
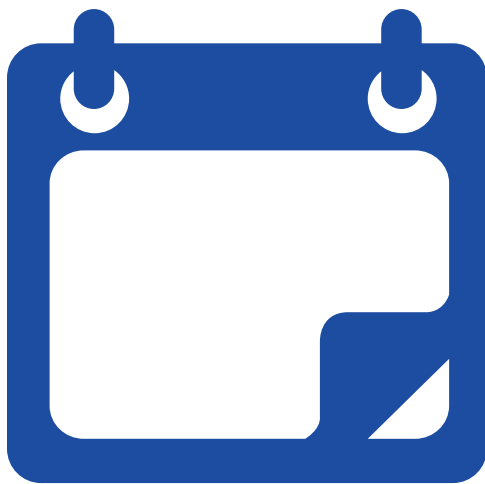

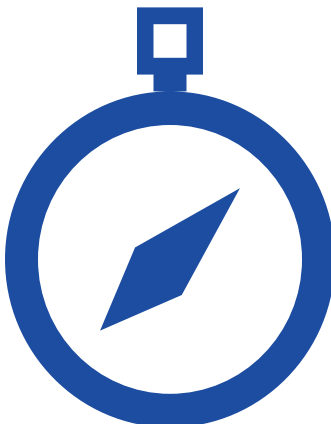



Evaluation Process


38 stakeholders participated OAS Project Team, USOAS donor, counterparts and beneficiaries 	Evaluation Period June - September 2022 Desk review, virtual interviews, feedback surveys, and 4 case studies 	Intended Evaluation Users US Permanent Mission to the OAS, the OAS Executive Secretariat for Integral Development (SEDI), the Department of Procurement Services and Management Oversight, and project stakeholders 	Evaluation Purpose To evaluate the relevance, efficiency, effectiveness, and sustainability of the project 
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Evaluation Results


Relevance

- The Project is consistent with countries' climate resilience and donors' agendas;
 - The Project is relevant to the OAS.
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Sustainability

- The sustainability of the Project could be compromised
 - There were challenges building national and regional capacities since not all Member States participated in the Regional CERT training, and some countries could not develop the National Basic CERT training as expected
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Efficiency

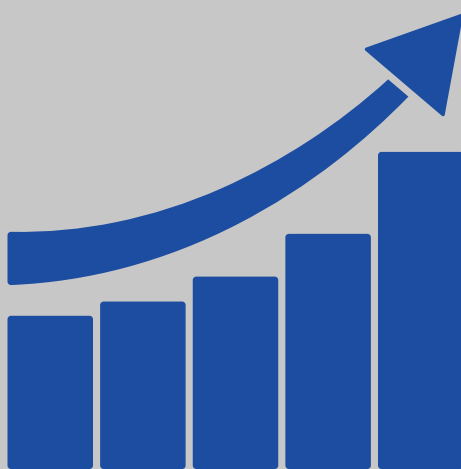
- The Project encountered challenges in the allocation of resources.
 - COVID-19 had an impact on some activities which had repercussions on the timeline of the Project.
 - There is still a need to improve accountability and monitoring functions.
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Effectiveness


- The Project encountered multiple challenges in delivering results envisaged in the initial Logical Framework Matrix.
 - The OAS has long taken a comprehensive approach to reduce gender inequality.
 - Completed: Output 1
 - Pending: Outputs 2 through 7
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Recommendations


Recommendation 1: *Continued engagement at a regional level.* The Project is consistent with the goals of external partners and organizations. It is important to keep working with these agencies to improve the resilience of Small Tourism Enterprises in the Caribbean.




Recommendation 2: *Regional project design and implementation.* It is important to design a cohesive design and monitoring framework to ensure a level playing field between all countries of intervention.




Recommendation 3: *Capacity building development and training.* Take advantage of the momentum created by the High-Level Policy Forum to encourage more countries to develop capacity building activities at the National level.



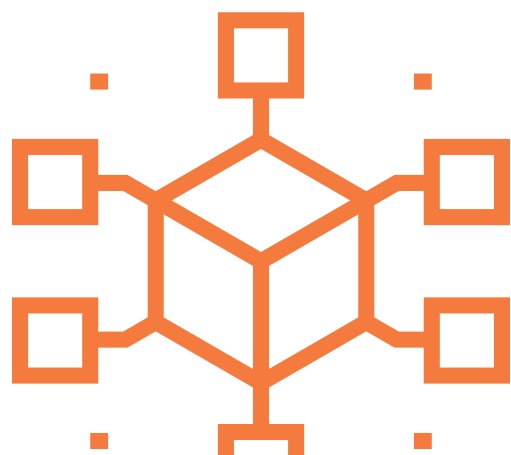
Recommendation 4: *Monitoring.* The evaluation recommends having a balanced set of outputs, desired outcomes, and targets to be achieved, and where possible impact indicators.




Recommendation 5: *Impact and additionality measurement.* For future projects, it is suggested to develop baseline indicators and a Logical Framework for monitoring impacts/additionality of the project.



Recommendation 6: *Invest in meaningful communication.* Enhance the internal and external communication with partners, counterparts, and stakeholders to increase the visibility of the project.



Recommendation 7: *Interventions supporting Tourism associations for STEs.* Supporting STEs in the creation of specific associations to foster their growth could boost economic activities and generate employment.



Recommendation 8: *Knowledge generation and dissemination as a major Project objective.* Future projects should be working towards building internal capacity and allocating sufficient resources for knowledge creation and dissemination.

