Fondo Multilateral de Inversiones
Miembro del Grupo BID

REPORTE DE ESTADO DEL PROYECTO

ENERO 2014 - JUNIO 2014

SECCIÓN 1: SÍNTESIS DEL PROYECTO

NOMBRE DEL PROYECTO: Tour Operadores plan para el desarrollo de turismo sostenible

Nro. Proyecto: RG-M1213 - Nro. Operación: ATN/ME-13410-RG

Resultado: Create a model that will optimize market access and efficiency in the tourism value chain by connecting MSE with a large adventure tour operator from the point of product development, providing them access to a ready market, capabilities and the tools to serve the market demand.

País Administrador
COSTA RICA

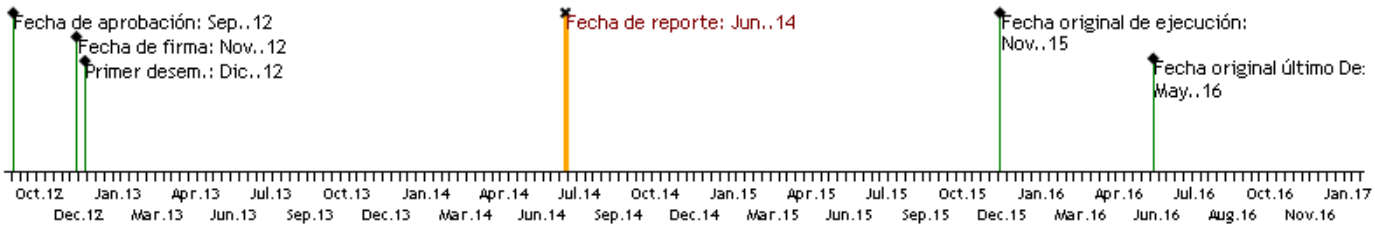
País Beneficiario
BOLIVIA, EL SALVADOR, GUATEMALA, NICARAGUA, PERÚ

Agencia Ejecutora: G ADVENTURES, INC.

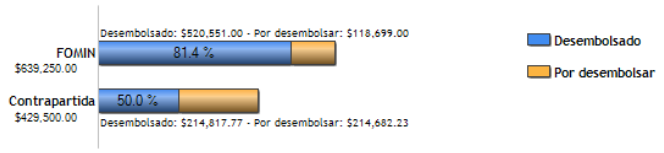
Líder equipo de diseño:

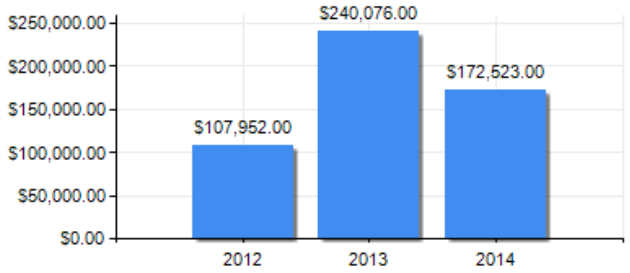
Líder equipo de supervisión: Murray, Betsy

CRONOLOGÍA DE EVENTOS

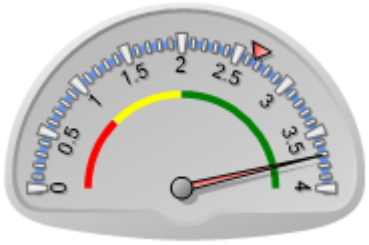


RECURSOS

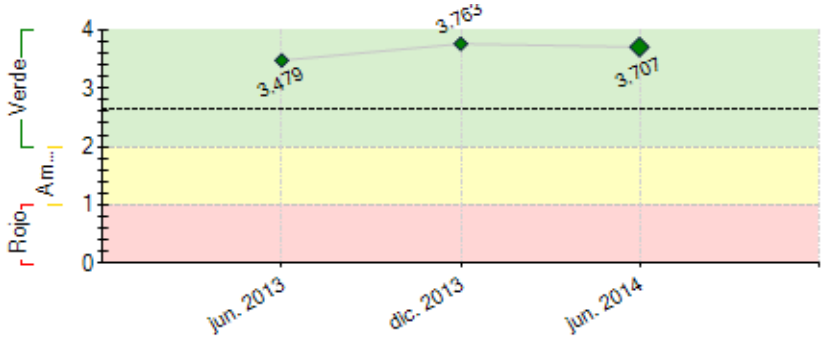




PUNTAJE DE DESEMPEÑO



Puntaje actual: Satisfactorio: 3.707
Promedio FOMIN: 2.657

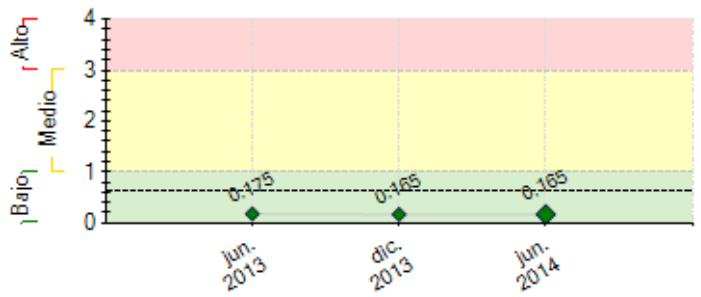


----- Promedio desempeño FOMIN

RIESGOS EXTERNOS

CAPACIDAD INSTITUCIONAL

	Riesgo
Administración Financiera:	Medio
Adquisiciones:	Medio
Capacidad Técnica:	Medio



---- Promedio de riesgo FOMIN: 0.615

SECCIÓN 2: DESEMPEÑO

Resumen del desempeño del proyecto desde el inicio

C1:
More than 32 CBT MSE have improved capacity to meet market demands via training and inclusion in G Adventures itineraries.
4/5 B2B contracts signed - final one drafted to be signed end July.
All CBT MSE operating as of March 2014, showing continued increase in revenues according to midterm eval.
273 beneficiaries trained
C2:
12 "related" MSE developed in Central America recording increasing sales. 6 budgeted and planned for Peru for next sem.
C3:
3 CBT MSE included in brochures for 2014; all 5 in brochures for 2015
More than 100 positive social media mentions & news articles & catalog mentions of projects. To be continued in next semester.
C4:
Green Economy/Sustainable Tourism Training module completed for Guatemala and Peru municipal government participants. "Train the trainer" program completed.
C5:
M&E Model developed and used for baseline and adapted for intermediate evaluation, completed end june 2014.
Video filming completed in all sites, now in production.
Two tour operator workshops in Costa Rica and Peru complete.
Presentations at 5 international industry forums to date. Peru 2013, Brazil, Finland, Peru and Colombia 2014. Presentations at at least 3 more international forums through 2015.

Focus for next semester is on development of micro-enterprises in Peru and ensuring capacity is sufficiently strengthened in all sites and knowledge transferred to max number of beneficiaries. Governance component and knowledge component will continue through next semester.

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora
G Adventures/Planeterra has met all the agreed project milestones on time, and as contingencies arose, has placed additional resources to assure satisfactory monitoring and quality control at the project sites, mitigating any potential operational risks. Also, there has been a concerted effort to interest other tour operators in utilization of the campsite in Peru, and all of the sites have additional buyers, to minimize dependency issues.

The project model being tested has already sparked the interest of the travel industry, as evidenced by the invitations to present the concepts and activities in international fora.

Resumen del desempeño del proyecto en los últimos seis meses

C1:
Peru MSE development completed and in operation as of March 1.
All CBT MSE showed continued increase in revenues according to midterm eval.
Additional 70 beneficiaries trained
C2:
6 new micro-enterprises budgeted and planned for Peru for next sem. Consultants contracted for training.
C3:
2 Peru CBT added to brochures for 2015
More than 100 positive social media mentions & news articles & catalog mentions of projects in this semester. To be continued in next semester.
C4:
Green Economy/Sustainable Tourism Training module completed for Guatemala and Peru municipal government participants. "Train the trainer" program completed.
C5:
M&E Model adapted for intermediate evaluation and implemented june 2014.
Video filming completed in all sites, now in production.
2nd tour operator workshop took place in Peru July 9 & 10 with MINCETUR.
Presentations at 4 international industry forums by team (ESTC Brazil April, FEST Finland July, DIRCETUR Peru July and FONTUR Colombia July 2014. Presentations at at least 3 more international forums through 2015.

Focus for next semester is on development of micro-enterprises in Peru and ensuring capacity is sufficiently strengthened in all sites and knowledge transferred to max number of beneficiaries. Governance component and knowledge component will continue through next semester.

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora
In addition to reported activities, in March 2014 DIRCETUR in Cuzco Peru, and the Mayor of Urubamba indicated interest in the model, especially the campsite management model and basic infrastructure, which is unique in this area, as a potential model to be replicated and regulated on other trek overnight locations on private or community owned property. The socio-environmental impact on communities can be lessened by well run campsites, and the experience in Cuncani can provide important information to establish appropriate guidelines.

SECCIÓN 3: INDICADORES E HITOS

		Indicadores	Línea de base	Intermedio 1	Intermedio 2	Intermedio 3	Planeado	Logrado	Estado
Resultado: Create a model that will optimize market access and efficiency in the tourism value chain by connecting MSE with a large adventure tour operator from the point of product development, providing them access to a ready market, capabilities and the tools to serve the market demand.	**R.1**	Number of MSE's connected to the tour operator supply chain and receiving a continual flow of visitors.	0 Nov. 2012	30 Jul. 2014			50 Nov. 2015	35 Jul. 2014	
	R.2	Number of long term future sales contracts (B2B) between the community networks and the tour operator.	0 Nov. 2012	5 Jul. 2014			8 Nov. 2015	5 Jul. 2014	
	R.3	Number of communities with an internal community fund mechanism from increased sales operating for covering communal expenses, maintenance and upgrading of tourism enterprises.	0 Nov. 2012	3 Jul. 2014			5 Nov. 2015	3 May. 2014	
Componente 1: Community Based Tourism MSEs linked to international tourism value chains. **Peso:** 41% **Clasificación:** Muy Satisfactorio	**C1.I1**	Number of community based tourism MSEs in economically disadvantaged areas on tour routes with improved business acumen via training to meet market demands of supply chain.	0 Nov. 2012	32 Jul. 2014			34 Nov. 2014	37 Jun. 2014	En curso
	C1.I2	Number of staff members of local NGO's that participated in the different knowledge transfer sessions.	0 Nov. 2012				25 Nov. 2014	9 May. 2014	En curso
	C1.I3	Number of community members that participated in the different knowledge transfer sessions.	0 Nov. 2012				300 Nov. 2014	214 Abr. 2014	En curso
	C1.I4	Number of tour leaders that participated in the different knowledge transfer sessions.	0 Nov. 2012				100 Nov. 2014	36 May. 2014	En curso
	C1.I5	Number of local guides, porters or cooks trained during the different knowledge transfer sessions.	0 Nov. 2012				100 Nov. 2014	63 Feb. 2014	En curso
	C1.I6	Number of tour leaders from tour operator providing quality control monitoring and feedback of CBT products and appropriately managing tours in community settings.	0 Nov. 2012				100 Nov. 2014		
	C1.I7	Number of B2B signed contracts with community organizations that group together more than 35 MSEs.	0 Nov. 2012				5 Nov. 2014	3 Dic. 2013	En curso
Componente 2: Tourism related MSE development **Peso:** 12% **Clasificación:** Satisfactorio	**C2.I1**	Number of tourism related MSE's that have improved their business acumen.	0 Nov. 2012				8 Jul. 2014	7 May. 2014	Finalizado
	C2.I2	Number of tourism related MSE's with 100%competency in basic accounting record keeping, inventory management.	0 Nov. 2012				16 Nov. 2014		
	C2.I3	Average customer satisfaction score in tourism related MSE's participating in the project (B2B, B2C).	0 Nov. 2012				80 Nov. 2014	92 May. 2014	En curso
	C2.I4	Number of B2B contracts with other sustainable or travel related product or services businesses seeking to invest in local sustainable development.	0 Nov. 2012				16 Nov. 2014		
Componente 3: Market Access **Peso:** 17% **Clasificación:** Muy Satisfactorio	**C3.I1**	Number of new CBT and tourism related products included in itineraries of G Adventures and other tour operators	0 Nov. 2012	5 May. 2014			10 Nov. 2015	6 Mar. 2014	En curso
	C3.I2	Number of positive customer and social media mentions of project CBT and tourism related products.	0 Nov. 2012	20 May. 2014			100 Nov. 2015	284 May. 2014	En curso
	C3.I3	Number of G Adventures catalog and newsletter mentions of project activities, beneficiaries and sites.	0 Nov. 2012	20 Jul. 2014			100 Nov. 2015	50 May. 2014	En curso
	C3.I4	Number of project project sites that show an increase in sales for participating tourism and tourism related MSE's working with other B2B buyers and prospects.	0 Nov. 2012				2 May. 2015		
	C3.I5	Number of dedicated pages on Planeterra's website to project destinations.	0 Nov. 2012				5 Nov. 2015	5 May. 2013	Finalizado
Componente 4: Enhance Local Governance related to sustainable tourism **Peso:** 11% **Clasificación:** Satisfactorio	**C4.I1**	Baseline policy analysis for target destinations in Guatemala and Peru.	0 Nov. 2012				2 Oct. 2013	2 Oct. 2013	Finalizado
	C4.I2	Green Economy/Sustainable Tourism Training module completed for Guatemala and Peru municipal government participants.					Jul. 2014		En curso
	C4.I3	Proposal in Peru (resulting from training activities) for local governments with policy instruments and actions to enhance stewardship of territorial resources and sustainable tourism needs prepared and presented for approval at the appropriate level.	0 Nov. 2012				1 Jun. 2015		
	C4.I4	Proposal in Guatemala (resulting from training activities) for local governments with policy instruments and actions to enhance stewardship of territorial resources and sustainable tourism needs prepared and presented for approval at the appropriate level.	0 Nov. 2012				1 May. 2015		
	C4.I5	Number of interventions taken up by local governments in Peru and Guatemala.	0 Nov. 2012				2 Nov. 2015		
	C4.I6	Knowledge product transferred to local development entities in Costa Rica and Nicaragua.	0				2 Jul. 2015		
Componente 5: Knowledge & Communication **Peso:** 19% **Clasificación:** Satisfactorio	**C5.I1**	Monitoring and Evaluation Model for Socially Inclusive Tour Operations designed and baselines created for 5 project sites.	0				1 May. 2013	1 May. 2013	Finalizado
	C5.I2	Monitoring and Evaluation Model presented to MIF for their Knowledge Platform. (tested and completed full cycle)					Ene. 2016		
	C5.I3	Paper presented on the tour operators/ non-profit intervention to develop CBTproduct.	0 Nov. 2012				1 May. 2015		
	C5.I4	Self-directed learning CBT Success Factors module presented, including Lessons Learned from local partners, and working with indigenous peoples.	0 Nov. 2012				1 May. 2015		
	C5.I5	Self-directed learning module CBT for tour leaders presented.	0 Nov. 2012				1 May. 2015		

C5.I6	Product Support Team Model for CBT Implementation including Lessons Learned presented.	0 Nov. 2012				1 May. 2015		
C5.I7	Future sales model instrument presented.	0 Nov. 2012				1 May. 2015		
C5.I8	Informational video on project results developed and distributed widely according to communications plan.	0 Nov. 2012				1 Nov. 2015		

Hitos		Planeado	Fecha de cumplimiento	Logrado	Fecha alcanzada	Estado
H1	Conditions Prior	2	May. 2013	2	Nov. 2012	Logrado
H2	M&E system	1	May. 2013	1	May. 2013	Logrado
H3	2 product support teams trained- GU and NI	2	May. 2013	2	May. 2013	Logrado
H4	2 Product development plans completed	2	Oct. 2013	2	Oct. 2013	Logrado
H5	2 baseline policy analyses completed for sustainable tourism-DEL training in GU and PE	2	Oct. 2013	2	Oct. 2013	Logrado
H6	Improvements completed in GU and NI and CR	1	Ene. 2014	1	Jul. 2013	Logrado
H7	PE product development plans completed	1	May. 2014	1	Dic. 2013	Logrado
H8	Improvements completed in 2 sites PE	1	May. 2014	1	Dic. 2013	Logrado
H9	Governance policy training tool for sustainable tourism prepared	1	Nov. 2014			
H10	Future sales contracts signed, small scale testing complete in GU, NI, CR, PE	1	Nov. 2014			
H11	Future sales model complete	1	May. 2015			
H12	Product support team model complete	1	May. 2015			
H13	SDL model complete	1	Nov. 2015			
H14	Informational video complete	1	Nov. 2015			
H15	Socioeconomic effects measured in 5 sites	1	Ago. 2016			

FACTORES CRÍTICOS QUE HAN AFECTADO EL DESEMPEÑO

[No se reportaron factores para este período]

SECCIÓN 4: RIESGOS

RIESGOS MÁS RELEVANTES QUE PUEDEN AFECTAR EL DESEMPEÑO FUTURO

	Nivel	Acción de mitigación	Responsable
1. Donor and academics continue to support supply side funding of MSE model without a view to marketability of the final products.	Bajo	Disseminate project lessons learned in different forums geared towards donors and academia.	Project Guest
2. Other tour operators do not show interest in inserting community based tourism into their value chain, and developing the product.	Bajo	Communicate project achievements in different industry events.	Project Guest
3. Project beneficiaries don't commit to skills strengthening and maintaining market capacity processes.	Bajo	Maintain open communication with project beneficiaries on the importance of the capacity building process, and their benefits in terms of personal and business growth.	Project Guest
4. Project beneficiaries don't understand the benefits of the model	Bajo	Communicate constantly with project beneficiaries as to the shared benefits of the model, and the importance of the capacity building process.	Project Guest
5. Tourism Industry forums interest wanes for socially inclusive economic development topics.	Bajo	Monitor the agenda and topics of the different Tourism Industry forums.	Project Guest

NIVEL DE RIESGO DEL PROYECTO: Bajo **NÚMERO TOTAL DE RIESGOS:** 8 **RIESGOS VIGENTES:** 8 **RIESGOS NO VIGENTES:** 0 **RIESGOS MITIGADOS:** 0

SECCIÓN 5: SOSTENIBILIDAD

Probabilidad de que exista sostenibilidad después de terminado el proyecto: MP - Muy Probable

FACTORES CRÍTICOS QUE PUEDEN AFECTAR LA SOSTENIBILIDAD DEL PROYECTO

[No se reportaron factores para este período]

Acciones realizadas o a ser implementadas relativas a la sostenibilidad:

Projects are each undergoing consistent review and monitoring by G Adventures staff to ensure they are meeting standards and any suggestions or concerns are being addressed. A chef consultant was hired by Planeterra to monitor standards at restaurant for six months after first chef's contract finished in April. The Huchuy Qosco Association hired a kitchen manager to ensure administrator could focus on duties and kitchen would remain up to standards. Consultants have been hired for further capacity building on financial and inventory/supplier management.

Tour operators that operate in the region were engaged to ensure Cuncani campsite would be profitable. Other projects receive sufficient customers from G Adventures at present but all have contracts with other entities as well (see midterm evaluation).

NGOs, practitioners, tour operators, and government officials engaged at several forums to date to disseminate model and attempt to spur on additional CBT projects using private sector partnership model.

Additional training sought for both Nicaragua and Guatemala home stay MSEs to ensure capacity to independently maintain their financial books, monitored by Planeterra.

SECCIÓN 6: LECCIONES PRÁCTICAS

	Relativa a	Autor
1. When looking at monitoring and evaluation needs and budgeting accordingly, it would be useful to think about the increase in beneficiaries and therefore an increasing need for data collectors and time for managing the evaluation process over each period. We had to move some budget from contingency fund to cover midterm evaluation costs and projected final evaluation costs due to increase in beneficiaries over time.	Design	Galaski, Kelly
2. While technology has come along way, there still remains barriers to conducting webinars and online training in sites with low broadband capacity. For our "train the trainer" governance training program, the facilitators based in Nicaragua and Costa Rica connected weekly with participants in Guatemala and Peru. While they were able to complete the 10-week course, it took approximately one extra month to complete sessions that were delayed due to technology issues. I would recommend in-person training where possible even though it requires a higher travel budget. Otherwise the model worked well and would work fine in future when broadband is stronger in Guatemala and Peru.	Design	Galaski, Kelly
3. It has been effective to have field managers to monitor consultants and NGO counterparts contributions to ensure goals for training are met. We encountered some difficulties in Nicaragua and the ability to deploy a team member to get things back on track was essential.	Implementation	Galaski, Kelly