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**MANAGEMENT RESPONSE  
TO THE RECOMMENDATIONS MADE ON THE  
EXTERNAL EVALUATION REPORT**

**DECEMBER 2022**

**SECRETARIAT:** Executive Secretariat for Integral Development

**DEPARTMENT:** Department for Sustainable Development and Department  
for Economic Development

**SIGNED BY:**

**NAME OF THE EVALUATION:** Evaluation of Building the Resilience of Small Tourism  
Enterprises in the Caribbean to Disasters

**PERIOD OF EVALUATION:** June 2022 to September 2022

**EVALUATED PROJECTS:** Building the Resilience of Small Tourism Enterprises in the  
Caribbean to Disasters (SID1901)

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The main objective of this document is to identify the necessary actions that need to be implemented by the executing agency to respond to the recommendations made in the external evaluation. The area should state whether they accept or not such recommendations and provide an explanation on how they will be responded or incorporate them in the future. The Department of Procurement and Management Oversight (DPMO) will follow-up on the implementation of the recommendations based on the actions identified.

## RECOMMENDATIONS AND MANAGEMENT RESPONSE

Recommendation 1: [complete]		Accepted	Not accepted
<b>1. Continued engagement at a regional level.</b> The evaluation noted that the Project is consistent with strategies and projects of other external partners (CTO, CDEMA, CHTA, OECS), organizations that lead the initiatives in climate resilience, climate disaster emergency response and disaster management. The evaluation deems it important to keep working with these organizations to improve the resilience of Small Tourism Enterprises in the Caribbean. The active and continuous involvement of OAS is recommended to keep supporting actions aiming to make communities more resilient in the Caribbean Members States.		x	
<b>Response:</b> We continue to deepen our ties with institutions such as CTO, CDEMA, CHTA and UWI as part of our contribution to the emerging resilience building ethic and campaign for Small Tourism Enterprises (STEs) in the Caribbean. Through the establishment of the Steering Committee, we will continue to work with these institutions to ensure proper coordination, identify synergies, and build ownership among all relevant regional agencies that, in the future, could build upon the outputs of the project to support the STEs in building their resilience. The CTO and the CHTA have been recently invited to participate in Webinars of the Inter-American Committee on Tourism (CITUR) November 21 and Dec 9, 2022, respectively.			
Key Actions			
Description		Date of implementation	
<b>1.1</b> Support a Regional STE Networking Forum in which experiences and best practices can be shared, networking and collaborations can be further established, synergies can be leveraged, and additional learning and development can take place.		Date to be determined	
<b>1.2</b> Invite CHTA and CTO to upcoming activities to be executed under the CITUR Work Plan 2022-2024		December 2022, March 2023	
Recommendation 2: [complete]		Accepted	Not accepted
<b>2. Regional project design and implementation.</b> Although each country faces its own particular constraints and challenges, many of which are presented in this evaluation, it is important to design a cohesive design and monitoring framework to ensure that level playing field is created in all countries of intervention.		x	
<b>Response:</b> Designing a one shoe fits all approach under the project was not ideal for maximizing capacity, as countries tended to be at different stages of development in their resilience building agenda for STEs, however, if there is a second phase to the project, we would make strides to ensure a more cohesive design and monitoring framework.			



Key Actions		
Description	Date of implementation	
<b>1.1</b> As a follow up action to this project, we will pursue funding opportunities that permits the design and development of a cohesive monitoring framework for country-specific actions.	<b>TBD</b>	
<b>Recommendation 3: [complete]</b>	<b>Accepted</b>	<b>Not accepted</b>
<b>3. Capacity building development and training.</b> Beneficiaries understand the value and importance of carrying out trainings to mitigate the effects of multi-hazard climate events. Despite not having been able to develop the different National Basic CERT trainings for all the 13 Caribbean Members States within the time allocated to the Project, it is recommended to take advantage of the momentum, after the High-Level Policy Forum, to encourage more countries to develop capacity building activities at the National level to support the sustainability of the Project	x	
<b>Response:</b> Following the High-Level Policy Forum, additional countries completed their National Basic CERT Trainings. We stand ready to continue to encourage and work with governments and emergency management agencies to create a network of trained, Community Emergency Response Teams (CERT) that can be readily deployed before, during and after disasters.		
Key Actions		
Description	Date of implementation	
<b>1.1</b> In collaboration with FEMA, follow up on the CERT self-training programs available to Member States on the FEMA Emergency Management Institute website which is updated annually	<b>January-June 2023</b>	
<b>1.2</b> Through the CERT instructors already identified, roll out additional training in the use of these tools (Train the Trainer)	<b>January-April 2023</b>	
<b>Recommendation 4: [complete]</b>	<b>Accepted</b>	<b>Not accepted</b>
<b>4. Monitoring.</b> The evaluation noted that the reporting systems, in particular for performance purposes, were not adapted for quick and reliable reporting. While the project was in place to track mostly outputs, it was not possible to monitor and assess positive and negative results and impacts of the intervention. The evaluation recommends having a balanced set of outputs, desired outcomes, and targets to be achieved, and where possible impact indicators. For the efficient use of the resources, it is recommended to define clear objectives and targets from the onset while linking expenditure items to measures of performance in terms of outputs and outcomes. It is recommended that an effective standardized scoreboard or MIS may be required for ensuring regular standardized reporting discipline (e.g., maintaining an intelligible MIS, allowing for timely consolidation, and reporting on a project and outcome basis). This is particularly true if a new project is implemented with multiple countries on it.	x	

**Response:** We will work towards setting clearer objectives and targets in future projects to ensure that the results of the Project are easily identifiable.

Key Actions		
Description	Date of implementation	
1.1 We will work towards improved implementation of results-based reporting.	On-going	
Recommendation 5: [complete]	Accepted	Not accepted
<b>5. Impact and additionality measurement.</b> Most of the results reported were of output and outcome nature, not impact. Therefore, it has been difficult to assess and attribute positive and negative impacts and thus ensure greater results orientation. Data collection for impact indicators is a difficult and costly exercise but necessary. A measure of additionality should be established to monitor and evaluate the effectiveness and actual impacts of the project, to monitor the longevity and long-term effects of interventions, mechanisms/tools to track the performance of the project and report back to donors. For future projects, it is suggested to develop baseline indicators and log frame (even if tentative) for monitoring impacts/additionality of the project and also find a mechanism for counterparts/partners to collect such information under a standardized data collection approach	x	
<b>Response:</b> We will ensure to develop clear baseline indicators and log frame for monitoring impacts for any future projects.		
Key Actions		
Description	Date of implementation	
1.1		
1.2		
Recommendation 6: [complete]	Accepted	Not accepted
<b>6. Invest in meaningful communication.</b> Throughout key informant interviews, the evaluation noted that some counterparts and beneficiaries didn't know about the purpose, objectives, and activities of the Project. More attention should be given to internal and external communication with partners, counterparts, and stakeholders, including regular updates on the progress of work against the original work plan and on expenditure. Investing in communication would increase the visibility of the project and raise awareness and involvement of the main stakeholders.		

**Response: (partially accept)** While the Ministries of Tourism and the STEs were the main stakeholders, the project was designed and structured with different levels of participation. The Steering Committee served as the main body that helped enhance the collaboration among relevant government authorities responsible for tourism, commerce and disaster risk management, private sector, owners and operators of small tourism enterprises. It served as the medium, to convey information and deliberate on and make decisions regarding the Project.

Focal Points from the Emergency Management Agencies were only involved in the specific trainings geared towards building basic CERT principles into local communities, so their participation was limited to that aspect of the Project.

The Project Team made every effort to disseminate information through press releases, invitations, announcements (tv and print), concept notes and invitations to inform stakeholders on the general objective and goal of the project

Interviewing participants who only attended a specific training will not give an accurate assessment of involvement and awareness of the project objectives and goals.

Key Actions		
Description	Date of implementation	
1.1 Work with partner institutions such as CHTA and the University of the West Indies in the dissemination of the reports produced under the project either by including in their website or other social media networks	Dec 2022-March 2023	
1.2 N/A		
Recommendation 7: [complete]	Accepted	Not accepted
<b>7. Interventions supporting Tourism associations for STEs.</b> One of the main constraints raised by STEs is that they do not have support from the tourism sector associations. Indeed, STEs raised that it would be appropriate to have an association such as CHTA for their community. According to interviews, CHTA offers among its various benefits, trainings, and workshop on disaster risk management, but its subscription fees are too high for small structures as STEs. Supporting the STEs for creating a specific association for their structure could help to growth and boost economic activities, generate employment, share important information regarding disaster risk management (e.g., business continuity and contingency planning, crisis communication strategy...).	x	

**Response: We** recognize our role in continuing to support Small Tourism Enterprises (STEs) by encouraging them to lead their resilience agenda by networking and getting involved in relevant national associations to ensure that they have a voice for decision making that impacts their resilience and sustainability. Furthermore, we would urge governments and private sector associations and other agencies that support STEs to review their current agenda to ensure that STEs are fully integrated as a specific area of focus in their policies, plans and forward strategies. We would continue to collaborate with partners to share solutions, ideas, lessons learned and further support business networking with STEs locally and in other regional destinations.



Key Actions		
Description	Date of implementation	
<b>1.1</b> Engage communities in which STEs operate, in the development strategies as they relate to supply chain issues	<b>2023-2024</b>	
<b>1.2</b> Engage STEs as part of work of the CITUR	<b>2022-2024</b>	
<b>Recommendation 8: [complete]</b>	<b>Accepted</b>	<b>Not accepted</b>
<b>8. Knowledge generation and dissemination as a major Project objective.</b> Such types of projects should be focused on developing the internal capacity and knowledge of the relevant stakeholders so that agenda of disaster risk management is absorbed and competently continued by the government and local counterparts. The OAS Project counted with a knowledge stream, but the knowledge creation and dissemination were not aligned appropriately timing wise since the knowledge work it is still not complete. In this sense, it is recommended that future projects should be working towards building internal capacity and allocating sufficient resources for knowledge creation and dissemination in an ongoing basis as well as post-project to ensure sustained results in the long run.	x	
<b>Response:</b> The project team understands the importance of working towards building internal capacity in relevant stakeholders. The DSD and the DED through the Inter-American Committee on Tourism will continue to engage STEs through their ongoing work		
Key Actions		
Description	Date of implementation	
<b>1.1</b> We will explore opportunities to establish a training and development program for STEs that will allow capacity development in the range of areas needed by STEs	<b>2023-2024</b>	
<b>1.2</b> Support STEs in accessing the knowledge and tools needed to thrive in the global space in which they operate	<b>2022-2024</b>	
<b>1.3</b> Engage STEs as part of ongoing work of the DSD and the Inter-American Committee on Tourism	<b>2022-2024</b>	