



**CARIBBEAN REGIONAL SUSTAINABLE
TOURISM DEVELOPMENT PROGRAMME**

**TECHNICAL PROGRESS REPORT
1 SEPTEMBER – 30 NOVEMBER 2005**

CARIBBEAN REGIONAL SUSTAINABLE TOURISM DEVELOPMENT PROGRAMME TECHNICAL PROGRESS REPORT SEPTEMBER 1 – NOVEMBER 30 2005

The current Work Programme (March 1, 2005 – February 28, 2006) for the Caribbean Regional Sustainable Tourism Development Programme, was approved by the European Commission during February 2005 in the amount of BDS \$2,941,075. It details the activities envisioned for that period for the three implementing agencies (CHA, CTO and the PUCMM) and the CTPU.

This report seeks to review the progress of implementation of the activities outlined in the Work Programme for the third quarter of implementation, that is, the period September 1 – November 30, 2005.

Caribbean Hotel Association

Under the Work Programme the following activities were foreseen for the five CHA components (Research Capacity, Business Development, Institutional Capacity, Information Technology and Human Resource Development) for the period under review:

Research Capacity

- Submission of all outstanding progress reports
- Submission of the research reports on:
 - Performance Indicators and Sustainability Reporting for the Caribbean Tourism Sector
 - Analysis of Taxation and Operating Costs for the Caribbean Hotel Sector

Business Development

- Preliminary industry research and outreach through collaboration with key industry stakeholders.
- Developing a prototype business model for profitably/successfully operating SMMEs and national hotel associations.
- Promoting training opportunities under the 8th EDF and other programmes at national hotel associations.
- Establishing a business development unit at the CHA project office in Barbados in order to provide technical assistance to SMMEs and national hotel associations.
- Developing a pilot programme in the national hotel association that forges linkages between SMMEs and other productive sectors and sub-sectors such as agriculture, craft and entertainment.

Institutional Capacity

- Coordinate activities of experts/consultants

- Prepare monthly and quarterly reports
- Prepare and execute logistics for studies, reports, meetings, seminars and training
- Commence preparations of CHA Year 3 Work Programme

Information Technology

- Prepare a five-year IT capacity/strategic plan
- Develop an IT training plan for CHA/CAST
- Identify CHA national association software transfer requirements, research data collection and dissemination needs
- Develop an electronic network or SKI
- Work closely with CTO IT Advisor to ensure complementarities

Human Resource Development

- Preliminary industry research and collaboration with key industry stakeholders.
- Developing and conducting of a training needs survey to identify critical areas of training needs for the Caribbean hotel sector.
- Developing and organising relevant materials and specialised modules based on identified training needs.
- Developing a training schedule for existing and identified CHA/CAST training programmes.
- Assisting Pontificia Universidad Catolica Madre y Maestra (PUCMM) in the Dominican Republic in promoting internships with the Caribbean private sector
- Continuing promotion of and technical support for the Caribbean Blue Flag program.

With respect to the **Research Capacity component** all outstanding reports were submitted to CHA on November 7, 2005. These reports were reviewed by CHA during November and it was communicated to PA Consulting Group (the firm contracted to undertake this component) that while the report on Performance Indicators and Sustainability Reporting for the Caribbean Tourism Sector was acceptable the report on Taxation and Operating Cost required further work before it could be accepted by CHA. The deadline given for the submission of this revised report to CHA was December 15, 2005.

With respect to the **Business Development component**, the activities outlined to be undertaken continued throughout the period. The development of the prototype business model continued whereby models incorporating the use of toolkits were under development and included cost controls, inventory and yield management being undertaken. The first draft of the model was expected to be completed by December 2005. Further, a system involving the use of indicators to monitor tourism and hospitality industry performance and best practices on an on-going basis was being developed.

In terms of raising the awareness of national association with respect to training opportunities available under the programme, a training package was developed by the consultant. A survey on the package developed will be undertaken in January 2006 to get the industry feedback on the content.

Over the period the Business Development Advisor has been concentrating on the short-term focus of the Business Development Unit as enunciated by CHA which included:

- The development of non-dues revenue opportunities;
- The identification of new business opportunities for CHA and the National Association;
- To ensure maximization of services and revenues with existing programmes;
- To review existing partnerships/alliances to recommend changes or enhancements to existing business arrangements;
- To research and develop proposals for the CHA membership committee on membership programmes for the villa, condominium and time-share markets.

Research also continued into plans strategies and needs of CHA in order to inform the long-term structure and role of the Unit.

With respect to the development of pilot projects that forge linkages between SMMEs and the tourism sector, three initiatives commenced during the period under review. The first two relate to tourism agricultural linkage partnerships (Adopt-a-Farm and Culinary Alliance of Barbados). The Adopt-a-Farm is an initiative which will be implemented in collaboration with the Inter-American Institute for Cooperation in Agriculture (IICA) which seeks to establish a replicable model for partnership development between the tourism and agricultural sectors in the Caribbean region. It involves the preparation of promotional training materials on success stories and information on buyers and sellers, all of which will be used in Partnership Meetings to launch the initiative. Complementary to this, the Business Development Advisor has been assisting in the development of a proposal to be implemented in cooperation with the Culinary Association of Barbados that will focus on the demand and usage of local farm produce, menu development and upgrading of culinary skills and practices through training.

The third pilot project being developed is in the area of tourism and handicrafts/manufacturing. It seeks to use tourism as a stimulus for production in the manufacturing and handicraft sector. During the quarter under review the Business Development Advisor has held discussions with the Caribbean Export Development Agency and the Caribbean Association of Small and Medium Enterprises to determine potential areas of collaboration.

Under the **Information Technology component** the draft five year IT Capacity Plan was submitted to CHA during November 2005. Once feedback and

comments are received from CHA this plan is to be completed by the Information Technology Advisor and submitted by the end of December 2005 and its recommendations reflected in the March 1, 2006 – February 28, 2007 Work Programme. The IT Training Plan for CHA/CAST was completed during the review period and has been incorporated into this overall Capacity/Strategic Plan.

With respect to the development of an electronic network or SKI, the second version of the on-line survey structure was developed, tested and demonstrated. Feedback received on the system has been incorporated and amendments made. Discussions took place during the period with CHA management/technical Staff and national hotel associations with respect to the final requirements for the software transfer to the national hotel associations.

Under the **Human Resource Development component** an electronic survey was launched on November 24, 2005 to identify the training needs of the Caribbean hotel sector. Full results/conclusions are expected by the end of December 2005. Over the period the HRD Advisor collected and reviewed various training materials and these together with the results of the needs analysis survey will inform the development of relevant training materials and specialized modules, and the development of a training schedule.

With respect to the HRD Advisor providing assistance to PUCMM, two questions were included in the survey to determine awareness of/participation in the internship programme. Based on the responses a strategy will be developed by the Advisor for assistance to PUCMM. Further, preparations for a joint workshop by CTO, CHA and PUCMM to promote and strengthen the internship programme, commenced during the period and is being planned to be implemented in St. Lucia in February 2006.

Agreement was made during the period under review, that the Advisor in close collaboration with CTO and under the guidance of the Director of CAST, would design a promotional plan for the Caribbean Blue Flag Programme. It is proposed that research for this should commence during the first quarter of the next work programme period.

Caribbean Tourism Organization

Under the Work Programme the following activities were foreseen for the four CTO components (Research Capacity, Information Technology, Sustainable Tourism Policy Development, and Human Resource Development) for the period under review:

Research Capacity

- Tourism Statistics Workshop
- Study on Sustainability of Air Transportation in the Caribbean

- Impact Study on Cruise Tourism within the Caribbean
- Study and Analysis of the European Soft Adventure Market
- Assessment of Local Attitudes and Involvement in Tourism
- Analysis of the Contribution of Tourism to Gross Domestic Product
- Evaluation and Recommendations on Community Based Tourism

Information Technology

- Evaluate CTO internet strategy
- Assess impact of internet on Caribbean tourism
- Develop MIS

Sustainable Tourism Policy Development

- Regional Sustainable Tourism Policy Framework
 - Revise/update tourism policy framework
 - Develop and translate materials on inter-sectoral planning
 - Print policy framework and inter-sectoral planning materials
 - Convene sub-regional workshop on inter-sectoral planning
- Sustainable Tourism Standards and Indicators
 - Convene meeting of CBF coordinators
 - Develop and translate CBF operators manual
 - Develop and translate training materials for CBF operators
 - Print CBF manual and training materials in 3 languages
 - Convene training workshop for CBF operators
 - Prepare eco-tourism standards

Human Resource Development

- Development and printing of materials for 'Caribbean Host' training programme.
- Piloting of 'Caribbean Host' programme in selected countries.
- Development and production of promotional materials for 'Caribbean Host' programme.
- Logistic arrangements for 'Caribbean Host' training programme for master trainers and delivery of training.
- Logistic arrangements for sub-regional and/or national training workshops.
- Consultations with national training institutions and other private sector training providers on the operationalisation of a Quality Assurance Framework.
- Translation and printing of existing training materials, produced through earlier programmes/projects, into Spanish and French.

The Tourism Statistics Workshop under the **Research Capacity component** was successfully executed in Antigua from the 10 – 14 October 2005 with a total of fifty-two participants. All of the CARIFORUM member states were invited but only twelve were represented at the workshop, with the Dominican Republic,

Haiti and St. Vincent & the Grenadines not sending representatives. There was also participation in the workshop by representatives from the non-CARIFORUM Caribbean countries of Bermuda, British Virgin Islands, Curacao, Montserrat, Puerto Rico, St. Maarten and Turks & Caicos.

With respect to the status of the studies and research to be undertaken through this component for the period under review, the proposals and curricula vitae submitted in respect of the air transportation study were reviewed by the Research Advisor and the CTO Research Unit and proposal made for the consultant to undertake the study. The evaluation report was submitted to the Deputy Regional Authorising Officer and the European Commission for endorsement of the recommendation. The terms of reference for the Cruise Impact Study were revised during the review period and the Research Advisor and CTO await a decision on collaboration with the FCCA study. Preparations for the Soft Adventure Market study got underway during the period with PA Consulting as the firm contracted to this Research Capacity component reviewing curricula vitae for presentation to the Research Advisor and CTO for the short list for this consultancy. Preparatory activities were also ongoing for the Local Attitudes Assessment, Measurement of Tourism and Community-based Tourism components.

In respect of the **Information Technology component**, the consultant completed all the preparatory work for the hiring of a consultant to review the CTO Internet Strategy. The evaluation of curricula vitae and proposals were evaluated and submitted for the endorsement of the DRAO and the EC Delegation. Preparatory work for the hiring of a consultant to develop the CTO Management Information System also commenced during the period with evaluation of the submissions taking place during the period under review. The consultant also worked in collaboration with the Research Capacity consultant in visiting the member states and made a presentation on the CTO Management Information System for Tourism (MIST) at the Tourism Statistics Workshop held in Antigua from 10 – 14 October 2005.

Activities undertaken during the period under the **Sustainable Tourism Policy Development component** included continuing the regional consultations which commenced during the previous quarter on regional tourism policy with key policy makers and stakeholders; the placement of sustainable tourism policy information and documentation on the CTO e-network and web page; development of terms of reference for a proposed short-term consultancy to develop the Caribbean version of the Blue Flag Operation Manual and Training Materials; and preparation and organization of the Regional Sustainable Tourism Policy Development and Intersectoral Planning and the 7th Caribbean Blue Flag Coordinators Meeting and Operators Workshops. The Sustainable Tourism Policy Advisor also co-hosted with the Inter-American Institute for Cooperation in Agriculture (IICA) an International Workshop on Agro-Tourism Linkages held in St. Kitts from 3 -5 October 2005 at the Eastern Caribbean Central Bank.

During review period, preparatory work under the **Human Resource Development component** continued with respect to the development of 'Caribbean Host' and other training programmes. The 15th bi-annual CTHRC Council Meeting was organized and held at CTO Headquarters on November 4, 2005 and planning commenced during the period for the Common Core Evaluation Workshop scheduled for Barbados for 8 – 9 December 2005 as well as a technical workshop to develop curricula for an on-line 'Sustainable Tourism' course in January 2006, and the 2nd Annual Tourism Human Resource Conference. With respect to the establishment of a Quality Assurance System Framework, the Human Resource Development Advisor presented the CTO-developed framework at the Association of Caribbean Tertiary Institutions Conference on 17 – 18 November 2005 to gain feedback and buy-in.

Pontificia Universidad Católica Madre y Maestra

Under the Work Programme the following activities were foreseen for the PUCMM for the period under review:

- Marketing of employee exchange training programme.
- Screening and evaluation of potential candidates
- Contacts with potential host organizations
- Website management.
- On-going contact with national coordinators
- Finalisation of collaboration agreements with academic and cooperating institutions.
- Logistics arrangements for operation of employee exchange programme.
- Evaluation of finalized internships and issuing of certificates.
- Promotion of sustainability through sponsorship search.
- Strengthening of links with the CTO/Caribbean Human Resources Council and Caribbean Hotel Association Credentialing program.

Activity under the **internship component** for the period under review was considerably reduced due to the financial constraints that arose during the previous quarter. Except for three internships that were previously confirmed placements were temporarily suspended due to the cash-flow problem that existed. Following a meeting held between the EC Delegation and the CTPU agreement was reached on how to proceed with the issue and the requisite transfer to alleviate the cash-flow situation was made on November 29, 2005. Most of the activities undertaken during the period therefore related to logistics arrangements for interns already in place, evaluating the results of the internships conducted, receiving and reviewing new applications and screening of the applicants and making the necessary preparations for the 2006 internship placements.

The PUCMM Coordinator also held discussions with the HRD Advisors attached to CHA and CTO and made preparatory arrangements for the convening of a workshop in February 2006 with the objective of promoting and strengthening the internship programme.

CARIFORUM Tourism Programme Unit

The work programme for the CARIFORUM Tourism Programme Unit (CTPU) for the review period included the following components:

- Coordination of Tourism Stakeholder Group
- Convening of Policy Review Board Meeting
- Coordination of Programme Activities
- Publicizing and Dissemination of Information

The progress to date is outlined below:

Coordination of Tourism Stakeholder Group

During the quarter under review the CTPU maintained constant contact with the Tourism Stakeholder Group (TSG) focal points. The draft minutes of the Policy Review Board meeting held in Barbados on November 14, 2005 were circulated to TSG members as well as the last quarterly report which covered the period June 1 – August 31, 2005. Bahamas has now nominated a representative to serve on the TSG, leaving only Belize and Haiti with no representation.

The Antigua & Barbuda representative on the TSG participated in the Tourism Statistics Workshop which was held in Antigua from 10 – 14 October 2005.

To date, in spite of numerous attempts to solicit representation, there has still been no response from Belize and Haiti with respect to nominating a member to serve on the group.

Coordination of Programme Activities

The activities to be undertaken for this component during the period under review were:

- ❖ *Development of specific indicators for project performance*
- ❖ *Preparation of CTPU quarterly technical and financial reports, critique of similar reports from implementing agencies and preparation of similar consolidated programme reports*
- ❖ *Coordination of activities of implementing agencies*
- ❖ *Policy and implementing advice to DRAO*
- ❖ *Organization of programme audit*

- ❖ *Organization of programme mid-term review*
- ❖ *Preparation of the 2006 Work Programme*

With respect to the **development of specific indicators** for project performance, feedback was received from the EC Delegation on the draft indicators submitted indicating that they were relevant, well defined and easily verifiable. It was however suggested that a time-frame for each indicator should be included. This is currently being worked on and will be submitted by the end of January 2006.

With respect to the **programme audit**, PriceWaterhouseCoopers was awarded the contract to conduct the audit of the Start-up and 1st Annual Work Programmes. The contract was endorsed by the Head of the EC Delegation, Barbados on October 17, 2005.

A preliminary draft of the March 1, 2006 – February 28, 2007 **Annual Work Programme** detailing the activities envisioned for 2006, was presented to the 3rd Meeting of the Policy Review Board on November 14, 2005. The Policy Review Board agreed on the following schedule for the development and submission of the Work Programme:

- The implementing agencies should submit a revised programme estimate by the end of November 2005.
- The Policy Review Board Members were invited to make written submissions on the current preliminary draft of the Work Programme to the CTPU.
- A revised draft programme estimate would be circulated to the PRB by the CTPU no later than the 15 December 2005.
- The PRB members to provide comments on the revised draft by 8 January 2006.
- The DRAO on behalf of the PRB would jointly finalise the document with the CTPU and the EC Delegation and formally submit the work programme to the EC Delegation for consideration no later than 15 January 2006.

This Work Programme is the first since the programme started that had the benefit of inputs from the various technical assistance advisors that have been contracted.

A review of the CRSTDP was undertaken by an external monitoring consultant contracted by the European Commission during October 2005. The consultant, Mr. Jean-Marie Burgaud met with the Programme Director, the implementing agency coordinators and the Deputy Regional Authorising Officer to gather information on the programme and its implementation. The reports on the mission were still not available at the end of the review period.

Publicising and dissemination of information on project

The first programme newsletter was produced covering the period March 1 – August 31, 2005. This newsletter is posted on the programme website and has been circulated to CARIFORUM, the EC Delegation, the implementing agencies, TSG focal points and all CARIFORUM NAOs. It is intended that the production of the newsletter become a quarterly exercise with the next issue being published in December 2005/January 2006 covering the period September – November 2005.

Annexes 1 and 2 to this report, and the attached implementing agency reports outline in greater detail the activities undertaken for the quarter under review.

ANNEX I

Project Monitoring Report

I. General:

Project No: 8 ACP RCA 035

Project Title: Caribbean Regional Sustainable Tourism Development Programme

Agreement No: 6574/REG

Primary EDF Commitment: €8 million

Date Financing Agreement: March 6, 2003

Duration of Project: 5 years

Date of Commencement Project: June 1, 2003

Expected Date of Completion: June 30, 2008

DRAO:

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Ministry of Finance and Economic Affairs
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Implementing Agency:

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Contact Person: Ms. Danielle Lorde Tel: 246-435-0848 Fax: 246-435-0845
e-mail: dlorde@caribt dp.org
2. Caribbean Tourism Organization, One Financial Place, Culloden Road, St. Michael
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3. Pontificia Universidad Católica Madre y Maestra
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II. Work Programmes:

No: CTPU Start-up Work Programme
Period: June 1- December 31, 2003 (was extended by one month to end 31.01.04)
Value: €99,502.20/BDS\$216,938.69
Status: Closed – Balance of BDS\$34,215.35 from advance of 80% of total work programme budget transferred to second work programme.

No: 1st

Period: February 1, 2004 – January 31, 2005 (was extended by one month to end 28.02.05)

Value: €2,253,850/BDS\$5,592,094.85

Status: Administrative arrangements for closure currently in progress. Balance in Programme Imprest Account as at March 18, 2005 (BDS \$1,177,000) transferred to third work programme.

No: 2nd

Period: March 1, 2005 – February 28, 2006

Value: BDS \$2,941,075 (€1,086,390)

Status: Amount transferred from second work programme transferred to operational imprest accounts of CHA, CTO, PUCMM and CTPU to cover 1st quarter expenses. The following initial transfers were made to the operational accounts on the dates indicated:

CTPU - BDS \$123,436 (March 18, 2005)

CHA - BDS \$115,124.43 (March 18, 2005)

CTO - BDS \$153,209.78 (April 25, 2005)

PUCMM - €70,460 (April 11, 2005)

Replenishments were made to the CTPU on June 7 and September 25, 2005 for a total amount to the end of the period on BDS \$219,067.37; and partial replenishments were made to the PUCMM from July through November 2005 altogether totaling €174,535.01. Up until the end of the reporting period no replenishment requests had been made by CHA or CTO.

No:

Period:

Value:

Status:

III. Objective of the Project:

The programme objective is to contribute to economic growth and poverty alleviation of CARIFORUM countries through increased competitiveness and sustainability of the Caribbean tourism sector.

IV. Components of the Project:

- Drafting of a regional policy framework for sustainable tourism development;
- Development and enforcement of regional environmental, health and safety standards in conformity with international practices;
- Training provided to hotel managers and staff in the region on sustainable management and operations practices;
- Strengthening of regional and national public and private sector tourism institutions;
- Enhancement of research capability of CHA and CTO;
- Improvement of information technology capability of CHA and CTO.

V. Projected Results:

This programme is expected to lead to a situation in which a regional policy for sustainable tourism development will have been established; national tourism strategies will have been adapted, health, safety and sustainable tourism standards will have been set up; research and information technology capabilities will have been strengthened; regional and national public and private sector institutions will have been strengthened; human resources developed and business activities of micro, small and medium enterprises increased.

VI. Progress:

| | |
|-----------------|--|
| Activity | Period: September 1 - November 30, 2005 |
|-----------------|--|

| | |
|--|---|
| <p><u>CTPU</u> Coordination of Tourism Stakeholder Group Policy Review Board Meeting <u>Coordination of Programme Activities</u> Quarterly Report Coordination/monitoring of activities of implementing agencies Policy and implementing advice to the DRAO Organisation of programme audit Organization of programme mid-term review (on-going) Preparation of 2006 Annual Work Programme Publicising and dissemination of information on the programme</p> | <p>* * * * * * * *</p> |
| <p><u>CHA</u> <u>Research Capacity</u> Submission of monthly progress reports Final Report - Competitive Analysis of Operating Costs and Taxation for the Caribbean Hotel Sector Final Report - Performance Indicators and Sustainability Reporting of the Caribbean Tourism Sector <u>Business Development</u> Preliminary research Development of prototype business model for operating SMMEs and national hotel associations Establishment of Business Development Unit at CHA Barbados Project Office Develop a pilot programme in national hotel associations to forge linkages between SMMEs and the tourism sector Provide day to day coordination and supervision of project activities within CHA (Barbados) office Submission of quarterly report</p> | <p>** *** ** * * ** * * *</p> |

| | |
|---|--|
| <p><u>Institutional Capacity</u> Coordinate activities of experts/consultants Prepare monthly and quarterly reports Logistics for studies, reports, meetings, seminars and training Commence preparations for Year 3 Work Programme <u>Information Technology</u> Submission of monthly progress report Work closely with CTO information technology advisor to ensure complementarities Prepare a five-year IT capacity plan Develop an IT training plan for CHA/CAST Identify CHA National Association software transfer requirements and research data collection/dissemination needs Developing an electronic network of Shared Knowledge Infrastructure for CSHAE <u>Human Resource Development</u> Preliminary research Submission of quarterly report Develop and organize relevant materials and specialized modules based on training needs identified Develop a training schedule for existing and identified CHA/CAST training programmes and recommend appropriate training delivery mechanisms Assist PUCMM un promoting internships in the Caribbean private sector Continue promotion of and technical support for the Caribbean Blue Flag Programme</p> | <p>* * * * * * * * * * * * * * * * * * * ***</p> |
| <p><u>CTO</u> <u>Human Resource Development</u> Develop, produce, promote and pilot 2 to 3 levels of materials for 'Caribbean Host' Training Programme Train 8 to 10 master trainers for 'Caribbean Host' and other programmes Convene 6 to 8 sub-regional and/or national training workshops Establish Quality Assurance System Framework Translation and printing of manuals and training materials Submission of quarterly report Preparation of Year 3 Work Programme</p> | <p>* * * * ** * *</p> |

| | |
|---|---|
| <u>Sustainable Tourism Policy Development</u> Revise/update Tourism Policy Framework Development/production/translation of training/discussion materials on intersectoral planning Print Policy Framework and Inter-Sectoral Planning materials Convene sub-regional workshop on Inter-Sectoral Planning Convene meeting of CBF Operators Develop and translate training materials for CBF Operators Print CBF Manual and Training Materials in 3 languages Convene Training Workshop for CBF Operators Submission of quarterly report Preparation of Year 3 Work Programme | ** * *** * * *** *** * * * |
| <u>Research Development</u> Deliver Tourism Statistics Workshop Air Transportation Study Cruise Tourism Impact Study Soft Adventure Market Study Preparatory research for local attitudes assessment Evaluate extent and potential for community based tourism Submission of quarterly report Preparation of Year 3 Work Programme | * ** *** *** ** ** * * |
| <u>Information Technology</u> Assess CTO internet strategy Assess internet use and impact on Caribbean tourism Development of management information system Deliver workshops on internet tourism marketing & development and management of tourism internet sites Submission of quarterly report Preparation of Year 3 Work Programme | ** ** ** *** * * |

| <u>PUCMM</u> | |
|---|---|
| Marketing of employee training programme | * |
| Screening and evaluation of candidates | * |
| Contacts with host organizations | * |
| Website Management | * |
| Contact with national coordinators | * |
| Finalization of collaboration agreements | * |
| Logistics for internship/exchange programme | * |
| Evaluation of finalized internships and issuing of certificates | * |
| Promotion of sustainability | * |
| Strengthening of links with CTO/CTHRC and CHA | * |
| Submission of quarterly report | * |
| Preparation of Year 3 Work Programme | * |

* completed within time frame

** completed with delay state difficulties occurred (a)

*** delayed if activity is delayed, state expected date of completion and state factors for delay (b)

(a) Difficulties occurred:

CHA Research Capacity Component

The outstanding monthly reports and the Final Report on Performance Indicators and Sustainability for the Caribbean Tourism Sector was submitted later than indicated by the consulting firm PA Consulting Group. The research consultant working on this aspect of the research consultancy did submit in time to meet the deadline date indicated by PA Consulting, however the review of the report by PA Consulting took longer than was anticipated.

CHA Business Development Component

While the Business Development Unit (BDU) was considered to have become established with the coming on board with the Business Development Advisor, there remained some key issues to be addressed by CHA with respect to the Unit especially in terms of its structure, functions and financing. Only after these have been addressed can any significant progress be made with the establishment of a fully functioning BDU.

CTO Human Resource Development Component

The production of the requisite manuals and translation of documents has been delayed due to the tardiness in suppliers providing the requisite quotations.

CTO Sustainable Tourism Policy Development Component

The Sustainable Tourism Policy Development Advisor continued to conduct consultations with member states with a view to revising/updating in those countries where policies do exist, and developing policies in those with none.

The process has proven to be lengthier than first anticipated by the implementing agency and it is expected that the first draft of the policy should be completed during the next work programming period. This delay in having a regional policy enunciated has also meant a delay in its printing and translation. These will also be completed during the next work programming year.

CTO Information Technology Component

Given that the Information Technology Advisor did not take up assignment until May 2005 a number of the activities while in progress are not altogether complete. These are expected to be completed between the last quarter of the present work programme and the first quarter of next year's work programme.

(b) Factors for delay:

CHA Research Capacity Component

The report on "Analysis of Taxation and Operating Cost on the Caribbean Hotel Sector" was submitted during the quarter under review but was deemed inadequate by the implementing agency. Further work was recommended with a deadline for submission of December 15, 2005.

CHA Human Resource Development Component

The delay in the promotion of the Caribbean Blue Flag programme stemmed from a lack of clear direction from the implementing agency on how to proceed on this activity.

CTO Research Component

Delays in the activities under this component mainly stemmed from the lengthy approval process involved in the recruitment/contracting of short-term consultants.

CTO Information Technology Component

The decision was made during the inception phase for this component that workshops originally scheduled to be delivered under the current work programme, would be shifted to the March 1, 2006 – February 28, 2008 work programming period.

CTO Sustainable Tourism Policy Development Component

The delay in activities associated with the Caribbean Blue Flag Programme., as outlined in the report submitted by the Sustainable Tourism Development Advisor, stems from an apparent change in direction at CTO. Terms of reference were drawn up for a short-term consultant to undertake the activities foreseen under this element, however these have not been advanced by CTO.

VII. Time schedule of Activities for Next Quarter:

| Activity | Period: 01.12.05 – 28.02.06 | | |
|--|-----------------------------|---------|---------|
| | Month 1 | Month 2 | Month 3 |
| <u>CTPU</u> | | | |
| Coordination of Tourism Stakeholder Group | X | X | X |
| <u>Coordination of Programme Activities</u> | | | |
| Development of specific indicators for project performance | X | | |
| Coordination of activities of implementing agencies | X | X | X |
| Policy and implementing advice to the DRAO | X | X | X |
| Programme audit | X | | |
| Publicising and dissemination of information on the programme | X | X | X |
| Organization of mid-term review | X | X | X |
| | | | |
| <u>CHA</u> | | | |
| <u>Research Capacity</u> | | | |
| Final Report – Analysis of Taxation and Operating Costs for the Caribbean Hotel Sector | X | | |
| | | | |
| <u>Business Development</u> | | | |
| Preliminary research | X | X | X |
| Development of prototype business model for operating SMMEs and national hotel associations | X | X | X |
| Sensitization of national associations to training opportunities available | X | X | X |
| Develop pilot programme in the national hotel associations that forges linkages between SMMEs and the tourism sector | X | X | X |
| Provide day to day coordination and supervision of project activities within CHA (Barbados) office | X | X | X |
| Submission of quarterly report | | | X |
| | | | |
| <u>Institutional Capacity</u> | X | X | X |

| | | | |
|---|---|---|---|
| Coordinate activities of experts/consultants | X | X | X |
| Logistics for studies, reports, meetings, seminars and training | X | X | X |
| Prepare monthly and quarterly reports | X | X | |
| Submit interim and final drafts of Year 3 Work Programme | X | | |
| <u>Information Technology</u> | X | | |
| Final Report | X | | |
| Prepare five-year IT capacity plan | | | |
| IT training plan for CHA/CAST | X | | |
| Develop an electronic network of Shared Knowledge Infrastructure for CSHAE | X | X | X |
| <u>Human Resource Development</u> | | | |
| Preliminary research | X | | |
| Develop and conduct a survey to identify critical areas of training needs of the Caribbean hotel sector | X | X | X |
| Develop and organize relevant materials and specialized modules based on training needs identified | | | |
| Develop a training schedule for existing and identified CHA/CAST training programmes and recommend appropriate training delivery mechanisms | X | X | X |
| Assist PUCMM in promoting internships with the Caribbean private sector | X | X | X |
| Promotion of and technical support for the Caribbean Blue Flag Programme | X | X | X |
| Ensure that all procedures, programmes and materials developed and implemented are fully documented with master copies | | | |
| Submission of quarterly report | | | |
| <u>CTO</u> | | | |
| <u>Human Resource Development</u> | | | |
| Develop, produce, promote and pilot 2 to 3 levels of materials for 'Caribbean Host' Training Programme | X | X | X |
| Train 8 to 10 master trainers for 'Caribbean Host' and other programmes | X | X | X |

| | | | |
|---|---|---|---|
| Convene 6 to 8 sub-regional and/or national training workshops | X | X | X |
| Establish Quality Assurance System Framework | X | X | X |
| Translation and printing of manuals and training materials | X | X | X |
| Submission of quarterly report | | | X |
| <u>Sustainable Tourism Policy Development</u> | X | X | X |
| Revise/update Tourism Policy Framework | X | X | X |
| Development/production/translation of training/discussion materials on intersectoral planning | X | X | X |
| Convene sub-regional workshop on Inter-Sectoral Planning | X | X | X |
| Convene meeting of CBF Operators | | | |
| Develop and translate training materials for CBF Operators | X | | X |
| Convene Training Workshop for CBF Operators | X | X | X |
| Submission of quarterly report | X | X | X |
| <u>Research Capacity</u> | | X | X |
| Air Transportation Study | X | X | X |
| Cruise Tourism Study | X | X | X |
| Soft Adventure Study | | X | |
| Local Attitudes Assessment | | | X |
| Measurement of Tourism | | | |
| Community-based tourism | X | X | X |
| Submission of quarterly report | | | |
| <u>Information Technology</u> | X | X | X |
| CTO Internet Strategy | X | X | X |
| Assess Internet Use and Impact on Caribbean Tourism | | | X |
| Develop Management Information System | | | |
| Submission of quarterly report | | | |
| <u>PUCMM</u> | | | |
| Website management | X | X | X |
| Contact with national coordinators | X | X | X |
| Programme logistics | X | X | X |
| Evaluation of finalized internships and issuing of certificates | X | X | X |
| Promotion of sustainability | X | X | X |

| | | | |
|--|---|---|---|
| Strengthening of links with CTO/CTHRC and CHA | X | X | X |
| Submission of quarterly report | | | X |

VIII. Recommendation(s) for follow-up:

The tardiness experienced in completing the research component reports, particularly the one dealing with price competitiveness of the Caribbean hotel sector was mainly due to the inability of the consultant to extract the required data from the hotels within the region. It is therefore recommended that CHA undertake the necessary measures to heighten awareness of its membership to the CRSTDP and its intended benefits to improve the level of data collection and reporting.

PUCMM has within the quarter under review recruited a new financial assistant. It is recommended that procedures be put in place by the Coordinator and the Financial Assistant to avoid any future recurrences of the cash-flow problems experienced in the last quarter.

The issue relating to the provision of secretarial assistance to the CTO consultants needs to be addressed. It is recommended that the CTO meet with the consultants to determine their needs in this area and the requisite staff be hired. To date only one of the two positions allocated in this regard in the Work Programme has been filled.

A clear position on the Caribbean Blue Flag Programme needs to be enunciated by CTO. It must be borne in mind that activities in this regard have been included in the terms of reference for the consultant hired and until some clear position is put forward the consultant is placed in the position of not meeting the terms of reference.

CTPU
January 10, 2006

**CARIBBEAN REGIONAL SUSTAINABLE TOURISM
DEVELOPMENT PROGRAMME**

8TH EDF PROJECT NO: 8ACCP RCA 035

FINANCING AGREEMENT NO: 6574/REG

CARIBBEAN HOTEL ASSOCIATION

STATUS REPORT FOR THE PERIOD

01 SEPTEMBER 2005 – 30 NOVEMBER 2005

I. General

Project No: 8 ACP RCA 035

Project Title: Caribbean Regional Sustainable Tourism Development Programme

Agreement No: 6574/REG

Primary EDF Commitment: 8th EDF

Date Financing Agreement: March 2003

Duration of Project: 5 years

Date of Commencement Project: March 2003

Expected Date of Completion: 30 June 2008

DRAO:

Mr. Bentley Gibbs

Implementing Agency:

Caribbean Hotel Association

Implementing Agency Supervisor:

Mr. J. Alexander Titcombe

Project Officer:

Danielle Lorde (Implementing Agency)

II. Work Programmes

No: 8 ACP RCA 035

Period: 1 March 2005 – 28 February 2006

Value: Euro 140, 240

Status: Under Implementation

III. Programme Objective

The overall objective of the programme is to contribute to economic growth and poverty alleviation of CARIFORUM countries through increased competitiveness and sustainability of the Caribbean tourism sector.

IV. Components of the CHA Project

- Research Capacity
- Business Development
- Institutional Capacity Support
- Information Technology
- Human Resource Development

V. Projected Results

(1) Research Capacity

Research reports completed and circulated in respect of (i) competitive analysis of operating costs and taxation on price competitiveness, growth and investment opportunities; (ii) benchmarked performance indicators for SMMEs with potential sub-sector linkages; (iii) regional sustainable tourism performance indicators and best practices.

(2) Business Development

Identification of performance indicators for SMMEs; consultation with relevant agencies on co-financing possibilities for linkage project proposal profiles; undertaking case studies on successful business development project bids and their subsequent implementation; collaborating with strategic partners, including International Financial Corporation (IFC) on business development toolkits.

(3) Institutional Capacity

CHA subcommittee providing oversight and advice in the formulation and execution of CHA's various work programmes under the project; implementation schedule for CHA activities maintained and results/outputs forecast realized; CHA quarterly and annual technical progress and financial reports submitted.

(4) Information Technology

Evaluation of CHA/CAST¹ existing infrastructure capacity requirements to implement strategic plan and deliver relevant membership services and programmes; recommendations on transfer of functionality of CHA's management software to its members; evaluation of IT capabilities and recommendations for the conduct of ongoing research and training in the use of IT tools.

(5) Human Resource Development

Training needs survey conducted and CHA/CAST programmes and services reviewed; guide for hotels and small businesses on training programmes available; strengthening international recognition for the CaribCert programme; industry-based training workshops/programmes linked to CaribCert developed; consensus reached with the Caribbean Tourism Organisation (CTO) on programme content for regional train the trainer programmes and trainer certification; two (2) train the trainer workshops for industry-based trainers and HR specialists delivered; occupational standards guidelines translated into Spanish and French.

VI. Progress

(1) Research Capacity

On 8 September 2005 PA Consulting Group requested a no-cost extension to 31 October 2005 for the submission of all outstanding deliverables regarding the CHA Lot 1 Component - Research Capacity. The reasons cited for an extension were as follows:

“On the taxation and operating costs subcomponent, there has been extremely slow submission of data by the hotel industry; to date we have only received 2 responses from the hotels in spite of intense outreach to the industry by both the consultant and CHA. We have had to depend on secondary data, which due to its confidential source cannot be included in our report. Added to this is the unavailability of hoteliers during the slow tourist season of July and August holidays, which has limited the consultant's ability to schedule visits for the detailed country focus profiles.

¹ CAST – Caribbean Alliance for Sustainable Tourism

The performance indicators and best practices subcomponent was also delayed by the slow response rate of solicited stakeholders over the vacation period and additionally by an unforeseen illness by consultant Janice Cumberbatch. (Blanchard, 2005)”

On Monday, 7 November 2005, Progress Reports numbers 4, 5 and 6 for Caribbean Hotel Association - Lot 1 Research Capacity were received. Also received were the documents Performance Indicators and Sustainability Reporting for the Caribbean Tourism Sector (Final Report) and Analysis of Taxation and Operating Costs for the Caribbean Hotel Sector for the Caribbean Hotel Association – Lot 1 Research Capacity.

Please also see Appendices I, II and III for full progress reports.

(2) Information Technology

During the quarter CHA project office-based personnel (Mr. Cecil Miller, Mr. Daniel Riemersma and Ms. Danielle Lorde) along with the Implementing Agency Supervisor (Mr. Alex Titcombe) met with the Information Technology (IT) consultant (Ms. Brenda Pope) to discuss strategies relating to the sustainability of continued capacity building of Information Technology under the Caribbean Regional Sustainable Tourism Development Programme as CHA moves forward into the 1 March 2006 – 28 February 2007, Work Programme.

Due to the absence of an IT component in the next Work Programme it was absolutely necessary for the Business Development Advisor and Human Resource Development Consultant to meet with Ms. Pope in order to get her input into the Information Technology aspects that would in future fall under their respective components.

Activities in Progress

The Information Technology consultant is currently in the process of:

- Completing the design/development of an on-line survey prototype
- Identifying CHA and NHA software transfer requirements
- Researching data collection and dissemination needs
- Preparing final reports

Interim Deliverables produced and submitted during this quarter

- i. Draft Information Technology Strategic Plan, November 2005

Please also see Appendices IV, V and VI for full progress reports.

(3) Institutional Capacity

All reports and activities were prepared and completed within scheduled time frames.

Several coordination meetings were held during the period under review with CHA personnel and technical consultants with specific reference to the compilation of Work Programme, 1 March 2006 – 28 February 2007.

The Caribbean Hotel Association in conjunction with the CARIFORUM Tourism Programme Unit, the Delegation of the European Commission in Barbados and the Eastern Caribbean and the office of the DRAO are in the process of selecting a Project Coordinator to manage the day to day activities of the project office.

(4) Business Development

The Business Development Advisor (BDA) has indicated that he will complete within the stipulated timeframe all but two of the activities assigned under the Business Development component of the 1 March 2005 – 28 February 2006 Work Programme.

It was concluded that the following two activities would be continued during Work Programme, 1 March 2006 – 28 February 2007:

- Ensure that national associations are made fully aware of training opportunities under the 8th EDF and other programmes; that national association take full advantage of these opportunities and that members participate in information technology capacity development, training and workshops.
- Development and implementation of a pilot programme in a national hotel association that forges linkages between SMMEs and the tourism sector and present to CHA as a tourism linkage proposal that would serve as a model for other hotel associations.

Activities in Progress

The BDA is in the process of further developing and refining:

- An agro-tourism linkage pilot project developed in collaboration with the Inter-American Institute for Cooperation on Agriculture (IICA). Implementation of

this project is scheduled to commence by December 2005 and is expected to continue into the next work programme period.

For the full Business Development progress report please refer to Appendix VII.

(5) Human Resource Development

Similarly to the Business Development Advisor, the Human Resource Development Consultant advised that he will complete within the stipulated timeframe all but two of the activities assigned under the Human Resource Development component of the 1 March 2005 – 28 February 2006 Work Programme.

It was concluded that the following activities would be ongoing for the duration of the Caribbean Regional Sustainable Tourism Development Programme (CRSTDP):

- Ensure that all procedures, programmes and materials developed and implemented are fully documented with master copies (electronic and printed), provided to CHA to ensure sustainability of the outputs and can be posted on the CHA website.
- Assist Pontifica Universidad Catolica Madre y Maestra (PUCMM) in the Dominican Republic in promoting internships with the Caribbean private sector; also assist in identifying candidates as appropriate.

Activities in Progress

- A “Training Needs Analysis” (TNA) survey targeted specifically at CHA’s ACP membership was introduced on-line on the 24th November 2005. Data is presently being collected.
- The development of a Training Delivery Report which will be submitted on the completion of the TNA.
- Further research of current HR training/delivery within the region.

Please also see Appendix VIII for a full progress report of the second quarter period, June - August 2005 and Appendix IX for a report of the quarter under review.

VII. Activities associated with this Quarter

| | Activity | Period: 1 Sep – 30 Nov 2005 | | |
|----------|--|-----------------------------|---------|----------|
| | | September | October | November |
| 1 | Research Capacity | | | |
| i | Submit the sixth and any other outstanding monthly progress reports. | ** | | |
| ii | Final Report – Performance Indicators and Sustainability Reporting for the Caribbean Tourism Sector submitted | ** | | |
| iii | Final Report – Analysis of Taxation and Operating Costs for the Caribbean Hotel Sector submitted | *** | | |
| 2 | Business Development | | | |
| i | Preliminary Research | * | * | * |
| ii | Submit second quarterly report | * | | |
| iii | Commence preparations of third quarterly report | | | * |
| | Develop a prototype business model for operating SMMEs and national hotel associations to ensure adoption of best operating practices and to increase their participation in the regional tourism sector. | * | * | * |
| iv | <i>This is an ongoing process.</i> Ensure that national associations are made fully aware of training opportunities under the 8 th EDF and other programmes; that national associations take full advantage of these opportunities and that members participate in IT capacity development, training and workshops. | | * | * |
| v | <i>This is an ongoing process.</i> Develop a pilot programme in the national hotel association that forges linkages between SMMEs and the tourism sector. Present to CHA as a tourism linkage proposal that would serve as a model for other hotel associations. | * | * | * |
| vi | Provide day to day coordination and supervision of project activities within CHA (Barbados) office. | * | * | * |
| 3 | Institutional Capacity | | | |
| i | Coordinate activities of experts/consultants | * | * | * |
| ii | Prepare monthly and quarterly reports | * | * | * |
| iii | Prepare and execute logistics for studies, reports, meetings, seminars and training. | * | * | * |
| iv | Commence preparations of Year 3 Work Programme | * | * | * |
| 4 | Information Technology | | | |
| i | Prepare/ submit monthly progress reports | * | * | * |
| | Work closely with CTO IT advisor to ensure that complementarities desired by CHA and CTO are reflected in all proposed recommendations. | * | * | * |
| ii | Prepare a five-year IT capacity plan, including implementation costs. | * | * | * |
| iii | Develop an IT training plan for CHA/CAST | * | * | * |
| iv | Recommend appropriate reservations systems supported/ sponsored by CHA | * | * | * |

| Activity | Period: 1 Sep – 30 Nov 2005 | | |
|--|-----------------------------|---------|----------|
| | September | October | November |
| Identify CHA national association software transfer requirements, research data collection and dissemination needs and make relevant recommendations. | * | | |
| vi Develop an electronic network or SKI for CSHAE | * | * | * |
| 5 Human Resource Development | | | |
| i Preliminary research | * | * | * |
| ii Submit second quarterly report | * | | |
| iii Commence preparations of third quarterly report | | | * |
| iv Develop and conduct a survey to identify critical areas of training needs of the Caribbean hotel sector. | * | * | * |
| Develop and organise relevant materials and specialised modules based on the training needs identified in (iii) above and submit a report of the findings and modules. | * | * | * |
| v Develop a training schedule for existing and identified CHA/CAST training programmes and recommend appropriate training delivery mechanisms. | * | * | * |
| vi Assist Pontificia Universidad Catolica Madre y Maestra (PUCMM) in the Dominican Republic in promoting internships with the Caribbean private sector. Assist in identifying candidates as appropriate. | * | * | * |
| vii Continue promotion of and technical support for the Caribbean Blue Flag programme. | | | *** |
| * completed within time frame | | | |
| ** completed with delay - state difficulties which occurred (a) | | | |
| *** delayed - if activity is delayed, state expected date of completion and state factors for delay (b) | | | |

(c) Difficulties which occurred

The delayed submission of outstanding Progress and Final reports regarding the Lot 1 – Research Capacity component to CHA appeared to be as a result of miscommunication between the contracting firm PA Consulting Group and their assigned consultants.

(d) Factors for delay

On review of the “Analysis of Taxation and Operating Costs” final report CHA required that further work be done on this document before it could be accepted. This was communicated to PA Consulting Group by means of detailed comments and it is now proposed that they will submit the revised report no later than 15 December 2005.

CHA was of the opinion that there was insufficient data from hoteliers presented in the document “Analysis of Taxation and Operating Costs for the Caribbean Hotel Sector for the Caribbean Hotel Association” for there to be any substantiated conclusions made on the region’s tourism sector.

In addition there was the noticeable absence of data from the Dominican Republic. The consultant has addressed this by way of travel to the Dominican Republic during November 2005 where he met with hoteliers and other stakeholders.

There still remains uncertainty as to how Mr. Riemersma is to proceed with regards to the 1 March 2005 – 28 February 2006, Work Programme activity “*Continue promotion of and technical support for the Caribbean Blue Flag programme*”.

VIII. Coordination Meetings held during the Quarter

1. Planning Meeting regarding 1 Mar 2006 – 28 Feb 2007, Work Programme

Venue: Boardroom of the BHTA Secretariat

Date: 20 – 21 September 2005

Summary

In attendance on day 1 of the meeting were Ms. Brenda Pope (Information Technology Consultant), Mr. Cecil Miller (Business Development Advisor), Mr. Daniel Riemersma (Human Resource Development Consultant), Ms. Danielle Lorde (Project Officer, CHA) and the Implementing Agency Supervisor, Mr. J. Alexander Titcombe.

In attendance on day 2 of the meeting were Ms. Janice Cumberbatch (Research Consultant), Mr. Cuthbert Didier (Research Consultant), Mr. Cecil Miller, Mr. Daniel Riemersma, Ms. Danielle Lorde and Mr. J. Alexander Titcombe.

The chairperson of the days’ proceedings was Mr. J. Alexander Titcombe.

Agenda items over the two- day period included the following:

- A progress update on the Information Technology component
- Review of activities currently under implementation regarding the long term components
- Activities to be implemented during Work Programme, 1 March 2006 – 28 February 2007 regarding Lot 3 Business Development and Lot 4 Human Resource Development
- Progress updates on Performance Indicators and Best Practices as well as on Taxation and Operating Costs.

2. Monitoring of the Caribbean Regional Sustainable Tourism Development Programme

Venue: Boardroom of the BHTA Secretariat

Date: 12 October 2005

Summary

While in Barbados on missions, Mr. Jean-Marie Burgaud, the Caribbean Region Leader for Technical Monitoring of EU/ACP Projects met with all CHA technical consultants working on the 8th EDF Caribbean Regional Sustainable Tourism Development Programme (with the exception of Mr. Cuthbert Didier, Research Consultant – Taxation and Operating Costs) as well as with the Implementing Agency Supervisor, Mr. Alex Titcombe.

3. Meetings with CAST Director and other Stakeholders

Date: 3 - 4 November 2005

Summary

CAST Director, Ms. Deirdre Shurland and the Implementing Agency Supervisor, Mr. Alex Titcombe were in Barbados during the period 3-4 November 2005. On this trip they met with CHA technical consultants currently working on the Caribbean Regional Sustainable Tourism Development Programme, as well as with representatives from the Caribbean Epidemiology Centre (CAREC) and Inter-American Institute for Cooperation on Agriculture (IICA). These meetings gave rise to discussions on opportunities for these organisations and technical consultants under the Caribbean Regional Sustainable Tourism Development Programme to work together and thus achieve mutual benefits.

4. Policy Review Board (PRB) Meeting

Venue: Accra Beach Hotel & Resort, Barbados

Date: 14 November 2005

Summary

CHA was represented at this meeting by Mr. Alex Titcombe, Implementing Agency Supervisor and Ms. Danielle Lorde, Project Officer. The meeting commenced at approximately 9:12 a.m. and was chaired by Mr. Percival Marie representative for the CARIFORUM Secretariat.

The meeting included presentations of status reports by two of the implementing agencies namely the Caribbean Hotel Association and the Caribbean Tourism Organisation as well as by the CARIFORUM Tourism Programme Unit (CTPU). Unfortunately due to flight delays, the representative from Pontificia Universidad Católica Madre y Maestra was unable to be in attendance at this meeting.

Concern was raised over the differing interpretations of the status reports' format. It was therefore decided that in future the following standards would be observed:

- Reports are to include a summary of what has transpired with regards to the programme from the time of the last meeting to the time of the present meeting.
- Reporting formats should make specific reference to the logical framework. (The CTPU's reporting format should be used as a guide for this)
- Incorporate an overall summary page.

5. Weekly Progress Meetings

Period: September - November 2005

During this quarter two meetings were held on Tuesday, 6 September and Tuesday, 25 October 2005 respectively.

IX. Time Schedule of Activities for Next Quarter

| Activity | | Period: 1 Dec 2005 – 28 Feb 2006 | | |
|----------|---|----------------------------------|---------|----------|
| | | December | January | February |
| 1 | Research Capacity | | | |
| | Final Report – Analysis of Taxation and Operating Costs for the Caribbean Hotel Sector | | | |
| 2 | Business Development | | | |
| i | Preliminary Research | | | |
| ii | Submit third quarterly report | | | |
| iii | Commence preparations of fourth quarterly report | | | |
| | Develop a prototype business model for operating SMMEs and national hotel associations to ensure adoption of best operating practices and to increase their participation in the regional tourism sector. | | | |
| iv | Ensure that national associations are made fully aware of training opportunities under the 8 th EDF and other programmes; that national associations take full advantage of these opportunities and that members participate in IT capacity development, training and workshops. | | | |
| v | | | | |

| Activity | | Period: 1 Dec 2005 – 28 Feb 2006 | | |
|----------|---|----------------------------------|---------|----------|
| | | December | January | February |
| | Develop a pilot programme in the national hotel association that forges linkages between SMMEs and the tourism sector. Present to CHA as a tourism linkage proposal that would serve as a model for other hotel associations. | | | |
| vi | Provide day to day coordination and supervision of project activities within CHA (Barbados) office. | | | |
| 3 | Institutional Capacity | | | |
| i | Coordinate activities of experts/consultants | | | |
| ii | Prepare monthly and quarterly reports | | | |
| iii | Prepare and execute logistics for studies, reports, meetings, seminars and training. | | | |
| iv | Submit interim and final drafts of Work Programme, 1 March 2006 – 28 February 2007 to the office of the CTPU | | | |
| 4 | Information Technology | | | |
| i | Final Report | | | |
| ii | Five-year IT capacity plan, including implementation costs. | | | |
| iii | IT training plan for CHA/CAST | | | |
| iv | Electronic network or SKI for CSHAE | | | |
| 5 | Human Resource Development | | | |
| i | Preliminary Research | | | |
| ii | Submit third quarterly report | | | |
| iii | Commence preparations of fourth quarterly report | | | |
| iv | Develop and conduct a survey to identify critical areas of training needs of the Caribbean hotel sector. | | | |
| v | Develop and organise relevant materials and specialised modules based on the training needs identified in (iv) above and submit a report of the findings and modules. | | | |
| vi | Develop a training schedule for existing and identified CHA/CAST training programmes and recommend appropriate training delivery mechanisms. | | | |
| vii | Assist Pontificia Universidad Catolica Madre y Maestra (PUCMM) in the Dominican Republic in promoting internships with the Caribbean private sector. Assist in identifying candidates as appropriate. | | | |
| viii | Continue promotion of and technical support for the Caribbean Blue Flag programme. | | | |
| ix | Ensure that all procedures, programmes and materials developed and implemented, are fully documented with master copies (electronic and printed), are provided to CHA to ensure sustainability of the outputs and can be posted on CHA website. | | | |

X. Recommendation(s) for follow-up

1. It is suggested that the Caribbean Hotel Association (CHA) undertake measures to heighten the awareness of its membership to the benefits which can be accrued from data collection and reporting.

**CARIBBEAN REGIONAL SUSTAINABLE TOURISM
DEVELOPMENT PROGRAMME**

8TH EDF PROJECT NO: 8ACCP RCA 035

FINANCING AGREEMENT NO: 6574/REG

CARIBBEAN TOURISM ORGANIZATION

**STATUS REPORT FOR THE PERIOD
SEPTEMBER 01, 2005 – NOVEMBER 30, 2005**



December 14, 2005

1. **Objective of the Project:**

- The programme objective is to contribute to economic growth and poverty alleviation of CARIFORUM countries through increased competitiveness and sustainability of the Caribbean tourism sector.

- The Caribbean Tourism Organization (CTO) as one of the three (3) Implementing Agencies has been charged with the responsibility of overseeing the delivery of the various services of the following components under review for the period June 01 – August 31, 2005:

- **Research & Development (Lot 1)**
- **Information Technology (Lot 2)**
- **Sustainable Tourism Development Policy Framework (Lot 3)**
- **Human Resource development (Lot 4)**

2. RESEARCH AND DEVELOPMENT COMPONENT (LOT 1)

The main objective of the Research Development Component is to expand the range and improve the quality of critical information available to Caribbean tourism decision-makers and planners, both private and public sector, as well as to improve the skills of the region's tourism professionals through the delivery of specialized training programmes. This will be done, in close collaboration with the CTO and other regional tourism entities, via specific research studies replete with recommendations and advice to the region's tourism industry decision-makers.

2.1 Components of the Project:

The project components are as follows:

- **Training**
 - Statistics Workshop
- **Research**
 - Impact Study on Cruise Tourism in the Caribbean
 - Assessment of Local Attitudes to and Involvement in Tourism
 - Evaluation and Recommendations on Community Based Tourism
 - Study on Sustainability of Air Transportation in the Caribbean
 - Analysis of the Contribution of Tourism to Gross Domestic Product (GDP)

2.2 Projected Results:

- The project is expected to increase the competitiveness and enhance the sustainability of the tourism sector in CARIFORUM countries through more informed decision and policy-making. The output tasks which are targeted for completion during the project life cycle can be seen in the first quarterly report submission.

2.3 Progress:

Following is the progress report for the period September 1, - November 30, 2005 of the Research & Development Component:

- **Statistics Workshop**
 - Continued planning of Workshop
 - Conduct Workshop
 - Prepare workshop materials/reports
 - Make three presentations at workshop
- **Cruise Tourism Study**
 - Review additional CV's of potential consultants for study
 - Select short-list of three consultants
 - Brief successful consultant & begin supervision of study
- **Soft Adventure Study**
 - Submit additional RFP's
 - Review CV's and select consultants
 - Select short-list of three consultants for study
 - Brief consultant & begin supervision of study
- **Local Attitudes Survey and Assessments**
 - Continue visits to selected countries to discuss household surveys and build relationships
 - Arrange for funding of countries incorporation of survey in their regular schedules
 - Review survey methodology and preliminary results of pilot survey
- **Measurement of Tourism**
 - Continue review of TSA and Statistical systems and discussions with countries/institutions
 - Document TSA issues, experience and decisions as follow-up to statistics workshop
- **Community-Based Tourism**

- Compilation of material/documentation for assessment of community tourism

2.4 Difficulties Occurred

During the period under review despite the successful conduct of the statistics workshop and other achievements, much of the work programme schedule was delayed due to overdue approvals from various authorities and other technical hitches.

2.4.1 Factors for delay

As indicated in the last report, logistical and cost considerations necessitated that the workshop be postponed to October 2005, from the initially targeted June/July period.

Invitations have been issued to all CARIFORUM and CTO countries and responses have already been coming in.

The Cruise study TORs were completed in May 2005. Since the last quarterly report, the consultant has been informed by CTO authorities that the FCCA and CTO, along with the CHA signed an agreement to collaborate on a number of issues, including the joint undertaking of a cruise study. The research consultant has therefore contacted the FCCA's study consultant, Dr Andrew Moody, with a view to discussing the terms of a collaborative effort and this is still forthcoming, as the FCCA is in the process of briefing Dr. Moody.

The Soft Adventure study TORs were completed in June 2005. RFPs/Call for CVs have been issued and responses received, reviewed and submitted to PA Consulting for selection of a short-list of three (3) consultants. This process is still ongoing.

A pilot study on the survey of residents' attitudes was conducted by the St.Lucia NSO and a review of the results and methodology revealed a need to revise the questionnaire in order to better capture the responses of the persons surveyed. TORs have therefore been drafted and submitted and responses received from four (4) potential consultants. PA is in the process of selecting the short list of three consultants. Funding of the actual surveys has been proposed as a new item in the 2nd year work programme/ budget. However, the CTPU has suggested that the activity may be delayed, as it is unlikely that the selected consultant would be endorsed by the EU before mid January 2006.

2.5 Time schedule of Activities for Next Quarter:

The time schedule of activities for the next quarter December 01 – February 28, 2006 are as follows:

- **Cruise Tourism Study**
 - Discussion on collaboration with FCCA
 - Revise TOR's as necessary
 - Select finalist form short-list of three consultants
 - Brief selected consultant and begin study

- **Air Transportation**
 - Discuss with World Bank possibilities of collaboration on study
 - Revise TOR's accordingly
 - Begin study with selected consultant

- **Soft Adventure Study**
 - Select consultant from short-list of three
 - Brief consultant and begin supervision of study

- **Local Attitudes Survey and Assessment**
 - Select final consultant for EU endorsement
 - Consultant redesigns survey questionnaire
 - Enlist representative NSO's to begin country surveys

- **Measurement of Tourism**
 - Continue review of TSA and Statistical systems and discussions with countries/institutions
 - Begin planning of TSA workshop

- **Community-Based Tourism**
 - Visit selected countries to assess extent of community tourism development and draft outline of study

2.6 Recommendation(s) for follow-up

The following recommendations were noted:

- This Quarterly Report, the **third** under the CRSTDP project in respect of CTO Lot 1, covers the period from September 1st to November 30th, 2005.

- With the exception of the statistics workshop, most of the work programme's core activities were delayed due to pending approvals/endorsement of short-term consultants, as well as to unscheduled diversions in implementation. Some of these diversions involve considerations of possible collaboration with other institutions that plan to conduct similar studies.
- It may be necessary to decide conclusively whether the agreed work programme activities need to be pursued notwithstanding other related studies or whether possible collaboration with other institutions should be included as a factor in all work programme schedules. Of course, one would not want to unnecessarily duplicate efforts and squander scarce resources on activities that are being conducted elsewhere but perhaps the TORs for CTO Lot 1 may have to be revised in light of the frequent coincidence of its scheduled research activities with that of other institutions.

3. INFORMATION TECHNOLOGY COMPONENT (LOT 2)

The main objective of this project component is to:

- Expand the range and improve the quality of critical information available to Caribbean decision makers and planners, both private and public sector;
- Improve the skills of tourism professionals in the region through the delivery of specialized training programmes;
- Improve the various information systems necessary to improve the tourism management and development process.

3.1 Components of the Project:

- The components of the Information Technology Project Component are as follows:
 - Evaluate CTO's Internet strategy and make recommendations for its further development;
 - Assess the impact of the internet on Caribbean tourism and make recommendations for further improvement;

- Building upon the current statistical and tourism information systems in the region, develop a regional tourism management information system;
- Organize and implementation of two training workshops in the areas of marketing tourism on the internet and the development and management of tourism internet sites;

3.2 Projected Results:

- CTO's Internet Strategy evaluated and recommendations made for its further development;
- Impact of the Internet on Caribbean Tourism assessed and recommendations made for further improvement;
- Regional Tourism Management Information System Developed;
- National officials trained in marketing tourism on the Internet and development and management of tourism Internet sites.

3.3 Progress:

Following is the progress report for the period September 1, - November 30, 2005 of the Research & Development Component:

-
- **Activity 1 - CTO Internet Strategy**
 - Evaluate, produce & agree concept doc.
 - Produce Terms of Reference for consultancy
 - Select tender list of consultants, issue Terms of References
 - Review consultants proposals & select
 - Contracting and appointment of consultant (s)
 - Brief consultant- Expectations & requirements
 - Monitor and Manage consultancy
 - Include findings from other projects
 - Review and present final report
 - Conduct debriefing and handover
- **Activity 2 - Assess Internet usage and impact on Caribbean Tourism**
 - Produce Terms of References / project plan
 - Initial selection of Missions
 - Commencement of fact finding Missions
 - Continue fact finding mission
 - Evaluate findings
 - Recommendations
 - Implementation plan

- Report
- **Activity 3 - Develop Management Information System (MIS)**
 - Evaluate MIST etc., Produce and agree concept document
 - Produce Terms of References for consultancy
 - Select Tender List of consultants, issue Terms of References
 - Review consultants proposals and select
 - Contracting and appointment of consultant (s)
 - Brief consultant (s)- expectations and requirements
 - Monitor/manage development and pilot system implementation
 - Final report
 - Plan regional implementation
- **Activity 4 - Deliver two workshops**
 - No action planned for this reporting period

3.4 Difficulties Occurred

See below

3.4.1 Factors of Delay

The unforeseen delays that occurred in this quarter are not expected to unduly delay the completion of the project activities as set out in the Inception Report, and due to be completed within the first 12 months of the mobilisation of the Long Term expert (mid May 2005)

ACTIVITY 1 – CTO INTERNET STRATEGY

Some unforeseen delays occurred in this project due to a number of factors 1) time required for sourcing suppliers and them responding to the RFP presenting their proposals, 2) availability of some key member country contacts and some key CTO personnel due to other national and regional commitments, 3) increased time commitment for Long Term Consultant to complete country visits (see Activity 2 below) and 4) Incorporating the views and vision of the newly appointed CTO Secretary General into the project and updating the project documentation accordingly including the RFP.

ACTIVITY 2 – ASSESS INTERNET USE AND IMPACT ON CARIBBEAN TOURISM

It was agreed with CTO to increase the sample number of Cariforum countries visited to 12 from the envisaged 6 to: 1) to increase the fact-finding sample size and 2) to introduce the CRSTDP projects to as many countries as possible as it was identified from the first visits that this was necessary. This created slight delays in the completion of some activities as visits had to fit member country availability but this has not affected the overall timetable for completion of the programme.

ACTIVITY 3 – DEVELOP MANAGEMENT INFORMATION SYSTEM (MIS)

Some unforeseen delays occurred in this project due to a number of factors 1) time required to source and review suitable respondents for the RFP and the time required for respondents to RFP presenting their formal proposals,, 2) availability of some key member country contacts and some key CTO personnel due to other national and regional commitments, 3) increased time commitment for Long Term Consultant to complete country visits (see Activity 2) above and 4) Incorporating the views and vision of the newly appointed CTO Secretary General into the project and updating the project documentation accordingly including the RFP.

ACTIVITY 4 – DELIVER TWO WORKSHOPS

No delays to this component

3.5 Time schedule of Activities for Next Quarter:

Following are the time schedules of the activities for the next quarter December 01- February 28, 2006:

- **Activity 1 – CTO Internet Strategy**
 - Contracting and appointment of consultant (s)
 - Brief consultants- expectations and requirements
 - Monitor and manage consultancy
 - Include findings from other projects activities
 - Review and present final report
 - Conduct debriefing and handover
- **Activity 2 – Assess Internet Use And Impact On Caribbean Tourism**
 - Continue fact finding missions
 - Evaluate findings
 - Recommendations
 - Implementation Plan
 - Report
- **Activity 3 – Develop Management Information System (MIS)**

- Contracting and appointing of consultant (s)
 - Brief consultant (s)- expectations and requirements
 - Monitor and manage development and pilot system Implementation
 - Final Report
 - Plan regional implementation
- **Activity 4 – Deliver Two Workshops**
 - Identify and contract participants and venue
 - Develop a database of potential participants
 - Develop workshop programmes in conjunction with RMID
 - Identify resource persons, venue and plan and book/logistics
 - Invite participants and resource persons
 - Prepare materials
 - Conduct workshop
 - Prepare workshop report and distribute

3.6 Recommendation (s) for follow-up

ACTIVITY 1 – CTO INTERNET STRATEGY

The new vision for CTO as expressed by the newly appointed secretary General places a strong reliance on technology and in particular the web sites. It is therefore essential to ensure that the web strategy reflects this vision. This will need to be monitored and addressed as the projects progress

ACTIVITY 2 – ASSESS INTERNET USE AND IMPACT ON CARIBBEAN TOURISM.

The objectives for the fact finding / project awareness missions undertaken during this and previous quarters were largely met in terms of fact finding for the CTO Internet Strategy, Regional Internet and MIS components of the IT Programme.

In particular the current MIS (MIST) was evaluated and any current issues and new requirements identified that will aid the new development.

Based on the Missions undertaken too date, plus other fact-finding and project research, there are differing levels of MIS needs in each country. This will reflect in the country's readiness and willingness to implement a new MIS within their own current IT environment unless a) it offers

significant benefits above their current and/or planned systems, and/or b) can be easily integrated within their current IT environment. It is assumed as this is a “Cariforum / CTO” sponsored initiative that all countries would participate in a “limited data feed” to a regional information system based at CTO. These points will need to be monitored and addressed as the projects progress.

ACTIVITY 3 – DEVELOP MANAGEMENT INFORMATION SYSTEM (MIS)

The new vision for CTO as expressed by the newly appointed secretary General places a strong reliance on technology and in particular the provision of information. Also since the previous MIS project (1999/2001) the missions to member countries has shown that their technology needs and aspirations have This will need to monitored and addressed as the projects progress were developed. This will need to be monitored and addressed as the projects progress

ACTIVITY 4 – DELIVER TWO WORKSHOPS

The Workshops will need top reflect the needs identified in the above activities – particularly those relating to web site developments. This will need to be monitored and addressed as the projects progress

3.7 Additional Activities undertaken during Q3

In addition to the project activities detailed above the IT Advisor participated in the following:

- Regional Statistics Workshop – Antigua – Presenter
- Regional Sustainable Tourism Policy Development & Intersectoral Planning Workshop - Presenter
- Discussions with Programme Manager – Dominica Eco Tourism Project – to identify areas for co-operation between the IT component of the Eco project and CRSTDP to avoid duplications and gaps.
- Attendance at the Caribbean Tourism Conference - USVI – IT Presentations and meetings with member country directors and ministers
- Attendance at various project co-ordinations meetings with TPU, CHA Consultants and Co-ordinator etc.

4. SUSTAINABLE TOURISM POLICY FRAMEWORK COMPONENT (LOT 3)

The main objective the Sustainable Tourism Policy Framework Component is to integrate and harmonize national tourism policies and standards at the regional level through the establishment of a regional policy framework for sustainable tourism that can assist National Tourism Organizations to adapt their strategies and the setting up of sustainable tourism standards.

4.1 Components:

The components of the component are:

- Regional Sustainable Tourism Policy Framework
- Sustainable Tourism Standards and indicators

4.2 Projected Results:

The establishment of a broader regional sustainable tourism framework, which integrates harmoniously with the different national policies and the establishment of Sustainable Tourism Standards and Indicators to measure sustainability efforts and progress.

For the first year of the programme the projected results are as follows:

- Revise, update and refine the Regional Sustainable Tourism Policy existing Framework;
- Develop and promote the need for a Regional Tourism Policy;
- Generate and disseminate sustainable tourism information resources under CTO intra-net and e-network;
- Development and dissemination of standards, indicators and testing tools;
- Collaboration with CHA on the development of QTC standards and indicators;
- Selection of regional ecotourism standards and guidelines that may apply in the Caribbean;
- Participate in a series of workshops and forums targeted at specific audiences to convene regional consultations on Policy Development and Intersectoral Planning for Sustainable Development;
- Attend conferences and seminars addressing key sustainable tourism issues and linking regional public and private sector institutions for this programme;
- Raised awareness of the need for sustainable tourism development in the Caribbean;
- Contribute to CTO capacity building.

4.3 Progress:

The progress report of activities for the period September 1 – November 30, 2005 are as follows:

- **Continued Regional tourism policy consultation** including telephone interviews and a visit to meet key officials and stakeholders of both **St Kitts and Nevis** in the month of October
- **Analysis of all existing national tourism policies** and other related documentation collected from all CARIFORUM members. (Thirteen tourism policies analyzed individually and collectively)
- Preparation of background documentation, workshop notes and training materials for the **Regional Sustainable Tourism Policy Development and Intersectoral Planning Workshop** held in Barbados, December 1-3, 2005. The workshop provided valuable inputs and discussion of issues raised by CARIFORUM members concerning the development of the Regional Sustainable Development Policy framework. In addition to representatives of the individual CARIFORUM, regional stakeholder organizations attended the workshop
- Establish a **CTO e-network and web page** and place **sustainable tourism policy information and documentation on the website** for discussion of issues with stakeholders
- **Co-hosting with IICA the International Workshop on AgroTourism Linkages** held October 3-5 2005 at the Eastern Caribbean Central Bank Conference Center, St Kitts and Nevis with the active participation of the advisor and counterpart.
- With the assistance of the counterpart and programme partners, the second draft of **Guidelines for Good Practice: Making Tourism count for the Local Economy in the Caribbean** is being revised for completion by December 2005
- With the assistance of CTO resource centre personal, all existing **sustainable tourism related documentation** have been **reorganized and classified** by main Sustainable Tourism topics. Continuous **compiling of digitalized documents on tourism best practices** and expanding the database on sustainable tourism sources

- Provided recommendations and involvement in the **Caribbean Blue Flag (CBF) Programme** and activities programmed for the current year. **Development and presentation of Terms of Reference** for a proposed short term consultancy to develop the Caribbean version of the BF operations manual and training materials directed at the local levels
- Organization and preparation for both the **7th CBF Annual Coordinators Meeting and Operators Workshop** to be held in Dominican Republic, 8-9 December, 2005-12-06
- Provided inputs for the revision of CRSTDP indicators as requested by CTPU and presenting with CTO the **Second year proposed work programme/activities and budget.**

4.4 Difficulties Occurred and Factors of Delay

The Terms of Reference under the Sustainable Tourism Policy Development component were discussed in detail with CTO officials during the Inception Phase to reflect the overall CRSTDP Work Programme and Budget for the first project year, prepared by the CTO prior to the arrival of the TA. These early discussions with the CTO counterpart and management contributed to the clarification and better understanding of the expected project deliverables in terms of corresponding tasks and activities.

In this context, the Consultants' work plan as presented in the Inception Report was developed to reflect the overall CRSTDP Work Programme prepared by the CTO in advance of project commencement. More specifically, four activities in the inception report relate to the CRSTDP Work Programme and Year 1 Budget and CTO's ongoing involvement in the Caribbean Blue Flag (CBF) Programme where CTO plays an important role as part of the CBF Consortium along with CCA and CAST. The activities were clearly spelled out and related to the budget lines assigned in the CRSTDP Work Programme and Budget, and included:

- Completion with FEE training materials developed for the Caribbean Blue Flag Campaign and translation
- Review of CBCP documents produced and printing
- Convene/organization of 2 workshops for Caribbean Blue Flag Operators

- Organization/convening of Annual Caribbean Blue Flag Coordinators' Meeting. Introduction of potential new members

During the Inception Phase, it was agreed that these activities scheduled for the first year programme would take place during the second half of the year with CBF workshop and annual meeting programmed for late November and December 2005.

During the second quarter of the first project year, CTO underwent radical changes in its staffing situation with direct impact on the Sustainable Tourism Policy Development component. Thus, both the Sustainable Tourism Officer and the Ag Secretary General, to whom the Sustainable Tourism Officer reported, resigned. At the same time, the new Secretary General took office.

Not only was the Sustainable Tourism Policy Adviser effectively without a counterpart during a period of time, the staff replacement also resulted in certain changes of priorities of the CTO regarding the contents of the work programme, particularly the activities relating to the Caribbean Blue Flag certification activities. This has resulted in some confusion and delay in the implementation of the CBF activities included in the work programme.

As per the TOR's and approved work programme, Carl Bro developed and presented CTO with draft TOR for a short term technical consultancy including a proposed action plan to evaluate the present status of the CBF programme, development of a Caribbean Blue Flag Operators' Manual (based on FEE's International Manual), and development of training materials for the local operators.

However, perhaps as a result of CTO's changed priorities regarding the CBF Programme, no actions have been taken relating to the engagement of a short-term consultant in accordance with the requested TOR, and already budgeted for in the Consultants' Service Contract. However, the further actions may be expected as a result of the CBF workshop and Coordinators' Meeting in Dominican Republic in the beginning of December 2005.

4.5 Time schedule of Activities for Next Quarter:

The time schedule of activities for the next quarter December 01 – February 28, 2006 are as follows:

- **Regional Consultation to selected key CARIFORUM countries**
 - Continue consultations with selected CARIFORUM member countries
 - Assisting in national Tourism Policies according to request

- **Production of training/discussion materials to develop tourism policy and translation**
 - Reproduction of training materials and proceedings of the regional Sustainable Tourism Policy and Intersectoral planning Workshop
- **Organize/conduct three Intersectoral Planning and Sustainable Tourism Policy workshops**
 - Organization of venue and requirements for the conduct of a third Regional Intersectoral Planning and Sustainable Tourism Policy workshop for March 2006
- **Update Policy Document and Translation**
 - Further the development of the Sustainable Tourism Policy framework document
- **Establishment of Sustainable Tourism and Information E-network under CTO intra-net**
 - Placement of training materials on the CTO web page for development of a Policy Framework for discussion with stakeholders
- **Attend events, conferences, seminars, meetings and other s when required**
 - Continue to provide recommendations and direction for CTO-EU programme involvement with the Caribbean Blue Flag activities for the current work programme year
 - Attend as required selected meetings, events, programmes to promote best practices
- **Completion with FEE training materials developed for the Caribbean Blue Flag Campaign and Translation**
- **Review Caribbean Blue Flag documents**
- **Convene/organization for workshop for Caribbean Blue Flag operators**
 - Facilitation and assist in the organization of the Caribbean Blue Flag operators workshop in Dominican Republic and introduction of national NGO's
- **Organization/convening of Annual Caribbean Blue Flag Coordinators Meeting. Invitation for the introduction of potential new members**
 - Facilitation and assistance in the organization of the 7th Caribbean Blue Flag Coordinators meeting in Dominican Republic and introduction of potential new members

- **Attend meetings, events ,conferences and tourism standards and indicators and to promote its “Best Practices”.**
 - Placement of training materials on the CTO web page for development of policy frame work for discussion with stakeholders
 - Attend as required selected meetings, events, conferences, etc. to promote “best practices”
 - Development and production of first Guidelines for Good Practices: Making Tourism Countries for the local Economy in the Caribbean, as part of the Pro-Poor Tourism guidelines
- **Other Activities**
 - Preparation of First Annual Report and presentation of second year work

4.6 Recommendation(s) for follow-up

This Second Quarterly Progress Report for the CTO Sustainable Tourism Policy Development Component of the Caribbean Regional Sustainable Tourism Development Programme is submitted in accordance to the requirements and guidelines of the CARIFORUM Tourism Programme Unit (CTPU).

It covers the second quarter months of the project period, 1st June – August 30, 2005, following the first three-month duties of the Long Term Technical Advisor.

During this second quarter the main focus among other activities was given to:

- Continued regional tourism policy consultation with CARIFORUM countries including visits to Belize and Dominica.
- The development and implementation of a systematic and common process approach for stakeholders to interact with the Programme Component and provide inputs through the creation of a particular CTO web-page site for information and for virtual group discussion on policy issues.
- In association with the EU Ecotourism Development Programme in Dominica, assisted in the organization and conducting of a Study tour to Belize and Costa Rica.

The Tour was accompanied by the Honourable Minister of Tourism of Dominica, the Secretary of Tourism and Director of Tourism and

the primary purpose was the dissemination and sharing of ecotourism and sustainable tourism best practices of the region.

- CTO capacity building, by linking and integrating different programmes and introducing new initiatives to the Sustainable Tourism Division such as the Caribbean Promotion of Cultural Heritage Tourism and Conservation project with PROINVEST and six (6) CARIFORUM partner countries, the Caribbean Pro-Poor Tourism Partnership Programme with ASANAHOES from the Dominican Republic (DR) and international donors, and the reinforcing of linkages with PAHO, food and safety; CAREC-CHA/CAST, QT5C standards; IICA, Agro-tourism linkages and best practices
- Programme development and the organization for the first Regional Intersectoral Planning and Tourism Policy workshop programmed for December 2005, venue to be decided.

Overall, and aside from the normal challenges, the programme component does not experience any major difficulties and delays and is without any specific constraints and limitations to date.

Officially, all required consultants have joined the programme and there is good communication with the CTPU and the work and activities among the consultants.

During this period the inception report for this programme component was approved by the EU delegation and comments revised and integrated accordingly and although, the desk of CTO Sustainable Tourism Division Head has been vacant for the months of June and July of this year the new position of Sustainable Tourism Product Specialist within the division has been filled.

Ms Mareba Scott, from Trinidad and Tobago, officially started the position her new position August the 8th, and after settling in her new post, she has started to engage with the Advisor on the activities pertaining CTO-EU programmed for the third quarter and of the remaining of the programme.

5. HUMAN RESOURCE DEVELOPMENT COMPONENT (LOT 4)

The main objective of the Human Resource Development component (CTO Lot 4) is to expand the range and enhance the quality of tourism education and training programmes and services available to Caribbean citizens. The project also aims to improve the skills of the region's tourism professionals through the delivery of specialized training programmes. In addition, this

Component of the CRSTDP project seeks specifically to expand the cadre of trained trainers in the region, and to develop new training materials where there is a high demand for training.

This will be done by enhancing and promoting a systematic and coordinated approach to human resources planning, research, education and training in Caribbean tourism, to meet the demands of a globally competitive tourism environment. Close collaboration with the CTO and other regional tourism public and private entities, via specific tourism education initiatives, replete with recommendations and advice to the region's tourism, education and industry decision-makers, are key components of this strategy.

5.1 Components:

- The agreed project Components as contained in the Inception Report are as follows:
 - A Quality Assurance system established and operational in CARIFORUM tertiary level institutions;
 - The development, production, piloting and promotion of a “Caribbean Service Excellence” training programme;
 - The development of tourism training and education materials and resources, and the training of eight (8) to ten (10) master trainers for the “Caribbean Service Excellence” and other training programmes;
 - The planning, organization and convening of three (3) to four (4) sub-regional and/or national training workshops, using materials already developed;
 - The updating, translation, printing and distribution of materials developed through previous projects in French and Spanish;

In addition, there will be a number of intangible outputs such as raised awareness of tourism HRD initiatives, sustainable tourism development in the Caribbean, and an improved image of the Caribbean as a destination that seeks, educates, manages, and minimizes tourism environmental impacts, while working on maximizing its economic and social benefits.

5.2 Projected Results:

By addressing the main areas of focus through tourism human resource initiatives targeted at both the public and private sector and the formal education system within the region, the project is expected to ultimately contribute to economic growth and poverty alleviation of CARIFORUM countries, through increased competitiveness and sustainability of the Caribbean tourism sector.

5.3 Progress:

The progress report of activities for the period September 1 – November 30, 2005 are as follows:

- **Upgrade, printing and translation of Materials**
 - Ongoing review of existing training materials'/programmes
 - Upgrading Level I of Tour Guide training programme and development of Level II

- **Development of Curriculum Infusion Strategy and Implementation**
 - Meetings held with project counterparts (CHA & PUCMM), with regional institutions offering tourism/hospitality programmes and with tourism/education organizations to develop and implement strategy and strategy being developed

- **Training and development and planning of Tourism Educators' Forum/Tourism HR Conference**
 - Liaising with the Caribbean Knowledge Learning Network (CKLN) and the Commonwealth of Learning (COL) to plan the way forward for on-line training programme
 - Participate in Conference calls with George Washington University regarding MasterClasses for CTO's annual CTC conference. Attended "Hospitality Assured/Service Excellence " presentation made to the Board meeting on October 23, 2005 at CTC conference, St. Thomas, USVI. Attended CTC conference from October 23 – 27, 2005 and met with various Ministers and Directors of Tourism. Dominica extended a special invitation to conduct mission which is planned for December 15 – 16, 2005
 - Organized and planned CTLS Common Core Curriculum Evaluation Workshop scheduled for late May 2006. Programme complete and finalizing logistics in preparation for implementation

- In process of developing “Events & Conference Management” training programme in collaboration with GWU and UWI
- **Oversee the implementation of Quality Assurance (QA) systems framework in regional and Implementation**
 - Liaising with consultants from Phase I and regional institutions to plan Phase II/implementing strategy
 - Participated in Association of Caribbean Tertiary Institutions (ACTI) Conference November 15 –19, 2005 in Guyana. Showcased CTO’S CRSTDP HRD initiative with a view to gain buy-in; received positive feedback and it was decided that CTO & ACTI collaborate on research project focusing on HIV/AIDS in tertiary institutions
 - Liaising with CHA HRD Advisor to identify areas for collaboration
- **Develop Tourism Awareness Strategy and materials**
 - Meetings held with project counterparts (CHA & PUCMM) and strategy being developed
 - Participate in meeting with the Director of National Industry Service Excellence (NISE) programme, Barbados on October 19, 2005 with a view of exploring joint initiatives and to share the Hospitality Assured/Service Excellence programme. Very positive feedback received and NISE is interested in implementing the Hospitality Assured Standards in Barbados
 - Attended Inter-American Institute for Cooperation on Agriculture (IICA) launch of Agro-Tourism linkages project, November 25, 2005 in Barbados
- **Oversee the documentation, printing and distribution of “Best Practices” handbook and areas of research in a number of priority areas**
 - Conceptualization of Handbook II in progress
- **Development of CTO – operated Tourism HRD Database**
 - Working with CTO’s IT department and documentation centre to develop database
- **Organization and Implementation of Contracts, TORs, etc**
- **Act in an advisory capacity to CTO member countries, based on needs**
 - Ongoing liaising with regional stakeholders re. National HRD priority area/needs assessment and showcasing ways in

which CARIFORUM countries can benefit from the HRD component of the CRSTDP project

- Participated in meeting held with CRSTDP EU consultants and Barbados Ministry of Tourism's Permanent Secretary and other Ministry of Tourism representatives
 - Participated in Caribbean Policy Development Council seminar on September 9, 2005, on Poverty Eradication using community Tourism models
 - Participated in meetings on September 19, 2005 with Canadian consultant from the Canadian Human Resource Council discussing issues of joint recognition of credentials between Canadian and Caribbean graduates
 - Participated in meetings with Caribbean Regional Environmental Programme discussing ways in which CTO could support their HRD efforts
 - Missions planned and successfully implemented to St. Lucia and Guyana. Also attended ACTI conference in Guyana
 - Preparation of position papers and power point presentation on HRD input to the 2nd Sustainable Tourism Policy Framework & Intersectoral Planning meeting carded for December 1 –3, 2005
 - Preparations for mission to Dominica on December 15 –16, 2005 to share CRSTDP CTO's Human Resource Development activities, specifically to discuss ways of strengthening the tourism/hospitality programme at the Dominica State College, to share plans to develop Level II Tour Guide Training Programme to meet their specific needs and to showcase the HRD component of the CRSTDP
- **Provision of Technical Assistance to CTHRC**
 - Attended CIDA/CPEC meeting re. Competitiveness after CPEC, and ongoing CTHRC-related activities
 - Planned, implemented and attending to follow-up of CTHRC's 15th bi-annual Council meeting held on November 4th, 2005,
- **Oversight of funds, project implementation and reporting**
 - Participated in monthly coordination meetings with CTPU and PWC, and weekly meetings with CTO HR department.
 - Prepares for and participated in meeting with Caribbean Leader for Technical Monitoring of EU/ACP projects on October 13, 2005
 - Attending to all reporting, budgets and work programmes as required by the EU's CRSTDP project

5.3.1 Difficulties Occurred and Factors of Delay

- **Difficulties Occurred**

- Issues regarding adequate secretarial support have been identified and are being addressed

- **Factors of Delay**

- Due to the fact that quotations for the printing and translation of documents have not been received in a consistent and timely manner, this has considerably slowed down elements of Activity # 1
- Issues regarding adequate secretarial support are still being worked through and hopefully should be rectified in the near future

5.4 Time schedule of Activities for Next Quarter:

The time schedule of activities for the next quarter December 1 – February 28, 2006 are as follows:

- Upgrading, printing and translation of materials;
- Development of Curriculum Infusion Strategy and Implementation;
- Training and development and planning of Tourism Educators' Forum/Tourism HR Conference;
- Oversee the implementation of Quality Assurance systems framework in regional and implementation;
- Develop Tourism Awareness Strategy and materials;
- Oversee the documentation, printing and distribution of "Best Practices" handbook and areas of research in a number of priority areas;
- Development of CTO – operated Tourism HRD Database
- Organization and Implementation of Contracts, TORs, etc;
- Act in an advisory capacity to CTO member countries, based on needs;
- Provision of Technical Assistance to CTHRC;
- Oversight of funds, project implementation and reporting;
- Prepare Year 2 and 3 work programmes;
- Prepare Annual reports.

5.5 Recommendation(s) for follow-up

- Given the current situation regarding the lack of adequate Secretarial assistance, it is advisable that steps be taken as soon as possible to

address this issue and put in place the support required in order to more efficiently execute the tasks of Lot 4- CRSTDP HRD component.

-
- Since the year one budget does not suffice to cover the cost of the printing of the Primary School materials and the secondary school modules in French and Spanish, it is being proposed, after consultation with the HRD project Counterpart, CTO HR Director, that only the Spanish version of the Primary School materials be printed and distributed in year 1.

**CARIBBEAN REGIONAL SUSTAINABLE TOURISM DEVELOPMENT
PROGRAMME
TOURISM INTERNSHIP EXCHANGE SYSTEM**

I. Executive Summary

Implementation of the programme during this quarter was characterized by the financial constraints due to the situation generated in the previous quarter.

Internships placements were mostly suspended with the exception of three cases that were already confirmed.

Most of the efforts were directed to the following up of the retrieval of documents from the interns, administrative issues and internship logistics.

By the end of the quarter, the financial situation was resolved and TIES is ready to resume activities as planned.

II. Implementation progress

As said before, most of the activities implemented were related to internship logistics of current placements while new placements were temporarily suspended.

As most of the interns finalized their internships in this quarter, a lot of time was devoted to reconfirm travels, supervise interns and ask for evaluations.

We also had to deal with interns that were terminated from their internships due to different issues. Among the reasons expressed by the host organizations were bad behaviour, bad attitude and inability to fulfil company standards. We have a total of three interns terminated because of any of these reasons (one from St. Vincent in St. Kitts and two from St. Kitts in the USA).

Another problem was dealing with cultural inadaptability and lack of motivation from another two interns from St. Vincent in St. Kitts who, after a week in the country, they left their assignments and returned home without further explanation or notifying the national coordinator.

As an overall result, there were a total of 7 interns that failed in their assignments out of a total of 94 placed. (7.5%)

Regarding new placements, we limited ourselves to receive the application forms and put them through the regular screening process. All the parties involved were informed that new placements will be postponed until 2006.

For the next quarter, the efforts will be directed to shape the academic offer of TIES for 2006 as well as evaluating the results of the internships conducted this year.

Administration of TIES was strengthened with a new financial assistant who took place in October. Mariluz Arias is the new financial assistant.

Attendance to the PRB meeting was not possible due to flight cancellations that stranded the project coordinator half way to Barbados.

III. Results

Placed 94 interns

Termination of 5 interns by host organizations.

Effective management of internship logistics

Retrieval of documents from interns

IV. Challenges

As a summary, the main challenges faced during the period were:

- Management of programme's finances
- Problems of interns
- Interns expectations

IV. Conclusion and recommendations

The programme runs smoothly this quarter, being basically involved in internship logistics and programme administration.

It is recommend that next quarter, an evaluation of the internship should be conducted in order to learn for next year. It is expected that by the end of next quarter, the academic offer for 2006 will be finalised too.

Lic. Guillermo J. Graglia
December 5th, 2005