

ATTACHEMENT

I. SUMMARY OF THE THIRD JCC MEETING

OBJECTIVES OF THE MEETING

OBJECTIVE 1:

Presentation of the Joint Mid-Term Review Report

The JICA Mid-term Evaluation Team, who had made the Interim Evaluation of the project during the 3 weeks, explained the objectives of this Mission, and then reported the outcome of the evaluation according to 5 criteria.

Relevance: High.

Effectiveness: Medium.

Efficiency: Relatively High.

Impact: Likely Positive.

Sustainability: Medium.

Then the team explained the recommendations to improve the monitoring of the project and lessons learned to other JICA Tourism Projects.

Recommendations

The Team recommends the following:

- **Revision of PDM:** After the commencement of the Project, it was identified the planned target numbers of municipalities where the pilot project would be implemented (Output 2) was not met the actual condition and the causal relationships between some Outputs and those related activities were not clarified well. In order to ensure the better facilitation of the Project, PDM should be revised in accordance with current situations of the Project and all activities of the Project should be implemented based on the revised PDM.
- **Enhancement of the Role of the Regional CDT:** To achieve the Project purpose, some CDTs still need certain support for development of their capacities on tourism development. The Regional CDT starts to take the central role in promoting the Project. The Team recommended that the Regional CDT provide the momentum to implement the Project in collaboration with CAT La Unión.
- **Strengthening of the communication:** It is expected to strengthen communications among the Project stakeholders (MITUR/CORSATUR, JICA experts and JICA Offices) in order to conduct the Project activities smoothly and to maximize the outcome of the Project activities.

Lessons Learned

- **Importance of the Tourism Marketing and Promotion:** When tourism development projects are planned, it is expected that the tourism marketing promotion component is contained.
- **Effective Implementation of Training Program in the Third Countries:** Training program in the third countries, especially neighboring countries in similar conditions is effective. Implementation of the training program in Guatemala greatly encouraged CDT members' initiative for carrying out the Project activities. This is because, firstly, the trainees could acquire knowledge through experiences of preceding similar tourism

project implemented in Guatemala; secondly, the trainees could develop their confidence to achieve the project goal through useful exchanging of views among the trainees as well as trainers of Guatemala.

- Timing of Revising PDM: Revision of PDM needs to be done in a timely manner.
- Consistency of Documents in Multiple Languages: Important documents such as PDM should be carefully elaborated in order to have consistency in contents among different language versions.

OBJECTIVE 2:

Explanation of the revised PDM (Project Design Matrix)

After the presentation of the revised PDM (Project Design Matrix), which is attached here, it was agreed among stakeholders.

Major revised points are as follows;

- Clarification of the target area: Eastern Region (Project Area: 13 municipalities where CAT La Union currently covers)
- Clarification of the target group: Staff of MITUR/CORSATUR, and Members of Tourism Development Committees (CDTs)/ Tourism Development Associations (which is incorporated organization), in the project area.
- Output 2: In the current revised PDM, content of the Output 2 was as same as the description of the activity 2-3, so it was modified into "Knowledge on tourism development utilizing local tourism resources is through pilot projects enhanced".
- Additional description of Indicator 2-4: In connection with Output 2, as indicator 2-4, description of "In more than half of the member of CDTs/ tourism development associations in the pilot projects, the behavior and understanding of tourism development are changed in positive way." was added.
- Quantification of indicator to be achieved: In the current revised PDM, indicator of Output 3 to be achieved covered 13 municipalities. However, it was identified that CDTs were not established in all 13 municipalities, so it was modified into realistic numerical target. Specifically,
Example: "in the target area..." -> "In at least six CDTs...."
- Means of Verification: Some items were modified. In connection with indicator 2-4, investigation of knowledge and consciousness shall be carried out.
- Important Assumptions: The expressions that were unsuitable for the present conditions were deleted.

OBJECTIVE 3:

Explanation of the Actual Situation of the Project.

The JICA Project Team made a presentation of the Current Situation of the Project by using the Project Monthly Report of May and June.

After the explanation of the experts, Mr. Raul Castro, President of the Regional CDT, expressed that the visit of students from the U.S. Maritime School was very positive as they could attend to the foreign tourists and gained good experiences.

2. LIST OF ATTENDEES

Name

Organization

Salvadorean Side

Lic. Napoleón Duarte	Minister of Tourism and President of CORSATUR
Roberto Viera	General Manager of CORSATUR
Lic. Eli Barillas	CORSATUR
Rita Cartagena	Manager of Territorial Department, CORSATUR
Eva Mejía	Specialist of Tourism Development Committees, CORSATUR
Erika Lone	Legal Unit, MITUR
Ana Victoria Gutiérrez	INSAFORP Technical Adviser
Francisco Enoc Rubio	Representative of MEGATEC La Unión
Xenia Elizabeth López	Governor of La Unión Prefecture
Raúl Torres	Engineer of CAT La Unión
Roberto Moreno	Engineer of MRREE
Ever Mauricio	General Manager of La Unión (UAM)
Ricardo Jiménez	Counsel of La Unión
Enrique Méndez	Mayor of Intipucá
Martha Lidia Flores	Representative of Meanguera del Golfo
Raúl Gilberto Castro	CDT Regional, President
Luis Díaz	CDT La Unión, President
Alex Saravia	CDT Conchagua, President
Elsy de Burgos	ADESTI (CDT Intipucá), President
Amada Rosa Ventira	CDT Santa Rosa de Lima, President

JICA

Yoshikazu Tachihara	Chief Representative JICA El Salvador Office
Maria Alvarado de Rivera	Programme Officer, JICA El Salvador

The Mid-term Review team

Takafumi Ueda	Team Leader
Kana Matsuzaki	Cooperation Planning
Yuki Fukuda	Evaluation Analysis

Reiko Mishima

Translator of the Team

JICA Project Team

Takashi Fujita

Chief Advisor

Haruhisa Ishikawa

Tourism Development

Aya Akiyama

Tourism Promotion

Masamichi Sunada

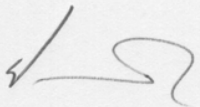
Human Resource Development

Carlos Espinoza

Asistant

Carlos Wakabayashi

Translator of the Team



Project Design Matrix (PDM)

Annex

Project Title: The Strengthening of Capacities for Rural Tourism Development in the Eastern Region of El Salvador
 Period: 3 years (from August 2010 to July 2013)

Ver. 2 (27 June 2012)

Target Area: Eastern Region (Pilot Project Area: 13 municipalities where CAT La Unión currently covers)

Target Groups: Staff of MITUR/CORSATUR, Members of Tourism Development Committees (CDTs), Tourism Development Associations in the pilot project area

Super Goal: Economic gap between the capital and regions is reduced.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Community tourism based on distinctive local resources is developed in the Eastern Region.	1 Tourism products developed by local community is increased in the Eastern Region. 2 The number of employees in tourism sector in the Eastern Region is increased.	1 Report from CORSATUR and CDTs/tourism development associations. 2 Tourism related statistics by CORSATUR, Central Bank, Ministry of Economy, and tourism related organization.	
Project Purpose A sustainable mechanism of tourism development to benefit the local community in the Eastern Region is established through a public-private partnership.	1 The role and position for CDTs/tourism development association are stipulated. 2 The Model (JICA La Unión Model) is approved by CORSATUR as a national standard. 3 The number of employees in tourism sector in some areas of the pilot project area is increased.	1 Report from CORSATUR and CDTs/tourism development associations. 2 Official document by CORSATUR. 3 Tourism related statistics by CORSATUR, Central Bank, Ministry of Economy, and tourism related organization.	- Government policy that supports strengthening CDTs/tourism development associations is continued. - Security and public sanitation are not deteriorated. - Trained counterparts are working continually.
Output 1 Direction for local tourism development in eastern region is clarified (Guías/tales)	1-1 A report on present tourism development situation in the eastern region is prepared. 1-2 A report on the research for potential tourism products and promotion by using local products is prepared. 1-3 A draft guideline for participatory tourism development is prepared.	1-1 Prepared report by the Project. 1-2 Prepared report by the Project. 1-3 Prepared draft guideline.	- Government has a priority of tourism development in the Eastern region continually.
2 Knowledge on tourism development utilizing local tourism resources enhanced through pilot projects in the pilot project area.	2-1 Selection criteria for pilot projects is prepared. 2-2 At least five pilot projects are implemented in the pilot project area. 2-3 Monitoring and evaluation reports for pilot projects is prepared. 2-4 In more than half of the member of CDTs/tourism development associations in the pilot projects, the behavior and understanding of tourism development are changed in positive way.	2-1 Progress Report by the Project. 2-2 Progress Report by the Project. 2-3 Progress Report by the Project. 2-4 Result of the investigation of knowledge and consciousness of the CDTs / tourism development associations towards pilot projects. Progress Report by the Project.	
3 Capacities of CDTs/tourism development associations (*) in the pilot project area are enhanced. (Capacity building of CDT/tourism development associations)	3-1 At least one training which is based on needs is implemented at all CDTs/tourism development associations in the pilot project area. 3-2 In at least six CDTs/tourism development associations, regulations or articles are elaborated and revised. 3-3 In at least six CDTs/tourism development associations, a regular meeting is held at least once a month with related organizations to share information among stakeholders. 3-4 Concept regarding tourism development is formulated in at least eight CDTs/tourism development associations. 3-5 In at least eight tourism development committees, at least one proposal is prepared by CDTs/tourism development associations.	3-1 Progress Report by the Project. Training record by the Project. 3-2 Prepared regulations or articles. 3-3 Progress Report by the Project. Meeting records by CDTs / tourism development associations. 3-4 Document of Tourism development Concept prepared by municipalities. 3-5 Proposals prepared by CDTs / tourism development associations.	
4 Capacities of MITUR and CORSATUR for assisting CDTs/tourism development associations are enhanced in the pilot project area. (Capacity building of MITUR/CORSATUR)	4-1 At least once a month, a regular meeting between CORSATUR and CDTs/tourism development associations is held. 4-2 More than ten trainings or seminars for CDTs/tourism development associations managed by CORSATUR are held. 4-3 Three (3) CDTs of the project area become incorporated during implementation of the project in the pilot project area.	4-1 Progress Report by the Project. Meeting records. 4-2 Training and Seminars Participant' lists. 4-3 Registration document and official gazette.	
5 A Model of tourism development for CDTs/tourism development associations are created and disseminated in the Eastern Region. (Model development and dissemination)	5-1 A model including finalized guideline with lessons learned from the Project is developed. 5-2 At least four seminars are carried out to spread the Model.	5-1 Developed model. 5-2 Record of seminars.	
Activity	Inputs by El Salvador <Human Resource> 1) Project director 2) Project Manager 3) Project Coordinator 4) 3 Counterparts 5) 7 Technician for each pilot project <Equipment and Material> - Necessary equipment for the project <Land and Facilities> - Project Office - Land and facilities for pilot projects, if necessary <Financial Resource> - Local costs for activities of project	Inputs by Japan <Human Resource> (1) Chief Advisor/Institutional Coordination 1 (2) Deputy Advisor/Tourism Development 1/Community Development (3) Tourism Development 2 (4) Institutional Coordination 2 (5) Tourism Promotion (6) Human Resource Development <Equipment and Material> (1) 4WD vehicle (2) 5 Lap-top computers (3) 2 Projectors (4) 2 Screens (5) A copy machine (6) A laser printer (7) A inkjet printer <Financial Resource> - Costs of Pilot Project <Counterpart Training> - JICA will receive personnel from El Salvador connected with the project for technical training in Japan and the third countries.	- Local communities cooperate with the Project. - Assignment schedule of Experts and Counterparts is not changed seriously. - Local election in 2012 does not seriously affect the membership of the target CDTs / tourism development associations. Pre-conditions - The CDTs/tourism development associations and local government are willing to participate to the Project.
1-1 To conduct a survey on current condition of tourism in Eastern Region. 1-2 To analyze potential area for tourism development. 1-3 To formulate the draft guideline for tourism development in Eastern Region in participatory way.			
2-1 To formulate the criteria on selection of pilot projects under coordination of CORSATUR in consultation with CDTs/tourism development associations. 2-2 To select 5 pilot projects and implement them. 2-3 To monitor and evaluate result of the pilot projects and draw "lessons learned".			
3-1 To assess training needs of CDTs/tourism development associations and stakeholders and implement training. 3-2 To prepare and/or to revise regulation or articles at CDTs/tourism development associations. 3-3 To enhance networking among relevant organizations such as universities, NGOs, private tourism companies, administrative organizations and CDTs/tourism development associations. 3-4 To conduct exchange visit (including trainings in third country) of CDTs / tourism development associations. 3-5 To facilitate the formulation of concept for tourism development in concerned CDTs/ tourism development associations. 3-6 To strengthen the capacity of CDTs/ tourism development associations for proposal writing to promote fund raising towards donor agencies and NGOs.			
4-1 To strengthen the communication of MITUR and CORSATUR with CDTs/ tourism development associations. 4-2 To strengthen the capacity of MITUR and CORSATUR for assisting CDTs/ tourism development associations in proposal writing and project planning/administration to receive fund assistance from donors and NGOs. (OJT and Trainings in Japan) 4-3 To assist non-judicial CDTs in the pilot project area to obtain corporate status. 5-1 To draw recommendations to strengthen the capacity of CDTs /tourism associations from outputs 1-4, and to develop a model. 5-2 To conduct seminars for dissemination of the models in the Eastern Region.			

* Tourist development committees are groups of representatives, organized for tourism activities in their region and authorized by MITUR/CORSATUR. Tourist development associations are Tourism Development Committees which have been incorporated.

6. 第4回合同調整会議議事録
(February 28, 2013)

JICA/EL SALVADOR	
REVISADO:	Kp
FECHA:	11/03/2013
NUMERO:	1

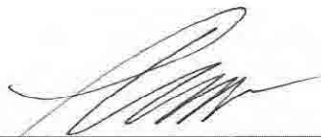
**MINUTES OF MEETINGS
BETWEEN
THE JICA TERMINAL EVALUATION TEAM
AND
THE MINISTRY OF TOURISM
ON
JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT ON THE STRENGTHENING OF CAPACITIES
FOR RURAL TOURISM DEVELOPMENT
IN THE EASTERN REGION OF EL SALVADOR**

The JICA Terminal Evaluation Team (hereinafter referred to as “the Team”), organized by the Japan International Cooperation Agency, headed by Mr. Takafumi UEDA, visited the Republic of El Salvador from 10th February to 1st March, 2013 for the purpose of conducting a Joint Terminal Evaluation for the Project on the Strengthening of Capacities for Rural Tourism Development in the Eastern Region of El Salvador (hereinafter referred to as “the Project”).

During its stay in the Republic of El Salvador, the Team had carries out field visits and interviews with various stakeholders of the Project, and collected necessary data and information for assessing the achievements. The team also held series of discussions and exchanged views with the authorities concerned of the Government of Republic of El Salvador including the Team of Salvadorian side on the matters of the progress, achievements, lessons learned and recommendations of the Project.

As a result of the review and discussions, the Joint Terminal Evaluation Report (hereinafter referred to as “the Report”) was prepared and presented at the Joint Coordination Committee Meeting held on 28th February 2013. Both sides agreed upon the matters referred to in the document attached hereto.

San Salvador, February 28th, 2013



Mr. Takafumi UEDA
Team Leader,
JICA Mid-Term Review Team
Senior Adviser
Japan International Cooperation Agency



Mr. José Napoleón Duarte Durán
Ministry of Tourism
President of CORSATUR
Republic of El Salvador



JICA/EL SALVADOR	
REVISADO:	Kp
FECHA:	11/03/2013
NUMERO:	Karen Portillo

CORSATUR - MITUR GERENCIA GENERAL	
Recibido:	E. R.
Fecha:	14/3/2013
Hora:	2:53 pm

Attached Document

1. Recognition of the Report

Both sides recognized the Report attached to this document. As a result of the evaluation, it was found that the Project has been implemented properly.

2. Termination of the Project

Both sides confirmed that the Project will be completed June 2013 as scheduled originally.

3. Recommendations

From the short term and the medium- long term perspectives, following issues were recommended in the Report.

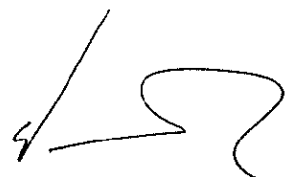
(1) For the Remaining Period of the Project

a) To the Project Team:

- Improve collaboration in general, and prior consultation in particular, with the C/Ps in order to strengthen effectiveness for the remaining period of the Project. Especially, since model development and dissemination under Output 5 are important to achieve the Project Purpose, review the Plan of Operation with the C/Ps immediately after the Terminal Evaluation and discuss the content of model development and dissemination sufficiently, before implementing these activities.
- Play supporting roles for disseminating activities under Output 5 with C/Ps taking central roles, since nurturing the ownership of MITUR/CORSATUR is important to assure sustainability of the achievements of the Project.
- Develop and finalize the model which is replicable in the four departments of the Eastern Region by the end of May 2013.

b) To C/Ps

- Discuss the content of the model development sufficiently with the Project Team since C/Ps need to play central roles in not only dissemination but also development of the model because of its importance for enhancing the impact and sustainability of the Project.



(2) Medium-long-term

- Maintain/develop a mechanism to link municipalities and CDTs/ADTs in the Eastern Region or its sub-regions such as *mancomunidad* for promoting integrated tourism development in the Eastern Region. For example, tourism departments of the municipalities need to have a forum to share information and take necessary joint actions because of the nature of tourism in the region.
- Develop activities to foster motivation of CDTs/ADTs. For example, awards could be given to those who have made most progress or demonstrated good practices; a regional competition could be organized.
- Promote the tourism products in this region domestically and to neighboring countries in close collaboration with the tourism private sectors to boost tourism industry in the Region.
- Support Regional ADT further so that it would become a central organization to develop community-based tourism as mentioned in the Overall Goal.
- Organize mutual visits among CDTs/ADTs in order to provide learning opportunities and establish cooperation at regional level.
- Develop necessary infrastructure and advocate the importance of the security and safety situation among the people in the Eastern Region so that it would not deteriorate further. Encourage the tourism police to become more effective.
- Prepare and develop the data collection system at the municipal level. Periodically conduct surveys to obtain and analyze opinions of tourists for identifying the market segmentation.

[Appendix]

The Joint Terminal Evaluation Report

