Fondo Multilateral de Inversiones
Miembro del Grupo BID

REPORTE DE ESTADO DEL PROYECTO (FINAL)

JULIO 2015 - DICIEMBRE 2015

SECCIÓN 1: SÍNTESIS DEL PROYECTO

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

Nro. Proyecto: RG-M1213 - Proyecto No.: ATN/ME-13410-RG

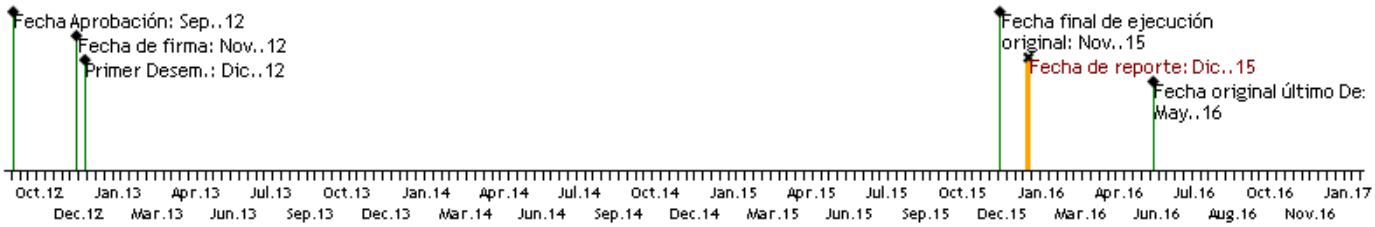
Propósito: Create a model that will optimize market access and efficiency in the tourism value chain by connecting MSE with a large adventure tour operator from the point of product development, providing them access to a ready market, capabilities and the tools to serve the market demand.

País Administrador	País Beneficiario
COSTA RICA	BOLIVIA, EL SALVADOR, GUATEMALA, NICARAGUA, PERÚ

Agencia Ejecutora: G ADVENTURES, INC.

Líder equipo de diseño: BETSY MURRAY
Líder equipo de supervisión: BETSY MURRAY

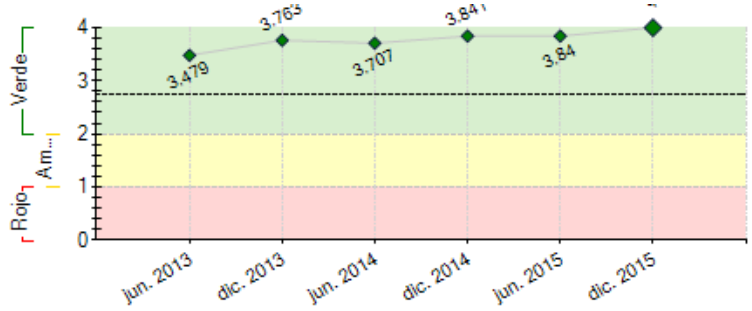
CICLO DEL PROYECTO



RECURSOS

	Aprobado	Cancelado	Desembolsado
FOMIN	$715,000.00	$75,750.00	$600,210.75
Contrapartida	$429,500.00	$0.00	$418,241.14

PUNTAJE DE DESEMPEÑO



----- Promedio desempeño FOMIN

SECCIÓN 2: RESULTADOS Y LOGROS

Desempeño del proyecto una vez terminado

Results

- **5** community-based tourism enterprises (CBTE) + 28 tourism-related micro-enterprises (MSE) linked to the tourism value chain, with sales resulting from linkage with international tour operator.
- Each of the 5 CBTE have at least 2 contracts with tour operators in addition to contract with G Adventures. Sales from other sources range from 18% - 38% of total revenues.
- Over 95% customer satisfaction achieved at CBTE.
- 648 people in marginalized communities directly impacted by project through increased income, employment or as members of a beneficiary CBTE. Over 3000 indirectly impacted.
- 5 local governments with new ST policies & action plans
- Increase in income from baseline to final evaluation in all CBTE sites ranges from 73% to more than 1800%, a total of over $500,000 USD.
- Increase in income from BL to FE in all related MSEs was 441%, a total of $200,000 USD.
- 54 families hosting travelers, with increase in income from BL to FE ranging from 73% to 131%.

Activities & products

Five self-sufficient (CBTE) + 28 tourism-related MSE developed & connected to supply chain. Activities:

- Formalization & legalization of businesses
- Capacity-building in business management skills & necessary technical skils
- Training modules, policies & documentary on model

Relevant Risks & Obstacles Mitigated

Each CBTE was able to attract at least two additional buyers, signifying interest from other tour operators in CBT.

Municipalities welcomed program & approved policy/action plans as well as dedicated budgets to them, indicating interest.

Parwa Restaurant budget issue solved by increased counterpart contribution. Complexity issue managed by contracting local Quechua and Tzutujil-speaking consultants and NGOs to conduct training.

Sustainability

Preparing each CBTE to be self-sufficient, able to manage a business from contract negotiation to successful operations was main activity undertaken to ensure sustainability. This has ensured satisfaction of main client, G Adv, & enabled each CBTE to land contracts with at least 2 other operators.

Training undertaken by all tour leaders & guides ensures understanding of CBTE & creates a built-in monitoring system that provides constant feedback to businesses, helping to maintain quality over time.

Engaging municipalities in Guatemala& Peru and disseminating model at forums in Costa Rica and Nicaragua (and at other events worldwide) ensures knowledge of model is being mobilized for future replication.

Comentarios del líder de Equipo de Supervisión

The Project's financial results for the communities relative to the investments made by G Adventures and MIF is very positive and should be viewed relative to the context of other community based tourism project approaches, which usually don't increase sale very much. This Project intervention also included "ecosystem development" activities for training in local economic development, several reports, videos and training tools.

The direct connection to the flow of visitors channeled by the principal tour operator G Adventures provided new income to the communities, improved employment and microbusiness opportunities and also sparked interest in the tourism market, as evidenced by contracts with other tour operators. From the design stage, none of the partners wanted to créate dependence issues for the communities, which was why the local economic development training, relations with the municipalities and upgrading in administration and negotiation skills were prioritiezed.

When considering the types of products and services to be developed for the tourism market, some are more lucrative than others, such as a well-visited restaurant over a homestay, the latter having a more social connotation. The costing of homestay services was important from a fairness perspective, as the families unwittingly may asume hidden costs and generate déficits in their household budget. Community based tourism, to maintain the essence of the community, needs to be a secondary source of income for most of the participants, otherwise the attractiveness disappears, as the everyday activities are what travellers seek to experience.

It is interesting to observe the effects reported by community member related to improved community organization around the income generating activity, how the social controls have served to reduce alcoholism, and have sparked interest in improving education and access to technology. The work with community organizations, helping them créate a plan for investing the income for collective benefits, on the advice of the local NGO in Urubamba, avoided the separation into "haves and have nots" that break down social cohesion.

Evaluación final

Los impactos económicos principales se midieron preguntando a la MYPEs (principales ysecundarias o “relacionadas”) y a las familias que ofrecen “homestay”, cuál fue su ingresoanual al inicio y al final del proyecto.En Guatemala la MYPE principal (Asociación Rupalaj Kistalin, 13 asociados) reportó en laEF, un total de Q192,600 (US $25,348) en ingresos anuales, lo cual representó un
incremento de Q100,350 (US$ 13,368) con respecto a la LB, equivalente a un 109% decrecimiento en ventas. Las otras 10 MYPEs relacionadas (8 en la LB) reportaron un totalde asociados de 132 miembros reportados en la EF. Sus ingresos en la LB eran de Q.264,000 (US$ 34,286), pasando a Q. 1,366,347(US$ 179,783)
La Replicabilidad del proyecto en otros sitios de características similares dependerá de que exista un tour-operador con gran sensibilidad social, que esté dispuesto a invertir en la construcción de capacidades en el sitio de interés. No solo en capacidades de infraestructura y equipamiento, sino también en capacidades humanas. Se considera que uno de los factores de éxito del proyecto fue haber escogido comunidades que ya estaban en las rutas de G Adventures, para solventar una necesidad real que tenía ese touroperador en cada sitio, principalmente alojamiento y alimentación de calidad y cumpliendo con otras políticas de G Adventures. Por lo tanto, se puede argumentar que una de las condiciones principales que debe cumplir una comunidad para poder replicar el proyecto con éxito, es la de estar cerca o dentro de las rutas de turismo de algún touroperador importante. La replicación no necesariamente tiene que ser para un restaurante, un campamento o “homestays”. Depende del tipo de servicios de apoyo que requiera incluir el tour operador en sus itinerarios actuales. Es altamente probable encontrar deficiencias en los servicios de apoyo que se pueden conseguir en los sitios remotos que frecuentemente visitan los tour operadores especializados en turismo rural, de aventura y eco-turismo. Estas ineficiencias pueden ser: falta de lugares donde comer que ofrezcan buena higiene ycalidad, homestays u hoteles, visitas a lugares de artesanías, servicios de transporte, etc. Se considera que, de haber un touroperador (u otra empresa de turismo/hospitalidad) importante y una o más comunidades locales interesadas, será posible conseguir fondos de donación y/o incluso créditos blandos para financiar un nuevo proyecto en otras comunidades de características similares a las presentes.

Comentarios del líder de Equipo de Supervisión

De acuerdo con los comentarios del evaluador

La evaluación comprueba los beneficios socio-económicos que resultaron del proyecto

Evaluación final http://mif.iadb.org/file.aspx?DOCNUM=40141392

SECCIÓN 3: INDICADORES

Propósito: 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.

Clasificación: Muy Satisfactorio

	Indicadores	Línea de base	Planificado	Logrado	Porcentaje
R.1	Number of MSE's connected to the tour operator supply chain and receiving a continual flow of visitors.	0	50	74	0 %
R.2	Number of long term future sales contracts (B2B) between the community networks and the tour operator.	0	8	6	0 %
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	5	5	0 %

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	34	37	0 %
C1.I2	Number of staff members of local NGO's that participated in the different knowledge transfer sessions.	0	25	110	0 %
C1.I3	Number of community members that participated in the different knowledge transfer sessions.	0	300	306	0 %
C1.I4	Number of tour leaders that participated in the different knowledge transfer sessions.	0	100	115	0 %
C1.I5	Number of local guides, porters or cooks trained during the different knowledge transfer sessions.	0	100	106	0 %
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	0 %
C1.I7	Number of B2B signed contracts with community organizations that group together more than 35 MSEs.	0	5	5	0 %

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	0 %
C2.I2	Number of tourism related MSE's with 100%competency in basic accounting record keeping, inventory management.	0	16	22	0 %
C2.I3	Average customer satisfaction score in tourism related MSE's participating in the project (B2B, B2C).	0	80	95	0 %
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	0 %

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	10	12	0 %
C3.I2	Number of positive customer and social media mentions of project CBT and tourism related products.	0	100	284	0 %
C3.I3	Number of G Adventures catalog and newsletter mentions of project activities, beneficiaries and sites.	0	100	135	0 %
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	3	0 %
C3.I5	Number of dedicated pages on Planeterra's website to project destinations.	0	5	5	0 %

Componente 4: Enhance Local Governance related to sustainable tourism

Peso: 11%

Clasificación: Muy Satisfactorio

C4.I1	Baseline policy analysis for target destinations in Guatemala and Peru.	0	2	2	0 %
C4.I2	Green Economy/Sustainable Tourism Training module completed for Guatemala and Peru municipal government participants.			Si	0 %
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	1	0 %
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	1	0 %
C4.I5	Number of interventions taken up by local governments in Peru and Guatemala.	0	2	4	0 %
C4.I6	Knowledge product transferred to local development entities in Costa Rica and Nicaragua.	0	2	2	0 %

Componente 5: Knowledge & Communication

C5.I1	Monitoring and Evaluation Model for Socially Inclusive Tour Operations designed and baselines created for 5 project sites.	0	1	1	0 %
C5.I2	Monitoring and Evaluation Model presented to MIF for their Knowledge Platform. (tested and			Si	0 %

Peso: 19%

Clasificación: Muy Satisfactorio

	completed full cycle)				
C5.I3	Paper presented on the tour operators/ non-profit intervention to develop CBTproduct.	0	1	1	0 %
C5.I4	Self-directed learning CBT Success Factors module presented, including Lessons Learned from local partners, and working with indigenous peoples.	0	1	1	0 %
C5.I5	Self-directed learning module CBT for tour leaders presented.	0	1	1	0 %
C5.I6	Product Support Team Model for CBT Implementation including Lessons Learned presented.	0	1	1	0 %
C5.I7	Future sales model instrument presented.	0	1	1	0 %
C5.I8	Informational video on project results developed and distributed widely according to communications plan.	0	1	1	0 %

Hitos		Planificado	Fecha Vencimiento	Logrado	Fecha en que se logró	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	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	1	May. 2015	Logrado
H11	[*] Future sales model complete	1	May. 2015	1	Nov. 2014	Logrado
H13	SDL model complete	1	Nov. 2015	1	Nov. 2015	Logrado
H14	Informational video complete	1	Nov. 2015	1	Nov. 2015	Logrado
H15	Socioeconomic effects measured in 5 sites	1	Ago. 2016	1	Ene. 2016	Logrado

[*] 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 CRÍTICOS GESTIONADOS DURANTE LA IMPLEMENTACIÓN

NIVEL DE RIESGO DEL PROYECTO: Baja **NÚMERO TOTAL DE RIESGOS:** 8 **RIESGOS VIGENTES:** 0 **RIESGOS NO VIGENTES:** 1 **RIESGOS MITIGADOS:** 7

SECCIÓN 5: SOSTENIBILIDAD

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

Mechanisms are in place for continued activity and visitation flow to the Project sites., along with business relations with other buyers. The community funds have been established for organized utilization for upkeep and for community needs.

FACTORES CRÍTICOS QUE PUEDEN AFECTAR LA SOSTENIBILIDAD DEL PROYECTO

[No se reportaron factores para este período]

Acciones implementadas relativas a la sostenibilidad:

One of the main concerns during the life of this project was the risk of being too dependent on one client. We prepared each of the CBTE to function as a self-sufficient business and be able to negotiate contracts with other companies. The result has been that each of the CBTE have at least two contracts with other tour operators, plus multiple informal (verbal) agreements with more companies, with revenues ranging from 18% to 40% coming from different sources than G Adventures. This is a major accomplishment toward sustainability for these CBTEs as they grow and diversify their revenue sources into the future.

Another important factor of sustainability for this project is the ongoing relationship with the main private sector client, G Adventures. The daily visits from G Adventures guides and customers (travellers) results in ongoing feedback to maintain a quality experience, for further ability to work with other companies.

Finally, having a continued relationship with Planeterra Foundation and G Adventures means we can continue to monitor and provide some guidance where needed as these small businesses continue to grow and become more professional.

Plan de Sostenibilidad http://mif.iadb.org/file.aspx?DOCNUM=

SECCIÓN 6: CONOCIMIENTO

Lecciones Aprendidas	Relativo a	Autor
1. Perhaps the most important lesson learned from this project was that no matter how much it is desired to help a particular community, a community based tourism enterprise can only be successful -- earn profits and use them towards improving people's lives -- when there is market interest. We attempted to work in one or two communities because of their assets and need when they weren't in an appropriate location or did not have an experience adequate for the company, and each time G Adventures rejected the idea. They will make some small adjustments to routes, and are open to helping communities in need, where it makes sense for the business. Because they know if it will sell, we can have a major impact and truly improve people's lives. It is a hard lesson sometimes, especially for communities without viable assets or appropriate location, but one that ensures communities' needs are met and expectations are not raised without results.	Design	Galaski, Kelly

2. With each of our five intervention sites remaining as part of G Adventures' supply chain, and thereby part of Planeterra's "project portfolio" we continue to monitor each CBTE. There have been issues where we have needed to intervene. For example repairs needed to Cuncani Campsite; they needed help sourcing a plumber, Huchuy Qosqo plans to expand restaurant; Planeterra project manager had to call a meeting with the association to remind them to review expansion plans with current client to ensure the experience would not be affected and they wouldn't be at risk of losing current client. These examples show that it is beneficial to have some monitoring once project is over, and the relationship with the private sector client helps to provide this as well as to maintain quality control through daily visits of guides and travellers.	Sustainability	Galaski, Kelly
3. In order to guide how the profits would be used in each community, we worked on plans with each of the associations. With communities where the profits are low, there does not seem to be a major effect on ways of life. Essentially, they spend funds on things they need for their business and then things that are needed for the community (like repairs, water systems, improvements to "salon comunal") and then children's education comes first. In the community that has seen the highest amount of profits, Huchuy Qosqo, we have seen the most change in attitude towards being entrepreneurial. Profits have been reinvested in the business and they are aiming for expansion. We are trying to guide decisions to minimize risk. But they have also focused on communal needs and children's education as primary targets for use of profits. They do require guidance so as not to spend too much expanding business too early.	Sustainability	Galaski, Kelly

Indique cuáles son los principales productos, dónde se encuentran y cómo podrían aplicarse o "compartirse" con otras entidades o proyectos similares.

Documentary Video available on YouTube.com
Tour Operator's Plan for Sustainable_Tourism Final Report on Model
Product support team model

Productos principales del proyecto

[May. 2013] Linea de Base y sistema de evaluacion (Methodologies/training materials)

Autor: Chirripo Consultores, Planeterra Foundation

[Nov. 2013] Hoja de Proyecto (Lessons learned/best practices)

Autor:

[Nov. 2013] Reporte de construcciones en Nicaragua (Other)

Autor:

[Nov. 2013] Reporte de construcciones, equipamientos y mejoramientos en Guatemala (Other)

Autor:

[May. 2015] Politica de Turismo Comunitario de San Juan la Laguna, Guatemala (Other)

Autor: Mariajose Mansilla

[May. 2015] PRODUCT SUPORT TEAM MODEL: A model to develop community based tourism product (Other)

Autor: Joel Callanaupa

[May. 2015] Future Sales Model for Tour Operators and tourism-related MSEs (Other)

Autor: Gerald Alvarez

[Jun. 2015] Planeterra Online Training (Other)

Autor: Kelly Galaski and G Adventures Global Learning Solutions Team

[Jun. 2015] Plan de Acción - Políticas de turismo (Other)

Autor: CENFOPA, PLANETERRA, MUNICIPALITIES Calca, Yucay and Urubamba

[Jun. 2015] Plan de Acción - Políticas de turismo (Other)

Autor: CENFOPA, PLANETERRA, MUNICIPALITIES Calca, Yucay and Urubamba

[Jun. 2015] Plan de Acción - Políticas de turismo (Other)

Autor: CENFOPA, PLANETERRA, MUNICIPALITIES Calca, Yucay and Urubamba

[Nov. 2015] Community Based Tourism Development Learning Program: Lessons from the Private Sector (Other)

Autor: Kelly Galaski

[Nov. 2015] Learning Documentary Video on G Adventures Planeterra and MIF's Tour Operator Plan for Sustainable Tourism Project (Other)

Autor: Kelly Galaski

[Dic. 2015] Tour Operator's Plan for Sustainable_Tourism Final Report on Model (Other)

Autor: Kelly Galaski

SECCIÓN 7: DOCUMENTOS		
07/JUN./2012	Memorando de Donantes	[http://www.fomin.org/file.aspx?DOCNUM=36906880]
30/AGO./2012	Memorando de Donantes	[http://www.fomin.org/file.aspx?DOCNUM=37077200]
04/SEP./2012	Memorando de Donantes	[http://www.fomin.org/file.aspx?DOCNUM=37084818]
12/DIC./2012	Memorando de Donantes	[http://www.fomin.org/file.aspx?DOCNUM=37332210]
26/AGO./2014	Informe de Evaluación Intermedia	[http://www.fomin.org/file.aspx?DOCNUM=39016936]
26/FEB./2016	Informe de Evaluación Intermedia	[http://www.fomin.org/file.aspx?DOCNUM=40141491]
26/FEB./2016	Informe de Evaluación Final	[http://www.fomin.org/file.aspx?DOCNUM=40141392]
Ficha del proyecto		http://apps.fomin.org/public/psr/projectprofile.aspx?proj=RG-M1213&lg=SP