

**UNITED NATIONS ENVIRONMENT PROGRAMME
(UNEP)**

*Mainstreaming Biodiversity Conservation into Tourism through the
Development and Dissemination of Best Practices Project*

GFL / 2328 - 2712 - 4886

PMS: GF/4020 – 05 - 03

TERMINAL EVALUATION

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ABREVIATIONS

ASEC - Ecuadorian Association of Ecotourism
ATTA – Adventure Travel Trade Association
B2B – Business to Business
BHA- Belize Hotel Association
BTB – Belize Tourism Board
BTIA – Belize Tourism Industry Association
CAPTURGAL Cámara Provincial de Turismo de Galápagos
CBD – Convention for Biological Diversity
CELB-CI - The Center for Environmental Leadership in Business
CESD – Center on Ecotourism and Sustainable Development
CI – Conservation International
FAM TRIP – Familiarize Trip
FEPTECE – Federación Plurinacional de Turismo Comunitario del Ecuador
GEF – Global Environment Facility
IDB – Inter-American Development Bank
ICRAT - International Centre for Responsible Tourism
IGTOA - International Galapagos Tour Operators Association
LAC – Latin America Countries
MAE – Ministry of Environment
MIF – Multilateral Investment Fund
MINTUR - Ministry of Tourism of Ecuador
MOU - Memorandum of Understanding
M&ES - Monitoring and Evaluation System
NAC - National Advisory Committee
NGO – Non Government Organization
Pfb – Programme for Belize
PRODOC – Project Document
RA – Rainforest Alliance
STEP – Sustainable Tourism Environmental Programme
STSC –Sustainable Tourism Stewardship Council
TIES – The International Ecotourism Society
TNC - The Nature Conservancy
TWO – Tourism World Organization
UNEP – United Nations Environment Programme
USAID – US Agency for International Development
VCA - Value Chain Analysis
WHA – World Heritage Alliance
WTO – World Tourism Organization

TABLES

Table 1: Counterpart funding
Table 2: Project budget and expenditures of UNEP-GEF funds
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EXECUTIVE SUMMARY
Final Evaluation by Ana Báez-12-2008

**Mainstreaming Biodiversity Conservation into Tourism through the
Development and Dissemination of Best Practices.**

Project No.: GFL / 2328 - 2712 – 4886 / PMS: GF/4020 – 05 – 03

Implementing Organization: Rainforest Alliance

- ✓ The four project outcomes, as a whole, managed to have a sound impact on the defined areas of influence: a) Tourism industry operations -supply and demand side; b) Country impact/assisted policy, and c) Global environmental benefits vs. UNEP portfolio.
- ✓ Project outcomes were well structured and evident in the different project components. Indicator performance surpassed the targets, and outputs were clearly the result of a well designed, strategically planned, and efficiently implemented process. Results are resumed on following table.

Executive Summary of Final Evaluation Report by Ana L. Báez. Dic. 2008		
Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices.		
Project No.: GFL / 2328 - 2712 – 4886 / PMS: GF/4020 – 05 – 03		
Implementing Organization: Rainforest Alliance		
Main output	Project indicators	Project implemented
	400 tourism stakeholders trained	1,311 tourism stakeholders were trained in Best Practices (418 attended one day seminar and 587 people attended two day workshops in Ecuador), (206 individuals through one-day seminars, and 100 people through two-day workshops in Belize)
	50 tourism operations designed pilot projects, MOU signed	65 (pilot) tourism operations signed MOU (Accommodation services: 14 Belize; 17 Mindo; 14 Galápagos) (Tour operators: 12 Belize; 4 Mindo and 4 Galápagos)
	Between 25 and 30 tourism operations	16 inbound operators signed an agreement with RA committing to help their suppliers to implement BP. 12 US and 4 European outbound tour operators signed similar agreements.
	10 operations in a third-party certification program	16 operations participating in Smart Voyager certification program in Ecuador 1 operation received Green Deal certification and 1 is in process to obtain Green Globe certification in Belize
	10 technical assistance providers trained	23 professionals were trained in both countries
	Publications printed and disseminated to 2,000 tourism players in over 20 countries	4,000 subscribers in Sustainable Tourism Program Newsletter 600 subscribers in Sustainable Tourism Certification Network of the Americas newsletter 191 press articles 1,000 guides in each topic was produced and a good percentage were already distributed
Impact of the natural resources conservation		
Mindo. Chocó, Ecuador	93,800 acres Mindo – Nambillo Protected Forest	6,100 acres of cloud forest
Galapagos Nal. P. and Marine Reserve, Ecuador	1,714,000 acres in total	Due to the varied geographic location and scope of influence of the hotels and ships that participated in our project in Galapagos, it is possible to state that our work has reduced negative impacts on the entire ecosystems
Cayo District, Belize	402,835 acres of protected areas	265 acres of private land owned by 14 hotels involved and also played a role in the conservation of 402,835 acres of protected areas

Documents and tools produced		
EXECUTION ARRANGEMENTS BY ACTIVITIES	1.1	<p><i>Accommodation services:</i> English and Spanish version; printed and CD's available.</p> <p>1) Guide to Best Practices for Sustainable Tourism in Marine-Coastal Ecosystems. <i>Lodging Businesses</i></p> <p>2) Guide to Best Practices for Sustainable Tourism in Tropical Forests. <i>Lodging Businesses</i></p> <p><i>Tour operators:</i> English version only; printed available.</p> <p>3) A Practical Guide to Good Practice for Marine Based Tour Operators</p> <p>4) A Practical Guide to Good Practice for Tropical Forest Based Tour Operators</p>
	1.1	Baseline document for environmental conditions of each site: Cayo District, Belize and Galápagos and Mindo, Ecuador.
	1.2	<p>A Business to Business Tool Kit:</p> <ul style="list-style-type: none"> ▪ Integrating Good Practices into A Tour Operator's Supply Chain ▪ Purchasing guidelines. Marine operators ▪ Ecosystem specific purchasing guidelines. Tropical Rainforest Operations.
	2.2	<ul style="list-style-type: none"> ▪ Economic Gap Analysis: A Study of Hotels and Tour Operators in the Cayo District, Belize ▪ Estudio de demanda de crédito y buenas prácticas turísticas para Ecuador
	3.1	<ul style="list-style-type: none"> ▪ Business Plan for the Belize Hotel Association's Sustainable Tourism Unit ▪ Plan de Negocios del Programa de Buenas Prácticas para la Asociación Ecuatoriana de Ecoturismo
	3.2	<ul style="list-style-type: none"> ▪ Four Manuals were developed: 1) Train the Trainer; 2) Quality Control System; 3) Monitoring and Evaluation System; and 4) Sustainability Assessment Tool.
	3.3	<ul style="list-style-type: none"> ▪ Manuals for quality control and program operation in English and Spanish.
	4.1	<ul style="list-style-type: none"> ▪ M&ES toolkit includes 1) Development of a Monitoring & Evaluation (M&E) system to measure the effects of sustainable tourism best management practices; 2) Table of selected indicators; 3) Executive summary; 4) Baseline for each site; 5) Baseline analysis for each site; 6) Expected effect matrix; 7) Diagnostic analyses #1 and #2; 8) Monitoring & Evaluation protocol, marine and tropical forest operations.

- ✓ The project strategy was to have several organizations –ASEC, PfB, CI, and RA– work as a team, which entails major contributions, but also challenges, particularly the need for coordinating each organization's *modus operandi*, defining work agendas, identifying and strengthening organizational and financial management capacities, and efforts to coordinate the parties involved. In addition, there was the challenge of offices being located in different countries. For instance, RA headquarters are in Costa Rica, while CI's are in Washington.
- ✓ RA track record as a leader in implementing best practice projects throughout the region, the positive results of the “Implementation of Best Management Practices and Support for Certification of Tourism Small and Medium Enterprises” project funded by IDB-MIF in 2003, and the networking capacity are major factors providing this project with credibility

and confidence. The presence of CI, with its long history in the region, as well as materials produced on this particular subject, help strengthen the image and open spaces in all spheres of the social and political structure in Ecuador and Belize, in particular.

- ✓ During field visits for this evaluation (8 months after it ended), many tourist operations that were involved as pilot projects in this project continued implementing best practices, monitoring their activities, improving on some areas diagnosed by the M&ES, and in some cases, like San Ignacio Hotel in Belize, making major investments in efficient sewage and grey water management systems. A few businesses exhibited practices that were weakened, while others had been abandoned altogether on account of changes in staff, lack of time to document processes and keep records current, and in some cases due to lost motivation. All of them, however, expressed their interest and positive results in implementing what they had learned.
- ✓ The business plan implemented as part of project outputs identified some revenue sources and potential partners (sources of funds, such as banks, and technical assistance) that could strengthen actions, expand impact regions, and finish consolidating best practice programs at the national level.
- ✓ The main project stakeholders have publicly shown their interest in continuing with activities started by the project. In Ecuador, ASEC has publicly made a commitment before the government, RA, CI, and project targets to become the “**House of Best Practices**”. Similarly, BHA in Belize disseminated on its website and distributed among members and partners an official communique on the creation of the programme “**The Green Hotel Initiative**” (October 10, 2008). BHA has partnered with the International Centre for Responsible Tourism (ICRT-Belize) and now will manage the programme.
- ✓ Through their Ministries of Tourism, the governments of Ecuador and Belize have built Best Practice tools in their policies, as well as in their development plans, with an eye to having a truly sustainable tourism. This initiative is strengthened by the presence of some of the project’s key players who are now members of the technical work team in both ministries. This situation shows the level of impact at the national level and the long-term projection possibilities.
- ✓ In the case of the Rainforest Alliance, the support to pilot operations and target businesses will continue through a project financed by the Inter-American Development Bank. Called *International Alliance for Marketing and Commercialization of Sustainable Tourism Products and Services*, this project will provide support to international marketing and commercialization activities that support sustainable tourism businesses in the Americas. Additionally, the Rainforest Alliance’s participation in the UN Sustainable Tourism Taskforce, the World Heritage Alliance, the Global Baseline Criteria initiative, the Sustainable Tourism Stewardship Council and the Sustainable Tourism Certification Network of the Americas will become a vehicle for further dissemination and use of the tools and lessons learned.
- ✓ Some work schedule adjustments were needed mostly because time slotted for the project, in view of expected outputs, was in practice too short. For example, Workshops had to be initiated with draft Guides, so the documents would actually be the result of participatory processes and would include recommendations made. This forced an adjustment in workshop structure to leave time for reviews and recommendations, and more time for final Guide printing. The result was positive in the sense these were widely consulted and socialized documents.

- ✓ The costs of addressing the need for translating all project materials –Belize is an English speaking country– could be more effective if the project is rolled out to the Caribbean region, which has similar conditions and where English is the mother tongue.

V. CONCLUSIONS AND RATINGS

✓ *Engaging the private sector in sustainable tourism:* International organization contributions are very often target communities or NGO's. This project has a direct impact on the private sector and manages to produce substantial and positive changes by encouraging the tourist business sector to invest financial and human resources in strengthening sustainable tourism.

✓ *In situ technical assistance and monitoring:* Considered by interviewed businesspeople as an invaluable contribution, in view of quality, responsiveness, and timely and badly needed guidance to meet each individual business requirements.

✓ *Building local capacity through the project's Train-the-Trainer component:* It facilitates access to trained technical assistance and insures follow-up and assistance opportunities at more affordable costs for participating and other new projects. It is also seen as a way of securing possibilities to continue with efforts, resources, and materials generated by this project. New opportunities of strengthening sources of employment for trained trainers were also noted.

✓ *Production of well structured materials with valuable contents (4 Guides, technical documents, and tools):* They facilitate training, the establishment of processes, and the monitoring and evaluation required for implementing best practices in the tourist operation sector.

✓ *Providing opportunities for companies to formalize commercial relationships –Business to Business tool-:* It formalizes negotiation processes between inbound and outbound tour operators, motivates the use of best practices as a product-differentiating instrument, and opens up new business opportunities.

✓ *Marketing opportunities attract all tourism sector operators:* It works as a reward mechanism for businesspeople, and it is definitely a good strategy to draw their attention, create expectations, and link them to long-term actions by getting involved in differentiated markets towards a sustainable tourism. The platform of instruments, experiences, and networks where CI and RA participated strengthen the achievements of this project. Additionally, pilot projects had mainly concrete actions and resources available during project life, such as: participating in the Eco-index, trade shows, international seminars, FAM TOURS (familiarization visits) to sites involved, technical and dissemination publications, WebPages, and other dissemination mechanisms.

✓ *Emphasizing Biodiversity Conservation in the Planet's hotspots highlights selected sites and allows businesspeople to better appreciate the resource they use as "raw material" for the products they offer:* Seeking alternatives to minimize ecosystem impacts in selected sites and expanding opportunities to have this experience and the generated products built in other CBD (Convention on Biological Diversity) programs and projects and the GEF Biodiversity Focal Area through its (OP#2) and (OP#3) programs.

✓ *Best Practice implementation in businesses requires concrete actions not only to decrease impacts on biodiversity but also to implement activities meant to conserve said resources.* One of the 7 "principles" included in the M&ES, "General Environmental Protection: Environmental, Socio-cultural, and Economic Impacts," has the highest number of indicators (15 in total). A comparative analysis between the first and the second diagnoses shows the following improvements in relative changes for each site: Mindo 9.3%, Galapagos 20.7%, and

Cayo District 25.7%, which are signs of positive changes expected to be improved by the process with time.

✓ *Empowering the local organization for long term projects:* Ensuring design and implementation of equitable screening procedures, formal information and operating tool transfer mechanisms, and trained human resources, as well as facilitating continuous business relations with a local organization that will represent them and will keep on encouraging actions. In turn, this process allowed an institutional strengthening of ASEC, PFB, and BHA, which are the organizations in charge of continuing the project in Ecuador and Belize.

✓ *Local partners and multisectorial approach of Project design:* This was a big challenge due to the complexity in the geographical location, language, and institutional development level of the four main partners: CI, RA, PFB, and ASEC. It is viewed, however, as a great achievement in project sustainability and as an opportunity for such organizations as CI and RA to continue supporting them through other projects in their portfolios. Both institutions have ample experience in enhancing and integrating products, markets, benefits, and lessons learned from previous projects.

✓ *Output implementation in such a short allocated time (2 years) was largely made possible by the existing IDB-MIF project “Implementation of Best Management Practices and Support for Certification of Tourism Small and Medium Enterprises”,* which is the main counterpart to this UNEP-GEF project. The alliance in attaining outputs, maximizing resources and experiences generated by both projects made a significant contribution to this project success and opportunities to promote its sustainability.

Table 4: OVERALL RATINGS

Criterion	Evaluator's Rating
A. Attainment of project objectives and results (overall rating)	S
Sub criteria (below)	
A. 1. Effectiveness	HS
A. 2. Relevance	HS
A. 3. Efficiency	S
B. Sustainability of Project outcomes (overall rating)	ML
Sub criteria (below)	
B. 1. Financial	ML
B. 2. Socio Political	L
B. 3. Institutional framework and governance	ML
B. 4. Ecological	L
C. Achievement of outputs and activities	S
D. Monitoring and Evaluation (overall rating)	HS
Sub criteria (below)	
D. 1. M&E Design	HS
D. 2. M&E Plan Implementation (use for adaptive management)	HS
D. 3. Budgeting and Funding for M&E activities	HS
E. Catalytic Role	S
F. Preparation and readiness	S
G. Country ownership / drivenness	HS
H. Stakeholders involvement	HS
I. Financial planning	HS
J. Implementation approach	S
K. UNEP Supervision and backstopping	HS

VI. LESSONS LEARNED AND RECOMMENDATIONS

Lessons learned:

“Learning from previous experiences” could become a very powerful tool in reaching more businesspeople.

Inviting tourism sector businesspeople whose companies are already implementing best practices to talk about their experiences during training activities, making technical visits to their businesses, and having direct exchanges of experiences among businesspeople lead to very positive impacts and saves time in promoting businesspeople motivation. Fam trips¹ with tour operators, wholesalers, government people, NGO’s and international financial organizations, and tourist concerns might facilitate a strengthening of relations and the exchange of Best Practice initiatives.

Technical assistance issues by experts appeal to businesspeople.

Expanding the number of workshops and topics on specific technical issues, such as wastewater management, efficient energy systems, among others, imparted by experts on the matter seem to be very attractive and useful for businesspeople to keep an ongoing active participation in training workshops. They foster opportunities of finding feasible options to invest in changes and provide a better understanding of possible costs and viable sources of information.

Target player screening may be strengthened through implementation of a Value Chain Analysis (VCA).

The VCA applied in Mindo resulted in a refocusing on the target group to determine which businesspeople might be causing more impacts on biodiversity and how to collaborate in decreasing said impacts. It should be taken into account, however, that many of the businesspeople identified at this stage were not necessarily complying with screening criteria requirements, and therefore were not able to participate. In rural areas located near “hotspots”, local businesses are often too small and informal, and assistance should contemplate providing them with support in formalizing their operations, both in the legal framework and in their actual management capacity.

Strengthening alliances among tourism sector businesspeople involved in Best Practices.

Establishing strategic alliances with competitiveness criteria strengthens businesspeople relations in the same region and significantly contributes to go beyond their own business to seek sustainability of the region where they operate, thus benefitting the destination. Integration facilitates an exchange of experiences, information, joint investments, and even shared and more cost-efficient technical assistance.

Formalizing alliances through an MOU strengthens and commits parties even further.

MOU’s clearly contributes to and result in establishing more formal relations, as well as preventing misunderstandings that might entail major costs. Formalizing joint and close working relations with country governments is central to achieving a long-term impact, influencing national policies, getting other financing sources, and promoting mechanisms to be disseminated and implemented throughout the country.

Recommendations:

Projects promoting best practice issues and business sustainability not only propose operational changes but, even more important, they promote the mainstreaming of a “new way of thinking.” This project attained important results, but requires *continuity to consolidate impacts and*

¹ Fam trips: trips of familiarization provided at no cost for special guest or strategic market sectors of the tourism industry.

implement processes, and these, in turn, demand much longer periods to create an impact on the sector.

a. A recommendation is to consider *designing projects with longer lives of at least 5 years*, and ensuring the possibility of establishing alliances with other existing projects.

b. In tourism projects, GEF/UNEP should provide businesspeople with more technical support for them to take a second and third step towards consolidating Best Practices and applying for Certification.

c. Training is a major requirement among project beneficiaries, mainly in reaching operating employees and personnel in companies. GEF and UNEP should continue allocating resources and encouraging leader organizations to facilitate training programs.

d. There is also a need to *give businesspeople access to resources for investment in sustainability*. IDB/MIF may have interest in continuing allocating resources and strengthening collaboration with GEF and UNEP to encourage the private sector to achieve the certification seal. Financial analysis studies for Belize and Ecuador developed by this project should be a good source of alternatives to get banks and other financial private organizations involved.

e. Strengthening strategic alliances with governments should be continued, as well as the search for alternatives favoring *more accessible products and technologies* and strengthening differentiated marketing actions.

f. *Marketing and advertising strategies* for participating businesses and actions involved should continue to be strengthened in any future GEF and UNEP sustainable tourism project. It is clear that RA and CI have interest to continue disseminating the information and results of the present project.

g. The process to empower local organizations requires time. ASEC and BHA require major effort to strengthen their technical capacities in several areas. Economic support and technical assistance for both organizations on the short term may be of interest for GEF future projects.

I PROJECT IDENTIFIERS

Project Title: Terminal Evaluation of Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices Project

Project No.: GFL / 2328 - 2712 – 4886, PMS: GF/4020 – 05 – 03

Duration: The project duration was initially 24 months, from November 2005 through October 2007. The project, however, was extended for 6 more months and ended in March 2008.

Implementing organizations: It was a multi-country project involving Belize and Ecuador. Administration headquarters were based in Costa Rica. The project was executed by the Rainforest Alliance in partnership with CI-CELB, Programme for Belize (Pfb) and the National Tourism Training Unit (part of BTB) in Belize, and CI/Ecuador and the Ecuadorian Ecotourism Association (ASEC) in Ecuador.

Program designation and conformity: The proposed project is consistent with the Operational Program for Coastal, Marine and Freshwater Ecosystems (OP#2) and the Operational Program for Forest Ecosystems (OP#3) in the GEF Biodiversity Focal Area. In addition, the proposed project is consistent with Strategic Priorities 2 and 4 of the Biodiversity (BD) Focal Area.

II. INTRODUCTION AND BACKGROUND

This final evaluation of the “Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices Project” was conducted between October and December, 2008.

Project Description

The main project objective was:

“To mainstream biodiversity conservation in the tourism industry in Belize and Ecuador, by working with tourist operations to conserve biodiversity in their regions, creating a supply of sustainable tourism services, and then developing these enterprises and linking them to market demand for sustainable tourism, the project will create a model for a market-driven conservation mechanism in areas of high biodiversity”.

The project had a special emphasis on globally significant tropical forest and coastal/marine ecosystems and, therefore, worked to create demonstrable benefits in the region of Cayo District (San Ignacio) in Belize and Mindo and Galapagos in Ecuador, in addition to addressing these ecosystems needs at an international level. By tailoring internationally applicable sustainable tourism best practices to the national context of Belize and Ecuador and engaging stakeholders from the travel and tourism industry, governments, NGOs, communities and academia in the creation of an enabling environment for sustained best practice implementation, the project looked to positively influence the practices and conduct of tourism service providers in Belize and Ecuador. Key private sector players on both the supply and demand side were engaged in the development and implementation of best practices. Public sector and local organization were also actively involved.

On the supply side, in each of the sites selected, accommodation providers (such as small hotels and ecolodges) and inbound tour operators² offering recreational activities (such as trekking and hiking tours, tour boats and scuba dive shops) were engaged in training and technical assistance activities to catalyze biodiversity conservation. On the demand side, outbound tour operators³ and cruise lines that purchase tourism services and incorporate them into holiday packages sold to tourists travelling to these and other sites (wholesale purchasers) were to manage their suppliers according to environmental criteria and offer market incentives for those operating with best practices.

Executing arrangements

There was an Executive Project Steering Committee with representatives from the local implementing agencies in each participating country, a representative from RA and CI, a representative from UNEP, and a representative from WTO. Two technical committees, the Internal Technical Committee and the Communications and Marketing Committee, were established to coordinate technical work and to ensure quality control across participating countries. A Project Coordinator managed the overall project,

² Inbound tour operators are companies that organize and run trips within the region, including boat rental companies, diving centres, rainforest tours, ground transport providers, and other businesses.

³ Outbound tour operators influence the design of vacation packages, including which services and goods are offered.

overseeing the work of the National Coordinators in Belize and Ecuador, and serving as a liaison to the two technical committees and the Executive Project Steering Committee. A National Advisory Committee (NAC) was also established in each country, to offer guidance on project direction and activities to the implementing agencies and its partners. The NAC included community, government and private sector representatives at both the national and local level.

Budget

The total budget was US\$ 2,268,599 with US\$ 997,272 funded by GEF, US\$ 787,016 IDB/MIF, in kind US\$ 484311.

III. EVALUATION, SCOPE AND METHODS

The objective of this terminal evaluation⁴ is to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. The evaluation will focus on the following main questions:

- i. Did the project mainstream biodiversity conservation into the tourism industry operations in tropical forest and coral/marine ecosystems in Ecuador and Belize?
- ii. Did the project develop local ecosystem-specific best practices for tourism service suppliers, and business-to-business tools that educate wholesale purchasers on incentives for implementing best practices that are internationally applicable, and regionally endorsed?
- iii. Did the project create broad-based awareness and implementation of best practices among tour operators and accommodation providers in Belize and Ecuador?
- iv. Did the project develop local capacity for implementation of sustainable tourism best practices?

This evaluation was conducted using four main methods:

1. personal interviews with the Project Coordinator and directly involved RA staff,
2. field visits in Ecuador (Mindó and Galapagos) and Belize (Cayo District) together with interviews of different players and visits to project target businesspeople.⁵
3. detailed review of documents and references given by organizations involved and made available by the GEF-UNEP office.⁶
4. telephone interviews with Executive Project Steering Committee members and some businesspeople.

⁴ Annex #1. Terms of reference for final evaluation UNEP-GEF

⁵ Agenda for field visits and organizations visited in Ecuador and Belize is found in Annex #2.

⁶ The list of reviewed documents is presented in Annex #3

A questionnaire or “interview guide”⁷ was developed to make sure the main evaluation topics were covered.

The information requested and the attitude shown were always very positive and open to an exchange of experiences, impressions, lessons learned, and a detailed review of actions performed by businesspeople.

Evaluation Limitations

Due to time and accessibility constraints, visiting a larger number of target businesses – such as vessels with lodging facilities in the Galapagos– was not possible.

The proposed agendas for both countries were met by 95% because a few businesspeople were not available, despite their having previously confirmed the appointment.

IV. PROJECT PERFORMANCE AND IMPACTS

At all times, evaluation principles considered the answers to two simple questions, “*What happened?*” and “*What would have happened anyway?*” as a mechanism to get a better understanding of project outcomes and impacts.

This project was a major counterpart to the “Implementation of Best Management Practices and Support for Certification of Tourism Small and Medium Enterprises” project financed by IDB-MIF and implemented by Rainforest Alliance since 2003 in the field of Best Practices in several Latin American countries, including Belize and Ecuador. This situation made it possible to complement actions and budgets and to work in a multisectorial environment, and will also allow the project under evaluation to have an expanded range of influence.

The project has been successful in meeting all stated outputs as required in project documentation. The next section presents the main outputs delivered for each project component.

OUTCOME 1: Ecosystem-specific best practices for tourism service suppliers, and business-to-business tools that educate wholesale purchasers on providing market incentives for tourism service suppliers implementing best practices, are locally developed, internationally applicable, and regionally endorsed.

- ✓ Four best practice guides (manuals) were developed through multi-participatory processes, including a direct consultation to the International Technical Committee represented by organizations at the world level. At the national level, 4 workshops meant to get feedback were conducted in each country and their recommendations were built in the guides.
- ✓ During the project second year the guides were published and distributed not only to pilot projects but also to other beneficiaries in counterpart projects. The guides were:

⁷ Filed Visit Guide in Annex #4

Accommodation services: English and Spanish version; printed and CD's available.

1) Guide to Best Practices for Sustainable Tourism in Marine-Coastal Ecosystems.

Lodging Businesses

2) Guide to Best Practices for Sustainable Tourism in Tropical Forests. *Lodging Businesses*

Tour operators: English version only; printed available.

3) A Practical Guide to Good Practice for Marine Based Tour Operators

4) A Practical Guide to Good Practice for Tropical Forest Based Tour Operators

- ✓ Six industry experts among tour operators, veteran tour operators and an industry association (Mountain Travel Sobek, Geographic Expeditions, Wilderness Travel, the International Galapagos Tour Operators Association (IGTOA) and Adventure Travel Trade Association (ATTA)) contributed to the development of the document: "Integrating Good Practices Into A Tour Operators Supply Chain. *Business to Business Toolkit*". The document was then shared with all of the participating tour operators in the project.

OUTCOME 2: Broad-based awareness and implementation of best practices was achieved among a significant percentage of tour operators and accommodation providers in Belize and Ecuador.

- ✓ A targeted strategy was devised to insure broad attendance by tour operators and lodging services at seminars and workshops conducted to disseminate and expand best practice criteria. A total of 1,311 tourism stakeholders were trained in best practices: In Ecuador, 418 individuals attended one-day seminars and 587 people attended two-day workshops. In Belize, the project trained 206 individuals through one-day seminars, and 100 people through two-day workshops. The initial target was 400 stakeholders trained.
- ✓ 45 accommodation service providers (Belize, 14; Mindo 17; Galapagos 14), located in the project's three sites became official pilot operations and thus got formally engaged in the project. 20 tour operators (12 from Belize and 8 from Ecuador) became formally engaged in the project. A memorandum of understanding (MOU) was officially signed⁸. The initial target was 50 supply side tourism operations formally involved. By the end of the project, 65 supply side tourism operations were the beneficiaries of the project.
- ✓ A study on Economic Gap Analysis was conducted for each country. The research identified potential constraints facing tourism industry businesses in accessing credit/funding for the implementation of Best Management Practices and steps to be taken to facilitate greater access to credit for industry participants.
- ✓ A complete and well designed tool to identify gaps between what pilot businesses are doing now vs. what they should do under best practices was developed and implemented as initial diagnoses. At least two diagnostic sessions were conducted in each participating tourist operation. Analysis of the results showed significant achievements on the most relevant diagnosis issues, such as water, energy, and waste management.

⁸ The list of signatory companies (MOU) is found in Annex #5

- ✓ 16 inbound operators in these countries engaged in a long-term program encouraging their suppliers in Ecuador and Belize to implement sustainability practices by giving them contractual priority versus other suppliers not engaged in sustainability practices. Similar agreements were signed with 12 US-based operators and 4 European operators that were also committed to work with the inbound partners and suppliers to give contractual priority to sustainable tourism services⁹.
- ✓ Longer-term benefits for these businesses committed to sustainability will be provided by a direct participation and official agreements signed by both CI and RA with a number of international organization such as: Responsible Travel.com, IGTOA and ATTA, World Heritage Alliance with Expedia.com and the United Nations Foundation.

OUTCOME 3: Increased capacity for continuous implementation of sustainable tourism best practices.

- ✓ A strong planning and selection process, including a Business Plan study, was developed by the project to identify the organization to host the Best Management Practice Program for each country involved. The *Asociación Ecuatoriana de Ecoturismo* (ASEC) and the Belize Hotel Association (BHA) were the organizations selected after they had signed an agreement with RA. Both organizations were originally participating since the project was at the planning stage.
- ✓ The project's Train-the-Trainer component developed a toolkit¹⁰ and technical assistance to train a final group of 23 professionals in both countries. Local capacity was implemented and possibilities for future best practices implementation for new tourism operations based on local capacities will be available. Developed capacities are expected to generate new business opportunities.

OUTCOME 4: Lessons/experiences from pilots were documented and widely disseminated to facilitate replication.

- ✓ Throughout project life, a wide dissemination of generated information and tools has taken place. Both CI and RA possess wide dissemination mechanism networks that have been efficiently used to spread these project achievements. For example, there are currently 4,000 subscribers of the Sustainable Tourism Program Newsletter, and 600 individuals have subscribed to the Sustainable Tourism Certification Network of the Americas newsletter, where information about the project and best practices has been disseminated. Both are worldwide programs. Additionally, a total 191 press articles on sustainable tourism best practices were published and disseminated among these subscribers and other key players. The initial target was 2000 tourism stakeholders in 20 countries.

⁹ The list of inbound and outbound tour operators is in Annex #6

¹⁰ Four Manuals were developed: 1) Train the Trainer; 2) Quality Control System; 3) Monitoring and Evaluation System; and 4) Sustainability Assessment Tool.

- ✓ A sophisticated and sound Monitoring & Evaluation system was developed, including the selection of indicators, based on a strategically designed and very well documented process. The generated toolkit includes 1) Development of a Monitoring & Evaluation (M&E) system to measure the effects of sustainable tourism best management practices; 2) Table of selected indicators; 3) Executive summary; 4) Baseline for each site; 5) Baseline analysis for each site; 6) Expected effect matrix; 7) Diagnostic analyses #1 and #2; 8) Monitoring & Evaluation protocol, marine and tropical forest operations.
- ✓ Workshops to implement M&ES were listed on half-year schedules and then spread within CI and RA institutional activities as well as the local organizations PFB and ASEC. Project tools have been shared and are being implemented throughout Latin America countries. Currently, they are being implemented in Nicaragua, Mexico, El Salvador, Costa Rica, Guatemala, Peru and Honduras through other projects of the Rainforest Alliance and partner organizations. It is expected that RA as well as CI will use project tools in their wide portfolio in LAC as well as in other countries around the world.
- ✓ Through their ministries of tourism, the governments of Ecuador and Belize have built Best Practice tools in their policies, as well as in their development plans, with an eye to having a truly sustainable tourism. This initiative is strengthened by the presence of some of the project's key players who are now members of the technical work team in both ministries. This situation shows the level of impact at the national level and the long-term projection possibilities.

A. Attainment of Objectives and Planned Results:

The overall objective of this project was:

“To secure global environmental benefits by mainstreaming biodiversity conservation into tourism industry operations in tropical forest and coral/marine ecosystems in Ecuador and Belize. In three sites of great biological significance –San Ignacio, Belize; Mindo-Chocó, Ecuador; and the Galapagos Islands– the project will engage key private sector players on both the supply and demand side in the development and implementation of sustainable tourism best practices”.

- ✓ Project outcomes were well structured and evident in the different project components. Indicator performance surpassed the targets, and outputs were clearly the result of a well designed, strategically planned, and efficiently implemented process.
- ✓ The four project outcomes, as a whole, managed to have a sound impact on the defined areas of influence: a) Tourism industry operations -supply and demand side; b) Country impact/assisted policy, and c) Global environmental benefits vs. UNEP portfolio.
 - a) *Tourism industry operations -supply and demand side*
- ✓ The project provided the tourist industry private sector (accommodations service and tour operators) with technical information on best practices and the implementation of specific actions meant to raise awareness and decrease the impact

of their actions within the framework of the ecosystem where they operate. The project made it possible for the tourism sector to understand the clear and urgent need for decreasing its impacts, while strengthening its production linkage strategies and strategic alliances in reaching more effective markets, in terms of its product and business profitability.

- ✓ Both activities require a strengthening of processes; therefore, they demand long-term actions. The GEF-UNEP project two-year period contributed to achieving goals, although it did not necessarily consolidate them.

b) Country impact/assisted policy

- ✓ Involving local actors, from project planning to implementation, particularly ASEC in Ecuador and PfB in Belize, were clear strategies in strengthening local capacities, creating long-term vision, and promoting project sustainability.
- ✓ Implemented actions insured project “empowerment” at the local level through the Train-the-Trainer component, which trained local staff, facilitated and decreased costs in the process of diagnosing and monitoring best practice compliance, as well as leaving each participating country with installed capacity for project sustainability and continuity.
- ✓ The project held permanent relations with key public sector institutions, such as ministries of tourism, the academic sector, i.e., Galen University of Belize and Universidad de Especialidades Turísticas, Universidad Técnica Profesional de la Loja, Centro de Formación en Hotelería y Turismo en Ecuador, NGO’s, and local actors. The building of specific tourism sustainability strategies and national policies into current government plans, in both Ecuador and Belize, is largely a consequence of key project staff relations, joint work, and direct involvement in public functions at the ministries of tourism in both countries.

c) Global environmental benefits vs. UNEP portfolio.

Work sites, Cayo District in Belize and Mindo and Galápagos in Ecuador, were chosen on account of their being hotspots for Planet biodiversity conservation. Concrete actions to decrease impacts by covering specific issues in their ecosystems became a differentiating factor with respect to many other best practice initiatives.

The project managed to have a positive impact on tourism sector actors, and generated a series of key tools that help strengthen the portfolio of UNEP responsibilities and actions within the framework of the Convention on Biological Diversity in its tourism component at the regional and global level.

B. Achievement of Outputs and Activities:

- *Assessment of project success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.*
- ✓ Proposed guides, manuals, and other tools were efficiently developed for the target sector at an easily understood technical level and with hands-on and targeted approaches. Delays in publishing some of these materials, with respect to project plan, were justified as necessary by the team in order to take user observations into

account. Most lodging workshops were conducted with draft versions in digital formats, complemented by the Best Practice Guide for Small and Medium Businesses (2004) published by RA with IDB-MIF funding.

- ✓ The project followed a broad consultation process in developing the documents planned as outputs, which enabled feedback to be built in the documents. This could be one of the reasons why publication of materials was delayed and turned out to be more expensive, as was the case for tour operator guides.
- ✓ The project disseminated its achievements and materials in an efficient manner, established long-term relationships by entering agreements with trade associations, specialized media, and strategic actors,¹¹ and thus multiplied the expected impacts from disseminating activities and outputs.
- ✓ Specific project actions, such as the training component, significantly surpassed target indicators (400 targeted and 1,197 trained people). As a result, 65 businesses formalized their participation by signing the MOU and implementing the diagnosis and M&ES process. There are actual technical limitations related to availability of human resources and time required by the diagnosis process, technical assistance, M&E implementation, and analysis of results. The costs of carrying out this process are estimated at about \$4,000 per business, which limits their possibilities of getting involved. Last, but not least, is the screening criteria used, including the informality conditions.¹² Since many of them were micro-businesses, their participation was limited due to their small staff and scanty (mostly human and economic) resources to address best practice implementation process requirements.
- ✓ The B2B tool engaged inbound and outbound tour operators, while formalizing relations with suppliers and demand in both countries to promote best practice implementation, and also drew interest from operators. In the case of outbound tour operators, most of them had already adopted best practices in their operations, thus encouraging inbound tour operators even further to speed up their process and exchange information.
- *Assess to what extent the project outputs produced have the necessary credibility to influence policy- and decision-makers, particularly at the national level.*
- ✓ RA track record as a leader in implementing best practice projects throughout the region, the positive results of the “Implementation of Best Management Practices and Support for Certification of Tourism Small and Medium Enterprises” project funded by IDB-MIF in 2003, and the networking capacity are major factors providing this project with credibility and confidence. The presence of CI, with its long history in the region, as well as materials produced on this particular subject, help strengthen the image and open spaces in all spheres of the social and political structure in Ecuador and Belize, in particular.

¹¹ For example: IGTOA, CAPTURGAL, FEPTCE, STEP, BTB, BTIA, IDB-MFI, USAID, WHA, ICRAN, TIES, CESD, ATTA, SUSTAINABLE TOURISM CERTIFICATION NETWORK OF THE AMERICAS, GREEN TRAVEL NETWORK, GLOBAL SUSTAINABLE TOURISM ALLIANCE, MAIN TRADE SHOWS AND WEB PAGES.

¹² Commercial operations in service, but without legal requirements to operate.

- ✓ RA has gained an important experience and capacity to make sure its actions in the countries are well linked and manage to influence national policies. This project was successful in having an impact on specific actions at the national policy level, as witnessed by the Sustainable Tourism Development Plan 2020 of the Ministry of Tourism in Ecuador, and the initiative to strengthen sustainability issues in national and tourist promotion policies, together with implementing Best Practices¹³ in the Ministry of Tourism in Belize.
- ✓ The search for local financing sources had an influence on the Belizean banking sector, in such a way that today one of the professionals trained by the project –who also was its former local director– is an advisor to the Bank and its branches on how to implement best practices in their own services. Sector financing options are currently being discussed with the Bank.

C. Cost-Effectiveness:

- *Efficiency: Include an assessment of outcomes in relation to inputs, costs, and implementation times based on the following questions: Was the project cost-effective? How does the cost-time vs. outcomes compare to other similar projects? Was project implementation delayed?*
- ✓ By and large, this project managed to very effectively achieve outputs, despite the short time allocated for project implementation (2 years). RA contribution and cumulative experience brought to bear in the IDB-MIF project were fundamental in attaining indicators and outputs, while maximizing resources without underestimating other contributions.
- ✓ The project strategy was to have several organizations –ASEC, PfB, CI, and RA– work as a team, which entails major contributions, but also challenges, particularly the need for coordinating each organization’s *modus operandi*, defining work agendas, identifying and strengthening organizational and financial management capacities, and efforts to coordinate the parties involved. In addition, there was the challenge of offices being located in different countries. For instance, RA headquarters are in Costa Rica, while CI’s are in Washington.
- ✓ A critical success and efficiency factor in developing the project was the presence of CI and RA regional offices in Ecuador, although not in Belize. This is more visible when comparing results and cost-effectiveness vs. time in project implementation between Belize and Ecuador, as indicated below.
- ✓ Belize showed delays in implementing activities due, among other things, to the fact the institution chosen to coordinate BTB training activities decided to close the training department. PfB became the local counterpart organization providing major advantages, such as being a recognized organization in Belize and the owner of two lodging facilities. Additional time, however, were required in establishing coordination and communication between the RA headquarters in Costa Rica and getting back to PfB. There were changes in the staff assigned to CI’s Washington

¹³ The Belizean Ministry of Tourism has a Best Practice Manual that has been implemented in their own offices, with the idea of rolling it out to other government agencies.

office, which affected continuity and scheduling of tour operator sector activities. Moreover, changes were also made in the project's local director position in Belize. All the parties involved despite the challenges encountered achieved most activities through a great effort.

- ✓ RA and CI involvement with similar projects in other regions, and the fact that this GEF-UNEP project was a counterpart to the RA-coordinated IDB-MIF project, became a strength in decreasing costs and increasing effectiveness. The possibility of taking advantage of resources, contacts and materials, and coordinating continuity options for generated efforts and products were among the most relevant strengths.
- *Assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources.*
- ✓ Both local counterpart organizations, Pfb and ASEC, said they had invested more time and resources than expected. For this reason, the counterpart contribution was higher than originally planned. According to the original budget approved by GEF, Pfb was to make an in-kind contribution of \$31,147 and ASEC of \$61,182, for a total of \$92,329. Rainforest Alliance has reported, however, that the combined counterpart contribution was \$176,699, nearly double the amount proposed. This does not include additional cash counterpart funds obtained during the project from other organizations, as listed in the table below¹⁴.
- ✓ Through the IDB-MIF project some funds were allocated to lodging businesspeople for technology implementation and certification application (16 businesses were successful in getting Smart Voyager certification in Ecuador and Belize, one was certified by Green Deal and another is in the process of being certified by Green Globe).
- *Identifying counterpart amounts and sources, if possible.*
- ✓ Co-financing of the project was programmed to be from the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB) for \$787,016, Rainforest Alliance for \$47,943, Conservation International (CI) for \$234,120, Programme for Belize (Pfb) for \$31,147, Belize Tourist Board (BTB) for \$29,419, Asociación Ecuatoriana de Ecoturismo (ASEC) for \$61,182, and the International Council of Cruise Lines (ICCL) for \$80,500. The total of counterpart funds was programmed to be \$1,271,327. However, since Placencia in Belize was eliminated as a target site, ICCL was excluded because it was not involved in the other target sites. The \$80,500 contribution from ICCL was replaced by Overbrook (Ecuador), International Galapagos Tour Operators Association (IGTOA-Ecuador), and Anheuser-Busch (Belize) for a total of \$305,000.
- ✓ Table 1, below, shows the counterpart funding through October 2007 and March 2008. Those figures marked in *italics* were not updated from October 2007, as more recent information was not available. Except for the well-documented counterpart funding from CI, details were not available on the other counterparts. Total counterpart funding exceeded the amount originally approved by at least \$264,000.

¹⁴ See Section D, "Financial Planning", in this report.

Of the total of \$1,575,309, at least \$1,137,819 was in cash (marked in **bold type**), rather than in-kind contributions.

Table 1: Counterpart funding

Counterpart funding	Original GEF budget	Received through October 2007	Received through March 2008*	Differences
Inter-American Development Bank (MIF)	\$787,016	\$580,346	\$812,819	\$25,803
Rainforest Alliance	\$47,943	\$37,242	\$37,242	(\$10,701)
Conservation International (CI)	\$234,120	\$43,000	\$243,549	\$9,429
Programme for Belize (PfB)	\$31,147	\$17,884		
Asoc. Ecuatoriana de Ecoturismo (ASEC)	\$61,182	\$45,000		
ASEC and PfB according to RA note**			\$176,699	\$84,370
Belize Tourism Board (BTB)	\$68,794	\$0		(\$68,794)
International Council of Cruise Lines (ICCL)	\$80,500	\$0		(\$80,500)
International Galapagos Tour Operators Association (IGTOA)		\$10,000	\$10,000	\$10,000
Anheuser-Bush (Belize)		\$15,000	\$15,000	\$15,000
Overbrook (Ecuador)		\$153,005	\$280,000	\$280,000
SNV Netherlands to ASEC†			\$10,000	\$10,000
Aerogal to ASEC†			\$6,000	\$6,000
OPTUR to ASEC†			\$4,000	\$4,000
Total	\$1,310,702	\$901,477	\$1,575,309	\$264,607

* Personal communication from Geovanna Rojas of Rainforest Alliance

** ASEC and PfB counterparts were reported jointly by Rainforest Alliance in final report

† According to progress report 1-08, Annex 3, based on memoranda of understanding.

- Determine the extent to which scientific and technical information and knowledge have been incorporated within and have influenced the execution of project activities.
- ✓ Project budget includes hiring a biologist to insure technical contents in the information, particularly in regards to biodiversity in tropical forest and marine coastal ecosystems.
- ✓ CI's technical and scientific work on conservation and responsible biodiversity management is internationally acknowledged. Its contribution on the Galapagos marine coastal ecosystem was particularly relevant. In turn, PfB is known for working on conservation and management of natural reserves and forestry resources.
- ✓ The RA technical team that designed the M&Es has a background in biology, while other subjects are covered by experts with a vast experience in their specialty areas. In all cases, generated materials were well structured and strongly documented.
- ✓ An international technical committee, composed by recognized professionals on a global scale, reviewed the guidelines and others technical tools. Their inputs were included in the final versions.

- ✓ A balance was accurately struck in most documents and tools between scientific and technical knowledge, which made it possible for tourist businesspeople and the general public to keep their interest focused.

D. Financial Planning

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing. The evaluation should:

- *Assess the strength and usefulness of financial controls, including reporting, and planning for project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds in paying for satisfactory project deliverables.*
- ✓ The financial controls detected, including quarterly reports, financial statements, and audits appear to have been timely and coordinated with project deliverables. Expenditures closely followed budgeted amounts, and substantial counterpart fund were obtained over and above what was initially budgeted, allowing additional activities.
- *Present major findings of the financial audit, if one has been conducted.*
- ✓ A financial audit of expenditures was conducted in August 2008 by Lic. Luis Eduardo Calderón Monge of the company “Despacho Luis Carlos Umaña, Asociados y Sucesores”. The audit covered the period from January 1, 2007 through March 31, 2008, using international standards. The principal conclusion is that “Rainforest Alliance ... complied with the terms of project no. GFL/2328-2712-4886, with respect to obtaining, control, and use of the resources of the project.” The audit did not cover counterpart funding, but rather only those funds that were obtained from UNEP-GEF. The audit verified funds received, the use of the funds, and project transactions, including:
 - Authorizations and documentation of expenditures;
 - Verification of amounts, calculations, and financial information;
 - Proof of income and review of expenditures;
 - Review of general accounting according to International Financial Reporting Standards (IFRS)
 - Verification of compliance with Sections 5.5.1.1 of the project document and 5.5.2 (i) with respect to quarterly reports.
- ✓ The audit concluded that the expenditures were made according to the project agreement and budgetary line items.
- ✓ Both the quarterly financial reports and the semi-annual project advances were submitted according to the project agreement.
- ✓ The project expenditures totaled \$937,734, versus \$972,272 budgeted, giving a surplus of \$34,538 unspent at the end of the project.

Table 2: Project budget and expenditures of UNEP-GEF funds

UNEP-GEF line items	Budgeted	Spent	Balance
Technical assistant to Project coordinator	45,626	44,746	880
Project coordinator	17,331	17,331	0
Technical assistant	10,455	9,567	888
Administrative assistant	25,013	21,516	3,497
Consultant in good practices	50,673	50,061	612
Ecological consultant	2,500	0	2,500
Business plan consultant	1,900	1,900	0
Communications consultant	10,801	10,563	238
Training consultants	28,794	18,530	10,264
Coordination meetings	5,877	5,729	148
National Commission meetings	1,527	1,527	0
Subcontract to Conservation International	333,706	333,076	630
Subcontract to PFB	105,872	102,229	3,643
Subcontract to ASEC	170,508	170,507	1
Pilot projects	17,200	7,921	9,279
Development of good practices	71	71	0
Technical assistance travel	13,385	13,352	33
Training workshops	8,910	8,910	0
Marketing and certification seminars	5,056	5,038	18
Trade shows	25,516	24,968	548
Computers	1,127	1,127	0
Local office	2,579	2,580	(1)
Printing	41,263	39,904	1,359
Photocopies of manuals	21	21	0
Administration	46,561	46,560	1
TOTALS	US\$972,272	US\$937,734	US\$34,538

- *Identify and verify the sources of co-financing, as well as leveraged and associated financing (in co-operation with the IA and EA).*
- ✓ Note that the audit and financial statement do not cover counterpart income and expenditures. However, as noted above in section B (Cost-Effectiveness), the counterpart funds substantially exceeded the amount agreed upon. Details of the following brief summary are shown in that section.
- ✓ Both local organizations (PFB and ASEC) exceeded the amount proposed (\$92,329) by at least \$84,370, for a total of \$176,699. CI exceeded the proposed \$234,120 and documented counterpart expenditures of \$243,549. The expected funds of \$787,016 from IDB-MIF were also exceeded by \$25,803, for a total of \$812,819.
- ✓ Outside counterpart funds from ICCL were not obtained, but the expected \$80,500 were far exceeded by \$305,000 from other organizations. In addition, ASEC obtained \$20,000 in additional unbudgeted counterpart funds from SNV, Aerogal, and OPTUR.
- *Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.*
- ✓ The evidence available indicates that the project has carefully applied correct financial principles and has complied with its contractual obligations. In addition, in

many cases it appears that project goals and counterparts have been exceeded. However it was not possible to verify the nature of and the use of counterpart funds with the evidence available. This applies both to counterpart funds received in cash and in-kind contributions.

- *The evaluation should also include a breakdown of final actual costs and co-financing for the project prepared in consultation with the relevant UNON/DGEF Fund Management Officer of the project.*
- ✓ An overall breakdown of project costs and co-financing follows in Table 3. Counterpart income is shown in Table 1. Expenditures of UNEP-GEF funds are shown in Table 2. Project costs from GEF outlays were 3.5% less than budgeted (\$34,538 out of \$997,272). Co-financing exceeded the budgeted amount by 20.2% (\$1,575,309 was received while \$1,310,702 was budgeted). A detailed budget of counterpart expenditures was not available at the time of this report, except for CI.

Table 3: Overall project budget, counterparts, and expenditures

component	IDB-MIF	RA	CI	PfB	ASEC	BTB	other	totals
A. budgeted GEF contributions		\$387,187	\$333,706	\$105,872	\$170,507			\$997,272
B. budgeted counterpart contributions	\$787,016	\$47,943	\$234,120	\$31,147	\$61,182	\$29,419	\$80,500	\$1,271,327
C. Project total budget (A+B)	\$787,016	\$435,130	\$567,826	\$137,019	\$231,689	\$29,419	\$80,500	\$2,268,599
D. GEF outlay March 08		\$331,922	\$333,076	\$102,229	\$170,507			\$937,734
E. Counterpart contributions	\$812,819	\$37,242	\$243,549	\$176,699*			\$325,000	\$1,595,309
F. Total expenditures (D) + counterpart s (E)	\$812,819	\$369,164	\$576,625	\$278,928	\$170,507	\$0	\$325,000	\$2,533,043
G. Difference from budget	\$25,803	(\$65,966)	\$8,799	\$80,727*		(\$29,419)	\$244,500	\$264,444

* Separate information about the counterparts from PfB and ASEC was not available at the time of this report.

E. Impact:

- *As far as possible, also assess the potential longer-term impacts considering the evaluation is taking place upon completion of the project and that longer-term impact is expected to be seen in a few years time. Frame recommendations to enhance future project impact in this context.*
- ✓ For unknown reasons, the final evaluation process took place 8 months after the approved (March 2008) extension period was over, thus providing the opportunity of monitoring project effects in a medium-term environment.
- ✓ Best practice implementation is a *process* and, hence, requires persistence, motivation, and incentives to be positioned in a business day-to-day operations, and go from *being specific responsibility tasks to being a way of operating*. As any process, it requires time for *changing attitudes*, which is the main challenge in projects with short-term investments, like this one. Securing linkages to other projects might enable continuity and permanence of invested efforts and resources, as well as proposing projects with at least a 5-year life.

- ✓ During field visits for this evaluation, many tourist operations that were involved as pilot projects in this project continued implementing best practices, monitoring their activities, improving on some areas diagnosed by the M&E, and in some cases, like San Ignacio Hotel in Belize, making major investments in efficient sewage and grey water management systems. A few businesses exhibited practices that were weakened, while others had been abandoned altogether on account of changes in staff, lack of time to document processes and keep records current, and in some cases due to lost motivation. All of them, however, expressed their interest and positive results in implementing what they had learned.
- ✓ At the governmental and international level, this project was developed at a very particular moment where society and governments are forced to take concrete actions to minimize their environmental, economic, and social impacts and become more competitive with their own resources and capabilities. These could be influencing factors that made it easier for the project to have such an effective impact on Belize and Ecuador central governments. An evidence of this is the open support and the building of best practices into their tourist development plans through the ministries of tourism in both countries.
- ✓ The project provides thoroughly designed tools easily accessible through different web pages, which facilitates their reproduction at public and private institutions. The possibility of quantifying savings from an efficient management of resources, as well as seeing results that affect the economics of investments and tourist operations, make stakeholder involvement and permanence in long-term initiatives a more attractive proposition.
- ✓ Creating opportunities to strengthen market niches and trade relations between suppliers and demand consists of very effective actions for the sector to envision the positive effects of a differentiated product committed to sustainability. Organized Fam Trips, contracts entered between inbound and outbound tour operators, and MOU's with businesses and organizations committed to support are actions to strengthen longer-term projections.
- ✓ National Advisory Committees made up of representatives from different sectors in each country somehow collaborate by keeping the different organizations therein represented connected to the project and prompting actions for their permanence and strengthening.
- ✓ The processes followed in screening organizations that would embrace the project to continue working in their countries (BHA in Belize and ASEC in Ecuador) are a sound and very appropriate mechanism to give these project achievements a chance to continue.

F. Sustainability, Ownership and Replicability:

The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends.

- *Financial resources.*

- ✓ This project was capable of attracting other revenue sources to complement and expand the scope of target activities, as mentioned in item D: Financial Planning. The IDB/MIF counterpart amount is particularly important because it is a platform of experiences, materials, and contacts, and also provides more support and impact to GEF/UNEP component funds.
 - ✓ Two leading international NGO's, namely, RA and CI, contribute their previous experience in the field and their own interest in continuing to work in the region of influence on specific best practice topics. These conditions ensure continuity in searching for resources to provide follow-up and expand actions on this matter.
 - ✓ Project targets are tourist operation businesspeople belonging to the private sector, and as such, they have a greater likelihood of continuing to implement actions with their own resources, including building some of these costs in their annual budgets.
 - ✓ Since the project itself did not anticipate or induce the generation of revenues from selling services or the like, project financial sustainability does not come from own sources. Liaison mechanisms and identification of organizations for activity continuity are the most significant contributions to project continuity.
 - ✓ The project assessed the possibility of charging for services as a mechanism for project sustainability in the future. The sector would be willing to invest a percentage of total costs, mainly because all the changes and improvements they have to make involve additional costs that were not previously budgeted. The final evaluation evidenced the need for businesspeople to seek alternative sources of funds for carrying out the more costly changes in the best practice implementation process, particularly with an eye to certification.
 - ✓ Applying for certification is a voluntary process, although it seems like a motivation to take best practice implementation and public commitment to the final stage. Business interviewees clearly stated that certification was a costly investment (\$1.000-\$5.000) that must be renewed every year or two, depending on the certification seal. These conditions might jeopardize the sustainability of this effort, particularly if investments in improving operations to be assessed are also taken into account.
- *Socio-political:*
 - ✓ ASEC and BHA have government sector support, acknowledgment, and continuous relations, particularly the ministries of tourism of each country, a situation facilitating relation continuity, opportunity of new joint projects, and the sociopolitical influence mechanisms required to insure future actions.
 - ✓ The business plan implemented as part of project outputs identified some revenue sources and potential partners (sources of funds, such as banks, and technical assistance) that could strengthen actions, expand impact regions, and finish consolidating best practice programs at the national level.
 - ✓ Other institutions, such as universities and other members involved in National Advisory Committees, are key players to insure project continuity opportunities. It

would be desirable for ASEC and BHA to preserve this structure and to strengthen it as a mechanism to strike a balance between interests and opportunities provided by all stakeholders.

- *Institutional framework and governance.*
 - ✓ The main project stakeholders have publicly shown their interest in continuing with activities started by the project. In Ecuador, ASEC has publicly made a commitment before the government, RA, CI, and project targets to become the “**House of Best Practices**”. Similarly, BHA in Belize disseminated on its website and distributed among members and partners an official communique on the creation of the programme “**The Green Hotel Initiative**” (October 10, 2008). BHA has partnered with the International Centre for Responsible Tourism (ICRT-Belize) and now will manage the programme.
 - ✓ Through its own project and influence areas, PfB will keep on multiplying and projecting lessons learned, materials produced, and benefits derived from the project.
 - ✓ ASEC and BHA require major efforts to strengthen their technical capacities in several areas: 1) *technical resources*, mostly because ASEC staff trained by the project joined the Ministry of Tourism, and BHA does not have any previous experience on this particular matter, a constraint they are trying to overcome by exploring the possibility of retaining the former GEF project director; 2) *administrative-financial*, both institutions urgently need to strengthen their capacities to manage international projects that demand flexibility and speed in responding to procedures, controls, and reports to the financing organization; 3) *strengthening the image in the sector* is critical to capture and maintain target participation, show timely compliance with commitments made, technical strength, transparency in managing funds, and fast follow-up and monitoring of work
 - ✓ BHA is negotiating with Green Deal and Green Globe the possibility of being their formal representative in Belize and thus generated resources that will be a source of income to operate The Green Hotel Initiative Programme.
- *Ecological.*
 - ✓ This project created clear mechanisms and information¹⁵ for tourist operation businesspeople to be more aware of their privileged location around “hotspot” areas, in terms of biological wealth.
 - ✓ Best Practice implementation in businesses requires concrete actions not only to decrease impacts on biodiversity but also to implement activities meant to conserve said resources. One of the 7 “principles” included in the M&E, “General Environmental Protection: Environmental, Sociocultural, and Economic Impacts,” has the highest number of indicators (15 in total). A comparative analysis between the first and the second diagnoses shows the following improvements in relative

¹⁵ Baseline for each main conservation area in Cayo District, Belize, and Mindo and Galapagos in Ecuador was produced. The Best Practice Guides (4 in total) document unique features of ecosystems where they operate and illustrate possible conservation actions.

changes for each site: Mindo 9.3%, Galapagos 20.7%, and Cayo District 25.7%, which are signs of positive changes expected to be improved by the process with time.

- ✓ The project has many possibilities of strengthening relations and having a positive impact on protected areas by getting area administrations more actively involved in the entire project. This can lead to specific actions and stronger alliances between tourist operation businesses and the conservation sector in the region of influence.
- *Replication and catalysis.*
- ✓ A concrete replication and catalysis effort stemming from the project is the willingness and interest of the International Centre for Responsible Tourism -UK- to partner with BHA and to include the project in its priority lines of actions. Once acquainted with the project, the ICRT is likely to show interest in taking it to other associated countries, such as the Gambia, South Africa, Canada and Germany.
- ✓ ATTA, TIES, and other major partners of CI and RA have shown concrete actions to include in their activities many of this project's products and lessons learned and to disseminate them at the world level.
- ✓ In the case of the Rainforest Alliance, the support to pilot operations and target businesses will continue through a project financed by the Inter-American Development Bank. Called *International Alliance for Marketing and Commercialization of Sustainable Tourism Products and Services*, this project will provide support to international marketing and commercialization activities that support sustainable tourism businesses in the Americas. Additionally, the Rainforest Alliance's participation in the UN Sustainable Tourism Taskforce, the World Heritage Alliance, the Global Baseline Criteria initiative, the Sustainable Tourism Stewardship Council and the Sustainable Tourism Certification Network of the Americas will become a vehicle for further dissemination and use of the tools and lessons learned.

G. Stakeholder Participation / Public Awareness:

This consists of three related and often overlapping processes: information dissemination, consultation, and "stakeholder" participation.

- ✓ Project structure and functions were very well defined and documented; proposed committees are well represented and technically strong.¹⁶ With respect to UN bodies, the Tourism Officer of UNEP's Division of Technology Industry and Energy sits on the project's International Technical Committee and tools developed for the project are fully consistent with those developed by the Convention on Biological Diversity (CBD).
- ✓ National and international committees created to support projects and provide them with feedback are very valuable, but they face major limitations, such as the time they have available to perform assigned tasks in a voluntary and non-compensated

¹⁶See project structure in Annex #7. The list of members is shown in Annex #8.

manner. For instance, it took the project's International Advisory Committee 7 more months than planned to furnish its criteria for revising the Guides.

- ✓ Structure conception and interactions seem clear and operational. In the implementation process the project required additional efforts to be coordinated, mainly because of changes in the staff seconded by key institutions, such as CI, ASEC, and BTB.
- ✓ Project-generated tools were largely nurtured by results of previous projects managed by CI and RA, such as the best practice guides, and by alliances with friendly organizations, i.e., TIES, that contributed in identifying M&ES indicator criteria.
- ✓ RA and CI built project results into most of their other activities and participations in international projects and events, thus affecting a much larger number of potential users than expected. An example of this is the Sustainable Tourism Certification Network of the Americas, which has a broad channel of distribution among members throughout the American continent, and the Sustainable Tourism project implemented by CI in Madagascar.
- ✓ Marketing and dissemination strategies covered in project component 4.2 took advantage of existing communication spaces, such as the Ecoindex, to reach international markets beyond the continent. RA's participation and leadership in the STSC, together with the United Nations Foundation and the WTO, significantly expand the level of impact and dissemination the project can reach with own resources.

H. Country Ownership/Drivenness:

This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements.

- ✓ The issue of ownership has been widely discussed in previous points. One suggestion is to further strengthen relations with the ministries of the environment in participating countries. Quite frequently, these are the bodies issuing country policies and regulations for biodiversity conservation and management.
- ✓ With conservation being a responsibility mandate for UNEP through the Convention on Biological Diversity (CBD), it is possible to explore internal mechanisms to take advantage of resources generated by this project and include them in its own projects to manage national parks and other protected areas. Very often, the protected areas fail to have sustainability criteria for developing service infrastructure and operation.

I. Implementation Approach:

This includes an analysis of the project's management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management.

- ✓ By and large, the project met the requirements stated in the Final PRODOC, the work agendas, and the timetable of activities. Some adjustments were made throughout project implementation, all of them seeking to get the best result of proposed outcomes and outputs.
- ✓ The main project challenges were in the coordination of multiple institutions performing the activities –between RA, as the general coordinator, and CI, and between them and local partners, ASEC in Ecuador and PfB in Belize. Challenges included:
 - Geographical location of players, as it relates to communication –Costa Rica, USA (Washington and NY), Belize, and Ecuador. Major additional efforts are being made to keep all parties informed and coordinated. Although this situation was anticipated in the project, the amount of time involved was underestimated, as well as language differences and English proficiency levels in general meetings, where the use of translation would have been sometimes more effective.
 - Knowing and getting acquainted with partner administrative and operating structures require considerable and very valuable time to have a more fluid oral and written communication, including technical and financial reports.
 - Frequent non-budgeted face-to-face meetings and teleconferences in this project might help expedite processes and coordinate work agendas in a more efficient fashion.
- ✓ Some work schedule adjustments were needed mostly because time slotted for the project, in view of expected outputs, was in practice too short. For example, Workshops had to be initiated with draft Guides, so the documents would actually be the result of participatory processes and would include recommendations made. This forced an adjustment in workshop structure to leave time for reviews and recommendations, and more time for final Guide printing. The result was positive in the sense these were widely consulted and socialized documents.
- ✓ Target player screening in Mindo was revisited due to implementation of the Value Chain Analysis (VCA) project carried out by CI through a USAID-funded project. The Value Chain Analysis (VCA) found that the highest impact on biodiversity comes not from the traditional tour operator / accommodation provider (which is the target of this project), but from the unregistered businesses (accommodations and local operators) who work with national markets. Therefore, the project shifted strategies to target this new audience that was not part of the initial project design.
- ✓ Inclusion of several committees in the project’s operating structure was strategic and visionary:
 - International Technical Committee: Mostly responsible for feedback on reviewing Guides and other tools. Similarly, strategic support was received from some member organizations for marketing and dissemination processes. This was a reference for political liaisons and project image soundness.
 - A National Advisory Committee (NAC) was established in each country. Its most important contribution was to offer guidance on project direction and activities to the implementing agencies and its partners.

- The Executive Steering Committee, in addition to integrating project key components, reviewed semiannual reports submitted according to PRODOC.
 - Two technical committees, the Internal Technical Committee and the Communications and Marketing Committee, were responsible for coordinating technical work and ensuring quality control across participating countries.
 - A Project Coordinator managed the overall project overseeing the work of the National Coordinators in Belize and Ecuador, the two technical committees and the Steering Committee.
- ✓ UNEP/GEF official representative of the Project was very effective, and good advice and practical information were provided to the project. During the mid-term evaluation a fieldtrip to Ecuador was taken, and clear and effective recommendations were incorporated.

J. Replicability:

- *Assess whether the project has potential to be replicated, either in terms of expansion, extension or replication in other countries and/or regions and whether any steps have been taken by the project to do so and the relevance and feasibility of these steps.*
- ✓ The issue of best practices in the tourism sector is widely spread. The project offers conditions for materials and tools to be used in many other countries and even regions. Some topics like the legal framework, regulations, ecosystem management policies, and ways of administration could respond to very unique situations, specific for the region or country involved. . In those cases, it is advisable to complement the best practice document with an annex on specific issues for each country or site where it will be applied.
- ✓ An ecosystem approach and the priority to raise awareness of biological diversity in sites where target businesses are located could make a significant contribution in regions where conservation conditions are critical.
- ✓ The project has many expansion possibilities at the local level (Cayo District, Mindo and Galápagos, for instance) since there is still an important share of businesses that have not participated. Local municipalities play a major role in hosting the initiative and providing the process with continuity, and they have often been involved in similar processes. Having a country-wide vision is suggested for the medium term, in order to work not only at the company level but also, and very importantly, at the destination (country) level.
- ✓ Currently, RA is signing an MOU with the Ministry of Tourism in Ecuador to implement a training and technical assistance plan for businesses throughout the country, based on experience, materials, and results of the implementation process in Mindo, Amazonia, and Galapagos.
- ✓ The strategy of working by region in a country has time and cost advantages for technical assistance implementation at the different levels of the project. It strengthens the image of the area involved and fosters exchanges and alliances among businesses in the same region. It could even promote new businesses opportunity initiatives for the benefit of other members in the community. An

example would be the distribution of environmentally-friendly products and technologies in the Cayo District by Eco-solutions.

- ✓ The costs of addressing the need for translating all project materials –Belize is an English speaking country– could be more effective if the project is rolled out to the Caribbean region, which has similar conditions and where English is the mother tongue.
- ✓ The M&E provides conditions, contents, and enough flexibility to be straightforwardly tailored for use in other countries and even other sectors of the tourist industry.

K. Monitoring and Evaluation:

- *The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document.*
- ✓ In terms of reporting, the project manager wrote detailed Biannual Progress Reports (the evaluator had access to 4 of these as well as a Mid Term Report and one Final Report) that describe actions taken on each activity in the project. The reports are clear and informative and provide an excellent overview of what has been done and what the next steps will be, as well as a detailed summary of activities performed.
- ✓ In terms of controlling performed activities, the project designed a series of instruments to systematize the information each participating organization should submit to the project general coordination (mostly reports). Other instruments for specific records of each implemented activity were also handed to people in charge of the activity, compiled by the general coordination, and included in periodic reports. For example workshop format, diagnosis implementation, participant control, etc.
- ✓ Financial reports were prepared every month, and a quarterly report was used to evaluate and project future disbursements. Funds allocated to the local institutions, ASEC and PfB, were transferred against monthly expense liquidation. Monthly reports in a project with so many players requires a lot of follow-up, dedication, and time to coordinate timely deliveries, respecting their formats and requirements. Added to this is the responsiveness of partner administrative-financial structures, which in some instances led to delayed disbursements.
- ✓ Collectively, these documents provide an excellent historic overview of project implementation. The reports provide clear information on activities undertaken and it is evident that much work has gone into ensuring proper reporting of activities.

V. CONCLUSIONS AND RATINGS

- ✓ *Engaging the private sector in sustainable tourism:* International organization contributions are very often targeted on communities or NGO's. This project has a direct impact on the private sector and manages to produce substantial and positive

changes by encouraging the tourist business sector to invest financial and human resources in strengthening sustainable tourism.

✓ *In situ technical assistance and monitoring*: Considered by interviewed businesspeople as an invaluable contribution, in view of quality, responsiveness, and timeliness of the guidance to meet each individual business requirements.

✓ *Building local capacity through the project's Train-the-Trainer component*: It facilitates access to trained technical assistance and insures follow-up and assistance opportunities at more affordable costs for participating and other new projects. It is also seen as a way of securing possibilities to continue with efforts, resources, and materials generated by this project. New opportunities of strengthening sources of employment for trained trainers were also noted.

✓ *Production of well structured materials with valuable contents (4 Guides, technical documents, and tools)*: They facilitate training, the establishment of processes, and the monitoring and evaluation required for implementing best practices in the tourist operation sector.

✓ *Providing opportunities for companies to formalize commercial relationships – Business to Business tool-*: It formalizes negotiation processes between inbound and outbound tour operators, motivates the use of best practices as a product-differentiating instrument, and opens up new business opportunities.

✓ *Marketing opportunities attract all tourism sector operators*: It works as a reward mechanism for businesspeople, and it is definitely a good strategy to draw their attention, create expectations, and linking them to long-term actions by getting involved in differentiated markets towards a sustainable tourism. The platform of instruments, experiences, and networks where CI and RA participated strengthen the achievements of this project. Additionally, pilot projects had mainly concrete actions and resources available during project life, such as: participating in the Eco-index, trade shows, international seminars, FAM TOURS (familiarization visits) to sites involved, technical and dissemination publications, WebPages, and other dissemination mechanisms.

✓ *Emphasizing Biodiversity Conservation in the Planet's hotspots highlights selected sites and allows businesspeople to better appreciate the resource they use as "raw material" for the products they offer*: Seeking alternatives to minimize ecosystem impacts in selected sites and expanding opportunities to have this experience and the generated products built in other CBD (Convention on Biological Diversity) programs and projects and the GEF Biodiversity Focal Area through its (OP#2) and (OP#3) programs.

✓ *Empowering the local organization for long term projects*: Ensuring design and implementation of equitable screening procedures, formal information and operating tool transfer mechanisms, and trained human resources, as well as facilitating continuous business relations with a local organization that will represent them and will keep on encouraging actions. In turn, this process allowed an institutional strengthening of ASEC, Pfb, and BHA, which is the organization in charge of continuing the project in Belize.

✓ *Local partners and multisectorial approach of Project design:* This was a big challenge due to the complexity in the geographical location, language, and institutional development level of the four main partners: CI, RA, PFB, and ASEC. It is viewed, however, as a great achievement in project sustainability and as an opportunity for such organizations as CI and RA to continue supporting them through other projects in their portfolios. Both institutions have ample experience in enhancing and integrating products, markets, benefits, and lessons learned from previous projects.

✓ *Output implementation in such a short allocated time (2 years) was largely made possible by the existing IDB-MIF project “Implementation of Best Management Practices and Support for Certification of Tourism Small and Medium Enterprises”,* which is the main counterpart to this UNEP-GEF project. The alliance in attaining outputs, maximizing resources and experiences generated by both projects made a significant contribution to this project success and opportunities to promote its sustainability.

Table 4. OVERALL RATINGS

Criterion	Evaluator’s Summary Comments	Evaluator’s Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)	The project effectively managed to address expected objectives and results, and <i>exceeded target indicators</i> , as to the number of beneficiaries affected. Generated guides, tools, and technical assistance supported the adoption of environmental sustainability best practices in sites where beneficiaries were located (Cayo District in Belize and Mindo, and Galapagos in Ecuador). The demand-side of the supply chain was successfully engaged and <i>MOU’s were signed as expected</i> . Major efforts in consolidating multi-institutional coordination overcame many of the <i>challenges of several organizations working together in different countries</i> (staff replaced in CI and BTB). Nevertheless, this mainly affected the efficient delivery of TO guides and the timely implementation of actions in Belize.	S
A. 1. Effectiveness	The project <i>managed to impact</i> an important group of local and international businesspeople and consolidated actions with a key representative group to keep on creating an impact on the region. The <i>ministries of tourism of Belize and Ecuador</i> were very successfully impacted, thus allowing a higher long-term projection and coverage of results. An efficient use of human, material, and economic resources was achieved between MIF-IDB and UNEP-GEF projects.	HS

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. 2. Relevance	The project is highly relevant to businesspeople and very timely to Ecuadoran and Belizean governments. With support from other sources of funds, the project is likely to continue and <i>successfully position itself as a differentiating factor of supply in recipient regions and countries.</i>	HS
A. 3. Efficiency	Resource administration was successful in strengthening investments supported by previous efforts and experiences. CI's and RA' own networks and resources were leveraged to market target businesses and strengthen their achievements. <i>Local associated organizations (ASEC and PfB) were strengthened</i> , although trained staff eventually joined the ministries of tourism. Major <i>challenges in inter institutional coordination</i> and tasks performed against planned were found, mostly due to <i>changes in staff assigned (CI, ASEC) and the closing of a program (BTB).</i>	S
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)	<i>The project managed to become inserted in structures ranging from grassroots (businesspeople) to decision makers (ministries of tourism).</i> It took advantage of existing resources and capacities. It should be thought, however, that this project's very short 2-year life was a limiting factor in ensuring sustainability, given the project proposed the <i>development of processes and not necessarily of quantifiable end products.</i>	ML
B. 1. Financial	Funds were allocated and outputs were completed. Additionally, <i>complementary resources were successfully increased by 20.2%</i> , and funds allocated with the MIF-IDB counterpart were leveraged, which is a key factor in providing some of the initiated efforts with opportunities of being continued. <i>Ongoing support will be needed</i> for the two local organizations in charge of continuing with the project (ASEC and BHA) to ensure sound sources of financing.	ML
B. 2. Socio Political	<i>Concrete negotiations</i> carried out to formalize the participation and projection of this and forthcoming Best Practice projects with ministries of tourism, local business organizations, and other stakeholders are key strategic actions for the future of attained efforts. <i>The leading staff in both countries are now part of the Ministry of</i>	L

Criterion	Evaluator's Summary Comments	Evaluator's Rating
	<i>Tourism's strategic team, this will ensure continuity and dissemination of opportunities.</i>	
B. 3. Institutional framework and governance	Both ASEC and BHA have identified specific programs that are publicly committed to implementing the “ <i>Best Practice House</i> ” in ASEC” and “ <i>The Green Hotel Programme</i> ” in BHA. To do so, both institutions are formalizing relations with other sources of support, either their own or complementary, (IRTC – Belize). <i>RA and CI also made the commitment to keep on strengthening both structures in their local leadership role.</i>	ML
B. 4. Ecological	<i>Businesses have shown changes and adopted operating principles, equipment, and new products to decrease impacts on the ecosystems where they operate. In addition, others confirmed and strengthened actions they were already implementing. As a consequence, a strengthening of joint actions is expected to occur in the short term, as an evidence of both individual and joint efforts and achievements contributing to conserve the valuable resources and biodiversity around them.</i>	L
C. Achievement of outputs and activities	The project <i>was successful</i> in producing each of the programmed outputs, both in quantity and quality and in usefulness. The allocated period of time, however, had to be extended for <i>six additional months</i> in order to finish producing TO guides. Distribution of guides among beneficiaries is still in process.	S
D. Monitoring and Evaluation (overall rating) Sub criteria (below)	<i>M&E was used as a management tool in the day-to-day running of the project.</i> The project coordination designed an ample and detailed system of procedures and controls to coordinate administrative and financial actions, as well as monitoring the fulfillment of objectives among the four participating organizations (CI, ASEC, PfB, and RA) Oral, written and face-to-face communications made it possible to review achievements and tailor administrative conditions and priorities in reaching results.	HS
D. 1. M&E Design	<i>Ample, efficient, and systematic.</i> It was quite clear that the presence of regional offices in Ecuador resulted in a more direct and personalized assistance than was the case in Belize.	HS
D. 2. M&E Plan	Coordination sessions facilitated an	HS

Criterion	Evaluator's Summary Comments	Evaluator's Rating
Implementation (use for adaptive management)	understanding among the parties involved, and resulted in proposals for adjusting objectives and tasks in response to actual needs and challenges of participating organizations. Monthly and quarterly reports allowed a detailed monitoring of progress on activities, as well as executed and projected expenditures. <i>All reports formally requested by UNEP-GEF were timely submitted.</i>	
D. 3. Budgeting and Funding for M&E activities	In view of the multisectoral and regional nature of the project, a higher budget for face-to-face planning, tailoring, and follow-up meetings of key representatives of organizations involved is suggested. This mechanism could save time and efforts by the parties.	HS
E. Catalytic Role	This project is thought of as a <i>counterpart</i> to the base MIF-IDB-financed project that began in 2003 and which has a chance to move on to a third stage. On account of this context, UNEP-GEF project results actually have a <i>great opportunity to keep on being disseminated</i> , taking advantage of the guides and tools that were designed to be used in other countries in the region. At the local level, both Ecuador and Belize had made the commitment to continue disseminating and using them. The <i>Train-the-Trainer</i> program was an excellent strategy in strengthening local capacities and having access to trained consultants at more affordable costs. In turn, these actions empower ASEC and BHA in their future endeavors.	S
F. Preparation and readiness	The project's operating structure is taken advantage of, and the <i>different committees (ITC, Steering Committee, etc.) made a contribution in their respective roles</i> , even though in some cases they required longer than planned to respond to a request for support, which was a factor in adjusting final delivery dates. The diverse characteristics of participating organizations and field experience, presented challenges that were eventually taken on in the best possible manner and did not affect the achievement of planned tasks. On this particular point, RA cumulative experience in this topic was key.	S
G. Country ownership / drivenness	<i>Networking with the different sectors was formally attained</i> through the National Advisory Committees (NAC), which managed to support and facilitate the process of working with the	HS

Criterion	Evaluator's Summary Comments	Evaluator's Rating
	local and political levels. NAC's are even expected to keep on providing support to the two local organizations that will continue with the project. <i>Formal agreements with the ministries of tourism of Ecuador and Belize ensure project continuation, inclusion in national agendas, and effectiveness of impacts achieved so far.</i>	
H. Stakeholders involvement	The <i>joining process was open to all stakeholders, and many alliances developed with local and international players. Major efforts resulted in a wide dissemination of the project, its scopes, and generated materials.</i> Dissemination channels belonging to stakeholders, such as WebPages, periodical newsletters, organizational memberships, i.e., ATTA and TIES, local tourism chambers and fairs, international seminars and others, were efficiently used.	HS
I. Financial planning	Project administration had its own controls and procedures in Costa Rica, which were reviewed and systematized at RA-NY general financial department. <i>Requested audits were carried out with positive results and all required reports.</i> Concerning coordination with partner institutions, the work was more intense in order to systematize the information and process it, according to UNEP-GEF requirements.	HS
J. Implementation approach	<i>The project responded well to the needs for adjustments and adaptations, as required by circumstances.</i> The different countries, languages, and cultures required specific tailoring, so each country could respond according to its own dynamics. The use of existing tools (best practice guides for small and medium-size hotels (RA), and Value Chain Analysis (CI)), in addition to the presence of both CI and RA in the region, gave it a sound international nature and managed to create a positive impact.	S
K. UNEP Supervision and backstopping	<i>UNEP provided strong substantive support in Project development and implementation.</i> Mid-term evaluation resulted in very valuable contributions and recommendations that were effectively included.	HS

VII. LESSONS LEARNED AND RECOMMENDATIONS

Lessons learned:

“Learning from previous experiences” could become a very powerful tool in reaching more businesspeople.

Inviting tourism sector businesspeople whose companies are already implementing best practices to talk about their experiences during training activities, making technical visits to their businesses, and having direct exchanges of experiences among businesspeople leads to very positive impacts and saves time in promoting businesspeople motivation. Fam trips with tour operators, wholesalers, government people, NGO’s and international financial organizations, and tourist concerns facilitates a strengthening of relations and the exchange of Best Practice initiatives.

Technical assistance issues by experts appeal to businesspeople.

Expanding the number of workshops and topics on specific technical issues, such as wastewater management, efficient energy systems, among others, imparted by experts on the matter seem to be very attractive and useful for businesspeople to keep an ongoing active participation in training workshops. They foster opportunities of finding feasible options to invest in changes and provide a better understanding of possible costs and viable sources of information.

Target player screening may be strengthened through implementation of a Value Chain Analysis (VCA).

The VCA applied in Mindo resulted in a refocusing on the target group to determine which businesspeople might be causing more impacts on biodiversity and how to collaborate in decreasing that impact. It should be taken into account, however, that many of the businesspeople identified at this stage were not necessarily complying with screening criteria requirements, and therefore were not able to participate. In rural areas located near “hotspots”, local businesses are often too small and informal, and assistance should contemplate providing them with support in formalizing their operations, both in the legal framework and in their actual management capacity.

Strengthening alliances among tourism sector businesspeople involved in Best Practices.

Establishing strategic alliances with competitiveness criteria strengthens businesspeople relations in the same region and significantly contributes to go beyond their own business to seek sustainability of the region where they operate, thus benefitting the destination. Integration facilitates an exchange of experiences, information, joint investments, and even shared and more cost-efficient technical assistance.

Formalizing alliances through an *MOU* strengthens and commits parties even further.

MOU’s clearly contributes to and results in establishing formal relations, as well as preventing misunderstandings that might entail major costs. Formalizing joint and close working relations with country governments is central to achieving a long-term impact, influencing national policies, getting other financing sources, and promoting mechanisms to be disseminated and implemented throughout the country.

Recommendations:

Projects promoting best practice issues and business sustainability not only propose operational changes but, even more important, they promote the mainstreaming of a “new way of thinking.” This project attained important results, but requires *continuity to consolidate impacts and implement processes*, and these, in turn, demand much longer periods to create an impact on the sector.

a. A recommendation is to consider *designing projects with longer lives of at least 5 years*, and ensuring the possibility of establishing alliances with other existing projects.

b. GEF/UNEP should provide businesspeople with more technical support for them to take a second and third step towards consolidating Best Practices and applying for Certification.

c. Training is a major requirement among project beneficiaries, mainly in reaching operating employees and personnel in companies. GEF and UNEP should continue allocating resources and encouraging leader organizations to facilitate training programs.

d. There is also a need to *give businesspeople access to resources for investment in sustainability*. IDB/MIF may have interest in continuing allocating resources and strengthening collaboration with GEF and UNEP to encourage the private sector to achieve the certification seal. Financial analysis studies for Belize and Ecuador developed by this project should be a good source of alternatives to get banks and other financial private organizations involved.

e. Strengthening strategic alliances with governments should be continued, as well as the search for alternatives favoring *more accessible products and technologies* and strengthening differentiated marketing actions.

f. *Marketing and advertising strategies* for participating businesses and actions involved should continue to be strengthened in any future GEF and UNEP sustainable tourism project. It is clear that RA and CI have interest to continue disseminating the information and results of the present project.

g. The process to empower local organizations requires time. ASEC and BHA require major effort to strengthen their technical capacities in several areas. Economic support and technical assistance for both organizations on the short term may be of interest for GEF future projects.

VIII LIST OF ANNEXES

Annex # 1. Terms of Reference for Final Evaluation UNEP-GEF

Annex # 2. Agendas for field visit for final evaluation in Ecuador and Belize.

Annex # 3. List of Documents Reviewed / Consulted

Annex # 4. Field visits guide.

Annex # 5. List of pilot tour operators and accommodation services that by the end of the project has signed the MOU.

Annex # 6. List of inbound and outbound tour operators with TO agreements endorsed.

Annex # 7. Project's structure.

Annex # 8. International Technical Committee

Final Evaluation Report “Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices Project”

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- Annex # 7. Project’s structure.
- Annex # 8. International Technical Committee

Annex #1. Terms of reference for final evaluation UNEP-GEF.

TERMS OF REFERENCE

Terminal Evaluation of Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices Project

GFL / 2328 - 2712 - 4886

PMS: GF/4020 – 05 - 03

1. PROJECT BACKGROUND AND OVERVIEW

The goal of this project was to mainstream biodiversity conservation in the tourism industry in Belize and Ecuador by working with tourism operations to conserve biodiversity in their regions, creating a supply of sustainable tourism services, and then developing and linking these enterprises with market demand for sustainable tourism, the project was to create a model for a market-driven conservation mechanism in areas of high biodiversity.

Key private sector players on both the supply and demand side were engaged in the development and implementation of best practices. The project had a special emphasis on globally significant tropical forest and coastal/marine ecosystems and, therefore, sought to create demonstrable benefits in Belize and Ecuador, in addition to addressing these ecosystem needs at an international level. By tailoring internationally applicable sustainable tourism best practices to the national context of Belize and Ecuador and engaging stakeholders from the travel and tourism industry, governments, NGOs, communities and academia in the creation of an enabling environment for sustained best practice implementation, the project sought to positively influence the practices and conduct of tourism service providers in Belize and Ecuador.

By the project end, it was estimated that an additional 50 supply side tourism operations would be implementing biodiversity best practices in sustainable tourism at three demonstration sites. Best Practices would be disseminated to 2000 tourism stakeholders in 20 countries and 400 tourism stakeholders (including local and indigenous communities) would be trained in best practices. It was estimated that at least 10 parties would be participating in a third party certification plan by the project’s end.

The two-year project was to result in biodiversity gains in a tropical forest ecosystem site and a coastal/marine site in Ecuador and a tropical forest ecosystem site in Belize, through the development and dissemination of ecosystem-specific best practices for sustainable tourism.

In three important sites – San Ignacio, Belize; Mindo-Chocó, Ecuador; and the Galapagos Islands the project was to engage key private sector players on both the supply and demand side in the development and implementation of best practices. On the supply side, in each of the sites selected, accommodation providers (such as small hotels and ecolodges) and inbound tour operators¹⁷ offering recreational activities (such as trekking and hiking tours, tour boats and scuba dive shops) were engaged in training and technical assistance activities to catalyze biodiversity conservation. On the demand side, outbound tour operators¹⁸ and cruise lines that purchase tourism services and incorporate them into holiday packages sold to tourists travelling to these and other sites (wholesale purchasers) were to manage their suppliers according to environmental criteria and offer market incentives for those operating with best practices.

The project had a special emphasis on globally significant tropical forest and coastal/marine ecosystems and, therefore, sought to create demonstrable benefits in Belize and Ecuador, in addition to addressing these ecosystem needs at an international level. By tailoring internationally applicable sustainable tourism best practices to the national context of Belize and Ecuador and engaging stakeholders from the travel and tourism industry, governments, NGOs, communities and academia in the creation of an enabling environment for sustained best practice implementation, the project sought to positively influence the practices and conduct of tourism service providers in Belize and Ecuador. The project had an approach to leverage the potential that this industry has as an alternative, less extractive industry. Through the implementation of best practices, biodiversity objectives could be attained through sustainable tourism.

Ecuador and Belize are both signatories to the CBD and had relevant ecosystems for the project. In addition, they both had a mature tourism industry and therefore key stakeholders were already amenable to the project's objectives.

Relevance to UNEP Programmes

The project was consistent with the Operational Program for Coastal, Marine and Freshwater Ecosystems (OP#2) and the Operational Program for Forest Ecosystems (OP#3) in the GEF Biodiversity Focal Area.

For OP#2, the project focussed on the creation of ecosystem-specific (coastal/marine) best practices consistent with GEF's strategy that an ecosystem approach should be the primary framework of action to be taken under the Convention.

For OP#3, the project focussed on tropical forest-specific best practices consistent with the ecosystem approach as well.

In addition, the project was consistent with Strategic Priorities 2 and 4 of the Biodiversity (BD) Focal Area.

¹⁷ Inbound tour operators are companies that organize and run trips within the region, including boat rental companies, diving centers, rainforest tours, ground transport providers, and other businesses.

¹⁸ Outbound tour operators influence the design of vacation packages, including which services and goods are offered.

Executing Arrangements

The project was executed by the Rainforest Alliance in partnership with CI-CELB, Programme for Belize (PfB) and the National Tourism Training Unit (part of BTB) for Belize, and CI/Ecuador and the Ecuadorian Ecotourism Association (ASEC) for Ecuador.

There was an Executive Project Steering Committee with representative from the local implementing agencies in each participating country, a representative from RA and CI, a representative from UNEP, and a representative from WTO. Two technical committees, the Internal Technical Committee and the Communications and Marketing Committee, were established to coordinate technical work and to ensure quality control across participating countries. A Project Coordinator managed the overall project, overseeing the work of the National Coordinators in Belize and Ecuador, and serving as a liaison to the two technical committees and the Executive Project Steering Committee. A National Advisory Committee (NAC) was also established in each country, to offer guidance on project direction and activities to the implementing agencies and its partners. The NAC included community, government and private sector representatives at both the national and local level.

Programme Activities

The project duration was originally 24 months starting from December 2005 and ending in November 2007, and was extended to March 2008.

OUTCOME 1: Ecosystem-specific best practices for tourism service suppliers, and business-to-business tools that educate wholesale purchasers on providing market incentives for tourism service suppliers implementing best practices, are locally developed, internationally applicable, and regionally endorsed.

Activity 1.1 Development of ecosystem-specific best practices

Activity 1.2 Development of a business-to-business tool for wholesale purchasers

OUTCOME 2: Broad-based awareness and implementation of best practices is achieved among a significant percentage of tour operators and accommodation providers in Belize and Ecuador.

Activity 2.1 Awareness-Building

Activity 2.2 Best Practices Implementation

Activity 2.3 Supply and Demand Side Linkages

OUTCOME 3: Increased capacity for continuous implementation of sustainable tourism best practices.

Activity 3.1: Establishment of a Best Practices Implementation Program

Activity 3.2 Development of Training Modules and Technical Assistance Tools

Activity 3.3 Training of Trainers (including Technical Assistance Providers)

Activity 3.4 Training Workshops for Tourism Entrepreneurs

Activity 3.5 Technical Assistance Program

OUTCOME 4: Lessons/experiences from pilots are documented and widely disseminated to facilitate replication.

Activity 4.1 Development of a Monitoring and Evaluation System

Activity 4.2 Dissemination of Impacts and Lessons Learned

Budget

The total budget was US\$ 2,268,599 with US\$ 997,272 funded by GEF, US\$ 787,016 IDB/MIF, in kind US\$ 484311.

TERMS OF REFERENCE FOR THE EVALUATION

1. Objective and Scope of the Evaluation

The objective of this terminal evaluation is to examine the extent and magnitude of any project impacts to date and determine the likelihood of future impacts. The evaluation will also assess project performance and the implementation of planned project activities and planned outputs against actual results. The evaluation will focus on the following main questions:

- i. Did the project mainstream biodiversity conservation into the tourism industry operations in tropical forest and coral/marine ecosystems in Ecuador and Belize?
- ii. Did the project develop local ecosystem-specific best practices for tourism service suppliers, and business-to-business tools that educate wholesale purchasers on incentives for implementing best practices that are internationally applicable, and regionally endorsed?
- iii. Did the project create broad-based awareness and implementation of best practices among tour operators and accommodation providers in Belize and Ecuador?
- iv. Did the project develop local capacity for implementation of sustainable tourism best practices?

2. Methods

This terminal evaluation will be conducted as an in-depth evaluation using a participatory approach whereby the UNEP/DGEF Task Manager, key representatives of the executing agencies and other relevant staff are kept informed and consulted throughout the evaluation. The consultant will liaise with the UNEP/EOU and the UNEP/DGEF Task Manager on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to UNEP/DGEF Task Manager, key representatives of the executing agencies and the UNEP/EOU. Any comments or responses to the draft report will be sent to UNEP / EOU for collation and the consultant will be advised of any necessary or suggested revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
 - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to UNEP and GEF annual Project Implementation Review reports) and relevant correspondence.

- (b) Project Country Reports
 - (c) Other project-related material produced by the project staff or partners.
 - (d) Relevant material published on web-sites maintained by GEF.
2. Interviews with project management and technical support including: Rainforest Alliance, CI-CELB, Pfb ,the National Tourism Training Unit (part of BTB) for Belize, and CI/Ecuador and the Ecuadorian Ecotourism Association (ASEC) for Ecuador, Executive Project Steering Committee, the Internal Technical Committee and the Communications and Marketing Committee, Project Coordinator, National Coordinators in Belize and Ecuador, National Advisory Committee (NAC), and GEF Operational Focal Points of Belize and Ecuador.
 3. Interviews and Telephone interviews with intended users for the project outputs and other stakeholders involved with this project, including in the participating countries **Costa Rica, Belize and Ecuador**. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies (including IDB;s MIF) and other organisations. As appropriate, these interviews could be combined with an email questionnaire.
 4. Interviews with the UNEP/DGEF project task manager and Fund Management Officer, and other relevant staff in UNEP dealing with Biodiversity related activities as necessary. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff if deemed of added value.
 5. Field visits to project staff and project site in Costa Rica, Ecuador and Belize. Visits to be coordinated in consultation with :

Ma. Damaris Chaves Garita
 Project Director
 Sustainable Tourism Division
 RAINFOREST ALLIANCE
 P.O. Box 11029 - 1000
 San José, Costa Rica
 Tel.: (506) 234 - 89 16
 Fax: (506) 234 - 89 16
 dchaves@ra.org

Key Evaluation principles.

In attempting to evaluate any outcomes and impacts that the project may have achieved, evaluators should remember that the project's performance should be assessed by considering the difference between the answers to two simple questions "***what happened?***" and "***what would have happened anyway?***". These questions imply that there should be consideration of the baseline conditions and trends in relation to the intended project outcomes and impacts. In addition it implies that there should be plausible evidence to **attribute** such outcomes and impacts **to the actions of the project**.

Sometimes, adequate information on baseline conditions and trends is lacking. In such cases this should be clearly highlighted by the evaluator, along with any simplifying

assumptions that were taken to enable the evaluator to make informed judgements about project performance.

3. Project Ratings

The success of project implementation will be rated on a scale from ‘highly unsatisfactory’ to ‘highly satisfactory’. In particular the evaluation shall assess and rate the project with respect to the eleven categories defined below:¹⁹

L. **Attainment of objectives and planned results:**

The evaluation should assess the extent to which the project's major relevant objectives were effectively and efficiently achieved or are expected to be achieved and their relevance.

- Effectiveness: Evaluate how, and to what extent, the stated project objectives have been met, taking into account the “achievement indicators”. In particular, the analysis of outcomes achieved should include, inter alia, an assessment of the extent to which the project has directly or indirectly assisted policy- and decision-makers to apply information supplied by the project in their national planning and decision-making
- Relevance: In retrospect, were the project’s outcomes consistent with the focal areas/operational program strategies? Ascertain the nature and significance of the contribution of the project outcomes to the wider portfolio of the UNEP.

M. **Achievement of outputs and activities:**

- **Delivered outputs:** Assessment of the project’s success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness.
- Assess to what extent the project outputs produced have the credibility, necessary to influence policy and decision-makers, particularly at the national level.

N. **Cost-effectiveness:**

Cost-effectiveness assesses the achievement of the environmental and developmental objectives as well as the project’s outputs in relation to the inputs, costs, and implementing time. It also examines the project’s compliance with the application of the incremental cost concept. The evaluation will:

- *Efficiency:* Include an assessment of *outcomes* in relation to inputs, costs, and implementation times based on the following questions: Was the project cost-effective? How does the cost-time vs. outcomes compare to other similar projects? Was the project implementation delayed?
- Assess the contribution of cash and in-kind co-financing to project implementation and to what extent the project leveraged additional resources.

¹⁹ However, the views and comments expressed by the evaluator need not be restricted to these items.

- Determine the extent to which scientific and technical information and knowledge have been incorporated within, and have influenced the execution of the project activities.

O. Financial Planning

Evaluation of financial planning requires assessment of the quality and effectiveness of financial planning and control of financial resources throughout the project's lifetime. Evaluation includes actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co- financing. The evaluation should:

- Assess the strength and utility of financial controls, including reporting, and planning to allow the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables.
- Present the major findings from the financial audit if one has been conducted.
- Identify and verify the sources of co- financing as well as leveraged and associated financing (in co-operation with the IA and EA).
- Assess whether the project has applied appropriate standards of due diligence in the management of funds and financial audits.
- The evaluation should also include a breakdown of final actual costs and co-financing for the project prepared in consultation with the relevant UNON/DGEF Fund Management Officer of the project.

P. Impact:

- As far as possible, also assess the potential longer-term impacts considering that the evaluation is taking place upon completion of the project and that longer term impact is expected to be seen in a few years time. Frame recommendations to enhance future project impact in this context. Which will be the major 'channels' for longer term impact from the project at the national and international scales? The evaluation should formulate recommendations that outline possible approaches and necessary actions to facilitate an impact assessment study in a few years time.

Q. Sustainability:

Sustainability is understood as the probability of continued long-term project-derived outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, e.g. stronger institutional capacities or better informed decision-making. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes. The evaluation should ascertain to what extent follow-up

work has been initiated and how project outcomes will be sustained and enhanced over time.

Five aspects of sustainability should be addressed: financial, socio-political, institutional frameworks and governance, ecological, and replication²⁰. The following questions provide guidance on the assessment of these aspects:

- *Financial resources*. What is the likelihood that financial and economic resources will be available such as the project outcomes/benefits will be sustained once the UNEP assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and market trends that support the project's objectives)? Was the project successful in identifying and leveraging co-financing?
- *Socio-political*: What is the likelihood that the level of stakeholder ownership will allow for the project outcomes/benefits to be sustained? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project?
- *Institutional framework and governance*. What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for the project outcomes/benefits to be sustained? While responding to these questions consider if the required systems for accountability and transparency and the required technical know how are in place.
- *Ecological*. What is the likelihood that project achievements will lead to sustained ecological benefits?
- *Replication and catalysis*. What examples are there of replication and catalytic outcomes that suggest increased likelihood of sustainability? Replication approach, in the context of UNEP projects, is defined as lessons and experiences coming out of the project that are replicated or scaled up in the design and implementation of other projects. Replication can have two aspects, replication proper (lessons and experiences are replicated in different geographic area) or scaling up (lessons and experiences are replicated within the same geographic area but funded by other sources).

R. Stakeholder participation / public awareness:

This consists of three related and often overlapping processes: information dissemination, consultation, and "stakeholder" participation. Stakeholders are the individuals, groups, institutions, or other bodies that have an interest or stake in the outcome of the UNEP financed project. The term also applies to those potentially adversely affected by a project. The evaluation will specifically:

²⁰ Replication refers to repeatability of the project under quite similar contexts based on lessons and experience gained. Actions to foster replication include dissemination of results, seminars, training workshops, field visits to project sites, etc. GEF Project Cycle, GEF/C.16/Inf.7, October 5, 2000

- Assess the mechanisms put in place by the project for identification and engagement of stakeholders in each participating country and establish, in consultation with the stakeholders, whether this mechanism was successful, and identify its strengths and weaknesses.
- Assess the degree and effectiveness of collaboration/interactions between the various project partners and institutions during the course of implementation of the project.
- Assess the degree and effectiveness of various public awareness activities that were undertaken during the course of implementation of the project.

S. Country ownership/driveness:

This is the relevance of the project to national development and environmental agendas, recipient country commitment, and regional and international agreements. The evaluation will:

- Assess the level of country ownership. Specifically, the evaluator should assess whether the project was effective in providing and communicating information that catalyzed action in participating countries to improve decisions relating to the management of the Tourism industry in each country.
- Assess the level of country commitment to address the sustainable tourism management issues.

T. Implementation approach:

This includes an analysis of the project's management framework, adaptation to changing conditions (adaptive management), partnerships in implementation arrangements, changes in project design, and overall project management. The evaluation will:

- Ascertain to what extent the project implementation mechanisms outlined in the project document have been closely followed. In particular, assess the role of the various committees established and whether the project document was clear and realistic to enable effective and efficient implementation, whether the project was executed according to the plan and how well the management was able to adapt to changes during the life of the project to enable the implementation of the project.
- Evaluate the effectiveness and efficiency and adaptability of project management and the supervision of project activities / project execution arrangements at all levels (1) policy decisions: Steering Group; (2) day to day project management in each of the country executing agencies and UNEP.
- Assess the effectiveness of supervision and administrative and financial support provided by UNEP/GEF.
- Identify administrative, operational and/or technical problems and constraints that influenced the effective implementation of the project.
- Assess whether the logical framework was used during implementation as a management tool and whether feedback from M&E activities more broadly was used for adaptive management.

U. **Replicability:**

- Assess whether the project has potential to be replicated, either in terms of expansion, extension or replication in other countries and/or regions and whether any steps have been taken by the project to do so and the relevance and feasibility of these steps.

V. **Monitoring and Evaluation:**

- The evaluation shall include an assessment of the quality, application and effectiveness of project monitoring and evaluation plans and tools, including an assessment of risk management based on the assumptions and risks identified in the project document. The evaluation shall comment on how the monitoring mechanisms were employed throughout the project's lifetime and whether this allowed for tracking of progress towards project objectives and how the project responded to the challenges identified through these mechanisms. The tools used might include a baseline, clear and practical indicators and data analysis systems, or studies to assess results that were planned and carried out at specific times in the project.

The ratings will be presented in the form of a table. Each of the eleven categories should be rated separately with brief justifications based on the findings of the main analysis. An overall rating for the project should also be given. The following rating system is to be applied:

HS	= Highly Satisfactory
S	= Satisfactory
MS	= Moderately Satisfactory
MU	= Moderately Unsatisfactory
U	= Unsatisfactory
HU	= Highly Unsatisfactory

4. **Evaluation report format and review procedures**

The report should be brief, to the point and easy to understand. It must explain; the purpose of the evaluation, exactly what was evaluated and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should be presented in a way that makes the information accessible and comprehensible and include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

The evaluation will rate the overall implementation success of the project and provide individual ratings of the eleven implementation aspects as described in Section 1 of this TOR. ***The ratings will be presented in the format of a table*** with brief justifications based on the findings of the main analysis.

Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner. Any dissident views in response to evaluation findings will be appended in an annex. The evaluation report shall be written in English, be of no more than 50 pages (excluding annexes), use numbered paragraphs and include:

- i) An **executive summary** (no more than 3 pages) providing a brief overview of the main conclusions and recommendations of the evaluation;
- ii) **Introduction and background** giving a brief overview of the evaluated project, for example, the objective and status of activities; The GEF Monitoring and Evaluation Policy, 2006, requires that a TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology.
- iii) **Scope, objective and methods** presenting the evaluation’s purpose, the evaluation criteria used and questions to be addressed;
- iv) **Project Performance and Impact** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on all eleven evaluation aspects (A – K above).
- v) **Conclusions and rating** of project implementation success giving the evaluator’s concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The conclusions should provide answers to questions about whether the project is considered good or bad, and whether the results are considered positive or negative. The ratings should be provided with a brief narrative comment in a table (see Annex 1);
- vi) **Lessons (to be) learned** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes. Lessons should have the potential for wider application and use. All lessons should ‘stand alone’ and should:
 - Briefly describe the context from which they are derived
 - State or imply some prescriptive action;
 - Specify the contexts in which they may be applied (if possible, who when and where)
- vii) **Recommendations** suggesting *actionable* proposals for improvement of the current project. In general, Terminal Evaluations are likely to have very few (perhaps two or three) actionable recommendations.

Prior to each recommendation, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.

A high quality recommendation is an actionable proposal that is:

1. Feasible to implement within the timeframe and resources available
2. Commensurate with the available capacities of project team and partners
3. Specific in terms of who would do what and when
4. Contains results-based language (i.e. a measurable performance target)
5. Includes a trade-off analysis, when its implementation may require utilizing significant resources that would otherwise be used for other project purposes.

- viii) **Annexes** may include additional material deemed relevant by the evaluator but must include:

1. The Evaluation Terms of Reference,
2. A list of interviewees, and evaluation timeline
3. A list of documents reviewed / consulted
4. Summary co-finance information and a statement of project expenditure by activity
5. The expertise of the evaluation team. (Brief CV).

TE reports will also include any response / comments from the project management team and/or the country focal point regarding the evaluation findings or conclusions as an annex to the report, however, such will be appended to the report by UNEP EOU.

Examples of UNEP GEF Terminal Evaluation Reports are available at www.unep.org/eou

Review of the Draft Evaluation Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and consultation. The DGEF staff and senior Executing Agency staff are allowed to comment on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The consultation also seeks feedback on the proposed recommendations. UNEP EOU collates all review comments and provides them to the evaluators for their consideration in preparing the final version of the report.

5. Submission of Final Terminal Evaluation Reports.

The final report shall be submitted in electronic form in MS Word format and should be sent to the following persons:

Segbedzi Norgbey,
Chief, UNEP Evaluation and Oversight Unit
P.O. Box 30552-00100
Nairobi, Kenya
Tel.: (254-20) 7623387
Fax: (254-20) 7623158
Email: segbedzi.norgbey@unep.org

With a copy to:

Maryam Niamir-Fuller
Director
UNEP/Division of GEF Coordination
P.O. Box 30552
Nairobi, Kenya
Tel: + 254-20-7624165
Fax: + 254-20-624041/4042
Email: Maryam.Niamir-Fuller@unep.org

Carmen Tavera
Portfolio Manager
United Nations Environment Programme (UNEP)

Division of GEF Coordination (DGEF)
PO Box 30552
Nairobi, Kenya
Tel: 254 20 7624153
E-Mail: Carmen.Tavera@unep.org

Kristin McLaughlin
Global Environment Facility (GEF) Liaison Officer
United Nations Environment Programme (UNEP)
Washington Office
Mobile 202-550-4066
skype kristin.mclaughlin
km@rona.unep.org

The final evaluation report will be printed in hard copy and published on the Evaluation and Oversight Unit's web-site www.unep.org/eou.

6. Resources and schedule of the evaluation

This final evaluation will be undertaken by an international evaluator contracted by the Evaluation and Oversight Unit, UNEP. The contract for the evaluator will begin on 20 October 2008 and end on 19 January 2009 (2 months spread over 3 months). The evaluator will submit a draft report on 15 December 2008 to UNEP/EOU, the UNEP/GEF Project Manager, and key representatives of the executing agencies. Any comments or responses to the draft report will be sent to UNEP/EOU for collation and the consultant will be advised of any necessary revisions. Comments to the final draft report will be sent to the consultant by 6 January 2009 after which, the consultant will submit the final report no later than 19th January 2009.

The evaluator will after an initial telephone briefing with EOU and UNEP/GEF and then travel to Costa Rica, Belize and Ecuador to meet with project staff. The Evaluator will have a closing meeting in Costa Rica to debrief staff about findings, recommendations and give them an opportunity to provide any further clarifications and back up documentation that might be needed

In accordance with UNEP policy, all UNEP projects are evaluated by independent evaluators contracted as consultants by the EOU. The evaluators should have the following qualifications:

The evaluator should not have been associated with the design and implementation of the project. The evaluator will work under the overall supervision of the Chief, Evaluation and Oversight Unit, UNEP. The evaluator should be an international expert in tourism management or biodiversity conservation with a sound understanding of environmental monitoring. The consultant should have the following minimum qualifications: (i) experience in environment conservation/tourism management reporting at national and international levels; (ii) experience with management and implementation of projects and in particular with policy-related monitoring and assessments that generate knowledge and information relevant to decision-making; (iii) experience with project evaluation. Knowledge of UNEP programmes and GEF activities is desirable. Fluency in oral and written English and Spanish is a must.

7. Schedule Of Payment

The consultant shall select one of the following two contract options:

Lump-Sum Option

The evaluator will receive an initial payment of 30% of the total amount due upon signature of the contract. A further 30% will be paid upon submission of the draft report. A final payment of 40% will be made upon satisfactory completion of work. The fee is payable under the individual Special Service Agreement (SSA) of the evaluator and is inclusive of all expenses such as travel, accommodation and incidental expenses.

When submitting the Travel Claim upon completion of travel, kindly note some of the following points: that UNON's primary operating currency is the US Dollar and reimbursements are made at the USD equivalent at the ruling UN exchange rate and not necessarily the currency of expenditure. If the consultant wishes to be paid in any other currency other than USD the consultant should indicate on the Travel Claim and special arrangements can be made with UNON's bank. The UN has standard rules for reimbursement of travel expenses and UNON enforces compliance on behalf of UNEP. Taxis to and from Hotel to Airport/Train/Bus station are covered by terminal allowances and the maximum reimbursable is USD 38.00. Taxis from Hotel to meeting venues as well as local telephone calls are covered by the Daily Subsistence Allowance (DSA)

In case, the evaluator cannot provide the products in accordance with the TORs, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standard. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

Annex A. OVERALL RATINGS TABLE

Criterion	Evaluator's Summary Comments	Evaluator's Rating
A. Attainment of project objectives and results (overall rating) Sub criteria (below)		
A. 1. Effectiveness		
A. 2. Relevance		
A. 3. Efficiency		
B. Sustainability of Project outcomes (overall rating) Sub criteria (below)		
B. 1. Financial		
B. 2. Socio Political		
B. 3. Institutional framework and governance		
B. 4. Ecological		
C. Achievement of outputs and activities		
D. Monitoring and Evaluation (overall rating) Sub criteria (below)		
D. 1. M&E Design		
D. 2. M&E Plan Implementation (use for adaptive management)		
D. 3. Budgeting and Funding for M&E activities		
E. Catalytic Role		
F. Preparation and readiness		
G. Country ownership / drivenness		
H. Stakeholders involvement		
I. Financial planning		
J. Implementation approach		
K. UNEP Supervision and backstopping		

RATING OF PROJECT OBJECTIVES AND RESULTS

Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Moderately Unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Highly Unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

Please note: Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results may not be higher than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

RATINGS ON SUSTAINABILITY

A. Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The Terminal evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits after the project ends. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes..

Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

Likely (L): There are no risks affecting this dimension of sustainability.

Moderately Likely (ML). There are moderate risks that affect this dimension of sustainability.

Moderately Unlikely (MU): There are significant risks that affect this dimension of sustainability

Unlikely (U): There are severe risks that affect this dimension of sustainability.

According to the EOU, all the risk dimensions of sustainability are deemed critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in any of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

RATINGS OF PROJECT M&E

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the

use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on ‘M&E Design’, ‘M&E Plan Implementation’ and ‘Budgeting and Funding for M&E activities’ as follows:

- Highly Satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately Satisfactory (MS): There were moderate shortcomings in the project M&E system. Moderately Unsatisfactory (MU): There were significant shortcomings in the project M&E system. Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly Unsatisfactory (HU): The Project had no M&E system.

“M&E plan implementation” will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on “M&E plan implementation.”

All other ratings will be on the six point scale.

Performance Description	Alternative description on the same scale
HS = Highly Satisfactory	Excellent
S = Satisfactory	Well above average
MS = Moderately Satisfactory	Average
MU = Moderately Unsatisfactory	Below Average
U = Unsatisfactory	Poor
HU = Highly Unsatisfactory	Very poor (Appalling)

Annex B: Review of the Draft Report

Draft reports submitted to UNEP EOU are shared with the corresponding Programme or Project Officer and his or her supervisor for initial review and discussion. The UNEP Division staff and senior Executing Agency staff provide comments on the draft evaluation report. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The review also seeks agreement on the findings and recommendations. UNEP EOU collates the review comments and provides them to the evaluators for their consideration in preparing the final version of the report. General comments on the draft report with respect to compliance with these TOR are shared with the reviewer.

Quality Assessment of the Evaluation Report

All UNEP Terminal Evaluation Reports are subject to quality assessments by UNEP EOU. The quality assessment is used as a tool for providing structured feedback to the evaluator.

The quality of the draft evaluation report is assessed and rated against the following criteria:

Report Quality Criteria	UNEP EOU Assessment notes	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable?		
B. Was the report consistent and the evidence complete and convincing and were the ratings substantiated when used?		
C. Did the report present a sound assessment of sustainability of outcomes?		
D. Were the lessons and recommendations supported by the evidence presented?		
E. Did the report include the actual project costs (total and per activity) and actual co-financing used?		
F. Did the report include an assessment of the quality of the project M&E system and its use for project management?		
UNEP EOU additional Report Quality Criteria	UNEP EOU Assessment	Rating
G. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
H. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?		
I. Was the report well written?		

(clear English language and grammar)		
J. Did the report structure follow EOU guidelines, were all requested Annexes included?		
K. Were all evaluation aspects specified in the TORs adequately addressed?		
L. Was the report delivered in a timely manner		

Rating system for quality of terminal evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

<p>Quality of the MTE report = $0.3*(A + B) + 0.1*(C+D+E+F)$ EOU assessment of MTE report = $0.3*(G + H) + 0.1*(I+J+K+L)$ Combined quality Rating = $(2* \text{'MTE report' rating} + \text{EOU rating})/3$ The Totals are rounded and converted to the scale of HS to HU</p>

Annex C: Minimum requirements for M&E

Minimum Requirement 1: Project Design of M&E²¹

All projects must include a concrete and fully budgeted monitoring and evaluation plan by the time of Work Program entry (full-sized projects) or CEO approval (medium-sized projects). This plan must contain at a minimum:

- SMART (see below) indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, corporate-level indicators
- A project baseline, with:
 - a description of the problem to address
 - indicator data
 - or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation
- An M&E Plan with identification of reviews and evaluations which will be undertaken, such as mid-term reviews or evaluations of activities
- An organizational setup and budgets for monitoring and evaluation.

Minimum Requirement 2: Application of Project M&E

²¹ <http://gefweb.org/MonitoringandEvaluation/MEPoliciesProcedures/MEPTTools/meptstandards.html>

- Project monitoring and supervision will include implementation of the M&E plan, comprising:
- Use of SMART indicators for implementation (or provision of a reasonable explanation if not used)
- Use of SMART indicators for results (or provision of a reasonable explanation if not used)
- Fully established baseline for the project and data compiled to review progress
- Evaluations are undertaken as planned
- Operational organizational setup for M&E and budgets spent as planned.

SMART INDICATORS UNEP projects and programs should monitor using relevant performance indicators. The monitoring system should be “SMART”:

1. Specific: The system captures the essence of the desired result by clearly and directly relating to achieving an objective, and only that objective.
2. Measurable: The monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are practical ways to measure the indicators and results.
3. Achievable and Attributable: The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention.
4. Relevant and Realistic: The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders.
5. Time-bound, Timely, Trackable, and Targeted: The system allows progress to be tracked in a cost-effective manner at desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or program.

Annex D

**List of intended additional recipients for the Terminal Evaluation
(to be completed by the IA Task Manager)**

Name	Affiliation	Email
Aaron Zazueta	GEF Evaluation Office	azazueta@thegef.org
Government Officials		
GEF Focal Point(s)		
ALEGRIA, Martin Chief Environmental Officer	Ministry of Natural Resources and the Environment, Belize	martinalgria@hotmail.com
AGUINAGA, Marcela Minister	Ministry of Environment, Ecuador	maguinaga@ambiente.gov.ec
Executing Agency		
Ronald Sanabria	Rainforest Alliance	rsanabria@ra.org
Implementing Agency		
Kristin McLaughlin, GEF Liaison Officer	UNEP/DGEF	km@rona.unep.org

Annex #2. Agenda for field visits for final evaluation, **Ecuador.**

AGENDA EVALUACIÓN GEF
23 Nov – 02 Dic, 2008 Ecuador

Domingo 23 de Noviembre

- 11:54 am Llegada a Quito
Transfer Lugano Suites (coordinado)
www.luganosuites.co,
Tel: (593-2) 3 331 900
Suiza N33-132 y Checoslovaquia
- 05:00 pm Reunión con Iván Martínez (Coordinador de proyecto GEF – ASEC)
Por confirmar
2da opción: 1 de diciembre 07:00 pm
ivomartinezb@hotmail.com

Lunes 24 de Noviembre

- 09:30 am Reunión con Conservación y Desarrollo (Programa de Certificación Smart Voyager)
Mauricio Ferro
Carlos Guarderas N47-340 y Gonzalo Salazar
- 11:00 am Reunión con Séptimo Paraíso (operación turística de Mindoy participante en el proyecto)
Ana Lucía Goetschel
Oficina Cumbayá
- 12:30 pm Almuerzo en "Caffetto" con miembros ASEC y ex coordinador técnico (Ricardo Zambrano, ex Coordinador Técnico, Jorge Pérez, Presidente; Christian Mera, Director Ejecutivo)
- 03:00 pm Reunión con Rainforest Alliance
Verónica Muñoz

Martes 25 de Noviembre

- 07:30 am Salida de Lugano Suites hacia Mindo
- 10:30 am Llegada a Mindo (Rancho Suamox) Organización participante en el programa de Buenas Prácticas
www.suamoxforest.com
- 11:00 am Recorrido por las instalaciones del hotel y reunión con propietarios
Martha y Rafael Ferro
- 12:30 pm Almuerzo en Rancho Suamox
- 02:00 pm Salida hacia Mindo
- 02:30 pm Visita a La Isla (Tour Operador)
- 03:30 pm Visita a Kamac (Tour Operador)
- 04:30 pm Retorno a Quito
- 07:00 pm Llegada a Quito (Lugano Suites)

Miércoles 26 de Noviembre

- 07:20 am Llegada al aeropuerto
- 08:20 am Vuelo a Galápagos
- 10:30 am Llegada a Baltra (aeropuerto Galápagos)
- 11:30 am Reunión con Angermeyer Cruises (embarcaciones certificadas)
www.andandotours.com Catalina Debe
Moisés Brito s/n (cerca de la laguna de las ninfas)
- 01:00 pm Almuerzo en Puerto Ayora

02:00 pm Entrevista Administradora Hostal Mainao. Ana Chapi Hotel
participante del programa de Buenas Prácticas
03:00 pm Reunión con Conservación Internacional
Salvador Cazar
04:00 pm Reunión con NautiDiving (Tour Operador)
05:00 pm Reunión con Scubalguana (Tour Operador)
07:00 pm Cena

Jueves 27 de Noviembre

06:00 am Visita a la Estación Charles Darwin
07:30 am Desayuno
08:30 am Retorno al aeropuerto
10:00 am Vuelo a San Cristóbal
11:00 am Llegada a San Cristóbal
11:30 am Reunión con Diego Bonilla (asesor del programa de BP)
01:00 pm Almuerzo
03:00 pm Visita a Hotel Miconia
www.miconia.com Ivette Galarza
04:00 pm Visita AL Centro de Interpretación de Isla San Cristóbal
07:00 pm Cena Propietaria Cabañas Miconia

Viernes 28 de Noviembre – Miércoles 1 de Diciembre personal.

Lunes 1 de Diciembre

12:45 pm Retorno a Quito
17:30 pm Reunión com Via Natura, Estéban Velasquez, Gerente y propietario
Embarcación Monserrath

Martes 2 de Diciembre

Retorno a Costa Rica

Annex #2 cont. Agenda for field visits for final evaluation, **Belize.**

<p align="center">GEF PROJECT - FINAL EVALUATION AGENDA (BELIZE)</p> <p align="center">Mainstreaming Biodiversity Conservation into Tourism through the Development and Dissemination of Best Practices</p>								
DAY	TIME	ORGANIZATION	CONTACT PERSONS	CONTACT DETAILS	PHONE/WEBSITE	PLACE OF THE MEETING	METHODOLOGY	COMMENTS/REMARKS
DAY 1 - December 8, 2008	10:30	Arrival in Country						
	11:00 - 12:00	Programme for Belize (PFB)	Herbert Haylock, Mgr for Admin and Planning	Email: adminmanager@pfbelize.org	501-227-1020 www.pfbelize.org	Programme for Belize Offices	Meeting	PFB was the Executing Agency
			Edilberto Romero, Executive Director	Email: execdirector@pfbelize.org				
	12:00 - 2:00	LUNCH	To be Determined			To be determined		
	14:00 - 15:00	Belize Hotel Association (BHA)	Donna Bradley, Administrator	Email: donna@belizehotels.org	501-223-0669 www.belizehotels.org	BHA Offices	Meeting	BHA is becoming the hosting organization of the Best Mangement Implementation Program - NAC Member
			Kenrick Theus, BHA President	Email: kendricktheus@consultant.com				
	15:30 - 16:00	Belize Tourism Board - (past contact)	Anthony Mahler	Email: anthonymahler@yahoo.com		SMART Offices	Meeting	BTB - NAC Member

	16:30	Travel to Cayo/Chaa Creek						Overnight at Chaa Creek
DAY 2 - December 9, 2008								
	9:00 - 10:00	Chaa Creek Lodge	Mike Green	Email: naturalhistory@chaacreek.com	501-824-2037 www.chaacreek.com	Chaa Creek Lodge	Interview	BETA Rep and NAC Member
	10:00 - 12:00	Chaa Creek Lodge	Mike Green			Chaa Creek Lodge	Tour of the facilities	This lodge was the first to be involved with Green Globe 21 and achieved "benchmark" status in the country.
	12:00 - 2:00	LUNCH	Chaa Creek			Chaa Creek Lodge		
	2:00 - 3:00	Travel to Casa De Caballo	Carole Maganaro and Grace	Email: info@casaavian.org	501-824-2098 www.casacaballoblanco.com	Casa De Caballo Blanco		
	3:00 - 5:00	Casa De Caballo Blanco	Shenny Manzanero/Ricky Manzanero	Email: shennymanza15@yahoo.com		Casa De Caballo Blanco	Visit and tour of the property	Certified with Green Deal. Actively supported the projects
		Travel to Cayo/Chaa Creek						Overnight at Chaa Creek
DAY 3 - December 10, 2008								
	9:30 - 12:00	Crystal Paradise	Jeroni Tut	Email: info@crystalparadise.com	501-824-2823 www.crystalparadise.com	Crystal Paradise	Interview	Tour of Facilities
	12:00 - 1:00	LUNCH	To be Determined					
	1:00 - 3:00	Duploy's Jungle Lodge	Judy Duploy	Email: judy@belizebotanic.org	501-824-3101 www.duploys.com	Duploy's	Interview	Tour of Facilities

	3:00 - 5:00	San Ignacio Hotel	Sandra Morris and Paulita	Email: reservations@saniagnaciobelize.com	502-824-2034 www.saniagnaciobelize.com	San Ignacio Hotel	Interview	Tour of Facilities
		Cayo/San Ignacio	Miriam Roberson - 610-2726	Email: mariam@saniagnaciobelize.com				Overnight at San Ignacio Hotel
DAY 4 - December 11, 2008								
	8:30 - 10:30	Maya Mountain Lodge	Bart and Suzi Mickler and Emily Tzul	Email: jungle@mayamountain.com	501-824-2164 www.mayamountain.com	Maya Mountain Lodge	Interview	Tour of Facilities
	10:30 - 12:00	Travel to Belize						
	12:00 - 1:00	LUNCH						
	3:00 - 5:30	Radisson Fort George	Kevin Geban			Radisson Fort George	Interview	Assessor for Project
	7:30 - 9:00	Radisson Fort George	Mike Panton			Radisson Fort George	Interview	IDB Project Manager - Final 8 Months
								Overnight at Radisson Fort George Hotel
DAY 5 - December 12, 2008								
	9:00 - 11:00	Ministry of Tourism	Yashin Dujon			Ministry of Tourism - Belize City	Interview	Project Coordinator - GEF Project
	12:00 - 1:00	LUNCH						
	2.30		Transfer to Airport for					

Annex # 3. List of documents reviewed.

1. UNEP/GEF. FINAL PROJECT DOCUMENT
2. UNEP/GEF PIR FY 08. PROJECT GENERAL INFORMATION
3. BUDGET IN UNEP FORMAT FINAL
4. PROGRESS REPORTS (7-06; 1-07; 7-07; 1-08)
5. MID TERM REVIEW
6. TERMINAL REPORT AND ANSWERS TO QUESTIONS FROM KRISTING MCLAUGHLIN
7. BEST PRACTICE – TOR’s SEPTEMBER, 2008
8. TECHNICAL DOCUMENTS TO SUPPORT EACH PROJECT ACTIVITIES AND REVIEWS GIVEN BY RA AND CI
9. SCOPE OF WORK FOR CI, PfB, ASEC, RA
10. www.rainforestalliance.com; www.ecoindex.com
11. www.undp.com
12. www.CI.com
13. www.ATTA.com

Annex #4. Field visits guide.

Main subjects and questions considered for field visits interviews.

At all the time evaluation principles considered the answers to two simple questions, *“What happened?”* and *“What would have happened anyway?”*

1. Project performance and the implementation of planned project activities and planned outputs against actual results.

1.1 Did the project mainstream biodiversity conservation into the tourism industry operations in coral/marine ecosystems in Ecuador and Belize?

1.2. Did the project develop local ecosystem-specific best practices for tourism service suppliers, and business-to-business tools that educate wholesale purchasers on incentives for implementing best practices that are internationally applicable, and regionally endorsed?

1.3 Did the project create broad-based awareness and implementation of best practices among tour operators’ providers in Belize and Ecuador?

1.4. Did the project develop local capacity for implementation of sustainable tourism best practices?

2. Attainment of objectives and planned results:

2.1 How, and to what extent, did the state project objectives have been met, taking into account the “achievement indicators”?

2.2 Were the project's outcomes consistent with the focal areas/operational program strategies?

3. Achievement of outputs and activities:

3.1 Have the project's success in producing each of the programmed outputs, both in quantity and quality as well as usefulness and timeliness?.

3.2 Have the project outputs produced the credibility, necessary to influence policy and decision-makers, particularly at the national level?.

4 Cost-effectiveness

4.1 Was the project cost-effective? How does the cost-time vs. outcomes compare to other similar projects? Was the project implementation delayed?

4.2 Did contribution of cash and in-kind co-financing the project implementation and to what extent the project leveraged additional resources.

Annex #5. List of pilot tour operators and accommodation services that by the end of the project have signed the Memoranda of Understanding (MOU)

	ECUADOR		BELIZE
	MINDO	GALAPAGOS	CAYO DISTRICT
TOUR OPERATORS	Kamac La Isla Ecumindo Mindó Birds	Scuba Iguana Nauti Diving Islas del Fuego Angermeyer Cruises	Pacz Tours Crystal Paradise Phoenix Tours San Ignacio Hotel Maya Mountain Lodge Hun Ci iK DuPlooy's Chaa Creek IBTM Tours Tide Tours Yute Expeditions Cayo Adventure Tours
ACCOMMODATION SERVICES	Bellavista Sachatamia Lodge Reserva Verdecocha Hostería y Jardín Botánico Sapos y Ranas Cascadas de Shishink Cabañas Armonía Hostería Mariposas de Mindó Rancho Suamox Mindó Garden Mirador Río Blanco Hostería la Rinconada de Rolando Vera Séptimo Paraiso Hostería & Cloud Forest Reserve Hostería El Encanto Las siete cascadas Lodge Kaony Lodge Comuna San Miguel	Miconia Cabañas Casa Blanca Hotel Royal Palm Hostal Mainao The Red Mangrove Adventure Inn La Isla del Descanso Hostal Cormorant	

Annex #6. List of inbound and outbound tour operators with TO agreements endorsed.

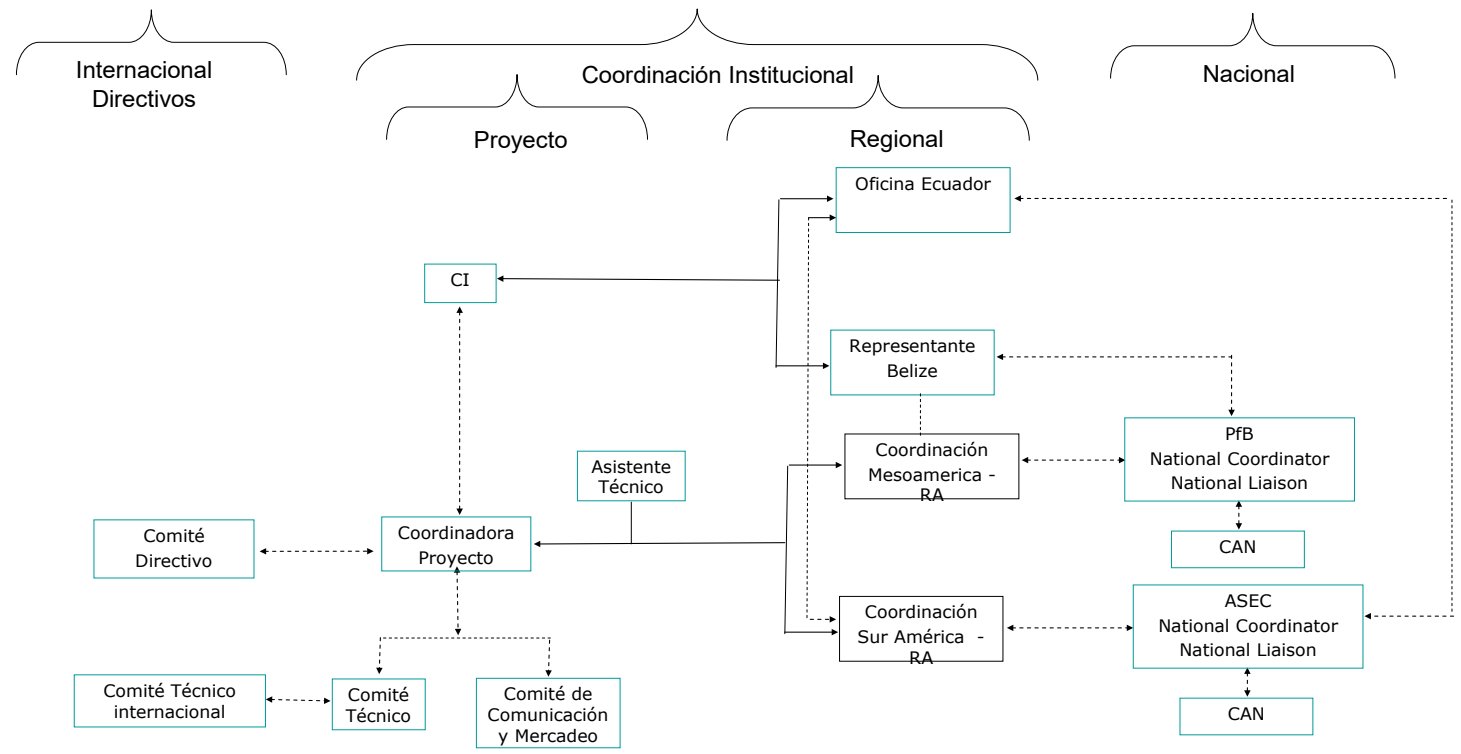
No.	US Outbound Tour Operators
1	Albee Adventures
2	Alj, Inc. Dba Adventure Life Journeys
3	Aventouras LLC
4	Detour LLC
5	Green Spot
6	Holbrook Travel, Inc
7	Latin American Escapes INC.
8	Solimar Marketing Inc.
9	Trusted Adventures LLC
10	Whole Travel

No.	Europe Outbound Tour Operator
1	Addicted to Travel Ltd.
2	Baobab Reizen
3	Geodyssey Limited
4	Sawadee Reizen

No.	Belize Tour Operator
1	Hamanasi
2	TIDE Tours
3	Viaventure S.A

No.	Ecuador Tour Operator
1	Agencia de Viajes Operadora Surtrek Cía Ltda.
2	Ecoventura S.A.
3	Explorandes S.A.
4	Gray Line Ecuador
5	Operadora de Turismo Andean Travel Company Ltda
6	Positiv Turismo Compañía Limitada
7	Sierra Negra Expeditions Tour Operadora (Sierra Negra Expediciones y Ecoturismo Cía. Ltda)
8	SIGORTRAVEL CIA. Ltda
9	Terradiversa
10	TOPPSA Travel Opportunities South America
11	Travel Sources Cía Ltda.
12	Tropic Journeys in Nature (Tropic Ecological Adventures Cía Ltda.)
13	Viajes Vía Natura Cía. Ltda

Annex # 7. Project structure.



Annex # 8. International Technical Committee

Name / Position / Organization	Email	Telephone – Fax Web	P.O Box / Physical Ad.
Deirdre Shurland Director Caribbean Alliance for Sustainable Tourism (CAST)	dshurland@caribbeanhotels.org	Tel: (787) 725-9139 Ext. 243 Fax: (787) 725-9108 Website: www.cha-cast.com	1000 Ave. Ponce de León, 5th Floor San Juan, Puerto Rico 00907
Roberto Mourao EcoBrasil - South America / Rainforest Tours	roberto@ecobrasil.org.br roberto@brazil-ecotravel.com	Tel. 21 2512-8882 EcoBrasil www.ecobrasil.org.br www.brazil-ecotravel.com	
Ali Kaka, Executive Director Kenya's East African Wildlife Society	director@eawildlife.org	+254 (020) 574145 Mobile+254 733600924	P.O. Box 20110 - 0200 City Square Kenya
Ary Suhandi – Director Indonesian Ecotourism Network INDECON	indecon@indecon.or.id arys_2002@yahoo.com suhandi@indecon.or.id ,	phone/fax.62-21-7813712	Jatipadang IA No.8, Jakarta 12540
Herbert Hamele VISIT - Europe / Hotels			
Marion Hammerl President of Global Nature Fund Director of Ecotrans	marion.hammerl@bodensee-stiftung.org		
Rich McPherson Program Director The Coral Reef Alliance (CORAL)	rmacpherson@coral.org Skype: rickmacpherson	415-834-0900 x302 http://www.coral.org	417 Montgomery Street, Suite 205 San Francisco, CA 94104
Luigi Cabrini, Chief, Sustainable Development World Tourism Organization	lcabrini@unwto.org		

Gabor Vereczi, Chief, Environment and Quality World Tourism Organization	gvereczi@unwto.org)		
Stefanos Fotiou Tourism Programme Officer United Nations Environment Programme Division of Technology, Industry and Economics	stefanos.fotiou@unep.fr	Tel: +33 1 44 37 14 65 Fax: +33 1 44 37 14 74 www.unep.fr/tourism	39-43 quai André Citroën 75739 Paris Cedex 15 - France
David Blanton Executive Director Internacional Galápagos Tour Operador Association IGTOA	brian.morgan@adventurelife.com exd@igtoa.org	(607) 351-1120 exd@igtoa.org www.igtoa.org	706 Cayuga Heights Rd. Ithaca, NY 14850 USA
Brian Morgan, Presidente IGTOA Brian Morgan Adventure Life Journeys	brian.morgan@adventurelife.com	800-344-6118 U.S. 406-541-2677 outside the U.S 406-541-2676 Fax http://www.adventure- life.com	1655 S 3rd St W, Ste 1 Missoula, MT 59801
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