mentioned previously, the number of participants in the on-line training had to be reduced significantly to adjust to new policies and pricing of the OAS. Feedback gathered through the survey and interviews was very positive in terms of the course content, the mix of participants that enriched the training, and the practical and targeted assignments supporting the application of skills. Field interviews with stakeholders who had registered in the on-line training revealed that, although they were satisfied with the training content, the pre-set schedule sometimes

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<sup>27</sup> They are: Destinations must demonstrate a commitment to and need for sustainable tourism; Destinations must commit to providing counterpart funding of at least \$5,000 for destination sustainability quick-win projects; Destinations are required to provide two liaisons from the Ministry of Tourism and Tourism Board who will provide project management and logistical support; Destinations must commit through an MOU to utilize a destination sustainability monitoring system and identify a manager(s) to oversee and maintain the destination sustainability monitoring framework; Destinations must commit to forming creative public-private partnerships for the implementation of a destination sustainability action agenda; Destinations must commit to linking priority sectors, such as agriculture and culture, to the tourism supply chain; Destinations must commit to supporting marginalized communities that live in poverty and/or have tourism potential in their environment.

conflicted with work obligations. Most of the stakeholders interviewed indicated a clear preference for face-to face training.

During the field visits, several stakeholders interviewed seemed unaware of the on-line training program and said that they would have greatly benefitted from it. It may be necessary to publicize more broadly this type of training, especially among SDAA target destinations and to prioritize these participants for registration.

### Destination Sustainability Monitoring Framework

Although the destination sustainability monitoring framework has been embraced in all the target destinations, the evaluator did not have access to individual country matrices for Barbados and Jamaica, nor copies of destination monitoring systems reports for all the destinations.

Nonetheless, dashboards have been produced to provide a snapshot of the current situation in each target destination. Evidence gathered in the field confirmed that establishing the monitoring framework will need more time. For instance, much of the data linked to capturing key metrics (indicators) related to the framework were still being collected at the time of the evaluation. For Honduras, a list of key indicators was established and data collection will be implemented progressively over the next two years. Evidence gathered through key informant interviews in Nicaragua confirmed that tracking systems to capture information on two key indicators (profile of visitors and visitor satisfaction) were implemented in Ometepe and informed decision-making on updates and improvements that were to be made to the Ometepe tourist plan. Not enough evidence was gathered from Barbados and Jamaica to allow the evaluator to do a proper assessment of the progress achieved with the sustainable monitoring framework. Interviews \ revealed that working collectively to gather data from different departments (heritage, economic and so on) requires time and involves bureaucratic processes that may have delayed receipt of the information. Nonetheless, the coordination efforts among public and private stakeholders to agree on, adopt, and implement a sustainable monitoring framework require more time and deeper guidance than anticipated to establish functional management coordination mechanisms.

### Destination storytelling/impact stories

Interventions to assist target destinations to differentiate themselves in the marketplace have been successful in documenting and crafting stories that have been used by national tourism authorities in Nicaragua, Jamaica, and Honduras to enlist support from the local communities.

### Project implementation

In the first year, implementation of the SDAA project was ahead of planned schedule, with all four destination assessments being completed instead of the two originally planned. The workshop with all key stakeholders to validate the results of the RDD assessment and identify quick-win projects was conducted within eight months, rather than within the planned six-month period, and was completed by January 2016.

The challenge experienced with the OAS education portal considerably delayed the launch of the on-line training, as the portal team was not able to launch the course before February 2016. This obliged STI to request an extension of the project to June 2016.

Many stakeholders were quick to point out that the timelines set to implement the quick-win projects (15 to 18 months) were not realistic, especially when the activity involved several organizations that had to collaborate and share responsibility for achieving results. Other stakeholders added that some of the projects may have been too ambitious considering the budget available. Because of the financial constraints, DSC stakeholders had to reduce the scope of the interventions and select those that would lead to tangible results related to sustainable tourism. The evaluation revealed that, in fact, only Nicaragua complied with the timeframe to complete the pilot project, and it was only able to do so by reducing the scope of the interventions. The evaluation revealed that three out of four destinations are still implementing quick-win projects that should be completed by the end of 2017 (Honduras, Jamaica) or that had not even started due to budgetary constraints (Barbados). For future interventions, OAS should consider expanding the timeframe to develop and implement quick-win projects, especially when supporting the establishment of sustainable tourism practices, as they require significant sensitisation, capacity building, regular monitoring and coaching, and adoption of procedures and systems.

### Risk Management

Interviews with destination stakeholders indicate that a risk analysis was conducted during the assessment phase (RDD) of the project. This analysis appears to have been comprehensive in covering programming areas. However, there was less evidence that risk management tools were used by the destinations on a regular basis to mitigate potential risk.

### Climate change

Climate change is a serious concern that could have a tremendous impact on natural resources, and thus on tourist attractions. Most of the activities carried out with the quick-win projects are to mitigate coastal erosion, support reforestation and sensitize to the importance of waste management. With the current climatic shocks, future interventions some attention should be given to disaster management plan to protect both the population the tourists.

### Gender

Women's participation in the tourism industry is important. Women's inclusion in economic activity is also widely noted to have a multiplier effect on a country's economic and social development. A formal gender analysis could have helped the project understand the basic gender barriers in the tourism industry of destination countries and how they could be reduced to increase women's employment opportunities, as well as identify specific gender objectives for SDAA.

However, while no gender analysis was done by SDAA, some notable work was undertaken in Honduras to train women as guides and to provide them with basic skills to attend to tourists professionally. A focus group discussion organized with the beneficiaries of this confirmed they had acquired basic knowledge on the history, culture and heritage of the island. Women said they felt more confident and socially empowered with the knowledge they had gained. The project also provided training to support handicraft development and increase economic opportunities for women by providing basic entrepreneurship training. For instance, women said they had learned how to calculate the proper cost of their handicraft products to generate a profit. They

demonstrated a keen interest in pursuing training to learn more about business. Women mentioned that they would be participating in an exhibition in la Ceiba and Roatan with their handicraft products. These interventions are contributing to building the women’s entrepreneurial spirit. Some of the women met are giving back to the community and are actively involved with recycling activities by teaching youth to use plastic to build baskets, among other things.

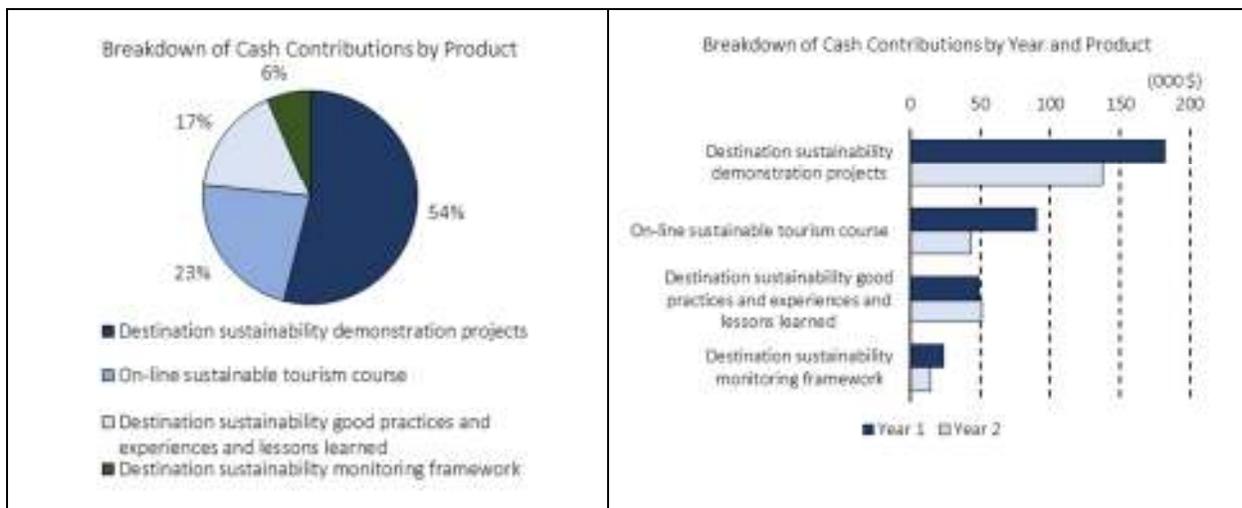
If OAS is serious about integrating gender perspectives, special efforts should be made in designing future interventions by including gender analysis and assessment tools (with gender-specific indicators) to guarantee that gender issues are examined thoroughly and systematically.

Budget Cost and Management

Based on the desk review, project implementation was cost-efficient overall and project management made effective use of funds. Funds were reallocated to adjust to unforeseen events (such as restructuring of the OAS portal) following proper procedures and approvals. The project had a budget envelope of 450,935 USD. The destinations were to provide counterpart funding of at least 5,000 USD for destination quick-win projects. In fact, the destinations provided far greater funds (see Table 3, above) to implement the pilot projects. The OAS’s in-kind contribution to the project has totalled 57,050 USD. Unfortunately, the total in-kind contribution from destination countries was not calculated, but covers the provision of human resources and other amenities over the span of the project.

Diagram 3, below, provides an overview of the breakdown of cash contribution for each of the project components and the breakdown of cash contribution by year and by component.

**Diagram 4**  
Breakdown of cash contribution for each project component/output



Source: Excel spreadsheet Financial Analysis SDAA project.

Not surprisingly, most of the project’s efforts and contributions (54%) were directed toward embedding sustainable tourism practices in day-to-day management and marketing efforts of

target destinations, with a view to enhancing destination stewardship. These efforts included destination assessment, action planning, and marketing efforts to enhance destination competitiveness. Both Jamaica and Barbados carried out the RDD, action planning and identification of quick-win projects. Both countries participated in sharing lessons and experience through international fora

The second most important contribution was for the on-line sustainable tourism training course. It was initially expected to have 320 participants, but in the end only 120 participants benefitted from the training. Was this component a worthwhile investment considering the cost per participant and the high percentage of dropouts (40%)? Only a small percentage of target destinations participants benefitted from the training. Should target destination participants have been prioritized given that the whole cost of this training is paid by the project? Does OAS intend to re-offer this training to OAS members to maximize the return on investment? Would a shorter, but face-to-face training have been more beneficial especially when the project refers to target destination capacity building? Have Internet connectivity issues been considered for some destinations when designing the on-line training? These are some of the questions OAS should consider if it plans to offer on-line capacity building in the future.

There is no question that the time, money, and energy focused on monitoring and evaluation were key to ensuring the proper transfer of knowledge and understanding of the use and purpose of the sustainable tourism monitoring framework; however, this component only received 6% of the funding. The desk review and key informant interviews confirmed the need for more guidance and technical support for target destinations to develop the monitoring system during and beyond the project completion. Because of the value and importance of this component to improving data collection and analysis on sustainable tourism, the OAS should consider shifting more funds to this activity in future interventions. Moreover, on-going technical support ought to be part of an exit strategy to ensure the destinations are properly supported in this endeavour.

There was not enough detailed information available to support a cost analysis; therefore, the evaluator applied a value-for-money perspective<sup>28</sup> to assess which areas were worth the investment, using qualitative information gathered through exchanges with destination stakeholders. The central idea behind value-for-money analysis is to determine the value generated by a project, and assess it using specific criteria that generate consensus among key stakeholders. The criteria considered were the project components asking stakeholders through KII and FDGs what has changed with the results of the project which component were more useful, are the changes good enough.

Stakeholders agreed that the project has done valuable work with the assessment process, which led to the identification of priorities, implementation of pilot projects, and helped to market the socio-cultural authenticity and uniqueness of target destinations. Changes experienced in target destinations because of SDAA include a change of mindset towards the importance of cultural and natural heritage management to preserve social cultural identity and authenticity, and the importance of protecting natural resources to preserve biodiversity. It also increased sensitization to waste management and the importance of recycling. It is still too early to evaluate the

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<sup>28</sup> Action Aid, *Value for money, an ActionAid creating and alternative*, May 017

socioeconomic impact of the quick-win project, as they have not all been completed. When asked what SDAA could have done differently to achieve greater results, stakeholders said that the timelines and processes to consult, identify, and adopt indicators were lengthy and coordination among different departments and information holders should have been implemented over a longer period.

#### 4.4 Sustainability

The following section provides an overall assessment of the sustainability of the SDAA project and highlights some areas of strength and areas for improvement in terms of project sustainability.

The SDAA project has laid some foundation for sustainable tourism management by providing stakeholders with a holistic suite of tools, processes, technical assistance and capacity building. Linking quick-win projects to the priorities of each destination, and using them to build on existing undertakings contribute to the likelihood of sustainability.

The project has had a positive impact on the lives of people in the SDAA target destination communities. Interviews with stakeholders suggest the buy-in from the public, private sector, civil society and communities, and the commitment to moving the tourism industry towards a sustainable future, have been great achievements and are major factors for scalability. The extensive and highly participatory consultation processes that led to a comprehensive assessment of the sector, and the identification of priorities and actions to address them through the quick-win projects that built on existing efforts and policies of each destination was another step toward a unified and consolidated approach to sustainable tourism.

Tools and consultation mechanisms to conduct sector assessment and identify priorities and interventions have the best potential for replication, as already proven by Nicaragua, which has used its SDAA experience, knowledge, and tools to work with other municipalities.

The awareness campaigns and sensitization efforts in each destination on waste management and recycling have contributed to a change of mindset about the importance of keeping the community clean and more attractive for tourists. In addition, the recycling contest organized in schools in Jamaica did more than sensitize students to the importance of recycling and engaging them; it also gave them entrepreneurship ideas, such as using plastic waste to produce marketable products (brooms, baskets and other items). Working with youth is an important activity, because they can become agents of change in their families and communities, thereby extending the reach of sensitization activities.

The evaluator observed that DSC members interviewed are strongly mobilized around the issue of sustainable tourism. It is envisaged that the public-private collaboration facilitated through the DSC platform will remain in place after the project to push forward advocacy of sustainable tourism management and to leverage other financial resources after project completion, if the DSCs achieve the legal status required to request and administer funds. However, there is little evidence to suggest that the DSCs could be sustained by government partners or by private institutions beyond the life of SDAA without on-going technical support from the OAS. Establishing and training DSCs that will assume responsibilities after the project is finished

should be accompanied by an exit strategy that incorporates proper follow-up by OAS experts to ensure the DSCs are supported in their process of empowerment.

With time, the destination monitoring and evaluation systems, processes, and tools should allow adequate demonstration of results, successes and challenges. It is too early to assess if the monitoring framework enables destinations to access flexible, timely, and accurate information. As mentioned above, destinations have slowly started to compile indicators and stressed that establishing coordination with different custodians of information is taking time.

## 5 LESSONS LEARNED

The following lessons are drawn from the evaluation and are intended to serve as useful information for reflecting on this project and for developing and implementing other, similar projects.

- A short-term project like SDAA requires a sustainability plan or exit strategy that engages government and local partners and/or international organizations in the continued support of activities after the project has ended. Such an exit strategy should be part of the planning process.
- The acquisition of technical skills and establishment of DSCs that shift responsibilities to follow up with the appropriate government authorities once the project is finished should be accompanied by an exit strategy that incorporates proper follow-up by OAS experts with DSC to ensure they are supported in their process of empowerment.
- Investments in developing a consolidated and common sustainable tourism M&E framework across several countries necessitates more time and funding than the project allowed.
- Mapping and archiving all information and documents pertaining to SDAA initiatives are key to communicating and improving the quality of future OAS interventions. Therefore, the OAS should be the sole custodian of information pertaining to the SDAA initiative.
- Integrating a gender perspective into programming requires the use of gender analysis and assessment tools (with gender-specific indicators) to guarantee that gender issues are examined and evaluated thoroughly and systematically.
- Coordination among public and private stakeholders to agree on, adopt and implement a sustainable monitoring framework require much more time than what was planned for SDAA. Need more technical support and guidance to existing destination to consolidate achievements and ensure long-term sustainability.

## 6 RECOMMENDATIONS

The following recommendations are inspired by the desk review and overall findings of this evaluation and, in some cases, build on analysis made in various sections of this report.

1. On-going technical and financial support will help ensure that DSCs are fully operational and empowered to lead the implementation and completion of quick-win projects and guide sustainable destination management. Provide more technical support and guidance to existing destinations to consolidate Phase I wins and ensure long-term sustainability
2. Future interventions may explore the possibility of offering additional services to destination countries to help them access additional funding to ensure long-term sustainable financing mechanisms are in place (other OAS programs, other financing sources)
3. Provide target destinations with post project technical support and guidance to be able to measure progress in sustainable tourism management through the adoption, collection and monitoring of key performance indicators
4. Careful consideration should be given to on-line training versus traditional training to reach more target destination participants that have either connectivity issues or conflicting working schedule
5. Consider the possibility to assess the real impact of the on-line training with a tracer study conducted after a longer period has passed could help to determine the long-term retention and use of the learning by participants in their workplaces.
6. Best practice from other destinations should be further explored and included as part of sustainable tourism training for neighboring countries or destinations that share similar challenges
7. For future interventions, the OAS may consider the following:
  - Discuss and develop a formal exit strategy with national stakeholders providing post-project technical assistance to ensure the sustainability of project interventions.
  - Get OAS to assume more leadership and involvement in project monitoring by organizing regular meetings with target destinations and, when feasible, provide expert technical assistance and guidance on a need basis.
8. Consider financing the support of a coordinator in each target destination so ensure follow up of activities
9. Developing a chain of results and accompanying theory of change for a subsequent project will require a facilitated participatory process that engages stakeholders collectively in identifying problems, analyzing them for solutions, and clarifying underlying assumptions and risks

## 7. CONCLUSIONS

Overall, SDAA's objectives are relevant to the tourism priorities of target destinations in the four countries in which the project was implemented. The project achieved most of its planned results. It has laid an important foundation for sustainability by providing a holistic package of

support and assistance that responds to local priorities and engages a full spectrum of local stakeholders. In addition, the tools and consultation mechanisms the project has left behind have great potential for replication. The RDD, for example, has already been used to develop and implement other tourism initiatives in destination countries. It is still premature to assess the utility of the monitoring framework, however; more time is required to adequately demonstrate results, successes, and challenges. Target destinations did benefit from an impact assessment of the country's progress against sustainability indicators. The destination dashboard was designed to help communicate the destination's progress on sustainable destination management to the local community, tourism industry partners, and the large and growing consumer segment. Evidence from the evaluation suggests there is also a need to provide guidance and technical assistance to destination management authorities beyond project completion to consolidate the implementation of the sustainability monitoring framework.

The quick-win projects enabled stakeholders to sustainable destination management skills and to apply them in a practical way. The process also facilitated dialogue and collaboration among multiple stakeholders that provides a model for future work. The Rapid Sustainable Destination Diagnostic (RDD) was a valuable tool that has already been replicated in non-project municipalities in Nicaragua. The Destination Stewardship Councils (DSC) established for each country played a key role in supporting the implementation of the quick-win projects and are expected to continue beyond the project. However, ongoing capacity building and other support will be needed to improve their functioning and sustainability.

The international dialogue, exchanges and sharing of lessons learned and experiences on how sustainable Destination management can support target destinations to enhance their competitiveness and stressed the importance of preserving target destination's cultural and natural heritage to differentiate themselves from other destinations. The long-term health of tourism in target destination is contingent on destinations maintaining their cultural and environmental assets. Finally, support to market destinations is perceived by stakeholders as a very positive approach to increasing the visibility of target destinations.

## APPENDIX 1 – TERMS OF REFERENCE

Type of Appointment:	Individual consultancy
Organizational Unit:	Department of Planning and Evaluation
Start Date:	February 17th, 2017
Duration:	Approximately 7 months (non-consecutive days, see paragraph 2.7)
Consulting Fee:	Based on experience, education and skills
Duty Station:	Washington DC, Member Countries and consultant's place of residence

### Description

At the request of the US Permanent Mission the Department of Planning and Evaluation (DPE) is coordinating an external assessment of the project *Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America* (SDAA). This assessment is part of the DPE's greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. Such efforts, coordinated and supervised by the DPE, began over 7 years ago with the evaluation of initiatives financed by the Spanish Fund for OAS and has been extended to operations financed by other donors, such as Canada and the United States of America. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing best practices in monitoring and evaluation within the Organization.

- 1.1 SDAA is a project that has been supported by the Executive Secretariat for Integral Development of the OAS (SEDI) since 2014 and funded by the US Permanent Mission. In the context of the SDAA, the SEDI, Sustainable Travel International (STI), Caribbean Tourism Organization (CTO), and the Secretary of Central American Integration of Tourism have joined forces to launch a large-scale initiative that aims to greatly enhance how tourism is managed at a destination level in the Caribbean and Central America and improve its future prospects and its ability to compete by embedding sustainability into destination strategies and day-to-day management and marketing. The specific objective of this operation is to improve sustainable destination management in participating countries in the Caribbean and Central America.
- 1.2 The Caribbean is the most tourism dependent region in the world, for it accounts for 14.8 percent of its GDP and 13.3<sup>29</sup> percent of the total employment, making it the single largest contributor to GDP and the biggest employer after the public sector. In 2014, the region received 22.5 million international tourist arrivals and US \$27.3 billion in tourism receipts. At the same, experts indicate that the Caribbean and small island developing states are the

<sup>29</sup> See World Travel & Tourism Council Travel and Tourism Economic Impact 2016.

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

area's most at risk from the impacts of climate change. Climate is expected to affect the length and quality of the tourism season. It is also expected to adversely affect the natural resource base on which most of the region's tourism industry is based. Another challenge faced by governments and business decision makers in tourism destinations in the Caribbean and Central America is the management of increasingly stressed environments with dwindling resources, operating in a new economic reality, and positioning their destinations and businesses in a fiercely competitive global marketplace. This situation is challenging tourism destinations and the tourism sector to look beyond business as usual, and recognize that their future success is dependent on their ability to preserve its natural and cultural asset base and enhance the well-being of residents.

- 1.3 In this context it is fair to say that the future development of the Caribbean and Central America relies significantly on the region's ability to sustain tourism. Yet the measures of tourism success are almost exclusively economic. To ensure tourism in these regions prospers and keeps pace with the tourism offering in other emerging and developed destinations, it is essential that the industry grows and develops in harmony with the environment and the communities on which its on-going success depends.
- 1.4 Consequently this innovative initiative, supported by the OAS, STI and the CTO, included among other the following actions:
  - i) A comprehensive evaluation of its performance against globally-recognized criteria and indicators for sustainable destination management. These evaluations were performed using Sustainable Travel International's Rapid Destination Diagnostic methodology.
  - ii) An action agenda to establish practical quick-win projects that address the evaluation's priority areas.
  - iii) An on-line Sustainable Tourism Professionals educational training program designed to build local capacity in sustainability good practices.
  - iv) A destination monitoring tool that will help track salient key performance indicators.
  - v) Sustainability storytelling, designed to help each destination share best practices aligned with the SDAA initiative.

### *SDAA Project*

- 1.5 Since its inception, the goal of the SDAA has been to contribute to increasing tourism destination competitiveness in the Caribbean and Central America. On the other hand, the SDAA objective is to improve sustainable destination management in 4 participating countries in the Caribbean and Central America –Barbados, Honduras, Jamaica, Nicaragua.

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

1.6 The SDAA considered 4 components as follows:

- i) *Destination sustainability demonstration projects developed in two (2) tourism destinations in the Caribbean and two (2) in Central America.* The objective of this component is to facilitate a focused evaluation of pilot destinations performance around the key elements of sustainable destination management. By the end of the project execution period, a unified and comprehensive approach for destination sustainability will be tested in four (4) tourism destinations. The demonstration projects will help participating destinations to identify and monitor risks, establish priorities, and develop actionable plans and a path forward for destination sustainability.
- ii) *An on-line sustainable tourism course designed and delivered to facilitate implementation of sustainability practices by MSMEs and tourism decision-makers from the private and public sectors.* The objective of this component is to build local capacity of micro, small, and medium- sized tourism enterprises (MSMEs), women entrepreneurs, and tourism decision-makers from the public and private sectors to implement sustainability good practices and projects.
- iii) *Destination sustainability good practices and experiences and lessons learned disseminated internationally to leverage market advantage and encourage wider buy-in.* The objective of this component is to foster hemispheric and international dialogue about how sustainability can help to differentiate a tourism destination and enhance its competitiveness. Destination sustainability successful practices and experiences, and lessons learned, will be disseminated regionally and internationally to leverage market advantage and foster greater understanding about how to make sustainability actionable among destination decision-makers throughout OAS member states and globally. The main expected results include: interactive destination stewardship panel discussions will be organized at the Inter-American Congress of Ministers and High-level Authorities of Tourism held annually to share results, destination experiences and lessons learned from demonstration projects.
- iv) *A destination sustainability monitoring framework for tracking key tourism and sustainability metrics and a learning system to enable destination decision-makers to record and track priority metrics developed and adopted in four (4) pilot destinations.* The objective of this component of work is to implement destination sustainability monitoring frameworks and build local capacity to enable biennial evaluation of the changes occurring in priority destination sustainability metrics. The monitoring system can help to improve destination management over time by recording and tracking changes occurring at a destination level over time. Indicators for measuring issues associated to gender in tourism will be included in the monitoring system. The main expected results include: a destination sustainability monitoring framework and guidance document for destinations developed and launched; and twenty (20) destination managers from pilot destination tourism authorities and Destination Stewardship Council representatives trained on recording

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

and tracking key metrics through the destination sustainability monitoring framework.

### Duties and Responsibilities

The objective of the Consultancy is to evaluate the efficiency, effectiveness and sustainability of the project “Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America”. The evaluation will specifically focus on the delivery of the main Outputs, and the Immediate and Intermediate Outcomes for the project.

#### *A. Scope of the Evaluation*

2.1 To achieve the objective the Consultant shall:

- Conduct a formative and summative evaluation to identify the main achievements and results of the project.
- Determine the relevance of the project vis á vis the OAS mandates and priorities in the countries to benefit from the interventions.
- Determine the efficiency and effectiveness of the project.
- Critically analyze the formulation, design, implementation and management of the project and make recommendations as needed.
- Conduct a Cost-Benefit Analysis (CBA) of the operation.
- Assess the institutional and financial sustainability of the interventions financed by the project.
- Document lessons learned related to the formulation, design, implementation, management and sustainability.
- Make recommendations, as appropriate, to improve the formulation, design and implementation for future similar interventions.
- Assess if and how the project addressed the crosscutting issue of gender perspective and to what results.
- Take into consideration revisions made to Output 2 related to the On-line Sustainable Tourism Course

2.2 In addition to the above, the consultancy will make every attempt to answer the following performance questions:

- i) Was the project’s implicit Theory of Change effective?

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

- ii) Were project's objectives achieved?
- iii) Were the outcome indicators the appropriate measurement of success?
- iv) Are the project's achievements sustainable?
- v) Was the project cost efficient?
- vi) Did the project team applied results based management principles from its inception to its conclusion?
- vii) Are the project's indicators S.M.A.R.T.?
- viii) Was the process for the selection of beneficiaries done based on a pre-established criterion and were the criteria appropriate?
- ix) Were best practices taken into account during the design and applied during the implementation?
- x) Did the project include specific requirements for conducting follow-up of training activities to measure: increased skills, awareness and abilities among recipients; and the strengthening of institutions where such individuals work, among others? — consider using the Kirkpatrick model.
- xi) Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of project's actions?

### *B. Information Sources*

2.3 Among other sources the consultancy will review the following:

- i) Progress implementation reports.
- ii) Completion reports.
- iii) Logical Framework.
- iv) Products derived from the implementation of the project and means of verification.
- v) Any other document deemed relevant for the completion of the work.

### *C. Stakeholders*

2.4 Among other stakeholders the consultancy will consider the following:

- i) Project Team.
- ii) Member countries.

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

- iii) Local and national counterparts.
- iv) STI.
- v) CTO.
- vi) Donors.
- vii) Department of Planning and Evaluation, OAS.
- viii) Beneficiaries, individual and member countries.

### Activities

2.5 This consultancy will be coordinated and supervised by the Department of Planning and Evaluation (DPE).

2.6 The evaluation process will take a participatory approach and take account of the views of all key stakeholders. In general, the evaluation will be based on interviews, analysis of documents, field visits, use of relevant evaluation instruments (i.e. application of surveys, focus groups, etc.) and all available data sources, as required.

#### *A. Phase I: Preparatory Activities*

2.7 To achieve the objectives of the Terms of Reference, the consultancy shall carry out the following activities, without prejudice to other tasks that are necessary to complete the work:

- i) Conduct an inception mission to OAS headquarters to meet with key stakeholders and assess more accurately the scope of the work and request the necessary information to perform effectively. As a result, the consultancy will submit an inception report, including a work plan to the DPE, which will include the description and chronology of the activities to be carried out, the reports to be submitted and the deliverables of the evaluation.
- ii) Develop an Evaluation Framework (EF) as part of the inception report, which will contribute to determining if the project was implemented efficiently and effectively and generated the expected results. The EF shall include the following sections among other:
  - (a) A description of the methodology or design of evaluation strategy, including the sampling framework to be used for the collection of data; and the evaluation matrix. The evaluation methodology must consider qualitative and quantitative measurements.
  - (b) Data collection protocols and analysis of information.

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

- (c) Data collection instruments.
- (d) The identification and measurement of output and outcome indicators (initial, intermediate and final) to measure the project's efficiency and effectiveness, in addition to those previously identified during the design of the project, if any. Both groups of indicators are expected to include their definition and methodologies for the collection and calculation.
- (e) The instruments for the collection of information and related materials.
- (f) The work plan for the consultancy, including the collection, analysis and production of reports (see paragraph 3.3 (i);
- (g) A proposal of the table of contents of the final report, among others.

### *B. Phase II: Collection and Analysis of Information, and Midterm Report*

- iii) Review all the relevant documentation including those produced during the formulation and design of the project.
- iv) Conduct interviews and collect information from key stakeholders, including: Project Team (in Washington DC), US Mission officials; government officials, and direct and indirect beneficiaries, among other (see paragraph 2.5).
- v) Conduct interviews and focus groups with beneficiaries and executors to validate the implicit chain of results (Logic Model) for the project, by determining if it was adequate and valid for the expected and actual results.
- vi) Establish the project's efficiency and effectiveness, identifying lessons learned and making recommendations for future executions. This assessment should include a Cost - Benefit Analysis of the project to determine the economic feasibility of the proposed model of intervention.
- vii) Assess the management of the project in the use of planning and implementation tools, such as annual operations plans, logical framework, and project monitoring reports among others.
- viii) Assess the technical and economic feasibility of the project, including the sustainability of its benefits.
- ix) Determine the relevance of the criteria used for the targeting of beneficiaries; including individuals and member countries benefiting from the project and make appropriate recommendations for similar projects in the future.
- x) Analyze how and if the project incorporated a gender perspective approach in the execution of its components, and if there were any such efforts, determine how consequential it was.

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

- xi) Measure the projects' performance in terms of efficiency and effectiveness. The consultancy shall review and suggest adjustments to the indicators identified in the Logical Framework. In addition, the consultancy shall identify, propose and measure indicators that were not considered in the design. The consultancy shall analyze the extent to which the expected results were achieved as well as identify unplanned results that may have occurred.
- xii) *Conduct at least 2 missions to Member Countries as needed.* The selection criteria for the countries to be visited will be determined during Phase I of this TOR in conjunction with the DPE and key stakeholders.<sup>30</sup>
- xiii) Produce a midterm report describing the progress of the evaluation and the findings to date. The report will be accompanied by a Power Point presentation.
- xiv) Participate in a videoconference with OAS headquarters to present the midterm report.

### C. *Phase III: Presentation of Final Report*

- xv) Produce a final report analyzing and describing the execution, outputs and outcomes of the supported actions; lessons learned, recommendations and conclusions; a section for sustainability and beneficiaries, among others. The report will be accompanied by a Power Point presentation.
- xvi) Conduct *one mission to OAS headquarters* to present the final report.

### Products and Deliverables

- 2.8 The consultancy will produce and deliver the following documents taking into consideration each of the activities described in the above section:
- i) A detailed work plan and the evaluation Framework *within 15 days* of signing the contract.
  - ii) An inception report, including an updated work plan on a previously agreed date.
  - iii) A midterm report on the progress of the consultancy including, a revised Logical Framework, the theory of change and a Power Point to be presented in OAS headquarters on a previously agreed date.
  - iv) Final Evaluation Report including a cost-benefit analysis, all products mentioned above and a Power Point Presentation to be presented in OAS headquarters on a previously agreed date.

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<sup>30</sup> If for some unforeseeable reason, after the contract has been signed, a mission cannot be executed, the total contract amount will be adjusted down to reflect the appropriate amount.

## APPENDIX 1 – TERMS OF REFERENCE (CONTINUED)

If for some unforeseeable reason, after the contract has been signed, a mission cannot be executed, the total contract amount will be adjusted down to reflect the appropriate amount.

### Timeframe and Payment Schedule

- 2.9 It is expected that the consultancy will require a total of 56 non-consecutive working days between February and August of 2017.
- 2.10 The payment schedule is as follows:
- 15% Upon signing the contract.
  - 20% Upon delivery of an inception report.
  - 30% Upon delivery of a midterm report accompanied by a Power Point presentation.
  - 35% Upon delivery of the Final Evaluation Report accompanied by a Power Point presentation

### Procurement Process

- 2.11 The contracting will follow the procurement processes outlined by OAS tender regulations when necessary, as well as Executive Order 05-04 Corr.1., ensuring the application of competitiveness and transparency principles.

### Education and Experience

The consultant must demonstrate a minimum 10 years of expertise in project evaluation and must have attained a graduate degree in public policy, economics, management or related area; and experience working in Latin America and the Caribbean. In addition, the consultant should be proficient in the use of the English and Spanish language, oral and written. Experience in sustainable tourism, in working with an international organization in the Americas and in the evaluation of similar projects is not a requirement but will be a plus.

Consultants interested in participating in the selection process should send the expression of interest and CV *no later than February 10th, 2017* to Paola Cardenas Camacho at [pcardenas@oas.org](mailto:pcardenas@oas.org).

## APPENDIX 2 – EVALUATION MATRIX

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
<b>1. Relevance</b>				
Did the SDAA project suited the OAS and benefitting Destination countries priorities?				
1.1 To what extent is the SDAA project aligned with the OAS mandate?	<ul style="list-style-type: none"> <li>To what extent is the SDAA project aligned with sustainable tourism standards and international conventions?</li> </ul>	<ul style="list-style-type: none"> <li>Level of consistency between the SDAA project and OAS mandate/priorities</li> <li>Degree of consistency between SDAA project stated goals and objectives and those of international conventions in Tourism and sustainable development goals</li> </ul>	<ul style="list-style-type: none"> <li>DPE and SDAA project team in OAS, STI</li> <li>Documents outlining OAS priorities, International convention in tourism, SDGs goals</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
1.2 To what extent is the SDA SDAA project aligned with the policies and priorities of Destination benefitting countries?	<ul style="list-style-type: none"> <li>How relevant are the SDAA project objectives in each of the Destination country contexts?</li> <li>To what extent is the SDAA project aligned with the Ministry of tourism priorities in each benefitting country?</li> </ul>	<ul style="list-style-type: none"> <li>Level of consistency between the SDA SDAA project and the government's priorities and needs in tourism for benefitting countries</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, US Permanent Mission to the OAS, STI, SDAA project management team</li> <li>Tourism stakeholders: National Tourism authorities, CTO, SITCA, RCL</li> <li>National Tourism Policies, Institutional and Policy frameworks in place.</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
<b>2. Effectiveness</b>				
Were the SDAA project results achieved? Are the SDAA project indicators SMART?				
2.1 To what extent has the SDAA project been successful in improving destination management in participating Destination countries in the Caribbean and Central America?	<ul style="list-style-type: none"> <li>How effective has the SDAA project been in endowing participating Destination countries with a destination sustainability monitoring framework to track and capture key tourism and sustainability metrics?</li> <li>How effective has the SDAA project been in identifying and implementing with Destination Country stakeholders quick-win projects?</li> </ul>	<ul style="list-style-type: none"> <li>Number of country who have implemented the destination sustainability monitoring framework (number compared to those planned for)</li> <li>Number and type of quick-win projects agreed and implemented (number compared to those planned for)</li> <li>Evidence of changes in each of the Destination country in terms of sustainable management practice</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, US Permanent Mission to the OAS, STI, SDAA project management team</li> <li>Tourism Stakeholders, National Tourism authorities, CTO, SITCA, RCL, Country Liaison Committee representatives</li> <li>Reports on Progress of project implementation (RPPI), Completion reports Verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
2.2 To what extent has the SDAA project been effective in designing tools and mechanism to support Destination countries to identify destination risk and priorities and implement projects to address specific tourism challenges in the Caribbean and Central America?	<ul style="list-style-type: none"> <li>How successful what the SDAA project in meeting its target in terms of destination sustainability assessment</li> <li>How successful was the SDAA project in meeting its target in terms of Action agenda agreed by Tourism authorities?</li> </ul>	<ul style="list-style-type: none"> <li>Number of Rapid Sustainable Destination Diagnostic (RDD) assessments conducted.</li> <li>Number of destination snapshot completed</li> <li>Number of Action Agendas developed</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, US Permanent Mission to the OAS, STI, SDAA project management team</li> <li>Benefiting countries stakeholders</li> <li>RDD, Roundtable meeting to validate Countries RDDA, RPPI, Completion reports, Verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interview</li> <li>Desk review</li> </ul>
2.2 (continued)	<ul style="list-style-type: none"> <li>How effective has technical</li> </ul>	<ul style="list-style-type: none"> <li>Adequacy of the on-line sustainable tourism</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA</li> </ul>	<ul style="list-style-type: none"> <li>Key informant</li> </ul>

## APPENDIX 2 – EVALUATION MATRIX (CONTINUED)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
	<p>support provided by OAS and STI been in responding to capacity building needs to facilitate the implementation of sustainable tourism practices?</p> <ul style="list-style-type: none"> <li>To what extent has the on-line sustainable tourism course enabled Destination countries ‘public and private stakeholders to acquire and applied sustainable practices in tourism?</li> </ul>	<p>course to capacity building needs of targeted Destination countries</p> <ul style="list-style-type: none"> <li>Number of individuals benefitting from the on-line course in Spanish and English (M/F)</li> <li>Level of satisfaction of public, private participants with the on-line training</li> <li>Type of skills/sustainability practices acquired</li> <li>Degree to which skills have been applied</li> <li>Appropriateness of training material</li> <li>Adequacy of SDAA capacity building interventions.</li> <li>Evidence of new practices adopted and applied</li> </ul>	<p>project management team</p> <ul style="list-style-type: none"> <li>OAS Education Portal team and STI</li> <li>PENT- FLASCO (role?)</li> <li>Tutors involve with on-line training</li> <li>On-line course participants: MSMEs tourism professionals and public-sector officials</li> <li>Formal course Report from Education Portal of the Americas</li> <li>Sustainable Tourism course workbooks/modules</li> </ul>	<p>interviews</p> <ul style="list-style-type: none"> <li>Desk review</li> <li>On-line survey (if we can have the coordinates of the 120 participants) TBD</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent has SDAA project’s good practices experiences and lessons learned been disseminated internationally</li> <li>What is working and what could be improved?</li> <li>To what extent has the sharing of good practices, experience and lessons learned has encouraged wider buy-in from Destination country stakeholders? How so?</li> </ul>	<ul style="list-style-type: none"> <li>Type of communications and knowledge-sharing tools established</li> <li>Number and type of events promoting the sharing of good practices, experiences and lessons learned</li> <li>Degree of satisfaction of country stakeholders about the knowledge sharing and practices disseminated</li> <li>Type of locally developed best practices</li> <li>Type of lessons/success stories drawn from the SDAA project implementation</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI, Country stakeholders: National Tourism Authorities, CTO, SITCA, RCL</li> <li>Guidelines for Valued-based stories/Destination stories. Video interviews with local leaders and leading organizations in Destinations countries (Honduras, Barbados, Nicaragua), Media event in ITB Berlin/CTO, Panel Presentation, workshops, etc., Inter-American Congress of Ministers of Tourism in 2014, 2015</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent is the monitoring framework developed effective in capturing key tourism and sustainability metrics and enabling destination decision-makers to access key data, monitor progress, report on impact of tourism and inform future decision making?</li> </ul>	<ul style="list-style-type: none"> <li>Degree of adequacy of data collection tools, data storage and analysis methods, and database functionality (if any)</li> <li>Type of adjustment or streamlining of indicators to fit Destination Country’s need</li> <li>Degree of satisfaction of SDAA country reporting authority and destination managers with the existing monitoring system and usefulness of data capture</li> <li>Suggestions to improve the monitoring system for Phase II</li> <li>Number of destination countries that adopted the destination sustainability monitoring framework</li> <li>Evidence s that the SDAA project has been adjusted or decisions taken due to M&amp;E data</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>Country reporting authority, destination managers (20)</li> <li>Destination monitoring system and methodology document, worksheet for data entry with indicators, method sheet</li> <li>Webinar on M&amp;E framework, Data collection tools</li> <li>Destination monitoring Dashboard reports (baseline and current)</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Focus group discussions – TBD</li> <li>Desk review</li> </ul>

## APPENDIX 2 – EVALUATION MATRIX (CONTINUED)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
2.3 What are the final results?	<ul style="list-style-type: none"> <li>What evidence-based changes occurred since the implementation of the SDAA project?</li> <li>What are the results for each result indicator outlined in the LFA and specific to targeted Destination countries?</li> </ul>	<ul style="list-style-type: none"> <li>Number and type of results achieved, both quantitative and qualitative as per M&amp;E sustainable framework for each destination country (people, places, resources)</li> </ul>	<ul style="list-style-type: none"> <li>RPPI Completion Reports Verification report, Country Dashboard reports</li> </ul>	<ul style="list-style-type: none"> <li>Desk review</li> </ul>
2.4 How was gender cross-cutting theme been promoted and supported with the SDAA project?	<ul style="list-style-type: none"> <li>What gender results were achieved with the SDAA project?</li> <li>What were the major factors influencing the achievement of gender intervention in the SDAA project?</li> </ul>	<ul style="list-style-type: none"> <li>Type of strategies and mechanisms adopted to support gender integration in respective Destination country</li> <li>Type of factors contributing to the implementation of activities targeting women</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>Destination countries stakeholders</li> <li>RPPI, Completion reports, Verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
2.5 Has the SDAA project generated any unintended results? [note] Why did these positive/negative results occur?	<ul style="list-style-type: none"> <li>What are the positive unintended results, if any?</li> <li>What are the negative unintended results, if any?</li> </ul>	<ul style="list-style-type: none"> <li>Number and type of positive or negative unintended results stemming from the implementation of the SDAA project</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>Stakeholders in benefitting countries</li> <li>RPPI, Completion reports Monitoring and Progress report, Verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
2.6 To what extent has the SDAA project generated economic and social impact in targeted Destination countries?	<ul style="list-style-type: none"> <li>What are the most visible economic and social effect in the field?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of economic changes</li> <li>Evidence of social changes</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>Stakeholders in benefitting countries</li> <li>RPPI, Completion reports Monitoring and Progress report, Verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Focus group discussions</li> </ul>
2.7 To what extent has the SDAA project foster stakeholder engagement (including community engagement in targeted Destination countries)?	<ul style="list-style-type: none"> <li>To what extent are the SDC functional and allowing to coordinate interventions to improve destination management?</li> </ul>	<ul style="list-style-type: none"> <li>Degree of functionality of SDC</li> <li>Type of participatory process established to foster multi-sectoral participation</li> </ul>	<ul style="list-style-type: none"> <li>DSC representatives</li> <li>Local, National Tourism stakeholders (private, public, NGOs, Community)</li> </ul>	<ul style="list-style-type: none"> <li>Focus group discussions</li> </ul>
2.8 To what extent has the SDAA project enhanced cultural and natural Heritage Management?	<ul style="list-style-type: none"> <li>To what extent has the SDAA project contribute to the establishment of a model for engaging the public in sustainable heritage tourism?</li> </ul>	<ul style="list-style-type: none"> <li>Number of Action SDAA projects rescuing cultural and natural heritage</li> <li>Type of guidelines and management practices developed by each country</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, US Permanent Mission to the OAS, STI, CTO, RCL</li> <li>National, Local Tourism stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> </ul>
2.9 To what extent has the SDAA project foster environmental conservation?	<ul style="list-style-type: none"> <li>How did the SDAA project contribute to this?</li> </ul>	<ul style="list-style-type: none"> <li>Number of Action SDAA projects targeting environment conservation</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, US Permanent Mission to the OAS, STI, RCL</li> <li>National, Local Tourism stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>

## APPENDIX 2 – EVALUATION MATRIX (CONTINUED)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
<b>3. Efficiency and implementation</b>				
Did the SDAA project operate efficiently with the allocated resources and inputs? How efficient are the overall SDAA project implementation, SDAA project coordination, and collaboration among stakeholders? Was the SDAA project cost-efficient? Retrospectively has as the project spent in the right component to generate a maximum of positive and lasting changes (country-specific changes)?				
3.1 How effective has OAS, STI technical support been to plan, implement and manage the SDAA project?	<ul style="list-style-type: none"> <li>What has been working and what could be improved?</li> </ul>	<ul style="list-style-type: none"> <li>Type of support provided by OAS, STI</li> <li>Quality and adequacy of material, pedagogical and technical support provided by OAS/STI</li> <li>Type of adjustments made and/or corrective measures taken to respond to specific needs</li> <li>Level of satisfaction of Destination country stakeholders about the technical support provided STI and OAS</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>RPPI, Completion reports Monitoring and Progress report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
3.2 How effectively have SDAA project communications been carried out among key stakeholders? [note]	<ul style="list-style-type: none"> <li>What collaboration and exchanges have there been between STI/OAS and Destination Countries?</li> </ul>	<ul style="list-style-type: none"> <li>Existence of communications strategies and/or tools to support communications and exchanges of key SDAA project information</li> <li>Existence of social communications strategies targeting local communities</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>Destination countries stakeholders,</li> <li>Progress implementation report, Completion reports Monitoring and Progress report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
3.3 Was SDAA project implementation on schedule?	<ul style="list-style-type: none"> <li>Has the SDAA project met established deliverables on time?</li> <li>How realistic were the original SDAA project timelines?</li> <li>What mechanisms were put in place to ensure adherence to the SDAA project timelines?</li> </ul>	<ul style="list-style-type: none"> <li>Degree to which results were achieved according to the expected timeframe and against expected targets</li> <li>Type of variances between planned and achieved results</li> <li>Types of delays occurred</li> <li>Type of adjustment made or corrective measures taken</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, US Permanent Mission to the OAS, STI</li> <li>Key stakeholders in benefitting countries</li> <li>SDAA project implementation methodology document with accompanying tools</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
3.4 To what extent were SDAA project activities for promoting sustainable tourism cost-efficient?	<ul style="list-style-type: none"> <li>Did the SDAA project operate efficiently with the allocated resources and inputs?</li> <li>What if anything could have been done to improve SDAA project efficiency?</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of SDAA project inputs and resources</li> <li>Type of best practices developed to ensure greater SDAA project efficiency</li> <li>Extent to which SDA managerial support, and communications effectively support SDAA project delivery</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders OAS, DPE, US Permanent Mission to the OAS, STI</li> <li>RPPI, SDAA projects work plan SDAA project budgets and financial report</li> </ul>	<ul style="list-style-type: none"> <li>Key information interviews</li> <li>Desk review</li> </ul>
3.5 To what extent was the selection of pilot destination based on pre-established criteria and process?	<ul style="list-style-type: none"> <li>What were the criteria (scoring results) and where they appropriate?</li> </ul>	<ul style="list-style-type: none"> <li>Adequacy of the selection criteria for the selection of pilot destinations</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS DPE, STI,</li> <li>SDAA Project liaison team</li> <li>Destination Application process</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>

## APPENDIX 2 – EVALUATION MATRIX (CONTINUED)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
3.6 Were there any external/internal factors that influenced (positively or negatively) SDAA project's implementation? [note]	<ul style="list-style-type: none"> <li>Were any problems or bottlenecks encountered? What were they?</li> <li>What external factors (political or social) may have effected implementation?</li> </ul>	<ul style="list-style-type: none"> <li>Type of external/internal factor that influenced SDAA project implementation</li> <li>Type of problems or bottlenecks encountered over the course of the SDAA project</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, US Permanent Mission to the OAS, STI</li> <li>RPPI, Completion reports, verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
How adequate were mechanisms and tools in place to track the SDAA project's achievements against short-term and long-term results?				
3.7 Were the right monitoring structures and mechanisms in place to follow up on the progress and assessment of SDAA project's results?	<ul style="list-style-type: none"> <li>How did the destination monitoring and evaluation system, processes and tools allow the adequate demonstration of results, successes and challenges?</li> <li>Does the reporting exercise allow adequate presentation of results, successes and challenges?</li> <li>Were the SDAA project indicators SMART and appropriate to measure results?</li> <li>Are key stakeholders looking favorably at SDAA project results as measured using current means and methods?</li> </ul>	<ul style="list-style-type: none"> <li>Adequacy of data collection tools, KPI, data storage and analysis method.</li> <li>Extent to which the SDAA project's M&amp;E systems allows adequate collection, storage and analysis of data with regarding SDAA project planning and implementation</li> <li>Degree of satisfaction of SDAA project team and country reporting authority on the monitoring and evaluation system and selected SDAA indicators</li> <li>Level of resource allocation for M&amp;E for the SDAA project and for each country</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS, DPE, SDAA project management team, STI, Reporting authority in each Destination country</li> <li>Destination monitoring system, and KPI indicators</li> <li>Dashboard Report (monitoring baseline and update)</li> <li>Destination sustainability monitoring framework and guidance document</li> </ul>	<ul style="list-style-type: none"> <li>Key informant Interviews</li> <li>Desk review</li> </ul>
3.8 What are the strengths and weaknesses of the SDAA project's M&E system? Is the monitoring system easy to use and low-cost? What could be improved for future interventions?	<ul style="list-style-type: none"> <li>Is a robust M&amp;E system in place to collect useful data on a regular basis?</li> <li>To what extent is the M&amp;E system capturing the required SDAA project data?</li> <li>How simple, flexible, timely and accurate is the Destination M&amp;E system?</li> </ul>	<ul style="list-style-type: none"> <li>Quality of result frameworks/core indicators readily available (25)</li> <li>Quantity of disaggregated data collected</li> <li>Perceptions of users (country stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>OAS SDAA project Management team, DPE, STI</li> <li>Table of indicators</li> <li>Destination sustainability monitoring framework</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
3.9 To what extent were risks associated with the achievement of results adequately identified, analysed and managed?	<ul style="list-style-type: none"> <li>What could be improved for future interventions?</li> </ul>	<ul style="list-style-type: none"> <li>Number and type of risks identified, analysed and mitigated</li> </ul>	<ul style="list-style-type: none"> <li>OAS SDAA project management team, DPE, STI</li> <li>Risks and assumptions identified during planning and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>

## APPENDIX 2 – EVALUATION MATRIX (CONTINUED)

Criteria/questions	Sub-questions	Indicators	Data sources	Data collection methods
<b>4. Sustainability</b>				
Are the benefits of the SDAA project activities for Destination countries to continue into the long-term? Are the SDAA project benefits achieved sustainable?				
4.1 To what extent does the SDAA model have the capacity to sustain itself into the future (e.g. with respect to organizational, structural and management capacity)?	<ul style="list-style-type: none"> <li>What results were sustained since the end of the SDAA project by benefiting Destination countries and their partners</li> <li>To what extent will benefiting Destination countries able to maintain a holistic destination monitoring system beyond the SDAA project?</li> </ul>	<ul style="list-style-type: none"> <li>Degree of integration with the existing institutional structure Ministry of Tourism,</li> <li>Degree of national, local authority/community ownership demonstrated over the SDAA project</li> <li>Type of locally sustainable tourism practices adopted</li> </ul>	<ul style="list-style-type: none"> <li>Destination Stewardship Councils representatives (SDCs)</li> <li>Local authorities/Tourism Management organization, Community representatives</li> <li>Sustainable Tourism strategy, promotion</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Focus group discussions (TBD)</li> <li>Desk review</li> </ul>
4.2 What are the major factors that have influenced the achievement or non-achievement of sustainability of SDAA results?	<ul style="list-style-type: none"> <li>What supporting factors e contributed to the sustaining of results?</li> <li>What constraints has the SDAA project faced that may have effected sustaining results?</li> <li>Do the local authorities, community groups, perceive they have a role to sustain the benefits they have gained through the SDAA project? If so, what are the actions that are expected from them, and are the conditions met for these actions to take place?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that results will be maintained beyond SDAA project completion</li> <li>Number and type of factors supporting SDA sustainability</li> <li>Number and type of constraints that have influence the achievement of SDAA project's sustainability</li> <li>Type of initiatives/interventions implemented by benefiting countries authorities to evidence that the results will be maintained</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders in OAS -DPE SDAA project team, STI, CTO, RCL</li> <li>Country stakeholders (pubic, private, civil society)</li> <li>Country Dashboard information</li> <li>World Travel &amp; Tourism Council, The Economic Impact of Travel &amp; Tourism (economic impacts, employment, investments)</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
4.3 What were the most effective/least effective approaches/strategy towards sustainability?	<ul style="list-style-type: none"> <li>What strategies were put in place to ensure sustainability of efforts?</li> <li>What evidence is there that results will be sustained after he SDAA project?</li> </ul>	<ul style="list-style-type: none"> <li>Type of strategies put in in place to ensure sustainability of interventions</li> <li>Perception of country stakeholders on the viability of the results achieved</li> </ul>	<ul style="list-style-type: none"> <li>OAS, US Permanent Mission to the OAS, STI, CTO SITCA, RCL</li> <li>Stewardship Council representatives</li> <li>RPPI, Completion reports, verification report</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>
4.4 What lessons have been learned with the SDAA?	<ul style="list-style-type: none"> <li>To what extent has the knowledge, methods and tools generated by SDAA project been disseminated to the tourism industry and among national and international stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>Type of lessons leaned</li> </ul>	<ul style="list-style-type: none"> <li>OAS, US Mission, STI, CTO SITCA, RCL</li> <li>National Tourism Authorities</li> </ul>	<ul style="list-style-type: none"> <li>Key informant interviews</li> <li>Desk review</li> </ul>

Note: Proposed new question.

## APPENDIX 3 – LIST OF DOCUMENTS TO REVIEW

### Verification Report/Report on progress of Project implementation (RPPI)

- *Verification based on the final report*, SID1312, prepared by the Department of Planning and Evaluation, June 29, 2016.
- *Report on progress of Project implementation (RPPI)*, OAS, Department of Planning and Evaluation, June 3, 2016.
- *Report on progress of Project implementation (RPPI)*, OAS, Department of Planning and Evaluation, January 9, 2015.
- *Report on progress of Project implementation (RPPI)*, OAS, Department of Planning and Evaluation, SID1312- Progress Report for US Mission-Feb 2015.

### Project Status Reports

- *Project Status Report*, prepared by the Department of Planning and Evaluation (DPE), Date of submission of report to DPE January 9 and January 20, 2015, Period reported on, March to October 2014.
- SID1312 SDAA Verification – Feb 2015, *Project Status report*, prepared by the Department of Planning and Evaluation (DPE), January, February 2015.

### Final Reports

- *Final report Increasing tourism competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America*, CODE SID 1312 prepared by Sustainable Travel International, June 29, 2016.
- First project report SDAA project (SID1312) (extension msg can't access the document).

### Monitoring Systems\Country information (Dropbox Mo Vol 1)

- Sustainable Travel International, *SDAA Destination Monitoring System Webinar*, 63 pages.
- Barbados Dashboard, (N. D.).
- Honduras Dashboard, tablero de Destino.
- SDAA, OAS, Honduras, *SDAA monthly reporting* (project UTILA), January 2017.
- SDAA, OAS, Honduras, *SDAA monthly report*, December 12, 2016.
- Jamaica Dashboard.
- Jamaica SDAA Monthly report, March 2017.

## APPENDIX 3 – LIST OF DOCUMENTS TO REVIEW (CONTINUED)

- Jamaica SDAA, Project update presentation, October 2016.
- Nicaragua Dashboard.
- Nicaragua, Quick Win projects progress report Ometepe, (Patrimonio cultural).

### Additional Reports provided in Washington

- SID 1312, USA letter, Third Fund Disbursed, April 2015.
- *Signed Letter of Understanding (LOU)*, Nicaragua.
- *Signed Letter of Understanding (LOU)*, Honduras.
- *Signed Letter of Understanding (LOU)*, Jamaica.
- *Signed Letter of Understanding (LOU)*, Barbados.
- *Copy of Selection Sustainable Tourism Course Spanish Final.*
- *Copy of Selection Sustainable Tourism Course English Final.*
- OAS, *Course implementation final report.*
- OAS, *Course implementation final report (2).*
- OAS, *Practicas de sostenibilidad para lideres turisticos Convocatoria.*
- Sustainability practice for Tourism, *Leaders course announcement.*
- Copy of Pre-Selected Participants, EPA registered.
- Barbados, *Contact information.*
- Barbados, Barbados report, 4-21-16 Snapshot.
- OAS, SDAA, *Eligibility criteria and timeline*, April 24, 2016.
- Jamaica, *SDAA quick-wing project.*
- Jamaica, SDAA, *RDD report, Final Snapshot*, July 26, 2016.
- Jamaica, *SDAA Monthly report*, March 2017.
- Honduras, Utila, RDD report, August 25, 2017.
- Honduras, *Dashboard, Spanish version.*

## APPENDIX 3 – LIST OF DOCUMENTS TO REVIEW (CONTINUED)

- Honduras, *SDAA Monthly report, January (2)*.
- Honduras, *December 2016, Monthly report*.
- Honduras, *Dashboard Spanish*.
- Nicaragua, RDD report Snapshot preliminary.
- Nicaragua, *Quick-win projects progress report*.
- Nicaragua, Dashboard, Spanish version.
- STI, *Destination Monitoring System presentation*.

### Financial Information/Financial reporting (Dropbox Eval Sustainable destination)

- OAS, Department of Financial services, Financial reporting and Administration Coordination Section, *FS\_SID1312-TOU\_USOAS14-03\_OCT\_14\_INTERIM\_LM. N. financial report period October 31, 2014 to December to December 14, 2015*.
- OAS, Department of Financial services, Financial reporting and Administration Coordination Section, *FS\_SID1312-TOU\_USOAS14-03\_OCT\_16\_FINAL\_PG Certified, Financial report for the period March 5, 2014 to October 31, 2016*.
- OAS, Department of Financial services, Financial reporting and Administration Coordination Section *FS\_SID1312-TOU\_USOAS FINAL Certified, financial report form March 1, 2106 to September 30, 2016*.
- OAS, Department of Financial services, *Historia project*.
- Sustainable Travel International, *Verification report, OAS Final Report 6-29-16 FINAL REPORT (2)*.
- Sustainable Travel International, *Informe final SID1312. Tabla indicadores*, June 29, 2016.
- 2nd, 3rd and 4th desembolsos (sg extension, can't open the document).

### (Dropbox evaluation Sustainable destination no. 2)

- OAS, TWENTY-THIRD INTER-AMERICAN CONGRESS OF MINISTERS AND HIGH-LEVEL AUTHORITIES OF TOURISM, September, Congress Agenda, 3 and 4, 2015, Lima, Peru.
- Sustainable Travel International, *Destination Monitoring System, Method Sheet Volume 3*.
- Sustainable Travel International, *Destination Monitoring System Method Sheet\_v3, 2014*.

## APPENDIX 3 – LIST OF DOCUMENTS TO REVIEW (CONTINUED)

- Additional MOVST – SDAA Progress Report Feb 2015.msg (msg extension, can't access).
- Authorization of 2nd tranche – Sustainable Tourism Project.msg (msg extension can't access).
- Media coverage.
- Nicaragua SDAA Draft Report v1. Rapid Destination Diagnostic and Action Agenda Report, Ometepe Nicaragua, 17 pages.
- No cost extension (msg ext. can't open).
- Project submission (msg ext. can't open).
- Rapid Sustainable Destination Diagnostic, Barbados (RDD Matrix\_Barbados\_10-5-15).
- Rapid Sustainable Destination Diagnostic, Dartmouth, Jamaica.
- Rapid Sustainable Destination Diagnostic, Nicaragua to be validated.
- Rapid Sustainable Destination Diagnostic, Utila, Honduras – final.
- Utila/Honduras Rapid Sustainable Destination Diagnostic Report, Final August 27, 2015.
- Second report Tourism project (SID1312) from DPE (1) (msg extension can't open).
- US Mission letter, March 5, 2015 Approval of the SDDA project by the US Mission US Mission letter revised version 05MAR13.
- US Mission letter, 2015, 2016.

### Folder Dropbox OAE 1

- Cadena de resultados, 04-01-16.
- Monitoring Progress of the Environmental Cooperation Agenda in the CAFTA-DR Countries Seventh Evaluation report (document name TOC -CAFTA DR, 2017).
- Outcome evaluation (folder Drobox OAE 1).
- CAVEN – ROAVIS. Red de Observancia y Aplicación de la Normativa de Vida Silvestre de Centroamérica y República Dominicana. Success stories, April 2016.
- Departamento del Interior de los Estados Unidos a través de su Programa de Asistencia Técnica Internacional, Comunicado de Prensa, Centroamérica, República Dominicana y Estados Unidos analizan propuestas en ruta hacia la COP17 CITES.

### **APPENDIX 3 – LIST OF DOCUMENTS TO REVIEW (CONTINUED)**

- Draft ToRs 7th M&E and outcome evaluations, Scope of Work Monitoring Progress of the Environmental Cooperation Agenda in the CAFTA-DR Countries, June 30, 2016.
- Entrevista, Misión en Guatemala: Proyecto de Fundación Solar. Mujeres impulsando la adopción de soluciones de energía limpia, como elemento clave para la protección del medio ambiente, 23-28 enero de 2017.
- Evaluation of the CAFTA-DR Small Grants Program, Description of Program to be evaluated.
- OAS, CAFTA DR, Guía para visitas y entrevistas – Programa de Pequeñas donaciones para la promoción de la participación pública, País Guatemala, N.D.
- HELVETAS, Informe Final Programa Fondo de Pequeñas Donaciones para Participación Pública (document name: Informe final FRMT aprobado 031111-2).
- Fundación Solar, Informe final: Mujeres impulsando la adopción de soluciones de energía limpia, como elemento clave para la protección del medio ambiente (document name: informe final\_ funsolar aprobado).
- Monitoreo y Evaluación del PCA del DR-CAFTA, Evaluación de resultados de dos programas específicos (Programa Pequeñas Donaciones para la participación pública y Programa de aplicación y cumplimiento de las leyes de vida silvestre y participación pública) (document name: SOW evaluaciones), Séptimo informe de evaluación.

## APPENDIX 4 – QUESTIONS FOR KEY INFORMANT INTERVIEWS

For selected evaluation questions found in the evaluation matrix (featured in Appendix 3), the following table lists examples of questions that could facilitate the collection of relevant information from key informants participating in interviews. Actual interviews protocols used by the evaluator will be drawn from the contents of this table. When developing the protocols, the evaluator will put special care into adapting the language to recipients and situations, and into customising questions to refer to specific aspects of SDAA in which informants are directly involved. The evaluator will translate interview protocols into Spanish, for discussions with informants from Honduras.

Lead-in question for selected evaluation questions	Follow-up questions	Type of informants								
		OAS/USOAS/DPE	STI	Government	Tourism industry	SMEs	NGOs	Community	Committees	
<b>1. Relevance</b>										
1.1	To what extent is the SDAA project aligned with the OAS mandate?	To what extent is the SDAA project aligned with sustainable tourism standards and international conventions?	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>					
1.2	To what extent is the SDAA project aligned with the policies and priorities of destination benefitting countries	How effective has the SDAA project been in endowing participating destination countries with a destination sustainability monitoring framework to track and capture key tourism and sustainability metrics? How effective has the SDAA project been in identifying and implementing with Destination Country stakeholders quick-win projects?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
<b>2. Effectiveness</b>										
2.1	To what extent has the SDAA project been successful in improving destination management in participating destination countries in the Caribbean and Central America?	How effective has the SDAA project been in endowing participating Destination countries with a destination sustainability monitoring framework to track and capture key tourism and sustainability metrics? How effective has the SDAA project been in identifying and implementing with destination country stakeholders quick-win projects?	<input checked="" type="checkbox"/>							
2.2	To what extent has the SDAA project been effective in designing tools and mechanism to support Destination countries to identify destination risk and priorities and implement projects to address specific tourism challenges in the Caribbean and Central America?	How successful what the SDAA project in meeting its target in terms of destination sustainability assessment/Action Agenda? To what extent has the on-line sustainable tourism course enabled Destination countries public and private stakeholders to acquire and applied sustainable practices in tourism?		<input checked="" type="checkbox"/>						
2.3	To what extent has SDAA project's good practices experiences and lessons learned been disseminated regionally and internationally?	What is working and what could be improved? To what extent has the sharing of good practices, experience and lessons learned has encouraged wider buy-in from destination country stakeholders? How so?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
2.4	To what extent is the monitoring framework developed effective in capturing key tourism and sustainability metrics?	To what extent is the monitoring framework and enabling destination decision-makers to access key data, monitor progress, report on impact of tourism and inform future decision making?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					

## APPENDIX 4 – QUESTIONS FOR KEY INFORMANT INTERVIEWS (CONTINUED)

Lead-in question for selected evaluation questions	Follow-up questions	Type of informants							
		OAS/USOAS/DPE	STI	Government	Tourism industry	SMEs	NGOs	Community	Committees
2.5 What are the final results?	What evidence-based changes occurred since the implementation of the SDAA project? What are the program's major success factors, overall? What key challenges the program faced? What action have been taken to address challenges?	<input checked="" type="checkbox"/>							
2.6 How was gender cross-cutting theme been promoted and supported with the SDAA project?	How equally are girls, female youth, women accessing the program's benefits?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
2.7 Has the SDAA project generated any unintended results? Why did these positive/negative results occur?	Were these results positive or negative? Why do you think this has happened? Could these results have been anticipated, and if so how?	<input checked="" type="checkbox"/>							
2.8 To what extent has the SDAA project generated economic and social impact in targeted destination Countries?	What are the most visible economic and social effects in the field?	<input checked="" type="checkbox"/>							
2.9 To what extent has the SDAA project improve sustainable destination management in participating countries?	To what extent are the destination participating countries integrating the tools proposed and collect destination level data? To what extent are National Tourism Authorities able to differentiate themselves in the market place by using sustainability as a key factor?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>
2.10 To what extent has the SDAA project foster stakeholder engagement (including community engagement) in targeted Destination countries	To what extent are the SDC functional and allowing to coordinate interventions to improve destination management?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>3. Efficiency</b>									
3.1 How effective has OAS, STI technical support been to plan, implement and manage the SDAA project	What has been working and what could be improved??				<input checked="" type="checkbox"/>				
3.2 How effectively have SDAA project communications been carried out among key stakeholders?	What collaboration and exchanges have there been between STI/OAS and destination Countries? How could communications be improved in future?	<input checked="" type="checkbox"/>							
3.3 Was SDAA project implementation on schedule?	Has the SDAA project met established deliverables on time? How realistic were the original SDAA project timelines?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>					
3.4 To what extent were SDAA project activities for promoting sustainable tourism cost-efficient?	Did the SDAA project operate efficiently with the allocated resources and inputs? What if anything could have been done to improve SDAA project efficiency?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
3.5 To what extent was the selection of pilot destination based on pre-established criteria and process?	What were the criteria (scoring results)? Were they appropriate?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
3.6 Were there any external/internal factors that influenced (positively or negatively) SDAA project's implementation?	Were there any problems or bottlenecks encountered? What were they? What external factors (political or social) may have effected implementation?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						

## APPENDIX 4 – QUESTIONS FOR KEY INFORMANT INTERVIEWS (CONTINUED)

Lead-in question for selected evaluation questions	Follow-up questions	Type of informants							
		OAS/USOAS/DPE	STI	Government	Tourism industry	SMEs	NGOs	Community	Committees
3.7 How did the destination monitoring and evaluation system, processes and tools allow the adequate demonstration of results, successes and challenges?	How simple, flexible, timely and accurate is the Destination M&E system? To what extent were risks associated with the achievement of results adequately identified, analysed and managed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
3.8 What are the strengths and weaknesses of the SDAA project's M&E system?	Is the monitoring system easy to use and low-cost? Is it allowing to capture useful, valid and reliable data? What could be improved for future interventions in the M&E system?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
<b>4. Sustainability</b>									
4.1 To what extent does the SDAA model have the capacity to sustain itself into the future (e.g. with respect to organizational, structural and management capacity)?	What results were sustained since the end of the SDAA project by benefiting Destination countries and their partners? Can you provide examples? To what extent will benefiting destination countries able to maintain a holistic destination monitoring system beyond the SDAA project?		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
4.2 How would you rate the capacity of partner organizations to maintain the SDAA project benefits once the program is completed?	What evidence is there that partners will or can maintain benefits? How motivated are partners to maintain benefits? What could be done to enhance the partners' capacity or motivation in this regard?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
4.3 What are the major factors that have influenced the achievement or non-achievement of sustainability of SDAA results?	What are the supporting factors? What constraints has the SDAA project faced that may have effected sustaining results? What is the level of ownership of the local authorities and private sector community groups? What are the actions that are expected from them, and are the conditions met for these actions to take place?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				
4.4 What lessons have been learned with the SDAA?	To what extent has the knowledge, methods and tools generated by SDAA project been disseminated to the tourism industry and among national and international stakeholders?	<input checked="" type="checkbox"/>							

## APPENDIX 6 – PROTOCOLS FOR FOCUS GROUP DISCUSSIONS

### Members of Destination Stewardship Council (DSC)

Hello, my name is \_\_\_\_\_. Thank you for all coming today to discuss with me. You are here because you are members of the DSC. Today we would like to get a better understanding about your experiences as a DSC member and your thoughts about sustainable tourism. Your pinions are extremely important to evaluate the SDAA project. I will be taking notes during the discussion to better remember your ideas. No one outside this group will have access to this information. I hope that you will feel comfortable to speak freely and openly about your experiences. Our discussion today should take approximately one hour. Participation in this discussion is also completely voluntary and you should not feel obligated to participate. However, I do hope that you will participate as your opinions are very important. There are no right or wrong answers. [Ask if anyone has any questions before beginning]. Is everyone comfortable to begin?

Area	Questions and probes
Individual introduction	1. First, we are going to get to know each other a bit better. Please tell me your name, and when did you become a member of the DSC?
DSC structure and operation	2. Why did you become a member of the DSC?
	3. What is your role as an DSC member?
	4. How often does the DSC meet?
	5. Who is represented on the DSC?
DSC functionality/Participatory process	6. To what extent is the DSC functional and allowing to coordinate interventions to improve destination management? How so?
	7. What type of participatory process have been established to foster multi-sectoral participation?
	8. How is the community engaged in sustainable tourism management?
Quick-win projects	9. What concrete changes have you observed with the implementation of the quick-win project. Can you provide some examples?
	10. What challenges did you face with the implementation of quick-win projects
Economic and social results	11. To what extent has the SDAA project generated economic and social changes in Utila? What are some of the economic changes/social changes
	12. What type of locally sustainable tourism practices have been adopted?
Sustainability	13. What results were sustained since the end of the SDAA project.? or What evidence is there that results will be sustained after he SDAA project?
	14. Do the local authorities, community groups, perceive they have a role to sustain the benefits they have gained through the SDAA project? (ownership)
	15. If so, what are the actions you are planning for the future, and are the conditions met for these actions to take place?
Lessons learned	16. What is the most important thing you learned with the SDAA project?

Do you have any other comments/suggestions for future interventions? Thank you for your participation.

## APPENDIX 6 – PROTOCOLS FOR FOCUS GROUP DISCUSSIONS (CONTINUED)

Focus Group discussion will be organized with various stakeholders to discuss social and economic changes brought by the project. These include: owners and operators of tourism businesses; micro, small and medium-sized tourism enterprises (MSMEs); women entrepreneurs, community representatives; and project beneficiaries.

### Protocol

Hello, my name is \_\_\_\_\_. Thank you for all coming today to discuss with me. You are here because you are either owners and operators of tourism businesses, owners and operators of MSMEs and/or individual beneficiaries of the SDAA project. Today we would like to get a better understanding about your experiences and your thoughts about sustainable tourism and changes. Your opinions are extremely important to help us evaluate the SDAA project. I will be taking notes during the discussion to better remember your ideas. No one outside this group will have access to this information. I hope that you will feel comfortable to speak freely and openly about your experiences. Our discussion today should take approximately one hour. Participation in this discussion is completely voluntary and you should not feel obligated to participate. However, I do hope that you will participate as your opinions are very important. There are no right or wrong answers. [Ask if anyone has any questions before beginning]. Is everyone comfortable to begin?

Area	Questions and probes
Individual introductions	1. First, we are going to get to know each other a bit better. Please tell me your name, and if you own or operate a tourism business or MSMEs, are a community representative, a beneficiary of the SDAA project (quick-win project) or a project volunteer, or are here today acting in some other capacity.
Participatory process	2. Have you been involved at every stage of the SDAA project process (i.e. not just as informants?) If so, what was your role? 3. How did you get to know the project? 4. How are people in your community engaged in sustainable tourism management?
Quick-win projects	5. What concrete changes have you observed with the implementation of the quick-win project. Can you provide some examples? a) In what ways has the project changed the amounts of natural resources used by people or communities (for example, water, minerals or wood)? b) In what ways has the project changed infrastructure development (for example, roads, sewers, waste water treatment facilities, water supply, ports and power transmission)? c) In what ways has the project changed the amount of waste people/communities generate? 6. What challenges did you face with the implementation of quick-win projects?

## APPENDIX 6 – PROTOCOLS FOR FOCUS GROUP DISCUSSIONS (CONTINUED)

Area	Questions and probes
Economic and social changes	<p>7. To what extent has the SDAA project generated economic and social changes in Utila? What are some of these economic changes/social changes? Please provide concrete examples.</p> <p>8. What positive changes (if any), did people experience as a result of the project? Were there any negative changes?</p> <p>9. Are the changes achieved good enough? If yes, How so? If no, why is that? Which people have experienced positive change because of the project?</p> <p>10. If results were different from expectations, can you explain why?</p>
Sustainability	<p>11. What type of locally sustainable tourism practices have been adopted as a result of the project?</p> <p>12. What evidence is there that results will be sustained after the SDAA project? What role are local authorities or community groups prepared to assume in sustaining the benefits they have gained through the SDAA project? (ownership)</p> <p>13. If so, what are the actions you are planning, and are the conditions met for these actions to take place?</p>
Value for Money (strictly for business owners or Chamber of Commerce representatives)	<p>14. If it had to be done all over again, what parts of the project would you recommend repeating? What should be done differently next time around? What value did this initiative create and for whom? How could you describe it in concrete terms?</p> <p>15. How could project spending have been reduced? How would you have planned the project investments to achieve greater efficiency and more results?</p> <p>16. How do you think project work should be structured to achieve better results?</p>
Lessons learned	<p>17. What are the most important things you have learned from the SDAA project?</p>

Do you have any other comments/suggestions for future interventions?

Thank you for your participation.

## APPENDIX 7 – SURVEY OF PROGRAM STAKEHOLDERS (ON-LINE TRAINING)

Country: \_\_\_\_\_  
 Sub-project: \_\_\_\_\_  
 Date: \_\_\_\_\_ (DD-MM-YYYY)  
 Name of respondent: \_\_\_\_\_

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### Section 1. Introduction

Dear participant to the SDAA project,

This on-line survey was to assess your opinions regarding your participation to the project. We invite you to respond to all questions in the most transparent way as possible, as results will help us assess the effectiveness of the project and support the design of future similar projects in the future. All the information that you provide will be kept confidential, and only the results from the analysis of all data will be displayed to Sustainable Travel International and the funding agency.

Do we get your consent to take part to this survey?

- a) Yes \_\_\_\_\_  
 b) No \_\_\_\_\_

### Section 2. General Information

2.1 Gender of respondent:

- a) Female \_\_\_\_\_  
 b) Male \_\_\_\_\_

2.2 Category of respondent:

- a) Business \_\_\_\_\_  
 b) Government \_\_\_\_\_  
 c) Civil society \_\_\_\_\_

If responded b), please go to 2.3, if not go to 2.4.

## APPENDIX 7 – SURVEY OF PROGRAM STAKEHOLDERS (ON-LINE TRAINING) (CONTINUED)

### 2.3 Category of business:

- a) Hotel/accommodation \_\_\_\_\_
- b) Transport \_\_\_\_\_
- c) Restaurant/catering \_\_\_\_\_
- d) Guiding/site interpretation \_\_\_\_\_
- e) Sport activities \_\_\_\_\_
- f) Other, please specify: \_\_\_\_\_

### 2.4 Which of the following modules have been trained? – One response

#### Introduction courses

- a) Introduction to Sustainable Tourism – Tourism Impacts and the Triple Bottom Line \_\_\_\_\_
- b) Sustainable Tourism Tools and Strategies – Sustainable Tourism Standards \_\_\_\_\_

#### Strand A (For Government stakeholders only)

- c) Introduction to Sustainable Destination Management - Tourism Inventory, Vision and Goal Setting \_\_\_\_\_
- d) Auditing the Visitor and Resident Experience - Establishing Partnerships for Effective Destination Management \_\_\_\_\_
- e) Developing Destination Marketing and Positioning Strategies \_\_\_\_\_
- f) Final assignment: SWOT analysis for your destination \_\_\_\_\_

#### Strand B (For business and CSO stakeholders only)

- g) The Tourism Business Plan \_\_\_\_\_
- h) Analyzing the Market \_\_\_\_\_
- i) Sustainability Planning – Sustainable Operations \_\_\_\_\_
- j) Executive Summary about your business \_\_\_\_\_
- k) Other, please specify \_\_\_\_\_

## APPENDIX 7 – SURVEY OF PROGRAM STAKEHOLDERS (ON-LINE TRAINING) (CONTINUED)

### Section 3. Skills Development

3.1		For each statement below, please assess your level of agreement on a scale of 1 to 7, with 1 representing very much disagree and 7 very much agree. If the question is not applicable, please chose this option.							
		1 Very much Disagree	2 Disagree	3 Slightly Disagree	4 Neutral	5 Slightly Agree	6 Agree	7 Very much Agree	Not Applica- ble
For all stakeholders of the project									
Skills building related to the trainings									
a	My participation to the SDAA project has allowed me to better understand the sustainable tourism standards	1	2	3	4	5	6	7	N/A
For Government stakeholders only									
b	Thanks to my participation to the project, I'm able to set clear tourism inventory, vision and goal for the business development sector	1	2	3	4	5	6	7	N/A
c	Thanks to my participation to the project I developed new partnerships with a view to increase efficacy in the management and promotion of sustainable destination	1	2	3	4	5	6	7	N/A
d	Since my participation to the project my marketing and positioning strategies related to sustainable destination were improved	1	2	3	4	5	6	7	N/A
e	The SWOT analysis of the sustainable destinations I'm promoting has led me to	1	2	3	4	5	6	7	N/A

## APPENDIX 7 – SURVEY OF PROGRAM STAKEHOLDERS (ON-LINE TRAINING) (CONTINUED)

	bring positive changes in my strategic plan and actions								
For business sector or CSO stakeholders only									
f	Thanks to the project I was able to review my business plan to better align it with sustainable tourism standards								
g	My participation to the project has increased the number of visitors I reach as a sustainable destination business	1	2	3	4	5	6	7	N/A
h	Thanks to the project I improved my business planning and operations, in order to make my business more financially, environmentally and socially sound	1	2	3	4	5	6	7	N/A
Trainings approach and experience (for all stakeholders)									
i	The on-line sustainable tourism course was aligned to my capacity building needs and expectations	1	2	3	4	5	6	7	N/A
j	The training content was useful with a view to apply the concepts learned	1	2	3	4	5	6	7	N/A
k	The training material was friendly-user and of good quality	1	2	3	4	5	6	7	N/A
l	The length of the training program was adequate	1	2	3	4	5	6	7	N/A
m	Overall, I feel the SDAA project met my expectations in terms of capacity building	1	2	3	4	5	6	7	N/A

## **APPENDIX 7 – SURVEY OF PROGRAM STAKEHOLDERS (ON-LINE TRAINING) (CONTINUED)**

3.2 Please indicate which three skills you have been most able to improve thanks to the trainings:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

3.3 Please indicate which three skills you still most need to improve to achieve your sustainable destination business goals:

- a) \_\_\_\_\_
- b) \_\_\_\_\_
- c) \_\_\_\_\_

3.4 According to your experience with the SDAA project, what could potentially be improved for future similar initiative, both in terms of project design or delivery?

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Thank you very much for taking the time to undertake this survey. Your comments are valuable for helping to improve the quality of sustainable tourism management programs offered in your community.

## APPENDIX 8 – THEMES COVERED BY THE RDD

RDD theme	Theme
<b>Policy indicators</b>	
<b>A.</b>	<b>Sustainable Tourism Theme: Destination Management</b>
A.1	Sub-Theme: Sustainable Tourism Strategy
A.1.1	A multi-year tourism plan or strategy that includes a focus on sustainability and sustainable tourism and includes environmental, economic, social, cultural heritage, quality, health and safety issues
A.1.2	The multi-year tourism plan or strategy that is up-to-date and publicly available
A.1.3	The multi-year tourism plan or strategy that was developed with public participation
A.1.4	The multi-year tourism plan or strategy that includes monitoring, development control, and evaluation systems
A.1.5	Political commitment to implement the multi-year tourism plan or strategy, and evidence of implementation
A.1.6	A plan or strategy to promote off-peak and shoulder seasons tourism
A.1.7	Tourism impact mitigation procedures that are funded and active
A.1.8	Active monitoring and public reporting of environmental, economic, social, cultural heritage, quality, health, and safety impacts and issues
A.2	Sub-Theme: Tourism Organization
A.2.1	An organization that has responsibility for the planning and management of tourism
A.2.2	Individuals within the tourism organization that have assigned responsibilities for sustainable tourism
A.3	Sub-Theme: Visitor Satisfaction
A.3.1	A system for collecting and publicly reporting data on visitor satisfaction on an on-going basis
A.3.2	Hotels conducting regular visitor satisfaction surveys
A.4	Sub-Theme: Sustainable Tourism Standards
A.4.1	An industry supported sustainable tourism certification or environmental management program
A.4.2	Active monitoring of tourism business participation in the tourism certification or environmental management system
A.4.3	Facilitation/ initiative taken by the destination for training in CSR and sustainability issues for the travel and tourism industry
A.5	Sub-Theme: Tourism Accessibility
A.5.1	Policies supporting access to tourist sites and facilities, including those of natural, cultural and historic importance for individuals with disabilities and those who have specific access requirements
A.5.2	Accessibility solutions that are designed to take into account the integrity of the site while making reasonable accommodation for people with disabilities
A.6	Sub-Theme: Promotion
A.6.1	Destination promotional messages, all of which are accurate in their description of products and services
A.6.2	Destination promotional messages, all of which are respectful of cultural heritage
<b>B.</b>	<b>Sustainable Tourism Theme: Community Involvement and Benefits</b>
B.1	Sub-Theme: Community Engagement
B.1.1	A system for involving public, private, and community stakeholders in tourism-related planning and decision-making
B.1.2	Collection and public reporting of data on resident aspirations, concerns, and satisfaction with tourism
B.1.3	Programs to facilitate public access by locals and domestic tourists to natural, historical, archaeological, religious, spiritual, and cultural attractions and sites

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

RDD theme	Theme
B.2	Sub-Theme: Economic Monitoring
B.2.1	Regular monitoring and reporting of tourist expenditure data
B.2.2	Regular monitoring and reporting of direct and indirect economic contributions of tourism
B.2.3	Collection and public reporting of tourism-related employment data, disaggregated by gender and age group
B.2.4	A program to raise awareness of tourism's role and potential contribution, including the importance of sustainability, held in communities, schools, and higher education institutions
B.3	Sub-Theme: Support of Local Enterprise
B.3.1	Policy incentives to encourage local ownership of tourism businesses
B.3.2	A program to support and build the capacity of tourism-related SMEs
B.3.3	A program to include local artisans, farmers, and suppliers in the tourism value chain
B.4	Sub-Theme: Equitable Employment and Fair Wages
B.4.1	Legislation or policies supporting equal opportunities in employment for women, youth, disabled people, minorities, and other vulnerable populations
B.4.2	A tourism or hospitality training program that provides equal access to women, youth, disabled people, minorities, and other vulnerable populations
B.4.3	A national minimum wage structure
B.4.4	A program to prevent commercial, sexual, or any other form of exploitation, discrimination, or harassment of residents or visitors based upon race, gender, or ethnic origin
B.5	Sub-Theme: Safety and Security
B.5.1	A crisis and emergency response plan that considers the tourism sector
B.5.2	Financial and human capital to implement the crisis and emergency response plan
B.5.3	The crisis and emergency response plan that was developed with input from the tourism private sector and including communication procedures for during and after a crisis or emergency
B.5.4	A program to ensure security for tourists and residents
B.5.5	Permanent adequate health facilities (hospital/health centre)
C.	Sustainable Tourism Theme: Cultural and Natural Heritage Management
C.1	Sub-Theme: Heritage Protection
C.1.1	A policy and system to conserve key natural, cultural, historical, archaeological, religious, spiritual and cultural sites, including scenic, cultural and wildlife landscapes
C.1.2	Planning or zoning legislation, guidelines, regulations, and policies that protect natural and cultural heritage
C.1.3	Legislation, guidelines, regulations, and policies that protect natural and cultural heritage that address land use, design, construction, renovation, and demolition of tourism businesses, infrastructure, and development
C.1.4	Legislation, guidelines, regulations, and policies that protect natural and cultural heritage that are publicly communicated and enforced
C.1.5	A program to protect and celebrate intangible natural and cultural heritage (e.g., includes song, music, drama, skills, and crafts)
C.2	Sub-Theme: Recording and Interpretation of Natural and Cultural Heritage
C.2.1	A current inventory and classification of the destination's tourism assets and attractions sites
C.2.2	Comprehensive inventories of local traditional natural and cultural knowledge
C.2.3	Comprehensive inventories of local languages and/or dialects
C.2.4	Interpretative information available to visitors in tourist offices and at natural, historical, archaeological, religious, spiritual, and cultural sites in relevant languages

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

RDD theme	Theme
C.2.5	Tour guide training in the use of interpretive information for visitors in relevant languages
C.2.6	Private sector policy or initiatives to include natural and cultural heritage in tours sold
C.2.7	A plan or strategy for integrating natural and cultural heritage in the tourism product
C.3	Sub-Theme: Visitor Management Planning and Monitoring
C.3.1	A management system to monitor, measure, and mitigate tourism impacts on tourist sites and attractions
C.3.2	An administrative mechanism responsible for implementing visitor management plans and operations
C.3.3	Cultural and environmental guidelines for visitor behaviour in sensitive tourist sites and attractions
C.3.4	A code of practice for tour guides and tour operators for visiting sensitive tourist sites and attractions
C.4	Sub-Theme: Protection of Local Property Rights
C.4.1	Policy or legislation, including enforcement provisions, regarding property acquisitions
C.4.2	The policy or legislation regarding property acquisitions that considers indigenous rights and authorizes resettlement only when there is informed consent and full compensation
C.4.3	Laws, regulations, or programs to protect intellectual property rights of local individuals and communities
D.	Sustainable Tourism Theme: Environmental Conservation
D.1	Sub-Theme: Energy
D.1.1	A program to promote energy conservation and measure energy consumption
D.1.2	Policies and incentives to reduce reliance on fossil fuels, improve energy efficiency, and encourage the adoption and use of renewable energy technologies
D.2	Sub-Theme: Water
D.2.1	A program to assist tourism-related enterprises to conserve water and manage water consumption
D.2.2	Regulations to ensure the size and type of wastewater treatment is adequate for the location, and evidence of their enforcement
D.2.3	A program to assist tourism-related enterprises to effectively treat and reuse wastewater
D.2.4	A management system to ensure that water used by tourism and water requirements of the local community are balanced and compatible
D.2.5	A management system to monitor and publicly report on drinking and recreational water quality
D.3	Sub-Theme: Solid Waste Management
D.3.1	A waste collection system that maintains public records on the amount of waste generated
D.3.2	A solid waste management plan that has quantitative goals to minimize waste that is not reused or recycled
D.3.3	A solid waste recycling, composting, or reclamation program
D.3.4	A program to assist tourism-related enterprises to reduce, reuse, and recycle waste
D.3.5	A program to reduce the use of bottled water by tourism-related enterprises and visitors
D.4	Sub-Theme: Air Quality and Pollution
D.4.1	A program to assist tourism-related enterprises and services to measure, monitor, and report greenhouse gas emissions
D.4.2	Guidelines and regulations to minimize noise, light, and visual pollution that explicitly encourage participation by tourism-related enterprises in the destination
D.4.3	A critical air quality threshold to minimize pollution
D.5	Sub-Theme: Low-Impact Transportation
D.5.1	A program designed to increase the use of alternative low-impact transport/public transportation
D.5.2	A program to make sites of tourist interest more accessible to pedestrian and non-motorized transportation

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

RDD theme	Theme
D.6	Sub-Theme: Responses to Climate Change
D.6.1	A current system for climate change adaptation, including laws or policies to mitigate climate change and encourage technologies to mitigate climate change
D.6.2	A program to educate and raise awareness among the public and tourism enterprises about climate change
D.6.3	A system to assist tourism-related enterprises and services to mitigate greenhouse gas emissions, particularly through local carbon offset emissions
D.7	Sub-Theme: Coastal Management (Where Applicable)
D.7.1	A policy and regulation for the construction of new buildings on shorelines (including set-back)
D.7.2	Effective erosion protection measures in vulnerable areas (i.e., that do not have direct or indirect negative effects elsewhere)
D.7.3	A policy and legal framework for zoning multi-use beach areas
D.8	Sub-Theme: Biodiversity and Protected Areas (Where Applicable)
D.8.1	A maintained and updated inventory of sensitive and threatened wildlife and habitats
D.8.2	A management system to monitor impacts and to protect ecosystems, sensitive environments, and species
D.8.3	Signed the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) (or is within a country that has signed CITES)
D.8.4	Regulations and standards for controlling harvesting, display, sale of plants and animals
<b>Policy indicators</b>	
A.	Sustainable Tourism Theme: Destination Management
A.1	Sub-Theme: Sustainable Tourism Strategy
A.1.1	Percentage of the destination with a sustainable tourism strategy/action plan, with agreed monitoring, development control, and evaluation arrangement
A.2	Sub-Theme: Tourism Organization
A.2.1	An organization that has responsibility for the planning and management of tourism
A.3	Sub-Theme: Visitor Satisfaction
A.3.1	Percentage of visitors that are satisfied with their overall experience in the destination in the last year
A.4	Sub-Theme: Sustainable Tourism Standards
A.4.1	Percentage of tourism enterprises/establishments in the destination with voluntary verified certification/labelling for environmental/quality/sustainability and/or CSR measures
A.5	Sub-Theme: Tourism Accessibility
A.5.1	Percentage of commercial accommodation with rooms accessible to people with disabilities and/or participating in recognized accessibility schemes
A.6	Sub-Theme: Promotion
B.	Sustainable Tourism Theme: Community Involvement and Benefits
B.1	Sub-Theme: Community Engagement
B.1.1	Percentage of residents satisfied with their involvement and their influence in the planning and development of tourism
B.2	Sub-Theme: Economic Monitoring
B.2.1	Daily spending per tourist (accommodation, food and drink, other services)
B.2.2	Percentage of GDP/relative contribution of tourism to the destination's economy

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

RDD theme	Theme
B.2.3	Average length of stay of tourists (nights)
B.2.4	Direct tourism employment as percentage of tourism employment as percentage of total employment
B.3	Sub-Theme: Support of Local Enterprise
B.3.1	Occupancy rate in commercial accommodation per month and average for the year, for the past three years
B.3.2	Percentage of hotels and other accommodation providers open all year
B.3.3	Percentage of tourism enterprises participating in programs to integrate local MSMEs into their supply chain by sourcing local, sustainable and fair trade goods and services
B.4	Sub-Theme: Equitable Employment and Fair Wages
B.4.1	Percentage of men and women employed in the tourism sector
B.4.2	Percentage of residents in managerial positions in tourism enterprises
B.5	Sub-Theme: Safety and Security
B.5.2	Percentage of reported crimes against tourists over the last year
C.	Sustainable Tourism Theme: Cultural and Natural Heritage Management
C.1	Sub-Theme: Heritage Protection
C.1.1	Percentage of the destination covered by a policy or plan that protects cultural heritage
C.1.2	Percentage of local enterprises in the tourism sector actively supporting protection, conservation, and management of local cultural heritage and/or biodiversity and landscapes
C.2	Sub-Theme: Recording and Interpretation of Natural and Cultural Heritage
C.2.1	Number of protected cultural heritage sites at the destination
C.2.2	Percentage of protected cultural heritage sites with visitor management plan
C.2.3	Number of reported incidents of vandalism/theft at cultural heritage sites
C.3	Sub-Theme: Visitor Management Planning and Monitoring
C.3.1	Percentage of protected and sensitive areas used by tourists that have visitor management plans
C.4	Sub-Theme: Protection of Local Property Rights
D.	Sustainable Tourism Theme: Environmental Conservation
D.1	Sub-Theme: Energy
D.1.3	Annual amount of energy consumed from renewable sources (Mwh) as a percentage of overall energy consumption
D.2	Sub-Theme: Water
D.2.1	Percentage of tourism-related enterprises with water conservation and reuse policies
D.2.2	Percentage of tourism-related enterprises with secondary waste water treatment systems (two tank septics or more advanced)
D.2.3	Incidents of water borne diseases per 1,000 residents
D.2.4	Percentage of local resident population with access to at least 20 litres of potable water per day, within 10m of their residence
D.3	Sub-Theme: Solid Waste Management
D.3.1	Waste volume produced by destination (tonnes per resident per year or per month)
D.3.2	Waste volume recycled (percentage or per resident per year)
D.3.3	Percentage of visitors who note littering as a problem on their visitor satisfaction survey

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

RDD theme	Theme
D.4	Sub-Theme: Air Quality and Pollution
D.4.1	Percentage of days annually where air quality is above the destination critical threshold
D.5	Sub-Theme: Low-Impact Transportation
D.5.1	Percentage of visitors using local/soft mobility/public transport services to get around the destination
D.6	Sub-Theme: Responses to Climate Change
D.6.1	Percentage of tourism enterprises involved in climate change mitigation schemes—such as: carbon offset, low energy systems, etc.—and “adaptation” strategies, responses and actions
D.7	Sub-Theme: Coastal Management (Where Applicable)
D.8	Sub-Theme: Biodiversity and Protected Areas (Where Applicable)
D.8.2	Percentage of destination land-area and marine-area under protection, in relation to IUCN categories

Theme: Destination Management	Theme: Community Involvement and Benefits	Theme: Cultural and Natural Heritage Management	Theme: Environmental Conservation
Sub-Theme: Sustainable Tourism Strategy	Sub-Theme: Community Engagement	Sub-Theme: Heritage Protection	Sub-Theme: Energy
<ul style="list-style-type: none"> <li>• A multi-year tourism plan or strategy that includes a focus on sustainability and sustainable tourism and includes environmental, economic, social, cultural heritage, quality, health and safety issues</li> <li>• The multi-year tourism plan or strategy that is up-to-date and publicly available</li> <li>• The multi-year tourism plan or strategy that was developed with public participation</li> <li>• The multi-year tourism plan or strategy that includes monitoring, development control, and evaluation systems</li> <li>• Political commitment to implement the multi-year tourism plan or strategy, and evidence of implementation</li> <li>• A plan or strategy to promote off-peak and shoulder seasons tourism</li> <li>• Tourism impact mitigation procedures that are funded and active</li> <li>• Active monitoring and public reporting of environmental, economic, social, cultural heritage, quality, health, and safety impacts and issues</li> </ul>	<ul style="list-style-type: none"> <li>• A system for involving public, private, and community stakeholders in tourism-related planning and decision-making</li> <li>• Collection and public reporting of data on resident aspirations, concerns, and satisfaction with tourism</li> <li>• Programs to facilitate public access by locals and domestic tourists to natural, historical, archaeological, religious, spiritual, and cultural attractions and sites</li> </ul>	<ul style="list-style-type: none"> <li>• A policy and system to conserve key natural, cultural, historical, archaeological, religious, spiritual and cultural sites, including scenic, cultural and wildlife landscapes.</li> <li>• Planning or zoning legislation, guidelines, regulations, and policies that protect natural and cultural heritage</li> <li>• Legislation, guidelines, regulations, and policies that protect natural and cultural heritage that address land use, design, construction, renovation, and demolition of tourism businesses, infrastructure, and development</li> <li>• Legislation, guidelines, regulations, and policies that protect natural and cultural heritage that are publicly communicated and enforced</li> <li>• A program to protect and celebrate intangible natural and cultural heritage (e.g., includes song, music, drama, skills, and crafts)</li> </ul>	<ul style="list-style-type: none"> <li>• A program to promote energy conservation and measure energy consumption</li> <li>• Policies and incentives to reduce reliance on fossil fuels, improve energy efficiency, and encourage the adoption and use of renewable energy technologies</li> </ul>
Sub-Theme: Tourism Organization	Sub-Theme: Economic Monitoring	Sub-Theme: Recording and Interpretation of Natural and Cultural Heritage	Sub-Theme: Water
<ul style="list-style-type: none"> <li>• An organization that has responsibility for the planning and management of tourism</li> <li>• Individuals within the tourism organization that have assigned responsibilities for sustainable tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Regular monitoring and reporting of tourist expenditure data</li> <li>• Regular monitoring and reporting of direct and indirect economic contributions of tourism</li> <li>• Collection and public reporting of tourism-related employment data, disaggregated by gender and age group</li> <li>• A program to raise awareness of tourism’s role and potential contribution, including the</li> </ul>	<ul style="list-style-type: none"> <li>• A current inventory and classification of the destination’s tourism assets and attractions sites</li> <li>• Comprehensive inventories of local traditional natural and cultural knowledge</li> <li>• Comprehensive inventories of local languages and/or dialects</li> <li>• Interpretative information available to visitors in tourist offices and at natural, historical, archaeological, religious, spiritual, and cultural sites</li> </ul>	<ul style="list-style-type: none"> <li>• A program to assist tourism-related enterprises to conserve water and manage water consumption</li> <li>• Regulations to ensure the size and type of wastewater treatment is adequate for the location, and evidence of their enforcement</li> <li>• A program to assist tourism-related enterprises to effectively treat and reuse wastewater</li> <li>• A management system to ensure that water used by tourism and water</li> </ul>

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

Theme: Destination Management	Theme: Community Involvement and Benefits	Theme: Cultural and Natural Heritage Management	Theme: Environmental Conservation
	importance of sustainability, held in communities, schools, and higher education institutions	in relevant languages <ul style="list-style-type: none"> <li>• Tour guide training in the use of interpretive information for visitors in relevant languages</li> <li>• Private sector policy or initiatives to include natural and cultural heritage in tours sold</li> <li>• A plan or strategy for integrating natural and cultural heritage in the tourism product</li> </ul>	requirements of the local community are balanced and compatible <ul style="list-style-type: none"> <li>• A management system to monitor and publicly report on drinking and recreational water quality</li> </ul>
Sub-Theme: Visitor Satisfaction	Sub-Theme: Support of Local Enterprise	Sub-Theme: Visitor Management Planning and Monitoring	Sub-Theme: Solid Waste Management
<ul style="list-style-type: none"> <li>• A system for collecting and publicly reporting data on visitor satisfaction on an on-going basis</li> <li>• Hotels conducting regular visitor satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Policy incentives to encourage local ownership of tourism businesses</li> <li>• A program to support and build the capacity of tourism-related SMEs</li> <li>• A program to include local artisans, farmers, and suppliers in the tourism value chain</li> </ul>	<ul style="list-style-type: none"> <li>• A management system to monitor, measure, and mitigate tourism impacts on tourist sites and attractions</li> <li>• An administrative mechanism responsible for implementing visitor management plans and operations</li> <li>• Cultural and environmental guidelines for visitor behaviour in sensitive tourist sites and attractions</li> <li>• A code of practice for tour guides and tour operators for visiting sensitive tourist sites and attractions</li> </ul>	<ul style="list-style-type: none"> <li>• A waste collection system that maintains public records on the amount of waste generated</li> <li>• A solid waste management plan that has quantitative goals to minimize waste that is not reused or recycled</li> <li>• A solid waste recycling, composting, or reclamation program</li> <li>• A program to assist tourism-related enterprises to reduce, reuse, and recycle waste</li> <li>• A program to reduce the use of bottled water by tourism-related enterprises and visitors</li> </ul>
Sub-Theme: Sustainable Tourism Standards	Sub-Theme: Equitable Employment and Fair Wages	Sub-Theme: Protection of Local Property Rights	Sub-Theme: Air Quality and Pollution
<ul style="list-style-type: none"> <li>• An industry supported sustainable tourism certification or environmental management program</li> <li>• Active monitoring of tourism business participation in the tourism certification or environmental management system</li> <li>• Facilitation/ initiative taken by the destination for training in CSR and sustainability issues for the travel and tourism industry</li> </ul>	<ul style="list-style-type: none"> <li>• Legislation or policies supporting equal opportunities in employment for women, youth, disabled people, minorities, and other vulnerable populations</li> <li>• A tourism or hospitality training program that provides equal access to women, youth, disabled people, minorities, and other vulnerable populations</li> <li>• A national minimum wage structure</li> <li>• A program to prevent commercial, sexual, or any other form of exploitation, discrimination, or harassment of residents or visitors based upon race, gender, or ethnic origin</li> </ul>	<ul style="list-style-type: none"> <li>• Policy or legislation, including enforcement provisions, regarding property acquisitions</li> <li>• The policy or legislation regarding property acquisitions that considers indigenous rights and authorizes resettlement only when there is informed consent and full compensation</li> <li>• Laws, regulations, or programs to protect intellectual property rights of local individuals and communities</li> </ul>	<ul style="list-style-type: none"> <li>• A program to assist tourism-related enterprises and services to measure, monitor, and report greenhouse gas emissions</li> <li>• Guidelines and regulations to minimize noise, light, and visual pollution that explicitly encourage participation by tourism-related enterprises in the destination</li> <li>• A critical air quality threshold to minimize pollution</li> </ul>
Sub-Theme: Tourism Accessibility	Sub-Theme: Safety and Security		Sub-Theme: Low-Impact Transportation
<ul style="list-style-type: none"> <li>• Policies supporting access to tourist sites and facilities, including those of natural, cultural and historic importance for individuals with disabilities and those who have specific access requirements</li> <li>• Accessibility solutions that are designed to take into account the integrity of the site while making reasonable accommodation for people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• A crisis and emergency response plan that considers the tourism sector</li> <li>• Financial and human capital to implement the crisis and emergency response plan</li> <li>• The crisis and emergency response plan that was developed with input from the tourism private sector and including communication procedures for during and after a crisis or emergency</li> <li>• A program to ensure security for tourists and residents</li> <li>• Permanent adequate health facilities (hospital/health centre)</li> </ul>		<ul style="list-style-type: none"> <li>• A program designed to increase the use of alternative low-impact transport/public transportation</li> <li>• A program to make sites of tourist interest more accessible to pedestrian and non-motorized transportation</li> </ul>
Sub-Theme: Promotion			Sub-Theme: Responses to Climate Change
<ul style="list-style-type: none"> <li>• Destination promotional messages, all of which are accurate in their description of products and services</li> <li>• Destination promotional messages,</li> </ul>			<ul style="list-style-type: none"> <li>• A current system for climate change adaptation, including laws or policies to mitigate climate change and encourage technologies to mitigate</li> </ul>

## APPENDIX 9 – THEMES COVERED BY THE RDD (CONTINUED)

Theme: Destination Management	Theme: Community Involvement and Benefits	Theme: Cultural and Natural Heritage Management	Theme: Environmental Conservation
all of which are respectful of cultural heritage			climate change <ul style="list-style-type: none"> <li>• A program to educate and raise awareness among the public and tourism enterprises about climate change</li> <li>• A system to assist tourism-related enterprises and services to mitigate greenhouse gas emissions, particularly through local carbon offset emissions</li> </ul>
			Sub-Theme: Coastal Management (Where Applicable)
			<ul style="list-style-type: none"> <li>• A policy and regulation for the construction of new buildings on shorelines (including set-back)</li> <li>• Effective erosion protection measures in vulnerable areas (i.e., that do not have direct or indirect negative effects elsewhere)</li> <li>• A policy and legal framework for zoning multi-use beach areas</li> </ul>
			Sub-Theme: Biodiversity and Protected Areas (Where Applicable)
			<ul style="list-style-type: none"> <li>• A maintained and updated inventory of sensitive and threatened wildlife and habitats</li> <li>• A management system to monitor impacts and to protect ecosystems, sensitive environments, and species</li> <li>• Signed the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) (or is within a country that has signed CITES)</li> <li>• Regulations and standards for controlling harvesting, display, sale of plants and animals</li> </ul>