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**THE REGIONAL DISASTER RISK MANAGEMENT FOR
SUSTAINABLE TOURISM IN THE CARIBBEAN PROJECT**
[THE REGIONAL PUBLIC GOOD]

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**Disaster Risk Management Strategy and Plan of Action for the
Tourism Sector in the Caribbean**

Part II
PLAN OF ACTION
December 2009

Foreword

The Caribbean Disaster Emergency Response Agency (CDERA) with the support of the Inter-American Development Bank (IDB) and in collaboration with the Caribbean Tourism Organization (CTO); CARICOM Regional Organization for Standards and Quality (CROSQ); and the University of the West Indies (UWI) is implementing The Regional DRM for Sustainable Tourism in the Caribbean Project over the period January 2007 to June 2010. The project is a forty-two (42) month initiative designed to contribute to the reduction of the vulnerability of the Tourism sector in the Caribbean to natural hazards through the development of a Regional Public Good (RPG) which is the Regional Disaster Risk Management (DRM) Framework for Tourism in the Caribbean. The initiative also encompasses the development of a Strategy and Plan of Action for Standards for Conducting Hazard Mapping, Vulnerability Assessment and Economic Valuation for Risk Assessment for the Tourism Sector in the Caribbean, as well as the institutional strengthening of the CTO, CDERA, and their stakeholders in DRM for sustainable Tourism.

Under the DRM Framework, a Regional DRM Strategy and Plan of Action for the Tourism Sector was developed through the collective action of regional as well as national stakeholders in both the Tourism and disaster management sectors. Specifically, the Regional Strategy and Plan of Action address the elements of: Mitigation, Preparedness, Response, and Recovery. The Regional Strategy and Plan of Action will also support the provisions of the Comprehensive Disaster Management (CDM) Framework as well as the Caribbean Regional Sustainable Tourism Policy which has been prepared by the CTO.

This document represents the Final Plan of Action for the Tourism Sector, as developed by the team of Caribbean and Canadian consultants from le Groupe-conseil baastel. While the Regional DRM Strategy and Plan of Action for the Tourism Sector in the Caribbean have a regional focus, it is important to note that another key deliverable in this mandate is the development of a “Guidance Tool” for the adoption and adaptation of the DRM Strategy and Plan of Action at the National Level. Indeed, the development and implementation of National Strategies and Plans of Action are of central importance in the achievement of the Regional Strategy and Plan of Action’s objectives.

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1. Purpose of the Plan of Action

This Plan of Action outlines a ‘way forward’ for implementing the Regional Strategy and its corresponding Regional Strategic Objectives (RSOs) and to act as a blueprint for the development of National DRM Strategies and Plans of Action for the Tourism sector. The Plan of Action is intended to act as a bridge between the high-level Strategy itself and the implementation of projects, programmes and initiatives required – at regional and national levels – to make the achievement of the Strategy’s objectives a reality. In this context, activities are suggested for implementing and achieving the RSOs. These activities are then regrouped and formulated as projects and programmes to be considered. To assist in the management and monitoring of the Strategy and Plan of Action, a logical framework is presented encapsulating the expected results of both and preliminary aspects of a suggested tool for monitoring is also brought forth.

2. Structure of the Plan of Action

The Draft Plan of Action is structured as follows:

- Sections 1 and 2 provide the purpose and structure of the Plan of Action.
- Section 3 presents a set of Draft Suggested Activities – at Regional and National levels – to achieve the Strategy’s RSOs. These are broken down and presented by the four ‘phases’ of Comprehensive Disaster Management (CDM): mitigation, preparedness, response, and recovery.
- Section 4 regroups these various activities and presents a suggested set of projects or programmes that could be implemented in order for the various activities to be rolled out in a comprehensive and complementary way with a view to achieving the RSOs. These are merely suggestive. This section also outlines key stakeholders to be considered for each set of activities as presented in the form of a project or programme.
- Section 5 reinterprets and discusses the Plan of Action in terms of expected results – Outputs and Outcomes (as per Results-based Management (RBM) terminology) and then presents the brief Logical Framework (LFA) for the Strategy and Plan of Action. This section then also briefly presents some of the key linkages and contributions to be made to the CDM Framework.
- Section 6 briefly outlines a Monitoring and Evaluation Framework for the Strategy and Plan of Action.
- Section 7 re-iterates the importance of the National DRM Strategies for the Tourism Sector and emphasizes their critical role in the achievement of the Strategy’s objectives.

3. Activities

The section below presents suggested activities to be implemented at the Regional and National levels linked to each of the 12 Strategy RSOs, in order to contribute to their achievement. Please note that these activities are not exhaustive but rather suggestive. They aim to encompass the key areas to be addressed in order to achieve each of the Regional Strategy RSOs and address all four phases of CDM: mitigation, preparedness, response, and recovery.

3.1 Mitigation

Draft Key Activities Related to Regional Strategic Objectives (RSOs) - For Mitigation	
RSOs	Draft Key Activities
1. To promote the availability and use of natural hazard risk information in the tourism sector.	<u>Regional</u> R1.1 Develop a regional risk information system for the tourism sector R1.2 Development of a standard HRVA¹ Tool in the tourism sector R1.3 Integrate risk information into regional tourism policies, plans and programmes R1.4 Incorporate risk identification into tourism curricula of tertiary education in the region <u>National</u> N1.1 Promote National Adaptation and utilization of the HRVA Tool N1.2 Integrate risk information into national tourism policies, plans and programmes N1.3 Promote community level HRVA by conducting workshops N1.4 Promote tourism site level HRVA using results from community HRVA
2. To promote adherence to land use planning regulations and building codes in the development of new tourism infrastructure and retrofitting of older infrastructure not built to an approved code.	<u>Regional</u> R2.1 Create an incentive programme for voluntary compliance of land-use planning policies and application of approved building codes <u>National</u> N2.1 Familiarize Tourism establishments with local land use planning policies. N2.2 Promulgate National acceptance of an incentive programme to promote voluntary adherence to land use planning regulations and approved building standards N2.3 Implement National public awareness programme aimed at

¹ Please see the Glossary for the definition of HRVA. There are a number of HRVA Tools available with varying degrees of complexity depending on the scope of the assessment. Ideally, a simple HRVA Tool to be used at the tourism establishment level would use information generated by a community level assessment, which in turn would use information from a country level assessment. Each of these assessments would use different HRVA tools.

	Tourism sector and investors highlighting “safety” N2.4 Identify champion for national enforcement of land use planning and building regulations
3. To foster national consideration of protective structural works to minimize damage from natural hazards to key environmental and other assets.	<u>Regional</u> R3.1 Issue Regional hazard mapping standards R3.2 Undertake studies to identify potential mitigation measures for key tourism assets at risk (beach erosion etc.) <u>National</u> N3.1 Develop National inventory(ies) of “key tourism” assets N3.2 Undertake or complete National hazard mapping N3.3 Develop National mitigation programmes ² for key tourism assets at risk N3.4 Implement National mitigation programmes for priority key tourism assets at risk
4. To promote mitigation, including risk transfer, as economically viable measures in the tourism sector.	<u>Regional</u> R 4.1 Development of- appropriate regional financial instruments for managing disaster risk, such as a regional contingency fund or insurance for the tourism sector R 4.2 Compilation (and dissemination) of Best Practices for Mitigation in the Tourism Sector R 4.3 Incorporate DRM in tourism curricula at regional educational institutions <u>National</u> N4.1 Adaptation of the regional financial instruments for managing disaster risk, such as a regional contingency fund or insurance for the tourism sector

3.2 Preparedness

Draft Key Activities Related to Draft Regional Strategic Objectives (RSOs) - For Preparedness	
RSOs	Draft Key Activities
5. To enhance tourism sector contingency planning and capacity building to minimize the loss of life and	<u>Regional</u> R5.1 Development of Guide and Models (small, medium and large) for Tourism Accommodation Emergency Response Plans (ERP)

² These mitigation programmes would depend on the results of R 3.2, as the studies will identify and detail potential programmes to be pursued.

injury to tourists, tourism sector workers and property damage with an emphasis on tourist accommodation.	<u>National</u> N5.1 Adaptation of Guide and Models for Tourism Accommodation Emergency Response Plans to national requirements. N5.2 Develop and implement National programme of workshops to increase capacity for the development of individual ERPs and promote cluster formation³ N5.3 Develop and implement National programme of workshops to integrate tourism cluster ERP and recovery requirements with community ERP and recovery planning
6. To promote individual and family preparedness amongst employees of the tourism sector.	<u>Regional</u> R6.1 Development of Family Preparedness Guide for Tourism employees. <u>National</u> N6.1 National Adaptation and dissemination of Family Preparedness Guides for Tourism employees
7. To foster tourism clusters and their integration into their communities' contingency planning.	<u>Regional</u> R7.1 Development of the “Tourism Cluster and the Community” concept R7.2 Development of a methodology and process to create Tourism Clusters and promote their integration with communities <u>National</u> N 7.1 Conduct workshops in communities to apply the “Tourism Cluster and the Community” concept

3.3 Response

Draft Key Activities Related to Draft Regional Strategic Objectives (RSOs) - For Response	
RSOs	Draft Key Activities
8. To enhance the development of emergency response/disaster plans (and related capacity to execute	<u>Regional</u> R8.1 Development of Guide and Models for Emergency Response Plans (ERP) for Tourism sub-sectors R8.2 Development of a Regional Tourism Crisis Communications Framework

³ The definition and promotion of Tourism Clusters and their integration with communities is the principal part of RSO 7 but the theme is reflected in many activities related to other RSOs, due to the importance.

plans) in the tourism sector (and other key supporting sectors).	<u>National</u> N8.1 Adapt Guide and Model ERP to National requirements N8.2 Conduct of ERP planning workshops to include participation of other supporting sectors N8.3 Conduct evaluations of tourism sector stakeholders’ capacity to execute ERPs
9. To promote the integration of tourism facilities’ response with that of their respective communities (and countries).	<u>Regional</u> R9.1 Develop a recognition programme for Caribbean tourism businesses that are DRM certified in accordance with agreed designation levels and criteria R9.2 Develop an approach and process to foster integration of tourism facilities emergency planning with that of the host community. <u>National</u> N9.1 Participation in DRM certification programme N9.2 Examine the viability of using TEOCs in National response context N9.3 Conduct joint community/tourism planning workshops
10. To promote the integration of tourism sector requirements into preparedness and National Response Plans (NRPs).	<u>Regional</u> N/A ⁴ <u>National</u> N10.1 Review of the NRP from a tourism perspective -harmonizing roles of the tourism stakeholders (and the TEMC/TEOC, where they exist) with NDOs’ structures and procedures. N10.2 Hold regular NTO-NDO meetings for coordination and collaboration N10.3 Promote regular meeting of Tourism Clusters with community NDO coordinators (where they exist)

3.4 Recovery

Draft Key Activities Related to Draft Regional Strategic Objectives (RSOs) - For Recovery	
RSOs	Draft Key Activities
11. To enhance Business Continuity Planning in the tourism sector.	<u>Regional</u> R11.1 Development of standardized Business Continuity Planning (BCP) Guideline R11.2 Development of BCP Training package for a ‘train-the-trainers programme’ R11.3 Development of a Regional Tourism Crisis Communication

⁴ It is suggested that CARICOM could perhaps mandate this. Or, that the Council on Trade and Development (COTED) can insist on linkages with participation in the Caribbean Insurance Fund.

	Framework <u>National</u> N11.1 Adaptation of the regional standard BCP Guidelines to National requirements N11.2 Conduct of BCP workshops (for capacity building and completion of adequate BCPs) N11.3 Review national tourism requirements for recovery to ensure they are addressed in national recovery planning N11.4 Monitor development of BCPs in the Tourism sector N11.5 Hold Tourism Cluster and Community meetings for BCP development
12. To promote the establishment of national guidelines for restoration and reconstruction to ensure the immediate re-establishment of tourism economic activities.	<u>Regional</u> R 12.1 Development of Regional Guidelines for Recovery that consider tourism requirements <u>National</u> N 12.1 Adaptation of Regional Guidelines for Recovery to ensure restoration of Tourism activity in post-disaster events

The activities listed above are regrouped into potential and suggested projects and programmes for their implementation.

4. Programmes and Projects

This section presents a suggested and preliminary set of programmes and projects to be considered for implementation of the activities listed above – linked to each of the RSOs. The suggested programmes/projects brought forth for consideration regroup activities from the Plan of Action into initiatives. This is presented to offer an alternative means for implementation rather than positing that each of the activities should be implemented in isolation. There are natural synergies and areas of complementarity among the various activities listed above and therefore it might be efficient and effective to consider programmes/projects, such as those listed below.

However, given the institutional context and reality of CTO currently, realistically, this approach is predicated on the following premise:

A unit is established (or strengthened) within CTO to provide impetus to, coordinate, and monitor the implementation of the Regional Disaster Risk Management Strategy and Plan of Action.

Some of the suggested programmes/projects below contribute to many different RSOs and address more than one CDM ‘phase’. Others are more specifically focused on one particular RSO or ‘phase’.

All programmes/projects are presented briefly in a table depicting:

- A General Description of the suggested initiative;
- The Purpose of the suggested initiative;
- A Brief Discussion of key issues;
- How Development of the suggested initiative could ensue;
- Key Stakeholders to be involved in the development and implementation process;
- How Implementation could ensue;
- Key requirements for the initiative to be successful; and,
- Linkages to RSOs and Activities.

Please note that given this is the Regional DRM Strategy for the Tourism Sector in the Caribbean, the emphasis of the initiatives suggested below is primarily at the Regional level. There are related National-level initiatives that would be required to support these, some of which are indicated. However, the degree to which these might or might not be adopted and implemented at the national level in particular countries is also a function of the specificities of the National DRM Strategies and Plans of Action for the Tourism Sector, whose development will follow at the national level.

4.1 Programmes or Projects Addressing Various Phases

The “Safe Fun in the Sun” Programme ⁵			
General Description	A Pan-Caribbean programme to certify tourism establishments that meet specific DRM criteria and provide them with a visible and recognizable designation that may give them a competitive edge, while also promoting enhanced DRM mitigation, preparedness, response and recovery in the Tourism sector in the Caribbean. Three levels (bronze, silver and gold) could be allocated depending on reaching benchmarks for each level.		
	Example of Possible Programme		
	Designation	Criteria (examples)	Requirements (examples)
	Bronze	1. A trained Disaster Coordinator 2. An emergency response plan that meets the requirements of the model emergency plan. 3. Establishment built to national codes 4. HRVA conducted 5. Business Continuity Plan as per Model 6. Employees aware of their roles and trained. Etc	1. Model Emergency Response Plan 2. Standards and training programme for BCP. 3. Standards and training for the conduct of HRVA.
	Silver	All of the above plus: 1. Employees assisted to develop	1. Model and
	Tourism activity in post-disaster events		

Brief Discussion	<i>General:</i> This is a wide-scoping ‘umbrella’-type of programme that goes to the heart of the Caribbean Tourism DRM Strategy. It touches on various elements and encompasses activities aiming at mitigation, preparedness, response and recovery. A key component is the issue of adherence to safe building practices. The availability, use and enforcement of valid building codes are key issues in some Caribbean countries, which require attention by governments. Nevertheless, even where enforcement may be less adequate, the tourism sector can still contribute to disaster risk reduction through promoting and recognizing (and rewarding) voluntary adherence. The proposed programme is more likely to give a competitive edge or marketing leverage to participants if the certification schemes are internationally recognized and more specifically known in the Caribbean’s main tourism source markets of North America & Europe. This programme should likely be linked to or part of the broader tourism recognition schemes that already exists, such as CTO’s Sustainable Tourism Award. Another key feature of this programme is the integration of tourism DRM with that of the host community. The vehicle for this integration is through the formation of “Tourism Clusters” to facilitate cooperation and economy of scales among tourism businesses located in the same area⁷. <i>Potential Governance Structure:</i> This private-public sector collaborative programme would be on going and could be administered through a Regional Board and Country Chapters. Membership and structure of the Regional Board and Country Chapters should reflect the wide range of private and public stakeholders of the tourism sector at the regional and national levels. It would be different from existing tourism associations in that its primary focus would be to promote and facilitate DRM throughout the sector through the implementation of this programme. Several financing options could be considered such as a mixture of public and private funding with the possibility that the programme becomes self-financing in time through membership contributions and fees for services such as tourism DRM publications, workshops and conferences.
Development	The programme would have to be developed at the regional level by CTO (with key partners such as CDERA, CROSQ, and CHTA) and then adapted by the

⁶ Terms such as “culture of prevention” or “culture of mitigation” are used in some documentation but in keeping with the ISDR approach and with Comprehensive Disaster Management (CDM), it is appropriate to consistently refer to a “culture of disaster risk reduction”.

⁷ Given the central importance of the ‘Tourism Cluster’ concept, it is identified as a programme/ project in its own right below.

	member countries. Ideally therefore, the programme would form not only part of the Regional Strategy but also part of National Strategies that are rolled out afterwards. The development should consider/define/create (but not be limited to) the following: •A recognizable Logo •Benchmark criteria •Existence of a Model Emergency Plan (Another Project/Programme – possibly executed by/with CTO) •Existence of BCP Guidelines (Another Project/Programme – possibly executed by/with CTO). •Linkages of the programme designation levels to insurance premiums. •Funding mechanisms The present structure established for the development of the IDB-funded RPG Project could be used to oversee the development of the programme by using working groups created to examine the various elements of the programme.
Key Stakeholders	CTO lead with CHTA, CDERA, CROSQ and a working group of representatives of MoTs (or equivalent) and NDOs from member states, as well as representatives of the insurance sector and Ministries of Planning (or equivalent, i.e. Building Authorities) and Finance.
Implementation	Implementation of the programme once established could be through a structure such as the one proposed above consisting of a Regional Board and Country Chapters. a. A Regional Board with an Executive Committee lead by CTO with membership of several National Associations/MoT representatives, and the insurance sector b. Country Chapters with National Executive Committees lead by MoT/NTO to adapt and administer the programme to include NDO, Planning Department, Ministry of Finance (MoF) and insurance sector representation.
Key Requirements	1. Regional agreement on: - a.Governance structure - b.Funding framework - c.Classification Criteria - d.Award scheme 2. Completion of other initiatives (i.e. Projects and Programmes suggested below) - a.Model Emergency Plan - b.Standard Business Continuity Planning (BCP) Guidelines. - c.Standards and training for the conduct of HRVA. - d.Model and standards for family preparedness
RSO Linkages	A considerable number of Key Regional and National activities contributing to

	the Draft RSOs could be grouped under this programme because it contributes to the attainment of: RSOs 2,3,5,6,7,8,9 and 11 (and related/relevant activities)
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Tourism Cluster Development and Community Integration Programme/Project	
General Description	A regional programme or project that promotes cooperation among tourism businesses in the same area and linked to the communities located in that area and aims to harmonize their DRM planning with that of the host community.
Purpose	To foster resilience in the tourism sector at the community level by maximizing collaboration, information exchange, cooperation and economies of scale by encouraging tourism business in the same area to work together amongst themselves and as an important component of the community.
Brief Discussion	Tourism establishments are encouraged and assisted in working together and in forming community based associations to share DRM resources and knowledge. The resilience of the tourism sector in the affected area is affected by the level of collaboration/cooperation among sectoral players and is also dependent on the resilience of the community in which it is located. Therefore, cooperation and collaboration both within the sector and with the community would enhance the resilience and robustness of the tourism sector to prepare for, respond to and recover from events.
Development	The concept of Tourism Clusters and Community Integration must be defined clearly and agreed upon and this is a key element of the Regional Strategy. The concept will then need to be promoted through a public information campaign aimed at the tourism sector and community emergency authorities.
Key Stakeholders	For definition and development of the project/programme: CTO, CDERA, UWI, NTOs/MoTs, NDOs
Implementation	Once definition is agreed to, implementation would be through national adaptation and promulgation of the concept through a partnership of the NTOs and NDOs. It could build on the concept of TEMCs by replicating the function at the community level in the form of community level disaster management committees where tourism would be a key component.
Key Requirements	1.Agreement on key definitions 2.Grassroots acceptance by tourism businesses of the need to collaborate with competitors in matters of DRM. (i.e. buy-in to the Tourism Cluster concept) 3.Cooperation between tourism establishments and surrounding communities
RSO Linkages	RSO 7: R7.1 Development of the “Tourism Cluster and the Community” concept R7.2 Development of a methodology and process to create Tourism Clusters and promote their integration with communities. N 7.1 Conduct workshops in communities to apply the “Tourism Cluster and the Community” concept RSO 9: R9.2 Develop an approach and process to foster integration of tourism facilities emergency planning with that of the host community.

	N9.3 Conduct joint community/tourism planning workshops
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Development of A Regional Tourism Crisis Communication Policy ⁸	
General Description	A Regional Policy outlining an approach and mechanism to handle disaster emergency crisis communications targeted at the source countries.
Purpose	To minimize the potentially negative impact of events on the perception of prospective Caribbean destined tourists.
Brief Discussion	Crisis communications during and post an event are a key elements of national DRM. However, the potential impact on future tourism is not limited to the country affected by the event. Other countries, even if unaffected by the event, could suffer from a negative perception in source countries of tourists. Resources could be pooled by centralizing at the regional level the crisis communication functions aimed at source countries while respecting the national imperative of managing internal crisis communications.
Development	CTO and CDERA could lead a Crisis Communications Planning Group composed of MoT/NTO and NDO representatives to formulate a regional crisis communications policy and framework.
Key Stakeholders	CTO, CDERA, UWI, MoTs, NTOs, NDOs
Implementation	A Regional Crisis Communications Team is established that deals with emergency communications to the outside world and provides communications support to countries affected by events.
Key Requirements	1. Agreement at the regional level on the Policy. 2. Agreement by countries at the MoT/NTO (and NDO) level.
RSO Linkages	RSO 8: R8.2 Development of a Regional Tourism Crisis Communications Framework RSO 11: R11.3 Development of a Regional Tourism Crisis Communication Framework

4.2 Programmes or Projects Addressing Specific Phases and RSOs

4.2.1 For Mitigation

Regional Risk Transfer Guide for Tourism in the Caribbean Project	
General Description	This project calls for the development and dissemination of a Regional Insurance Guide for Tourism in the Caribbean that explains risk transfer options and advantages for tourism businesses.
Purpose	To reduce Tourism sector and national recovery costs (and contribute to

⁸ This could be implemented/supported as a programme or project – depending on available development partner funding.

	mitigation).
Brief Discussion	A Regional Guide prepared with the insurance and reinsurance sectors (and potentially other financial sector stakeholders) that can be adapted to national peculiarities including Disaster Funding eligibility would assist in strengthening DRM, in particular with regards to both mitigation and recovery, in the tourism sector. The issue is critical and requires clarification in the sector to assist in these areas.
Development	The Regional Guide to be developed by CTO and potentially with other partners such as CHTA, the Caribbean Development Bank (CDB), and representatives of the insurance and financial sectors National versions of the Guide to be developed by MoT/NTO and national financial authorities and insurance industry associations and stakeholders, including Ministries of Finance.
Key Stakeholders	CTO, CHTA, CDB, Insurance and financial representatives, NTOs, MoT, MoF.
Implementation	Once developed, the Regional Guide could be widely disseminated in the sector. National adaptations of the guide could then be disseminated as available in the countries.
Key Requirements	1. Cooperation from the insurance and re-insurance industry. 2. Buy-in by Ministries of Tourism and Finance. 3. Role of CCRIF clarified.
RSO Linkages	RSO 4: R4.1 Development of appropriate regional financial instruments for managing disaster risk, such as a regional contingency fund or insurance for the tourism sector R4.2 Compilation (and dissemination) of Best Practices for Mitigation in the Tourism Sector N4.1 Adaptation of the regional financial instruments for managing disaster risk, such as a regional contingency fund or insurance for the tourism sector

Tourism Hazard, Risk and Vulnerability Assessment (HRVA) Programme ⁹	
General Description	A programme for risk identification and risk assessment to form the foundation of mitigation and preparedness activities for the tourism sector - comprising of an accepted methodology and a capacity building programme.
Purpose	To ensure tourism establishments are aware of their risk due to natural hazards and they base their DRM planning on sound knowledge of vulnerabilities through an adequate assessment.
Brief Discussion	Tourism establishments should base their DRM planning on sound hazard and vulnerability information. Hazard and vulnerability assessments are not limited to the establishments but encompass the general area. Therefore, tourism establishments depend on the availability of quality hazard mapping and vulnerability assessments, which ought to be done in conjunction with

⁹ This programme could be implemented/supported as a project – depending on development partner funding.

	that of the host community. Thus there are three dimensions to HRVAs: 1.National level assessment based on the “Standard for Conducting Hazard Mapping, Vulnerability Assessment and Economic Valuation for Risk Assessment for the Tourism Sector” methodology; 2.Community level HRVAs using information from the national assessment and possibly making use of an adapted HRVA tool; and 3.Tourism establishment site specific HRVAs that require simple and useful tools to conduct.
Development	Once the “Standard for Conducting Hazard Mapping, Vulnerability Assessment and Economic Valuation for Risk Assessment for the Tourism Sector” is completed, a methodology for its application at the community and tourism establishment level should be developed or selected.
Key Stakeholders	CTO, CROSQ, CDERA, IDB, NTOs, NDOs, UWI, National Standard Bureaus
Implementation	The “Standard” is to be applied at the national level and should be integrated at the community and tourism establishment level by the tourism sector and communities (the stakeholders listed above can provide needed support). Investments may be required to build capacity for HRVA application at various levels.
Key Requirements	1.Completion and general concurrence with the “Standard” 2.General acceptance of the methodology and country level hazard mapping. 3.Selection and possibly adaptation of an appropriate HRVA Tool for the community and establishment level.
RSO Linkages	RSO 1: R1.2 Development of a standard HRVA ¹⁰ Tool in the tourism sector N1.1 Promote National Adaptation and utilization of the HRVA Tool RSO 3: R3.1 Issue Regional hazard mapping standards. N3.2 Undertake or complete National hazard mapping

4.2.2 For Preparedness

Emergency Preparedness Guide for Employees of the Tourism Sector Project	
General Description	A Regional Model Guide for Emergency preparedness of Tourism Sector Employees that can be adapted to national requirements
Purpose	To promote resilience in the families whose livelihood is dependent on the tourism sector.
Brief Discussion	The ability of a tourism business to respond and recuperate from the

¹⁰ Please see the Glossary for the definition of HRVA. There are a number of HRVA Tools available with varying degrees of complexity depending on the scope of the assessment. Ideally, a simple HRVA Tool to be used at the tourism establishment level would use information generated by a community level assessment, which in turn would use information from a country level assessment. Each of these assessments would use different HRVA tools.

	consequences of an event is predicated on the availability of its personnel resources. The consequences of events may also impact on the families of employees and unless these have a measure of resilience, they may not be available to assist at the work place. Awareness programs are required as well as assistance in ensuring family level emergency preparedness.
Development	CTO and CDERA with NTO and NDO representation develop the Regional Guide.
Key Stakeholders	As above – CTO, CDERA, NTOs and NDOs (and CHTA)
Implementation	The Regional Guide can then be adapted to national requirements by collaboration between NTOs and NDOs
Key Requirements	1. Agreement on basic family emergency preparedness aspects to be included in the Guide. 2. Buy-in to the need for the Guide.
RSO Linkages	RSO 6: R6.1 Development of Family Preparedness Guide for Tourism employees. N6.1 National Adaptation and dissemination of Family Preparedness Guides for Tourism employees

4.2.3 For Response

Tourism Emergency Response Planning Guide Project	
General Description	This project calls for a Regional Guide (and Model) for the development of Tourism Facilities’ ERPs. A Model ERP will be useful but it will be important there be an accompanying Guide for the process of developing an ERP. A Regional Guide and Model Plan would be useful for national adaptation by NTOs and NDOs who would subsequently make it jointly available to tourism establishments.
Purpose	To enhance tourism businesses’ emergency response planning, and to do so within the context of host community emergency planning.
Brief Discussion	The response of tourism establishments after an event is first and foremost predicated on its preparedness for such an event. The development of an adequate ERP is critical. The development process and practice are as important as the final product, the ERP, to ensure everyone is aware and capable of taking appropriate action to minimize losses during an event. How an establishment is capable of responding to an event is also often affected by how the host community responds to the same event. Tourism establishments could be victims of the event but could also be potential assets for the community response. Response planning therefore needs to be integrated with the related community’s response planning.
Development	1.CTO/CDERA to lead a Working Group consisting of CHTA, CROSQ, UWI and selected national NTO and NDO representation for the development of the ERP Guide and Models for Tourism sub-sectors 2.NTOs and NDOs establish national working groups for national adaptation and

	training development and implementation.
Key Stakeholders	Development: As indicated above National Adaptation: NTO/MoT/NDO.
Implementation	Training and guide rolled out at the national level in combination with workshops.
Key Requirements	1. General consensus on content of Guide and Model. 2. Predicated on the completion of HRVAs (at national, community and tourism establishment levels). 3. Necessitates integration with the “community” response plans.
RSO Linkages	RSO 8: R8.1 Development of Guide and Models for ERP for Tourism sub-sectors N8.1 Adapt Guide and Model ERP to National requirements N8.2 Conduct of ERP planning workshops to include participation of other supporting sectors N8.3 Conduct evaluations of tourism sector stakeholders’ capacity to execute ERPs RSO 9: R9.2 Develop an approach and process to foster integration of tourism facilities emergency planning with that of the host community. N9.3 Conduct joint community/tourism planning workshops

4.2.4 For Recovery

Business Continuity Planning Programme ¹¹	
General Description	This programme calls for the development and dissemination of a Regional Guide and Model for BCPs, which set the minimum “standard” for tourism establishments and operators to follow and for the conduct of corresponding capacity building regional workshops for BCP development and for “Training the Trainer”. The Guide and Model would focus on the specific application of standard BCP concepts and principles to the Caribbean Tourism sector requirements and may need to contain annexes for specific sub-sector requirements and other aspects to be considered and integrated. The Guide and Model would be aimed at tourism operators. The programme would also enhance the capacity at national level to provide assistance/training in the use of the Guide and Model.
Purpose	To assist tourism businesses to plan for effective continuity or recovery from emergencies and disasters.
Brief Discussion	The continuity and/or recovery of tourism establishments after an event is not only dependent on preparedness, mitigation and planning by the establishments but is also affected by the level and quality of recovery planning in place for the establishment (and the cluster) as well as the host community

¹¹ This programme could be implemented/supported as a project – depending on development partner funding.

	recovery capacity. Capacity for BCP therefore needs to be developed within the context of that of the host community as well.
Development	CTO could lead the development of the Guide, Model and the Train-the Trainer curriculum but would require expert assistance. A development phase would be required.
Key Stakeholders	CTO-lead Working Group with CHTA, CDERA, CROSQ, UWI and Ministry of Tourism/NTO and NDO representatives of selected states. Representation from the insurance and finance sectors is also suggested.
Implementation	Once developed, the Guide and Model could be made available on-line to stakeholders who could then utilize them to develop their BCPs. Training packages, adapted to countries’ needs, could be disseminated and applied by the relevant NTO in each country or, if supported by development partner programming, by an independent training entity. Workshops could be held regionally, sub-regionally and nationally to gather the most tourism sector stakeholders at each gathering for efficiency. Monitoring to ensure comprehensive coverage of BCPs in the sector would then be implemented through the “Safe Fun Under the Sun” programme.
Key Requirements	1. General consensus on content of Guide and Model and Training Package 2. Predicated on the completion of HRVA (nationally, community and tourism establishment) 3. Necessitates integration with the “community” recovery planning process and related plans 4. Requires monitoring to ensure BCPs being developed coherently, consistently and comprehensively in the tourism sector in the region in the event that “Safe Fun under the Sun” programme is not implemented
RSO Linkages	RSO 11: R 11.1 Development of standard BCP Guidelines. R 11.2 Development of BCP Training package for a train-the-trainers programme N 11.1 Adaptation of the regional standard BCP Guidelines to National requirements N11.2 Conduct of BCP workshops (for capacity building and completion of adequate BCPs) N11.4 Monitor development of BCPs in the Tourism sector N11.5 Hold Tourism Cluster and Community meetings for BCP development

Guidelines for Disaster Recovery Project	
General Description	The development of Regional Guidelines for Recovery that consider tourism requirements.
Purpose	To promote national recovery planning and ensure that the tourism sector is given appropriate level of consideration.
Brief Discussion	It can be argued that a recovery plan can only be developed after an event as its

	content will depend on the nature of the event and its consequences. On the other hand, it can also be argued that <i>recovery planning</i> can and should be undertaken for enhanced preparedness. This planning process would be improved through the formulation of Recovery Guidelines. These would facilitate the post event recovery plan by ensuring all key factors have been considered and possibly activating planned measures to facilitate and expedite the recovery process. Given the importance of the Tourism sector for the sustainable development of the region, it is necessary to ensure that its requirements are properly considered in national disaster recovery plans where these exist. Where these plans do not exist, the tourism requirement to ensure a speedy recovery could be the impetus for their development.
Development	A Regional Guide for Disaster Recovery Planning with the appropriate level of the tourism sector requirements consideration could be developed by CDERA with CTO and CHTA assistance (and perhaps other stakeholders such as the representatives of the insurance industry). National Disaster Recovery Planning Guidelines would then have to be developed by the NDOs in conjunction with national financial planning authorities and assisted by MoTs/NTOs.
Key Stakeholders	CDERA, CTO, NDOs, MoT/NTOs, National/Regional Insurance and Financial authorities/representatives
Implementation	Once a Regional Guide is developed, the implementation is the development of the National Guides.
Key Requirements	1. National Hazard mapping. 2. National inventories of “key” tourism assets. 3. Linkages between the tourism sector and national recovery planning initiatives.
RSO Linkages	RSO 12: R 12.1 Development of Regional Guidelines for Recovery that consider tourism requirements. N 12.1 Adaptation of Regional Guidelines for Recovery to ensure restoration of Tourism activity in post-disaster events

5. Plan of Action Outcomes and Outputs

Following the Results-based Management (RBM) approach, the Plan of Action’s activities can be represented in shorter and longer-term expected results - Outputs and Outcomes, respectively. These expected results form the basis for other key aspects of the Plan of Action such as the logical framework – which can serve to enhance Strategy management with a focus on results – and the Performance Measurement Framework – which can serve to assist in the needed process of monitoring.

5.1 The Plan of Action Logical Framework

The logical framework below presents a snapshot of the expected results (i.e. Outputs and Outcomes) of the Plan of Action, as well as the associated *performance measurement indicators* and *risks*. The *indicators* seek to measure the achievement of the expected results (Outputs and Outcomes), to provide evidence that a result has been achieved or to provide a signal that progress is being made towards the achievement of a result. An indicator is also a means of measuring actual results against planned or expected results and whether there has or has not been progress made. There are both quantitative and qualitative indicators for measuring progress presented below. The *risks* serve to identify the potential inhibitors to the achievement of results. They also represent issues to be addressed in order to expect results achievement over time.

Expected Results	Performance Measurement Indicators ¹²	Risks
Goal: A sustainable Caribbean tourism sector with an enhanced resilience to consequences of regional events caused by natural hazards.		
Outcomes¹³		
Purpose: To build a culture of natural hazard risk reduction within the Caribbean Tourism sector to minimize potential deaths, injuries, loss of property, economic loss and damage to the environment caused by natural hazards through strengthening capacity for mitigation, preparedness, response and recovery.	1. A Tourism sector with enhanced capacity to mitigate the physical and financial impacts of events caused by natural hazards. 2. Tourism establishments' level of preparedness enhanced through improved planning, mutual cooperation and community integration. 3. Tourism sector emergency response plans and actions are enhanced and integrated both at national and local community levels. 4. National and local recovery plans and actions assist in ensuring the timely recuperation of tourism sector economic activity.	

¹² Please note: The indicators and risk below are presented a draft set only for the purpose of garnering comments and feedback. The Final list of indicators should not be as long, but the key stakeholders should prioritize and finalize them.

¹³ Indicators could be developed for the Outcome level as well once feedback is provided on the draft indicators at the Output level.

Expected Results	Performance Measurement Indicators ¹²	Risks
Outputs		
1.1 Tourism facilities built and (where possible) retrofitted to an approved building code and land use planning regulations. 1.2 Standards for HRVA agreed for national and local level mapping and assessments (and for the Tourism sector). 1.3 HRVAs completed (including at the community level) to guide tourism facilities’ protective structural works. 1.4 Protective structural works completed for key tourism facilities at risk. 1.5 Risk transfer mechanisms utilized in the tourism sector as an economically viable mitigation measure. 1.6 Appropriate Regional instruments for managing disaster risk for the Tourism Sector developed and disseminated throughout the region. 1.7 DRM (including risk identification) incorporated into Tourism sector curriculum at regional education institutions. 1.8 Regional risk information system developed for the Tourism sector 1.9 Risk information integrated into regional and national tourism policies, plans and programmes	●#/% of new facilities built (or old ones retrofitted) to approved code ●number of countries where new facilities built or old facilities retrofitted to an approved code. ●#/% of new facilities built adhering to land use planning regulations ●of countries participating in the ‘Fun in the Sun’ incentive programme. ●Degree of participation in programme by country. ●Quality of and buy-in to HRVA standards developed ●#/% of application of HRVAs in the Tourism sector (at various levels) ●#/quality of national adaptations of HRVA tool ●#/% of communities that have applied HRVA tool ●Evidence that HRVA tool utilized to guide planning and development (and structural works) ●#/type of risk transfer mechanisms utilized for mitigation by tourism sector stakeholders in the region ●Level of awareness of the Regional instruments for managing disaster risk among national tourism stakeholders, by country ●of countries who have adapted these at the national level ●of regional educational institutions that have incorporated DRM (including risk identification) into Tourism sector curriculum ●Quality of regional risk information system developed for the Tourism sector ●Level of access of regional and national Tourism sector stakeholders to the risk information system ●Evidence that risk information has been integrated into regional tourism policies, plans and programmes ●#/% of countries with national policies, plans and programmes that have integrated risk information	Tourism Developers do not adhere to land-use planning regulations/ approved codes Stakeholders do not buy-in to need for retrofitting Stakeholders do not agree to/accept HRVA methodology Enforcement challenges Low or inconsistent application of HRVA tools Insufficient buy-in of MoF/insurance Insufficient funding for initiatives found/available Insufficient access to regional risk information system Challenges with government buy-in needed for integration of risk information into national plans, policies and programmes

Expected Results	Performance Measurement Indicators ¹²	Risks
2.1 Enhanced contingency planning and capacity within the tourism sector to minimize the loss of life and injury to tourists, tourism sector workers and property damage with an emphasis on tourist accommodation facilities. 2.2 Model and Guide for tourism accommodation ERPs developed, disseminated and adapted at national level 2.3 'Tourism Cluster' concept is developed and agreed to across the region 2.4 Collaborative Tourism Clusters are active in countries. 2.5 Tourism Clusters DRM planning is integrated with that of their host communities. 2.6 Model and Guide for Family Preparedness developed, disseminated and adapted at national level 2.7 Enhanced family preparedness among tourism sector employees and their families.	● Quality of model and guide for tourism accommodation ERPs ● # of countries who have adapted the ERP Guide/Model at the national level ● #/% of accommodation facilities with adequate ERPs by country ● #/% of countries with enhanced capacity to execute ERPs ● Quality of/level of participation in capacity building workshops held, by country ● Level of buy-in to 'Tourism Cluster' concept by country ● # countries wherein tourism clusters formed ● Level of integration of tourism cluster DRM planning and community DRM planning by country ● Quality of model and guide for family preparedness developed ● # /% of countries adapting and disseminating and testing family preparedness guides	Stakeholders unable to reach consensus on guides/models Stakeholders do not buy-in to 'Tourism Cluster' concept Collaboration/coordination challenges at local level (between tourism competitors or between tourism and local communities & including needed ongoing support from government) Insufficient enforcement for enhancing ERPs for all tourism accommodation establishments Insufficient funding for initiatives found/available
3.1 Model and Guide for tourism sub-sector ERPs developed, disseminated and adapted at national level 3.2 Tourism facilities and supporting sectors have robust ERPs. 3.3 Tourism facilities and supporting sectors have the capacity to test and implement their ERPs. 3.4 ERPs are integrated with those of host communities. 3.5 National Response Plans address the potential strengths and requirements of the Tourism sector during emergencies. 3.6 Regional Crisis Communication Policy and Framework agreed to, developed and tested	● Quality of model and guide for tourism sub-sector ERPs ● # of countries who have adapted the ERP Guide/Model at the national level ● #/% of tourism facilities with adequate ERPs, by country ● Level of adequacy of ERPs of supporting sector institutions, by country ● # of countries with enhanced capacity for executing ERPs ● Quality of/level of participation in capacity building workshops held by country ● # of countries wherein integration of ERPs with communities is demonstrated ● Degree to which NRPs address the tourism sector specifically by country ● Quality/level of agreement to the Regional Crisis Communication Policy and Framework	Stakeholders unable to reach consensus on guide/ model Collaboration/coordination challenges among supporting sectors or at local level (including needed ongoing support from government) Insufficient enforcement for enhancing ERPs for all tourism establishments Insufficient funding for initiatives found/available
4.1 Model, Guide and training programme for BCP	● # of countries adapting, disseminating and implementing the BCP Guide and Model at the	Stakeholders unable to reach consensus on guide/ model/training

Expected Results	Performance Measurement Indicators ¹²	Risks
developed, disseminated and adapted at national level 4.2 Tourism establishments have BCPs to efficiently recover from events. 4.3 National Recovery Plans reflect the needs and priorities of the tourism sector.	national level •Quality of BCP Model, Guide and Training programme developed •% of tourism facilities with adequate BCPs by country •#/quality of national recovery guidelines developed in the region •Degree to which national recovery plans reflect the needs and priorities of the tourism sector, by country •# of countries demonstrating integration of BCP planning with communities	programme content Insufficient enforcement for enhancing BCPs for all tourism establishments Insufficient funding for initiatives found/available

5.2 Linkages between the Logical Framework and Suggested Programmes and Projects

In order to demonstrate the key linkages between the RSOs and related Activities, the Outputs and Outcomes of the Strategy and Plan of Action and the suggested programmes/projects, a comprehensive table is presented in Annex II.

5.3 Linkages to the CDM Framework

There are some integral links between this Strategy and Plan of Action and the CDM Strategy and Framework for the Caribbean. It is therefore important to recognize these and to see how the Strategy and Plan of Action contribute to key Outputs and Outcomes of the CDM Strategy and Framework.

The Table below demonstrates some of the contributions to be made through the Strategy and Plan of Action to the Outputs and Outcomes of the CDM Strategy and Framework. There are in fact many ways in which the Strategy and Plan of Action contribute, and therefore the table only presents some examples of these. The Strategy and Plan of Action contribute in particular to Outcome 3 of the CDM Framework, so that is the focus of the table below. However, as the Strategy and Plan of Action also contribute to other CDM Outcomes and Outputs, other examples are briefly presented.

CDM Outcomes and Outputs	Examples of Contributions from the Strategy and Plan of Action (Outcomes and Outputs) (not exhaustive)
Outcome 3 - DRM has been mainstreamed at national levels & incorporated into key sectors (incl. tourism, health & agriculture) 3.1 CDM is recognized as the roadmap for building resilience and Decision-makers in the public and private sectors understand and take action on DRM 3.2 DRM capacity enhanced for lead sector agencies, National and regional insurance entities, and financial institutions	1. A Tourism sector with enhanced capacity to mitigate the physical and financial impacts of events caused by natural hazards. 1.1 Tourism facilities built and (where possible) retrofitted to an approved building code and land use planning regulations. 1.4 Protective structural works completed for key tourism facilities at risk. 4. National and local recovery plans and actions assist in ensuring the timely recuperation of tourism sector economic activity. 4.2 Tourism establishments have BCPs to efficiently recover from events. 2. Tourism establishments’ level of preparedness enhanced through improved planning, mutual cooperation and community integration. 2.1 Enhanced contingency planning and capacity within the tourism sector to minimize the loss of life and injury to tourists, tourism sector workers and property damage with an emphasis on tourist accommodation facilities. 3. Tourism sector emergency response plans and actions are enhanced and integrated both at national and local community levels. 3.3 Tourism facilities and supporting sectors have the capacity to test and implement their ERPs.

3.3 Hazard information and DRM is integrated into sectoral policies, laws, development planning and operations, and decision-making in tourism, health, agriculture, planning and infrastructure 3.4 Prevention, Mitigation, Preparedness, Response, recovery and Rehabilitation Procedures developed and Implemented in tourism, health, agriculture, planning and infrastructure	1. A Tourism sector with enhanced capacity to mitigate the physical and financial impacts of events caused by natural hazards. 1.2 Standards for HRVA agreed for national and local level mapping and assessments. 1.3 HRVAs completed to guide tourism facilities’ protective structural works. 3. Tourism sector emergency response plans and actions are enhanced and integrated both at national and local community levels. 3.5 National Response Plans address the potential strengths and requirements of the Tourism sector during emergencies. 2. Tourism establishments’ level of preparedness enhanced through improved planning, mutual cooperation and community integration. 2.4 Collaborative Tourism Clusters are active in countries. 2.5 Tourism Clusters DRM planning is integrated with that of their host communities. 3. Tourism sector emergency response plans and actions are enhanced and integrated both at national and local community levels. 3.4 ERPs are integrated with those of host communities. 4. National and local recovery plans and actions assist in ensuring the timely recuperation of tourism sector economic activity. 4.3 National Recovery Plans reflect the needs and priorities of the tourism sector.
Outcome 2 - An effective mechanism and programme for management of comprehensive disaster management knowledge has been established 2.3 Improved under-standing and local /community-based knowledge sharing on priority hazards Outcome 4 - Enhanced community resilience in CDERA states/territories to mitigate and respond to the adverse effects of climate change and disasters 4.1 Preparedness, response and mitigation capacity (technical and managerial) is enhanced among public, private and civil sector entities for local level management and response	1. A Tourism sector with enhanced capacity to mitigate the physical and financial impacts of events caused by natural hazards. 1.2 Standards for HRVA agreed for national and local level mapping and assessments. 1.3 HRVAs completed to guide tourism facilities’ protective structural works. 2. Tourism establishments’ level of preparedness enhanced through improved planning, mutual cooperation and community integration. 2.4 Collaborative Tourism Clusters are active in countries. 2.5 Tourism Clusters DRM planning is integrated with that of their host communities. 2.7 Enhanced family preparedness among tourism sector employees and their families. 3. Tourism sector emergency response plans and actions are enhanced and integrated both at national and local community levels. 3.4 ERPs are integrated with those of host communities.

6. Monitoring and Evaluation

6.1 The Importance of Monitoring and Reporting

Monitoring essentially refers to assessing on a continual basis the progress being towards the achievement of expected results in a project or programme, or in this case, the Strategy and Plan of Action. This is done through performance measurement - using indicators and measuring the difference from the baseline (the starting point for a given expected result) to the expected result and capturing the actual situation as it relates to these throughout implementation. Monitoring and reporting are therefore inextricably linked, as implementers and key stakeholders are expected to monitor and then capture and share information, including both on successes and progress being made and challenges being encountered and where progress is being inhibited. In this manner, monitoring and reporting together can be described as the planned systematic process of assessing the status of expected versus actual results and disseminating this information, while also utilizing the information to make management decisions. In this case, this refers to a systematic process of capturing progress being made towards the objectives of the Strategy and Plan of Action as well as challenges being encountered, with a focus on the successful implementation of the Plan of Action for the Strategy.

High quality, participatory monitoring and reporting can have the following benefits for Strategy and Plan of Action management and implementation, as it:

- ❖ Improves understanding of what is transpiring “*on the ground*” and increases tracking of and reporting on the successes and challenges of activities/initiatives related to the Strategy and Plan of Action;
- ❖ Allows for dealing with particular implementation challenges in a timelier manner, thus increasing effectiveness and efficiency;
- ❖ Creates steady streams of performance measurement data that provides ongoing information (and facilitates reporting) to key stakeholders such as CTO, CHTA, CDERA, the IDB, and countries themselves; and,
- ❖ Improves knowledge sharing and lesson learning for all stakeholders involved in the implementation of the Strategy and Plan of Action.

When high-quality, participatory monitoring and reporting is taking place throughout implementation, this can help to regularly generate knowledge and lessons on:

- Resource utilization;
- Effects on beneficiaries and populations;
- The ‘state of affairs’ for the Strategy and Plan of Action overall, as well as for countries themselves, as it relates to DRM in the tourism sector;
- Achievement of specific expected results at different levels (including, outputs, outcomes and unexpected results) from local, national, and regional levels;

- Successes and Challenges (and where adjustments/ improvement could be made) – with a view to lesson learning;
- Respect of timelines, targets and adherence to responsibilities; and,
- Adequacy of risk identification and management (and new risks which may have emerged).

However, it is important to note that these benefits listed above from performance measurement/monitoring can only be accrued if:

- Monitoring information captured is results-based and pertinent;
- Monitoring is done consistently, regularly, and adequately;
- Information is captured sufficiently (and honestly) on a constant basis;
- There is buy-in and ownership that results in good participation at the local, national and regional levels in data collection and reporting;
- Data/information is shared openly, disseminated widely, and is managed well – in many cases, only if information is easily accessible and presented in an organized manner; and,
- There is a culture of information sharing, transparency, and the willingness to share positive and negative aspects in a context of learning - as well as clear accountability and responsibility for various aspects.

6.2 Basic Performance Measurement Framework

To manage the monitoring of the Strategy and Plan of Action, it could be useful to utilize the a basic tool – the Performance Measurement Framework (PMF) - to ensure that monitoring and reporting are results-based, and not focused only on the completion of activities. Utilization of the PMF could further help to manage and standardize monitoring and reporting being undertaken by the various stakeholders involved, and can be a helpful tool in fulfilling reporting commitments and for structuring reporting on expected results and detailed indicators.

The PMF represents a simple, yet effective tool for managing this kind of process and the related information. Linked to each expected result for the Strategy and Plan of Action, the PMF details the following:

- **Indicators:** As stated above, these seek to measure progress being made towards the achievement of expected results, or lack thereof. Indicators can (and likely should) be revised throughout Strategy and Plan of Action implementation, as new or better indicators are identified for enhanced monitoring and reporting or should some indicators turn out to be less useful for these purposes over time.
- **Baseline Data:** Baseline data refers to the existing situation related to each result before project activities begin. This baseline refers to the ‘starting point’ from which

Baseline Data ²⁰	Targets/ Milestones ²¹	Source of Data ²²	Frequency ²³	Responsible ²⁴

Results	Outputs
Performance Indicators ¹⁹	1.1 Tourism facilities built and (where possible) retrofitted to an approved building code and land use planning regulations. 1.2 Standards for HRVA agreed for national and local level mapping and assessments (and for the Tourism sector). 1.3 HRVAs completed (including at the community level) to guide tourism facilities' protective structural works. 1.4 Protective structural works completed for key tourism facilities at risk. 1.5 Risk transfer mechanisms utilized in the tourism sector as an economically viable mitigation measure. 1.6 Appropriate Regional instruments for managing disaster risk for the Tourism Sector developed and disseminated throughout the region ●#/% of new facilities built (or old ones retrofitted) to approved code ●#number of countries where new facilities built or old facilities retrofitted to an approved code. ●#/% of new facilities built adhering to land use planning regulations ●# of countries participating in the 'Fun in the Sun' incentive programme ●Degree of participation in programme by country. ●Quality of and buy-in to HRVA standards developed ●#/% of application of HRVAs in the Tourism sector (at various levels) ●#/%quality of national adaptations of HRVA tool ●#/% of communities that have applied HRVA tool ●Evidence that HRVA tool utilized to guide planning and development (and structural works) ●#/type of risk transfer mechanisms utilized for mitigation by tourism sector stakeholders in the region ●Level of awareness of the Regional instruments for managing disasters risk among national tourism stakeholders, by country ●# of countries who have adapted these at the national level ●# of regional educational institutions that have incorporated DRM (including risk identification) into Tourism sector curriculum

change can be measured. In this way, indicators can point to the change that occurred over time¹⁴.

➤ **Target(s)/Milestone(s):** These can be utilized for setting shorter-term targets for the

7. The Critical Importance of National Strategies

This Regional DRM Strategy and Plan of Action for the Tourism Sector rely on the development of National Tourism Strategies and Plan of Action to attain its full potential and objectives. National Strategies will have strong linkages to the Regional Strategy as both should complement and reinforce each other. In all cases, as demonstrated above in both the suggested activities and the programmes/projects, regional activities by themselves will be insufficient to attain the RSOs and will require complementary activities at the national level.

Individual National Strategies and Plans of Action will differ from each other, as each should of course be tailored to the country’s particular circumstances and priorities. Nevertheless, they will all share a common link to the Regional Strategy and Plan of Action. This Plan of Action informs the development of such Plans of Action at the national level, by identifying potential complementary national activities that could be rolled up into potential National Objectives, which, in turn, would help to achieve the RSO. To meet their own particular requirements or priorities, National Strategies could also include National Objectives or other activities that are not reflected in the Regional Strategy and Plan of Action.

7.1 The Guidance Tool

As a complementary product to the Regional DRM Strategy and Plan of Action for the Tourism Sector in the Caribbean, a “Guidance Tool” for the adoption and adaptation of the Regional Strategy and Plan of Action at the national level has been developed. Although the Regional Strategy and Plan of Action will serve as the basis for the development of National Strategies and Plans of Action through example areas to be addressed as well as providing an overarching Framework within which National Strategy and Plan of Action development will take place, the Guidance Tool provides specific steps to be potentially followed by countries as they aim to adopt the Regional Strategy and Plan of Action in their own country and to adapt it to their own particular circumstances, needs and priorities.

Annex I - Performance Measurement Framework for the Strategy and Plan of Action

Results	Performance Indicators ¹⁹	Baseline Data ²⁰	Targets/ Milestones ²¹	Source of Data ²²	Frequency ²³	Responsible ²⁴
Outcomes						
1. A Tourism sector with enhanced capacity to mitigate the physical and financial impacts of events caused by natural hazards.						
2. Tourism establishments' level of preparedness enhanced through improved planning, mutual cooperation and community integration.						
3. Tourism sector emergency response plans and actions are enhanced and integrated both at national and local community levels.						
4. National and local recovery plans and actions assist in ensuring the timely recuperation of tourism sector economic activity.						

¹⁹ Indicators could be developed for the Outcome level once feedback is provided on the draft indicators at the Output level.

²⁰ The Plan of Action will not include Baseline data. This requires in-depth study for all countries. It is expected that the IDB will be supporting an initiative to complete the Baseline for the Strategy and Plan of Action beginning in 2010.

²¹ The Plan of Action will not include targets. These are more appropriately set by those managing the Strategy and Plan of Action (i.e. CTO, CHTA etc.) and will be dependent on how and when activities/initiatives will be executed.

²² Sources of data should be identified by those managing the Strategy and Plan of Action once agreement is reached on indicators.

²³ The frequency of monitoring and reporting is dependent on the planned implementation of activities/initiatives which are at this stage not known. Therefore, these should be developed by those managing the Strategy and Plan of Action.

²⁴ Persons responsible for monitoring on the various aspects of the Strategy and Plan of Action will need to be identified by those managing the Strategy and Plan of Action.

Annex I - Performance Measurement Framework for the Strategy and Plan of Action

Results	Performance Indicators ¹⁹	Baseline ²⁰	Targets/ Milestones ²¹	Source of Data ²²	Frequency ²³	Responsible ²⁴
Outputs	1.1 Tourism facilities built and (where possible) retrofitted to an approved building code and land use planning regulations. 1.2 Standards for HRVA agreed for national and local level mapping and assessments (and for the Tourism sector). 1.3 HRVAs completed (including at the community level) to guide tourism facilities' protective structural works. 1.4 Protective structural works completed for key tourism facilities at risk. 1.5 Risk transfer mechanisms utilized in the tourism sector as an economically viable mitigation measure. 1.6 Appropriate Regional instruments for managing disaster risk for the Tourism Sector developed and disseminated throughout the region. 1.7 DRM (including risk identification) incorporated into Tourism sector curriculum at regional education institutions. 1.8 Regional risk information system developed for the Tourism sector 1.9 Risk information integrated into regional and national tourism policies, plans and programmes 2.1 Enhanced contingency planning and capacity within the tourism sector to minimize the loss of life and injury to tourists, tourism sector workers and property damage with an emphasis					
	●#/% of new facilities built (or old ones retrofitted) to approved code ●#number of countries where new facilities built or old facilities retrofitted to an approved code. ●#/% of new facilities built adhering to land use planning regulations ●# of countries participating in the 'Fun in the Sun' incentive programme. ●Degree of participation in programme by country. ●Quality of and buy-in to HRVA standards developed ●#/% of application of HRVAs in the Tourism sector (at various levels) ●#/%quality of national adaptations of HRVA tool ●#/%of communities that have applied HRVA tool ●Evidence that HRVA tool utilized to guide planning and development (and structural works) ●#/%type of risk transfer mechanisms utilized for mitigation by tourism sector stakeholders in the region ●Level of awareness of the Regional instruments for managing disaster risk among national tourism stakeholders, by country ●# of countries who have adapted these at the national level ●# of regional educational institutions that have incorporated DRM (including risk identification) into Tourism sector curriculum ●Quality of regional risk information system developed for the Tourism sector ●Level of access of regional and national Tourism sector stakeholders to the risk information system ●Evidence that risk information has been integrated into regional tourism policies, plans and programmes ●#/% of countries with national policies, plans and programmes that have integrated risk information					

Annex I - Performance Measurement Framework for the Strategy and Plan of Action

Results	<u>Performance Indicators</u>¹⁹	<u>Baseline Data</u>²⁰	<u>Targets/ Milestones</u>²¹	<u>Source of Data</u>²²	<u>Frequency</u>²³	<u>Responsible</u>²⁴
on tourist accommodation facilities. 2.2 Model and Guide for tourism accommodation ERPs developed, disseminated and adapted at national level 2.3 'Tourism Cluster' concept is developed and agreed to across the region 2.4 Collaborative Tourism Clusters are active in countries. 2.5 Tourism Clusters DRM planning is integrated with that of their host communities. 2.6 Model and Guide for Family Preparedness developed, disseminated and adapted at national level 2.7 Enhanced family preparedness among tourism sector employees and their families.	•#/% of countries with enhanced capacity to execute ERPs •Quality of/level of participation in capacity building workshops held, by country •Level of buy-in to 'Tourism Cluster' concept by country •# countries wherein tourism clusters formed •Level of integration of tourism cluster DRM planning and community DRM planning by country •Quality of model and guide for family preparedness developed •# /% of countries adapting and disseminating and testing family preparedness guides					
3.1 Model and Guide for tourism sub-sector ERPs developed, disseminated and adapted at national level 3.2 Tourism facilities and supporting sectors have robust ERPs. 3.3 Tourism facilities and supporting sectors have the capacity to test and implement their ERPs. 3.4 ERPs are integrated with those of host communities. 3.5 National Response Plans address the potential strengths and requirements of the Tourism sector during emergencies. 3.6 Regional Crisis Communication Policy and Framework agreed to, developed and tested	•Quality of model and guide for tourism sub-sector ERPs •# of countries who have adapted the ERP Guide/Model at the national level •#/% of tourism facilities with adequate ERPs, by country •Level of adequacy of ERPs of supporting sector institutions, by country •# of countries with enhanced capacity for executing ERPs •Quality of/level of participation in capacity building workshops held by country •# of countries wherein integration of ERPs with communities is demonstrated •Degree to which NRPs address the tourism sector specifically by country •Quality/level of agreement to the Regional Crisis Communication Policy and Framework					
4.1 Model, Guide and training programme for	•# of countries adapting, disseminating and implementing the BCP					

Annex I - Performance Measurement Framework for the Strategy and Plan of Action

Results	Performance Indicators ¹⁹	Baseline Data ²⁰	Targets/ Milestones ²¹	Source of Data ²²	Frequency ²³	Responsible ²⁴
BCP developed, disseminated and adapted at national level 4.2 Tourism establishments have BCPs to efficiently recover from events. 4.3 National Recovery Plans reflect the needs and priorities of the tourism sector.	Guide and Model at the national level ●Quality of BCP Model, Guide and Training programme developed ●% of tourism facilities with adequate BCPs by country ●#/quality of national recovery guidelines developed in the region ●Degree to which national recovery plans reflect the needs and priorities of the tourism sector, by country ●# of countries demonstrating integration of BCP planning with communities					

Annex II - Table Depicting Linkages from RSOs to Activities to Outcomes and Outputs to Suggested Programmes/Projects

From RSOs and Activities to Outcomes and Outputs to Programmes/Projects			
RSOs and Activities		Outcomes and Outputs Programmes and Projects	
Mitigation Related RSOs and Activities		Outcome 1 - A Tourism Sector with enhanced capacity to mitigate the physical and financial impacts of events caused by natural hazards	
RSO	Activities	Outputs	Projects/ Programmes
RSO1. To promote the availability and use of natural hazard risk information in the tourism sector	<u>Regional</u> R1.1 Develop a regional risk information system for the tourism sector R1.2 Development of a standard HRVA ²⁵ Tool in the tourism sector R1.3 Integrate risk information into regional tourism policies, plans and programmes R1.4 Incorporate risk identification into tourism curricula of tertiary education in the region <u>National</u> N1.1 Promote National Adaptation and utilization of the HRVA Tool N1.2 Integrate risk information into national tourism policies, plans and programmes N1.3 Promote community level HRVA by conducting workshops N1.4 Promote tourism site level HRVA using results from community HRVA	Output 1.1 Appropriate Regional instruments for managing disaster risk for the Tourism Sector developed and disseminated throughout the region	
RSO2. To promote adherence to land use planning regulations and building codes in the development of new tourism infrastructure and retrofitting of older infrastructure built to an approved code.	<u>Regional</u> R2.1. Create an incentive programme for voluntary compliance of land-use planning policies and application of approved building codes <u>National</u> N2.1 Familiarize Tourism establishments with local land use planning policies. N2.2 Promulgate National acceptance of an incentive programme to promote voluntary adherence to land use planning regulations and approved building standards N2.3 Implement National public awareness programme aimed at Tourism sector and investors highlighting "safety" N2.4 Identify champion for national enforcement of land use planning and building regulations	Output 1.2 Tourism facilities built and where possible retrofitted to an approved building code.	Safe Fun in the Sun Programme
		Output1.3 Standards for HRVA agreed for national and local level mapping and assessments.	Tourism Hazard, Risk and Vulnerability Assessment Programme
RSO 3. To foster national consideration of protective	<u>Regional</u> R3.1 Issue Regional hazard mapping standards R3.2 Undertake studies to identify potential mitigation measures for key tourism	Output 1.4 HRVAs completed to guide tourism facilities' protective structural works.	Tourism Hazard, Risk and Vulnerability Assessment Programme

²⁵ There are a number of HRVA Tools available with varying degrees of complexity depending on the scope of the assessment. Ideally, a simple HRVA Tool to be used at the tourism establishment level would use information generated by a community level assessment, which in turn would use information from a country level assessment. Each of these assessments would use different HRVA tools.

Annex II - Table Depicting Linkages from RSOs to Activities to Outcomes and Outputs to Suggested Programmes/Projects

Preparedness Related RSOs													
Outcome 2 Tourism establishments' level of preparedness enhanced through mutual cooperation and community integration													
RSO													
Regional													
To enhance tourism sector contingency planning and capacity building to minimize the loss of life and injury to tourists, tourism sector workers and property damage with an emphasis on tourist accommodation facilities.													
N 5.1 Development of Guide and Models (small, medium and large) for Tourism Accommodation Emergency Response Plans (ERP)													
National													
N 5.1 Adaptation of Guide and Models for Tourism Accommodation Emergency Response Plans to national requirements.													
N 5.2 Develop and implement National programme of workshops to increase capacity for the development of individual ERPs and promote cluster formation													
N5.3 Develop and implement National programme of workshops to integrate tourism cluster ERP and recovery requirements with community ERP and recovery planning													
Output 2.1													
Enhanced contingency planning and capacity building within the tourism sector to minimize the loss of life and injury to tourists, tourism sector workers and property damage with an emphasis on tourist accommodation facilities.													
Output 2.2													
Model and Guide for tourism accommodation ERPs developed, disseminated and adapted at national level													
Tourism Emergency Response Planning Guide Project													
Projects/ Programmes													

²⁶ The definition and promotion of Tourism Clusters and their integration with communities is the principal part of RSO 7 but the theme is reflected in many activities related to other RSOs, due to the importance.

Annex II - Table Depicting Linkages from RSOs to Activities to Outcomes and Outputs to Suggested Programmes/Projects

RSO 6. To promote individual and family preparedness amongst employees of the tourism sector.	<u>Regional</u> R6.1 Development of Family Preparedness Guide for Tourism employees. <u>National</u> N6.1 National Adaptation and dissemination of Family Preparedness Guides for Tourism employees	Output 2.6 Model and Guide for Family Preparedness developed, disseminated and adapted at national level	Emergency Preparedness Guide for Employees of the Tourism Sector
		Output 2.7 Enhanced family preparedness among tourism sector employees and their families	
RSO 7. To foster tourism clusters and their integration into their communities' contingency planning.	<u>.Regional</u> R7.1 Development of the “Tourism Cluster and the Community” concept R7.2 Development of a methodology and process to create Tourism Clusters and promote their integration with communities <u>National</u> N 7.1 Conduct workshops in communities to apply the “Tourism Cluster and the Community” concept	Output 2.3 ‘Tourism Cluster’ concept is developed and agreed to across the region	Tourism Cluster Development and Community Integration Project
		Output 2.4 Collaborative Tourism Clusters are active in countries.	
		Output 2.5 Tourism Clusters DRM planning is integrated with that of their host communities	
Response Related RSOs		Outcome 3 Tourism emergency response actions are integrated both at the national and local community level.	
RSO	Activities	Outputs	Projects/Programmes
RSO 8 To enhance the development of emergency response/disaster plans (and related capacity to execute plans) in the tourism sector (and other key supporting sectors).	<u>Regional</u> R8.1 Development of Guide and Models for Emergency Response Plans (ERP) for Tourism sub-sectors R7.2 Development of a Regional Tourism Crisis Communications Framework <u>National</u> N8.1 Adapt Guide and Model Emergency Response Plan to National requirements N8.2 Conduct of ERP planning workshops to include participation of other supporting sectors N8.3 Conduct evaluations of tourism sector stakeholders’ capacity to execute ERPs	Output 3.1 Model and Guide for tourism sub-sector ERPs developed, disseminated and adapted at national level	Tourism Emergency Response Planning Guide Project
		Output 3.2 Tourism facilities and supporting sectors have robust ERPs.	
		Output 3.3 Tourism facilities and supporting sectors have the capacity to test and implement their ERPs.	

Annex II - Table Depicting Linkages from RSOs to Activities to Outcomes and Outputs to Suggested Programmes/Projects

Recovery Related RSOs		Outcome 4 National and local recovery plans and actions assist in a speedy recuperation of tourism economic activity.	
RSO	Activities	Outputs	Projects/Programmes
RSO 11. To enhance Business Continuity Planning in the tourism sector.	<u>Regional</u> R11.1 Development of standardized Business Continuity Planning (BCP) Guideline R11.2 Development of BCP Training package for a 'train-the-trainers programme' R11.3 Development of a Regional Tourism Crisis Communication Framework <u>National</u> N11.1 Adaptation of the regional standard BCP Guidelines to National requirements N11.2 Conduct of BCP workshops (for capacity building and completion of adequate BCPs) N11.3 Review national tourism requirements for recovery to ensure they are addressed in national recovery planning N11.4 Monitor development of BCPs in the Tourism sector N11.5 Hold Tourism Cluster and Community meetings for BCP development	Output 4.1 Model, Guide and training programme for BCP developed, disseminated and adapted at national level	Business Continuity Programme. Guide for Disaster Recovery Project
		Output 4.2 Tourism establishments have BCPs to efficiently recover from events.	Regional Tourism Crisis Communication Project
RSO 12 To promote the establishment of national guidelines for restoration and reconstruction to ensure the immediate re-establishment of tourism economic activities.	<u>Regional</u> R 12.1 Development of Regional Guidelines for Recovery that consider tourism requirements <u>National</u> N 12.1 Adaptation of Regional Guidelines for Recovery to ensure restoration of Tourism activity in post-disaster events	Output 4.3 National recovery plans reflect the needs and priorities of the tourism sector.	Tourism Cluster Development and Community Integration Project Business Continuity Programme.

