Fondo Multilateral de Inversiones
Miembro del Grupo BID

REPORTE DE ESTADO DEL PROYECTO

JULIO 2014 - DICIEMBRE 2014

SECCIÓN 1: SÍNTESIS DEL PROYECTO

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

Número de 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

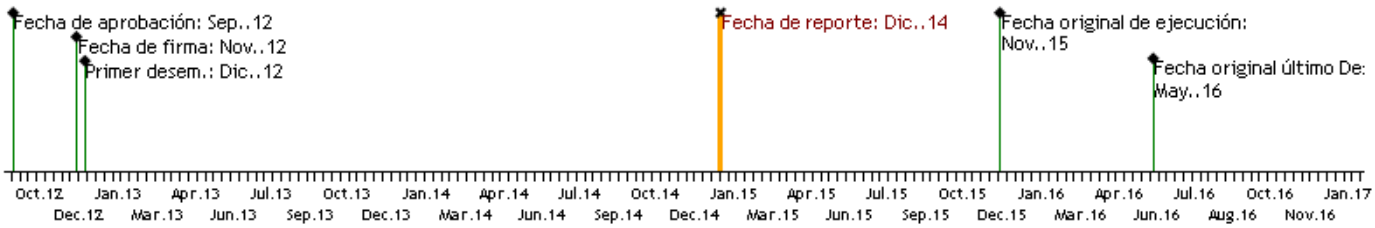
País Beneficiario
BOLIVIA, EL SALVADOR, GUATEMALA, NICARAGUA, PERÚ

Agencia ejecutora: G ADVENTURES, INC.

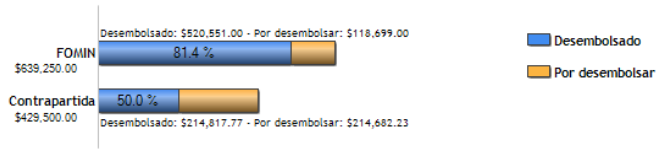
Líder equipo de diseño:

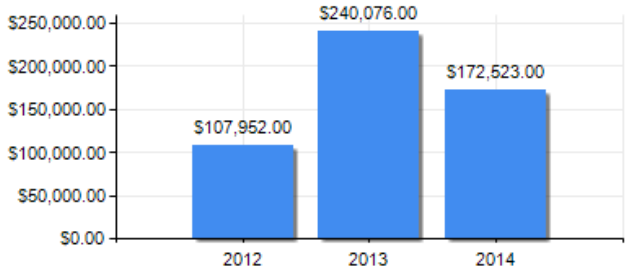
Líder equipo de supervisión: Murray, Betsy

CRONOLOGÍA DE EVENTOS

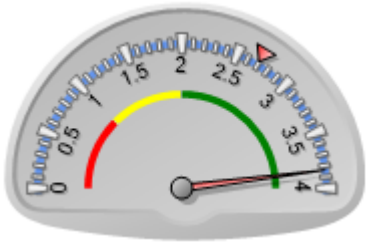


RECURSOS

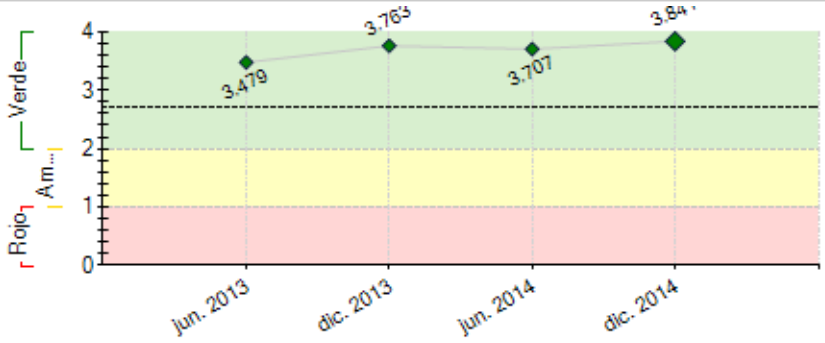




PUNTAJE DE DESEMPEÑO



Puntaje actual: Satisfactorio: 3.841
Promedio FOMIN: 2.698

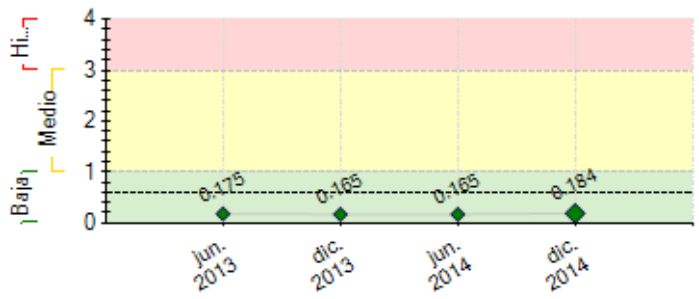


----- Promedio desempeño FOMIN

RIESGOS EXTERNOS

CAPACIDAD INSTITUCIONAL

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



---- Promedio de riesgo FOMIN: 0.602

SECCIÓN 2: DESEMPEÑO

Resumen del desempeño del proyecto desde el inicio

C.1
- 37 CBT MSEs have improved business acumen via training and inclusion in G Adventures itineraries
- 306 community members have been trained in different subjects such as business and service management
- 106 local guides, porters and cooks trained
- 104 tour leaders monitoring and providing feedback to tour operator
- 5/5 B2B contracts signed with community organizations

C.2
- More than 20 MSEs with 100% competency in basic inventory and accounting record keeping
- An average customer satisfaction score of 95% (including the 5 main projects)
- More than 16 B2B contracts with other tour operators and organizations interested in support sustainable development

C.4
- Green Economy / Sustainable Tourism Training module completed for Guatemala and Perú municipal government participants

C.5
- Project team members have spoken at 10 forums and conferences about the model with a mix of tourism industry, development, and academic audiences.

Focus for next semester is on enhancing local governance on sustainable tourism in Guatemala and Perú, and developing the knowledge transfer sessions for Costa Rica and Nicaragua.

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora
The project has been efficient and effective in reaching rural communities with appropriate community based tourism products that satisfy market needs and are inclusive employment and empowerment experiences. Indigenous communities are participating actively in the project in Peru and Guatemala, and vulnerable populations are included in the value chains in Nicaragua and Costa Rica.
The development challenges that remain are:1) to encourage uptake of the model by other donors and tour operators; and 2) to include effective sustainable tourism actions within the governance structure in tourism destinations, beyond simple awareness.

Resumen del desempeño del proyecto en los últimos seis meses

Purpose
- Development and training of 5 new micro enterprises connected to the main projects in Perú as part of their supply chain.
- 5 B2B long term future sales contracts signed between the community networks and the tour operator
- 5/5 communities with an internal fund mechanism for covering communal expenses, maintenance and upgrading tourism micro-enterprises and support social, educational and environmental community projects.

The critical actions for the next semester include:
- The completion of knowledge products.
  - a)Final filming and editing of learning video.
  - b)To develop self directed learning modules for tour guides and for CBT practitioners.
  - c)Complete case studies/models
- To enhance local governance politics on sustainable tourism in Guatemala and Perú.
- To develop and execute knowledge transfer sessions on local governance for Costa Rica and Nicaragua.
- Assisting with first implementation by communities of funds for social projects in Peru
- Continued monitoring of all MSEs to ensure sustainability.

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios de la Agencia Ejecutora
The project is well implemented, the combination of NGOs and a well defined market focus by the international tour operator has been very useful for garnering lessons to share on developing tourism products that are both market ready and marketable.

SECCIÓN 3: INDICADORES E HITOS

		Indicadores	Línea de base	Intermedio 1	Intermedio 2	Intermedio 3	Planeado	Logrado	Estado
Resultado: Create a model that	R.1	Number of MSE's connected to the tour operator supply chain and receiving a continual flow of visitors.	0	30			50	35	

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.			Nov. 2012	Jul. 2014			Nov. 2015	Jul. 2014	
	R.2	Number of long term future sales contracts (B2B) between the community networks and the tour operator.	0	5			8	5	
			Nov. 2012	Jul. 2014			Nov. 2015	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	3			5	5	
			Nov. 2012	Jul. 2014			Nov. 2015	Nov. 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	32			34	37	Finalizado
			Nov. 2012	Jul. 2014			Nov. 2014	Jun. 2014	
	C1.I2	Number of staff members of local NGO's that participated in the different knowledge transfer sessions.	0	12			25	14	En curso
			Nov. 2012	Nov. 2014			Jun. 2015	Nov. 2014	
	C1.I3	Number of community members that participated in the different knowledge transfer sessions.	0				300	306	Finalizado
			Nov. 2012				Nov. 2014	Oct. 2014	
	C1.I4	Number of tour leaders that participated in the different knowledge transfer sessions.	0				100	53	En curso
			Nov. 2012				May. 2015	Sep. 2014	
	C1.I5	Number of local guides, porters or cooks trained during the different knowledge transfer sessions.	0				100	106	Finalizado
			Nov. 2012				Nov. 2014	Nov. 2014	
	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				100	104	Finalizado
			Nov. 2012				Nov. 2014	Nov. 2014	
	C1.I7	Number of B2B signed contracts with community organizations that group together more than 35 MSEs.	0				5	5	Finalizado
			Nov. 2012				Nov. 2014	Oct. 2014	
Componente 2: Tourism related MSE development **Peso:** 12% **Clasificación:** Muy Satisfactorio	**C2.I1**	Number of tourism related MSE's that have improved their business acumen.	0				8	9	Finalizado
			Nov. 2012				Jul. 2014	Jul. 2014	
	C2.I2	Number of tourism related MSE's with 100%competency in basic accounting record keeping, inventory management.	0				16	22	Finalizado
			Nov. 2012				Nov. 2014	Nov. 2014	
	C2.I3	Average customer satisfaction score in tourism related MSE's participating in the project (B2B, B2C).	0				80	95	Finalizado
			Nov. 2012				Nov. 2014	Dic. 2014	
	C2.I4	Number of B2B contracts with other sustainable or travel related product or services businesses seeking to invest in local sustainable development.	0				16	21	Finalizado
			Nov. 2012				Nov. 2014	Nov. 2014	
Componente 3: Market Access **Peso:** 17% **Clasificación:** Satisfactorio	**C3.I1**	Number of new CBT and tourism related products included in itineraries of G Adventures and other tour operators	0	5			10	6	En curso
			Nov. 2012	May. 2014			Nov. 2015	Mar. 2014	
	C3.I2	Number of positive customer and social media mentions of project CBT and tourism related products.	0	20			100	284	En curso
			Nov. 2012	May. 2014			Nov. 2015	May. 2014	
	C3.I3	Number of G Adventures catalog and newsletter mentions of project activities, beneficiaries and sites.	0	20			100	50	En curso
			Nov. 2012	Jul. 2014			Nov. 2015	May. 2014	
	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				2		
			Nov. 2012				May. 2015		
	C3.I5	Number of dedicated pages on Planeterra's website to project destinations.	0				5	5	Finalizado
			Nov. 2012				Nov. 2015	May. 2013	
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				2	2	Finalizado
			Nov. 2012				Oct. 2013	Oct. 2013	
	C4.I2	Green Economy/Sustainable Tourism Training module completed for Guatemala and Peru municipal government participants.						Si	En curso
							Jul. 2014	Jul. 2014	
	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				1		
			Nov. 2012				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				1		
			Nov. 2012				May. 2015		
	C4.I5	Number of interventions taken up by local governments in Peru and Guatemala.	0				2		
			Nov. 2012				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	1	Finalizado
							May. 2013	May. 2013	
	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				1		
			Nov. 2012				May. 2015		
	C5.I4	Self-directed learning CBT Success Factors module presented, including Lessons Learned from local partners, and working with indigenous peoples.	0				1		
			Nov. 2012				May. 2015		
	C5.I5	Self-directed learning module CBT for tour leaders presented.	0				1		
			Nov. 2012				May. 2015		
	C5.I6	Product Support Team Model for CBT Implementation including Lessons Learned presented.	0				1		
			Nov. 2012				May. 2015		
	C5.I7	Future sales model instrument presented.	0				1		
			Nov. 2012				May. 2015		
	C5.I8	Informational video on project results developed and distributed widely according to communications plan.	0				1		
			Nov. 2012				Nov. 2015		

	Hitos	Planeado	Fecha de cumplimiento	Logrado	Fecha alcanzada	Estado
H1	Conditions Prior	1	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	1	Ago. 2014	Logrado
H10	Future sales contracts signed, small scale testing complete in GU, NI, CR, PE	1	Nov. 2014	1	Nov. 2014	Logrado
H12	Product support team model complete	1	May. 2015			
H11	[*] Future sales model complete	1	May. 2015	1	Nov. 2014	Logrado
H13	SDL model complete	1	Nov. 2015			
H14	Informational video complete	1	Nov. 2015			
H15	Socioeconomic effects measured in 5 sites	1	Ago. 2016			

[*] Indica que el hito ha sido reformulado

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.	Baja	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.	Baja	Communicate project achievements in different industry events.	Project Guest
3. Tourism Industry forums interest wanes for socially inclusive economic development topics.	Baja	Monitor the agenda and topics of the different Tourism Industry forums.	Project Guest
4. Municipalities in tourism destinations don't show interest in strengthening public-private models and relations for the green economy in tourism.	Baja	Identify leaders within each local government interested in strengthening public-private models and relations.	Project Guest
5. Political instability creates a negative perception of the destinations for tourists.	Baja	Monitor the political situation in the different countries. Since the intervention has beneficiaries in 4 different countries, including multi-country tours, it is expected that diversification will minimize any potential impact on tourism flows.	Project Guest

NIVEL DE RIESGO DEL PROYECTO: Baja **NÚMERO TOTAL DE RIESGOS:** 8 **RIESGOS VIGENTES:** 5 **RIESGOS NO VIGENTES:** 0 **RIESGOS MITIGADOS:** 3

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:

In regards to ensuring continuity after our intervention is over, we have taken steps to hire additional consultants where necessary to provide follow-up training and monitoring to each micro-enterprise that required additional support in each of Nicaragua, Guatemala and Peru. Additionally we have continued to solicit feedback from G Adventures tour leaders to ensure consistency and improvements of experiences in each site.

In regards to the sustainability and replicability of the model itself, we have taken steps to communicate the model both in country, specifically in Peru, participating in three forums held by the Ministry of Tourism, and nine other international conferences in academic, non-profit and private sectors. We have prepared CBTEs to work with other tour operators which has resulted in additional service contracts in each location, most recently with Parwa Restaurant & Lares Campsite in Peru, with each of the Central America sites also achieving contracts with other buyers. We note that there are several additional informal buying agreements instead of formal contracts due to local norms, which also lead to increased customer base and sustainability for CBTEs.

SECCIÓN 6: LECCIONES PRÁCTICAS

	Relativa a	Autor
1. With majority of implementation complete we are now using some of the formats developed for this project in the implementation of other Planeterra/G Adventures projects. For example, in the Galapagos we are using the community agreement developed for the communities in this project as a basis for our agreement there. We are also following the same steps of product development working with G Adventures' product and operations teams to redevelop an older project in Peru that was not sustainable, working to convert it into a more formal cooperative based on our successes in creating the self-sufficient community enterprises in Huchuy Qosco (Parwa Restaurant) and Cuncani (Lares Campsite).	Implementation	Galaski, Kelly
2. Having a field manager in each of Peru and Costa Rica throughout the entire project execution process has been a major benefit to the project in terms of continuity and ability to keep things on	Implementation	Galaski, Kelly

track, especially all moving parts and timely deliverables. We have worked with excellent temporary consultants in each of the four beneficiary countries for specific training (such as business formalization, accounting, skills for each enterprise such as cooking, serving, agricultural production, food processing, handicrafts, etc.), but having a field manager to coordinate those processes and monitor throughout the 2.5 years has been extremely effective.		
3. In regards to the governance component, we have found that it was not possible to simple utilize the content created for the "train the trainer course" for the in-person courses in Guatemala and Peru. Each location is adapting the content and the format of the course based on their particular needs. For example, in Guatemala, the "course" has taken the form of workshops and meetings over a three-month time period in order to incorporate many actors and specialists at different times to create the best and most relevant policies. In Peru, it was determined that the best course of action would be a 6-week course/set of workshops incorporating a sustainable tourism policy specialist from Lima who could analyze the baseline and provide recommendations for action plans for each municipality participating (Lamay & Urubamba) to implement existing policies. The lesson learned is to ensure objectives for learning programs allow for customization and adaptability to each particular reality.	Implementation	Galaski, Kelly
4. In some communities when developing a CBT project, the local or medium to small tour operators are not used to sign formal contracts with the MSEs, as they can not guarantee a steady flow of passengers. Even so, MSEs have the possibility to access to bank loans by presenting credit records instead of signed formal contracts.	Sustainability	Robles, Tania
5. As part of the training program, it is necessary to include some basic operation principles of the tourism industry, as how does the seasons work and why the customer satisfaction and reviews are so important. As some of the MSEs begun operating with our project, they do not know how to look for new clients or the importance of keeping a good quality service all the time.	Implementation	Robles, Tania