

**MINISTRY OF TOURISM (MITUR)  
REPUBLIC OF EL SALVADOR**

**PROJECT FOR STRENGTHENING  
THE CAPACITY FOR  
RURAL TOURISM DEVELOPMENT  
IN  
THE EASTERN REGION OF  
EL SALVADOR**

**FINAL REPORT**

**SUMMARY**

**JULY 2013**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**ORIENTAL CONSULTANTS CO., LTD.**

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Target area of the “Project for Strengthening the Capacity for Rural Tourism Development in the Eastern Region of El Salvador”

Source : JICA Project Team

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## **Chapter 1 Outline of the Project**

### **1.1 Background and objective of the Project**

The objective of the Project is to build a structure of sustainable tourism development at the Eastern region of El Salvador, with the counterpart institutions the MITUR and CORSATUR, to benefit the local communities under the partnership of the private and public sectors. The project site is the 13 municipalities of the Fonseca gulf under the jurisdiction of the CAT La Union, in order to strengthen the management capacity of the CDT of the 13 municipalities, that is composed of the tourism sector businessmen, local population and the local government, and also to assist in the capacity building of CORSATUR to support the CDTs.

In addition, a tentative guideline of participative tourism development centered in the local population, with the partnership of CDT and CORSATUR was prepared; furthermore, pilot projects based on said guidelines, to identify and develop touristic products utilizing local resources at the project site, as well as promotion activities of said products were implemented. The objective is to monitor the implemented pilot projects, and through this experience, to prepare a model to be disseminated in the Eastern Region.

### **1.2 Project Purpose**

A sustainable mechanism of tourism development to benefit the local community in the Eastern Region is established through a public-private partnership.

### **1.3 Overall goal of the project**

Community tourism based on distinctive local resources is developed in the Eastern Region.

### **1.4 Outputs of the Project**

- Output 1 : Direction for local tourism development in Eastern region is clarified (Guideline)
- Output 2 : Knowledge on tourism development utilizing local tourism resources is enhanced through pilot projects in the pilot project area.
- Output 3 : Capacities of CDTs/tourism development associations in the pilot project area are enhanced. (Capacity building of CDT/tourism development associations)
- Output 4 : Capacities of MITUR and CORSATUR for assisting CDTs/tourism development associations are enhanced in the pilot project area. (Capacity building of MITUR/CORSATUR)
- Output 5 : A Model of tourism development for CDTs/tourism development associations are created and disseminated in the Eastern Region. (Model development and dissemination)





## Chapter 3 Outputs of the Project

### Output 1: Direction for local tourism development in Eastern region is clarified (Guideline)

#### Activity 1-1: Survey on current condition of tourism in Eastern Region.

##### (1) General Description of Eastern Region

###### Summary of the Eastern Region

- The Eastern Region of El Salvador is comprised of the departments of Usulután, San Miguel, Morazan and La Unión, located at the left bank of Lempa river, the largest in El Salvador, that flows from Guatemala and Honduras; surface area is 7,728km<sup>2</sup> (36.7% of the country's area) and with 1,283 million inhabitants in 2010 (20.8% of the population in the country).
- It is one of the extreme poverty areas in the country, with the highest number of emigrants to USA and other countries; at the same time it is the largest area of livestock breeding, with plenty of water resources and potential mining and touristic resources.
- Natural and socioeconomic conditions at the 4 departments of the Eastern region are different; the department of San Miguel, capital San Miguel, is the fourth most important city in the country (population of 220,000 inhabitants); the department of Usulután, close to the capital of the country, with a strong commercial activity has marked urban features, while the department of Morazan that is landlocked and the department of La Unión that borders with the neighboring countries, have a rural character, with a large participation of agriculture in the economic activities as well as a high rural population.
- Department of La Unión where the pilot project site is located adjacent to the boarder of Nicaragua and Honduras has a long costal line and also has a huge rural area.

##### (2) Summary of CDTs

- CDT (Comite de Desarrollo Turistico) is a representative group organized for tourism activities in the area, established according to the law of CORSATUR. It is established as an NGO of El Salvador with no relationship with governmental parties or religion
- After legalization, it changed its name to ADT (Asociaciones de Desarrollo Turistico), enabling it to receive finance like donations and also enabling it to apply proposals.
- Of the 262 municipalities in the country, by end of October 2012, 103 municipalities (39%) had CDTs, in the remaining 159 municipalities they had not been created and out of these,
- Only in 24 municipalities (9%) do the CDTs have legal status and of the municipalities that have CDTs, 23% are already legalized. Even so, 61 municipalities are in the process of obtaining legal status.
- Regarding La Unión department, the percentage of creation of CDTs (67%) is the 2nd highest, after the department of La Paz (73%), the proportion of legalized CDTs in La Unión being the highest (28%)



- CORSATUR has 6 offices of the Centre of Friends for Tourists (CAT, for its abbreviation in Spanish) under its jurisdiction nationwide that are responsible for the management of tourism topics in the respective areas.
- In these, there are municipalities that still do not have CDTs; others have CDTs, and also those that already have legal status.
- Within the CDTs there are some that run under direct management of CORSATUR, with no relation with CATs.
- In some cases, regional CDTs have been created, signed up to a CAT.
- Out of the 6 CATs at national level, 4 have regional CDTs and of these, Ruta de Paz and La Union have legal status. Therefore, the region of Gulf of Fonseca, target area of the project, has made progress with regards to the legalization of the regional CDT.

(3) Existing Conditions of the Pilot Project Sites

Population and population density at the 13 municipalities

- Out of the 13 municipalities at the Pilot Projects area of the Fonseca gulf, 12 municipalities are located at the La Union department and 1 at San Miguel department. At La Union department there are a total of 18 municipalities; and so, the 13 municipalities of the Fonseca gulf area represent 67% of the municipalities.
- The population at the 13 municipalities in 2007 was approximately 250 thousand inhabitants (See Fig. 3.1); the most populous was Conchagua with 48 thousand, followed by La Union with 42 thousand inhabitants. The total population of the 6 municipalities at the coast was around 170 thousand, approximately 70% of the total. There were 5 municipalities with less than 10 thousand inhabitants, which all added, had a population of 29,000 inhabitants, or 12% of the total.
- The population density of the 13 municipalities at the Fonseca gulf area was approximately 20% higher than the Department of la Union.
- As the economic base to absorb the increase of population in the area is weak, the population growth is significantly low; and it is also assumed that the emigration rate is quite high. Moreover, as the occupancy rate of hotels is low compared to other departments, it may be inferred that basic and tourism infrastructure are not sufficiently developed to attract tourists.
- At the same time, considering the area of the 13 municipalities as a whole, the situation of the capacity of hotels and restaurants in the coast and the interior is very different; clearly the coast has an advantage.

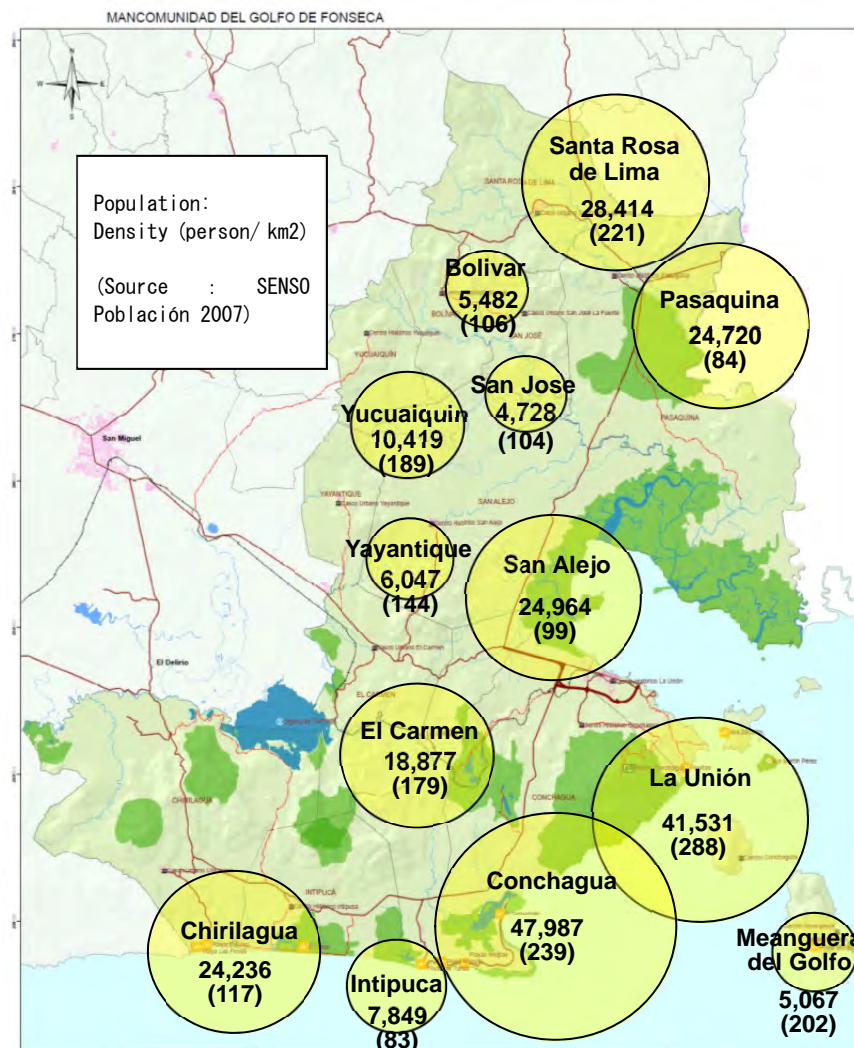


Figure 3-1 Population and density at the 13 municipalities of the Fonseca gulf area

(4) Summary of CDTs of 13 municipalities of Fonseca Gulf

Situation of formulation of CDT

- Formulation of the CDT in this area launched in September 2007, starting to formulate 6 CDTs including regional CDT and the following year all the CDTs were legalized. In August 2010 when the project started, 7 municipalities did not have CDT, however, with progress of the project, the CDTs were established in all the municipalities during 2012.

Management offices and responsible persons for the CDTs within the municipalities

- During the municipal elections carried out in March 2012, the new mayor of the municipality of El Carmen created the tourism management office. Attempts are being made for a similar management office in the municipalities of La Union, San Jose and Pasaquina, but as of December of 2012 this has not been concluded.
- There is no uniformity in the responsible management offices of the CDTs; they are different depending on the city halls.

### Results of the CDT activities and support content of the city halls during 2012

- A lot of the activities were related to the local festivities, crops festival, food fairs, and cleaning campaign, among others; in which the CDT supports the events promoted by the municipality. The events during Saturdays or Sundays are carried out regularly in La Union, Pasaquina and Meanguera del Golfo.

#### **【Support by the municipalities】**

- Because the activities are carried out as actions of the municipalities, these provide economic and material support, or the space, canopies, sound equipment, etc., for the event.

#### **【Membership fee】**

- The members of the CDTs do not contribute regularly, and it is only in the exceptional case of Conchagua that the members of the directive council contribute with 1 dollar per month. Therefore, the real situation is that there are no persons that wish to be CDT members if payment is necessary.

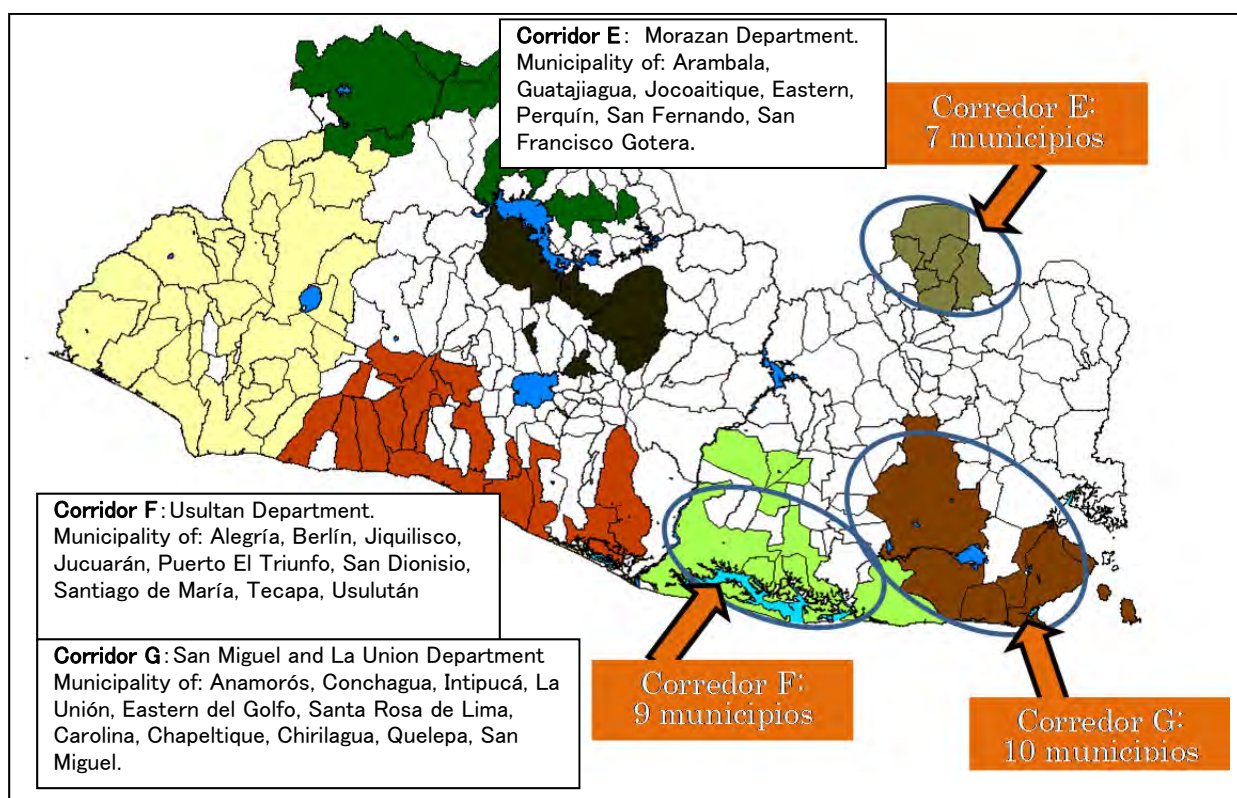
#### **【Situation of the activities】**

- Situation of the CDT activities vary as there are CDTs which actively implement their activities and there is a CDT which is almost in collapse, however, their activities are generally low-activated.

### **Activity 1-2 : To analyze potential area for tourism development in the Eastern Region**

#### Areas with High Potential at the 4 Departments of the Eastern Region

- The corridors E, F and G, indicated in the Figure 3-2, are to be the centers of the future tourism development of the Eastern region.
- Corridor E corresponding to the Ruta de Paz (Peace Route) and corridor F corresponding to the Jiquilisco Bay (Bahia de Jiquilisco) have potential at the coastal area, while corridor G has a high potential connecting the Fonseca gulf to the municipality of San Miguel. From now on, it is important to plan the tourism development of these municipalities accordingly with the relationship between the potential of the area and the guidelines of tourism development of MITUR/CORSATUR.



**Figure 3-2 High potential areas at the Eastern region**

Potential of the 13 municipalities of the Fonseca gulf area

- Not all municipalities are related to the corridors and so, it is important for each municipality to have its own touristic resource. The JICA project started with the identification of the potential touristic resources of the 13 municipalities.
- At the coast area, besides the coast, there are islands, tidelands, mangrove, and fisherman villages, all related to “sun and beaches” and there is continuity with the volcanoes and hillocks; so, there are many touristic resources identified in a generally broad range. At the interior, the characteristic is the “rural culture” related to the communities and there are not so many touristic resources.
- The “frontier route” at the border with Honduras is worth mentioning also. Moreover, each municipality has resources that were identified during the preparation of the tourism development concept and it may be assumed that there are still unrevealed touristic resources at the area.
- However, the potential of these touristic resources are not necessarily commonly acknowledged by the local population. For this reason, the level of awareness regarding touristic development and reactivation among the local population are not sufficient and one issue is that tourism has not been properly used to the benefit of the local socioeconomic development. Thus, in order to address this issue, it is important for the stakeholders (private and public) to reassess the tourism development.



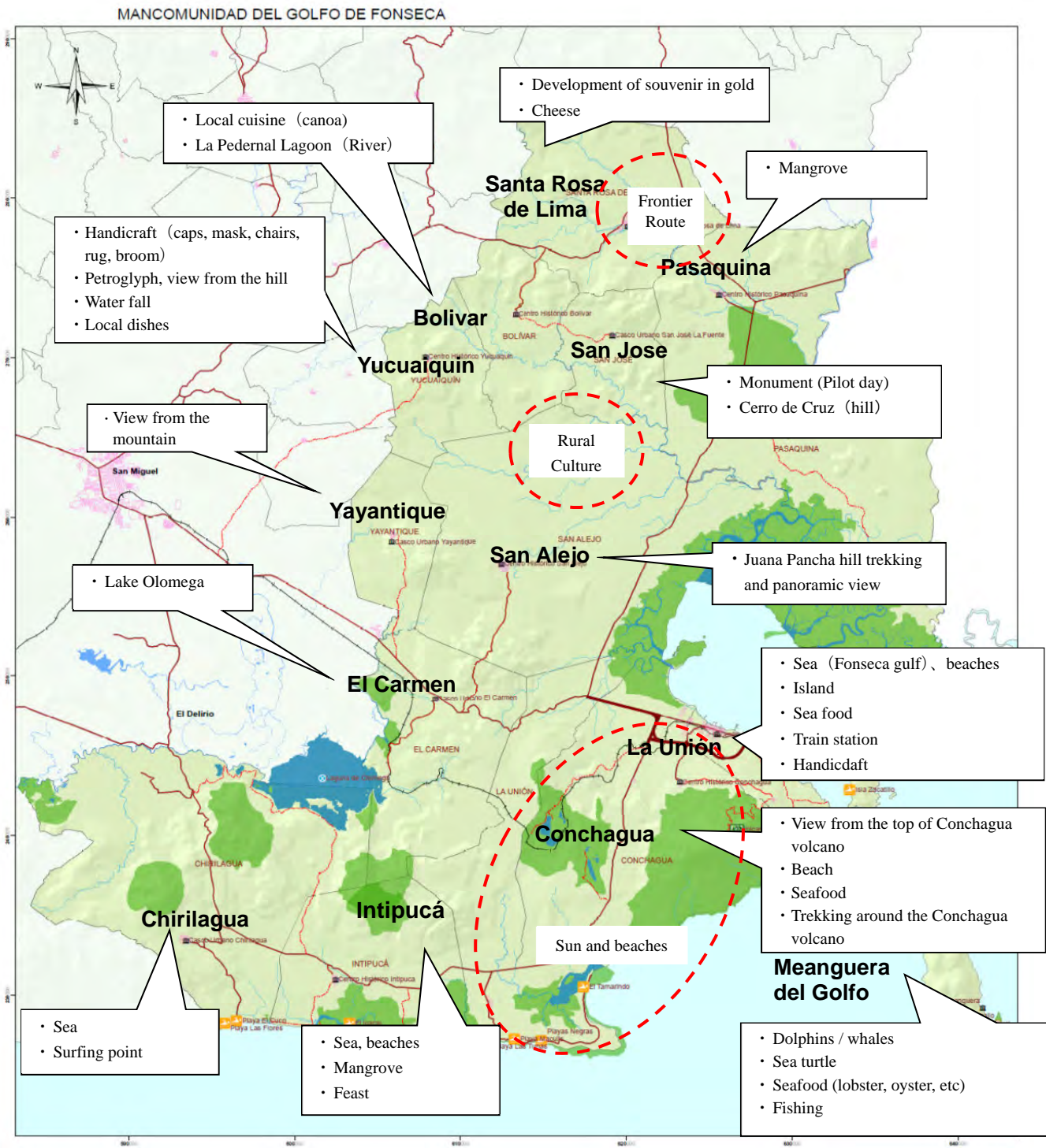


Figure 3-3 Touristic resources identified at the field survey

**Activity 1-3 : To formulate the draft guideline for tourism development in Eastern Region in participatory way.**

The field survey (participative type workshop) clarified the issues and direction of the tourism development; those were compared and adjusted to the “National Plan of Tourism”. Through this process, a draft guideline was prepared after being approved during the realization of the second JCC meeting of July 25, 2011.

The approved draft guideline is the following.

Draft Guideline

- 1) Strengthening Competitiveness
  - a. Training and Strengthening Competitiveness nationwide
  - b. Formation and Strengthening of international competitiveness.
  - c. Establishment of a brand for the Fonseca gulf area
- 2) Sense of unity and awareness-raising of the local population to enhance competitiveness
  - a. Creation and legalization of CDT at each municipality
  - b. Strengthening the Public-Private Partnership
  - c. Enhancement of participation willingness of the population toward tourism
- 3) Tourism development and environment- Harmony with the cultural conservation
  - a. Environmental organization of touristic sites (cleaning up)
  - b. Promotion of Ecotourism
- 4) Coordination with development programs of the Eastern Region
  - a. The port of La Union
  - b. MEGATEC at La Union

**Output 2 : Knowledge on tourism development utilizing local tourism resources is enhanced through pilot projects in the pilot project area**

**Activity 2-1 : To formulate the criteria on selection of pilot projects under coordination of CORSATUR in consultation with CDTs/tourism development associations.**

The selection criteria of the following pilot projects were defined according to the opinions of the CDTs heard during the participative workshop, and opinions of CORSATUR. They were approved during the Project Implementation Committee meeting held on March 8, 2011.

1. RELEVANCIA/RELEVANCE: High consistency with this Project
2. IMPACTO/IMPACT: Visible outputs with model characteristics
3. MADUREZ/MATURITY: The implementing entity is clearly defined, with high feasibility

## Activity 2-2: Selection of the Pilot Projects and Implement them.

### (1) Selection of Pilot Projects

#### Flow to Select the Pilot Projects

Flow of Pilot Projects Selection is seen in Figure 3-4.

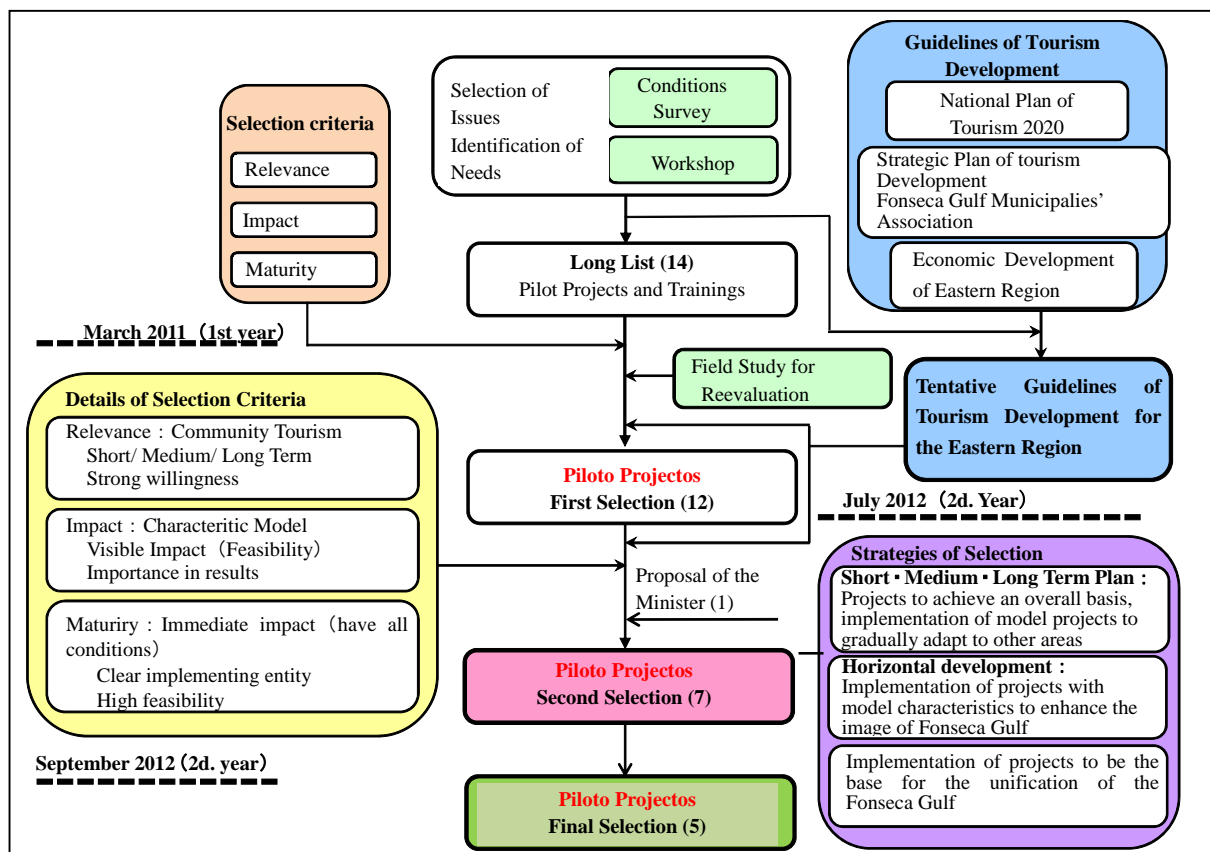


Figure 3-4 Flow Chart of Pilot Projects Selection

#### Preparation of the Long List of Pilot Projects and Trainings

As a result of the “Existing Conditions Survey” and the “Participative type workshop” carried out during the first year, the issues and needs of each area were identified and based on that, the long list of pilot projects and trainings were prepared

#### Additional list through the site survey for reevaluation

During the second year, visits were made to the CDTs of each municipality in order to distribute the questionnaire of existing conditions and to collect the proposals of pilot projects and trainings that were required. At the same time, the touristic resources recommended by the CDT were evaluated, to add to the first year’s long list (Total 23).

#### First Selection of Pilot Projects

The first selection considered 12 proposals, according to difficulty and the balance in the themes to be attended. In addition, it was agreed that some cases like handicraft were to be attended through training, others with low priority, like sports, were dismissed and out of the 12 proposals, 7 remained.

#### Evaluation of strategies of Tourism Development for the selection of Pilot Projects

To define the 5 pilot projects among the 7 candidates, the strategies of tourism development of the object area are considered to be as shown below.



	<p><b>Strategy 1:</b></p> <p>Considering a time line, the methodology to be applied is that, in the first place, it is necessary to establish basic conditions at an underdeveloped touristic area in the long term. On the other hand, it is necessary to implement projects with model characteristics in the short term, to expand them.</p>
	<p><b>Strategy 2:</b></p> <p>From a horizontal viewpoint, the methodology is to give priority to projects with a model characteristic in the first place, relatively easy to plan, in a place that counts on with tourism related facilities, to later expand to the surrounding areas. Following this reasoning, the Fonseca gulf fulfills said conditions. As the Fonseca gulf fulfills said conditions. As the Fonseca gulf is well known also, it is effective to implement a project with model characteristics at the coastal area.</p>
	<p><b>Strategy 3:</b></p> <p>In order to integrate the 13 municipalities of the Fonseca as one whole area, it is effective to implement a project that awakens the sense of unity among them.</p>

**Definition of the Pilot Projects**

The following 7 projects were selected as candidates, considering the strategies of tourism development after discussions with CORSATUR.

Pilot Project	Final Decision
<b>Strategy 1: project to improve basic conditions of local tourism</b>	
» Tourist signs (object : La Union, Conchagua and Intipuca)	Approved
» Tourist Map (Object : Santa Rosa de Lima, La Union, Conchagua)	Approved
» La Union Station Information Center	Not Approved
» Tourism and Environment Education (Object : Pasacuina)	Approved
<b>Strategy 2: Model Project to enhance the Fonseca Gulf brand</b>	
» mangrove tour (Object : Intipuca)	Approved
» Tour to the Fonseca gulf islands (Object : La Union, Meanguera del Golfo, Conchagua, San Alejo)	Approved
<b>Strategy 3: Project to integrate the Fonseca Gulf</b>	
» Gourmet Contest	Not Approved

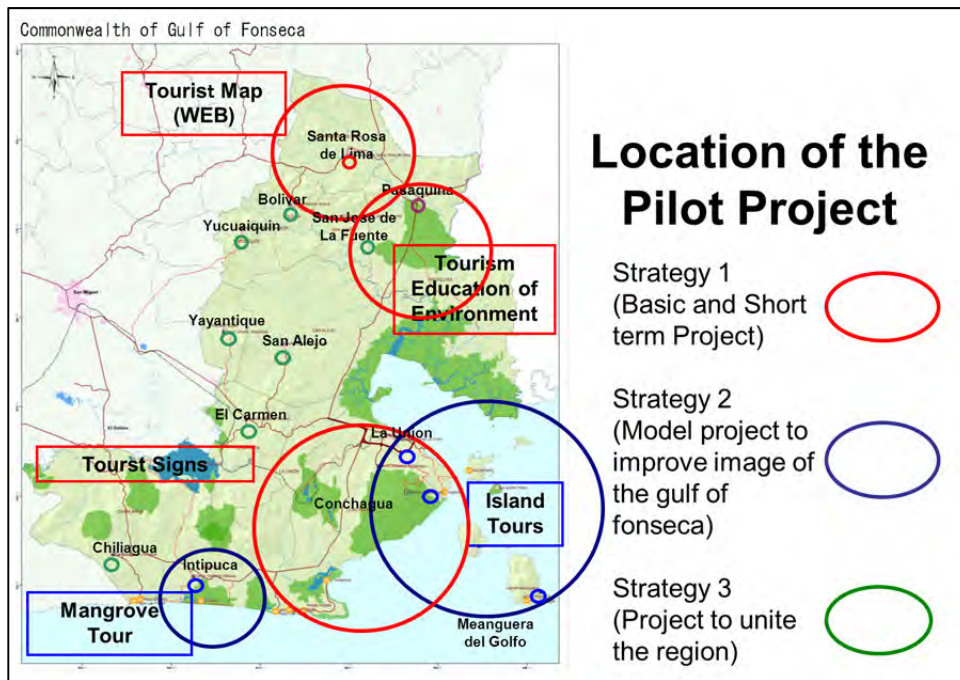
MITUR/CORSATUR held internal discussions to reach the final decision about the 5 pilot projects. The reasons for rejecting the other 2 projects are explained below, and in both, the will of the Minister of Tourism are strongly reflected.

The “Tourist Information Centre on the Old Railroad Station in La Union” was considered to be difficult to develop as a pilot project, both in terms of cost and time.

During the Second JCC meeting, the Minister of Tourism expressed the importance of tourism education in order to enlarge the vision of the tourism sector in the future and it can be assumed that priority was given to the educational project instead of the remaining “Gourmet Contest”.

Location map of the Pilot Projects

The following Figure shows a map with the locations of the pilot projects.



Implementation Plan of the pilot project

After the definition of the 5 pilot projects, the responsibility for each was assigned, to evaluate the mechanism of the project, list the stakeholders, budget, etc., and prepare the PDM and PO of each project. Also, kick off meetings were held with the concerned CDTs in the period from November 2011 to February 2012.

Following, the mechanism and plan of each pilot project are explained.

## **I : Tourist Map (WEB)**

**(Object municipalities: La Union, Conchagua, Santa Rosa de Lima)**

### **【Background of tourist maps】**

Several studies show that to provide precise information of touristic sites, particularly maps that provide information on tourism, logistics and geography have positive impacts in two directions: a) satisfaction of tourists b) tourism awareness in the host communities

The Project of Tourist Map Elaboration is to be implemented in the 3 municipalities that have touristic resources and have an active CDT (la Union, Conchagua, Santa Rosa de Lima) .

### **【Objectives and Basic Guidelines of the Pilot Project】**

The objective of the pilot project is:

Formulate a system of tourist maps that effectively works through the CDT

A sustainable system of tourist map elaborations is structured, as the maintenance and updating of the prepared map is essential for the CDT.

### **【Methodology to Achieve the Objective.】**

In order to achieve said objectives, the process of information collection, creation and design of maps is carried out through a program of workshops, meetings and interviews, to analyze the needs both of the market and of the host communities, allowing the generation of a proper product for the promotion of tourism; at the same time it strengthens the development of local capacities.

### **【Role of the concerned actors】**

Actors	Role
Regional CDT	Responsible for the project implementation, build up a mechanism that allows the reprinting of maps to make the project sustainable in the long term
CDT	Supply of information regarding touristic sites and selection of the logo.
Municipality	Cooperate with the CDT that does not have experience in the matter
CORSATUR	Be aware of the general situation so that the project becomes one achievement of CORSATUR, provide information and guidelines, link the maps with the CORSATUR website
CAT La Union	Support the CDT in the project implementation
Communities	Cooperate with the project
CONAMYPE's moderator	Conduct a workshop to provide the methodology needed for mapping, preparation of map information
Students	Assist in the collection of information
Map confection company	Design the material according to the instructions of the participants, keep close contact with the CDT and advise those regarding special marketing related issues.
JICA Team	Support the CDT in cooperation with the actors, coordinate and finance workshops to link the CDT with the community in the project

**【Schedule of the Project Implementation】**

Activities	2011			2012											
	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
A. Development of a system to collect and organize the information -															
B .Establishment of the map distribution system with a local network															
C. Establishment of a mechanism for the system update by the CDT															

**【Costs of Project (Results)】**

Expenses items	2d. year (US\$)	3d. year (US\$)	Total (US\$)	Observation
Map preparation and printing	9,500	-	9,500	3 municipalities×5000 copies
Workshop	3,500	5,200	8,700	Location for the workshop and fee for the facilitator
Preparation of the WEB site	3,600	-	3,600	Information system, HP design
Preparation of the Manual	-	2,300	2,300	Design, printing 100 copies
Total	16,600	7,500	24,100	

**【Observations related to the project implementation】**

The preparation of maps through the process of participative planning with the local actors will allow the communities to understand the territory and identify the emblematic projects and provide technical assistance to the concerned actors to improve the touristic resources; by involving the CDT in the promotion and coordination of the process, their position, capacity for organization, communication and coordination with the key actors of the touristic sites will be strengthened.

**【Observations regarding monitoring】**

CDT reports results of their activities to CAT La Union by monthly monitoring of the tourist maps. CDT is more motivated to observe the way their communities grow and are affected by tourism by participating in the monitoring of resources, attractions and actors.

## **II : Installation of Tourist signs**

### **(Municipalities: La Union, Conchagua and Intipuca)**

**【Background of the touristic sign installation in the Study area】**

The municipalities of La Union, Conchagua and Intipuca have beaches with relatively attractive touristic resources but they are not well known. One of the reasons pointed out for this fact is that the installation of Tourist signs is poor (tourist friendly facilities).

In 2011, CORSATUR installed 38 new Tourist signs in the project area; however, due also to the lack of communication between the CDT and the CAT La Union, there still is a deficit in the installation of Tourist signs at the proper places.

On the other hand, the signs installed at the Eastern region by CORSATUR, the Ministry of Public Works (MOP), and by the project of the environmental NGO CODECA are not consistent, and some of the existing signs are very deteriorated, which does not give a good impression because they are broken or defaced.

**【Objectives and Basic Guidelines of the Pilot Project】**

Through the present pilot project, the opinion of the local CDT will be considered and there will also be closer communication between CORSATUR, CAT La Union and the CDT, allowing the installation of more effective and attractive Tourist signs at the proper places, facilitating in this manner the access to the touristic sites. Under the orientation of CORSATUR and CAT La Union, a system of care and maintenance of Tourist signs by the CDT will be instituted, improving the image, as well as the hospitality towards the tourists in the region as a whole, through the execution of the maintenance plan.

**【Methodology to achieve the objective】**

(Acknowledgements of local touristic resources)

In order to acknowledge the touristic resources of each municipality, a meeting with CAT La Union and the CDT is to be held; said information is shared with CORSATUR.

(Selection of touristic resources to be indicated by the Tourist signs)

As a result of the previous meeting, CORSATUR, CAT La Union and the CDT are able to organize the local touristic resources in order to select the candidate sites for the installation of Tourist signs.

(Design of new Tourist signs)

In relation to the design of Tourist signs, they are to be carried out taking into account the manual of CORSATUR, the CDTs' opinions and taking as reference samples of El Salvador and others overseas to make them effective and in accordance to the local use.

(Installation of Tourist signs)

The CDT would be responsible for the installation. One of the objectives is that the CDT takes better care of the signs; once they are in charge of the installation works, they would take better care and maintain the signs.

(Care and maintenance of Tourist signs)

Items required for the care and maintenance of Tourist signs installed by CORSATUR, CAT La Union and the CDT are to be organized. On the other hand, the CDT and the local communities are going to prepare an action plan for the care and maintenance to be executed.

**【Role of the concerned actors】**

Actor	Responsibilities
CORSATUR	Be aware of the general situation so that the project becomes one achievement of CORSATUR
CAT La Union	Support the CDT together with CORSATUR
CDT	Project executor
Municipality	Support the CDT
Community	Support the CDT
JICA Project Team	Support the CORSATUR, CAT La Union and the CDT, working in collaboration with all actors

**【Schedule of the Project Implementation】**

	2011		2012											
	11	12	1	2	3	4	5	6	7	8	9	10	11	12
1.Acknowledgement of the touristic resources														
2.Selection of the touristic resources														
3.Design of the Tourist signs														
4.Preparing and installation of Tourist signs														
5.Organization of items for the signs' care and maintenance														
6.Preparation of the care and maintenance plan														
7.Implementation of the care and maintenance plan														
8.Recompilation														

**【Costs of the Project (Results)】**

Item of Expenditure	2d. Year (US\$)	3d. Year (US\$)	Total (US\$)	Observation
Welcome sign at the La Union quay	-	3,200	3,200	Cost of material and manufacture
Touristic sign of Zacatillo island	-	500	500	Cost of material and manufacture
Touristic sign of Conchagua volcano	-	3,500	3,500	Cost of material and manufacture
Touristic sign of El Esteron beach	-	2,100	2,100	Cost of material and manufacture
Preparation of the maintenance manual	-	600	600	3 municipalities ×30copies
Total	-	9,900	9,900	

**【Observations related to the project implementation】**

The current situation of the Tourist signs' installation by CORSATUR at the Eastern region is that there is not enough dialogue with the local CDT and the CAT La Union.

In March 2012 elections for mayors was be held in the whole country so sufficient communication will be needed between the CDTs and the CAT La Union, with a smooth exchange of information among all actors.

**【Observations regarding monitoring】**

It is important to strengthen the capacities of CORSATUR, CAT La Union and the CDT through this project, thus, activities should be monitored under this aspect as well.

### **III : Mangrove Tour (Municipality : Intipuca)**

**【Background of the Mangrove Tour】**

The municipality of Intipuca has touristic attractions that can be used as resources for the implementation of productive projects, allowing the development of the community and businesses in the zone. In this way, the mangrove area has a large potential for the development of eco-tourism activities toward the conservation of the zone as well as to generate initiatives for

income earning opportunities to the surrounding communities, who use the mangrove to fulfill their primary necessities.

#### **【Objectives and Basic Guidelines of the Pilot Project】**

Through the implementation of the following strategic objectives, the goal of the Project “The beneficiaries of the Mangrove Tour are able to develop and promote the Mangrove Tour in a sustainable way” is achieved.

- Improve the cooperation between the public and private sector in the framework of strengthening the management capacity of the community groups and the interaction with the ministries.
- Take advantage of the community tourism using the local resources and peculiarities.
- Promote Intipuca as an ecologic touristic zone generating a new consolidated and competitive touristic product besides the improvement of mechanisms for the tourism promotion on the site.

#### **【Methodology to Achieve the Objective】**

##### Diagnosis:

Workshop with the CDT, Intipuca Municipality, MITUR/CORSATUR, JICA Project team and the Communities, generating the following reports:

##### Creation of the Administrative Schemes:

1. Visits to successful cases of communitarian tourism; study trip so the beneficiaries experience how to implement a touristic pack in the Mangrove region. Also, the opportunity to learn from the primary source their experiences (Barra de Santiago)
2. Creation of a business platform in the context of the existing local organization, sense of unity Legalization and regularization according to the legal framework of the country.
3. Training and Equipment : The educational training was implemented after the inspection training. The specific course regarding service to clients was carried out with the support of CONAMYPE, International Red Cross, Eco Experiences and MITUR/CORSATUR.
4. Training of local community tourism guides: Specialization of the existing guides and training of new guides
5. Equipment regarding the maintenance of the equipment has to be considered as well as training for the proper use of the equipment to assure its useful life.
6. Installation of the operation center, booking center, and warehouse for the equipment. Training for the adequate use of the equipment, preventive and post-use maintenance, and storage.

##### Creation of Marketing and Commercialization Strategies:

1. Creation of a brand according to the tendencies of the market. Creation of a corporative image for the enterprise as well as the packs to be distributed and the image for the website.
2. Creation of Promotional Material (Brochures, posters, notes in magazines and papers, design of the website, and publicity) printed material to be distributed in fairs, activities of promotion and tourism-related business round tables.
3. Promotional trips to national and international tour operators.
4. Promotional trips for the national and international media.
5. Implementation of monitoring tour
6. Participation in local and regional tourism fairs



**【Role of the concerned actors】**

Actor	Function
CDT Intipuca	General Coordination
Municipality	Support in logistics and physical space
CORSATUR	Technical support
CAT La Union	Technical support and General Coordination
CONAMYPE	Technical support and Training
Population in general	Participation in workshops
JICA Team	Technical and financial support
MEGATEC	Technical support

**【Schedule of the Project Implementation】**

Activity	2011		2012												
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Creation of the natural inventory (flora and fauna) for the mangrove area	■	■													
Realization of a study trip to a successful project		■	■												
Establishment of the implementing organization and promote the actions for legal procedures		■	■	■	■										
Training of the implementing organization in planning and managing the mangrove tour			■	■											
Record of the implementing organization		■	■	■											
Design of routes and the product of the mangrove tour		■	■	■	■	■	■								
Preparation of the business plan by the implementing organization			■	■	■										
Preparation of a marketing plan and a commercialization program by the implementing organization						■	■	■							
Promotion actions by the implementing organization						■	■	■	■	■	■				
The implementing organization operates the mangrove tour						■	■	■	■	■	■	■	■		

**【Cost of the Project (Results)】**

Expenditure items	2d. year (US\$)	3d. year (US\$)	Total (US\$)	Observations
Kayak, oars	17,000	-	17,000	10 kayaks, paddles
Maintenance kit	700	200	900	
Life preservers	2,200	-	2,200	22 for adults, 6 for children
Workshop	3,500	2,600	6,100	
Building the WEB site	2,000	-	2,000	
Fam trip		500	500	
Costs of promotion	-	600	600	Preparation of the pamphlet
<b>Total</b>	<b>25,400</b>	<b>3,900</b>	<b>29,300</b>	

**【Observations related to the project implementation】**

The Youth Association for Intipuca Conservation was organized but has still not put into practice the acquired knowledge, so there is not an organizational scheme to allow entrepreneurial development. Therefore, it is necessary to arrange the legal structure of the organization to allow improvements in the administrative and operational aspects.

**【Observations related to monitoring】**

It is also important to strengthen the capacities of the CDT, in this way the activities should be permanently monitored under all aspects.

The CDT and MITUR/CORSATUR should start the monitoring process to obtain reliable data regarding the touristic behavior in the area.

**IV : Education of Tourism and Environment  
(Municipality:Pasaquina)**

**【Background of Education regarding Tourism and the Environment in Pasaquina】**

Pasaquina has an extensive mangrove forest that could be an attractive tourism resource, however, it presents high levels of pollution and actually, it is hard to attract tourists under the current conditions. The reason pointed out for the high environmental pollution is “lack of awareness regarding waste dumping”,

On the other hand, the municipality expects to establish a tourism industry but the overall awareness of the population concerning tourism is very low; therefore, it will take a long time to establish a tourism industry in the place.

In view of the above mentioned situation of the municipality, it is necessary to implement environmental and tourism education directed to the youth, expecting to achieve as a result the awareness-raising regarding tourism, that is to start in each family through the children and thus, to spread it to the population of the community in general.

**【Objectives and Basic Policy of the Pilot Project】**

The previous condition to allow sustainable tourism development is to nurture the feeling of welcoming tourists throughout the community. The final purpose is to enhance hospitality in the whole area; however, this will take a long time. So, first of all, a mechanism for the project will be formulated to be set up at a model area to continuously expand said model.

**【Method to achieve the goal】**

(Targeted pupils and cooperating schools)

It is necessary to identify the location of the schools in Pasaquina and the number of pupils in each school by grade.

(Instructors)

Remuneration of instructors for tourism and environment education is required; and it is assumed that regarding this aspect, cooperation from MEGATEC is to be obtained.

(Organization of the committee for the project execution)

Members of CDT, who are the core for the project execution, will be selected to define their roles. At this time, full cooperation with the municipality of Pasaquina is required.

(Education Program)

This is to be formulated with the cooperation of CORSATUR, MEGATEC, the CDT and the JICA Project Team.

(School day)

The dates of classes are decided according to the schedule of the MEGATEC instructors and decision of principals of the schools.

(Extension to the community)

The outcomes of the children's education are extended to the community, and the hospitality in the community is enhanced.

(Verification of educational outcomes)

Results of the education will be periodically evaluated, considering modifications in the program.

(Recording the project)

A record of the project will be kept so as to make it possible to present the project to other communities outside the project area in Pasaquina as well as other municipalities.

(Compilation of project)

The project implementation will be formulated and summarized allowing it to be presented to the other municipalities.

#### 【Roles of Actors】

Actors	Roles
CDT	Responsible for the project implementation
Municipality	To cooperate with CDT that has no experience
CORSATUR	To always grasp the general situation so as to make the project be an accomplishment of CORSATUR
CAT La Union	To support CDT
Communities	To cooperate with the project
MEGATEC	To cooperate in formulating the program and implementing the education
JICA Team	To support CDT in cooperation with the actors

#### 【Project implementation schedule】

	2011	2012												
	12	1	2	3	4	5	6	7	8	9	10	11	12	
Teaching period in School														
MEGATEC's period of classes														
1. Organizing committee														
2. Data collection and analysis														
3. Definition of schools and pupils														
4. Preparation of didactic texts														
5. Implementation of class														
6. Compilation														

#### 【Project costs (Results)】

Expenditure items	2d year (US\$)	3d year (US\$)	Total (US\$)	Observations
Cost of Classes	-	4,600	4,600	Cost of Instructors
Textbooks	-	2,200	2,200	
Excursion	-	11,000	11,000	3 times
Video	-	800	800	
Workshop	-	300	300	
Shirts	-	3,300	3,300	Students and teachers for 3 schools
Total	-	22,200	22,200	

#### 【Remarkable Points Regarding the Project Implementation】

In El Salvador, education on tourism is not taught at regular schools except at technical colleges; projects of this nature have never been implemented, so everything will turn out to be a first experience. Therefore, it is very important to conduct this project improving the contents and methodology of implementation along the way, as well as to carefully evaluate the results of the project during implementation.

**【Remarkable Points on Monitoring】**

The present project aims to extend the results to the families and the communities through the education to the children, so it is necessary to monitor the communication method as well as the level of diffusion of results to the communities.

## **V : Tour to the Fonseca Gulf Islands**

### **(Municipalities : La Union, Conchagua, Meanguera del Golfo, San Alejo)**

**【Background of the tours to the Gulf】**

Among the most competitive and representative touristic resources of Golfo de Fonseca the islands Meanguera, Zacatillo, Conchaguita and Martin Perez, as well as the Conchagua volcano were identified.

Currently, the islands are visited by some tourists that visit the region and comments received are generally favorable. Tour operators that explored the region qualify the landscape and the visits to the islands as having high potential. However, it is necessary to promote the supply and organize the local actors so they are in better condition to attend to the tourists, as well as to carry out promotional actions to increase the number of tourists in this activity.

**【Objectives and Basic Guidelines of the Pilot Project】**

The tours to the Gulf are to be a mechanism to motivate tourists that visit the region to stay longer and visit more places, carry out more activities and increase their spending. Likewise, receptor communities will be able to learn the main identifying elements of the islands and increase the awareness of belonging and local pride.

**【Methodology for the Achievement of the Objective.】**

In order to achieve said objectives, meetings and workshops are to be carried out with the several actors who will develop and operate the tours.

**【Role of concerned actors】**

Actors	Role
Fishermen and their families	Plan and conduct tours based on knowledge obtained through the implementation of this project.
Regional CDT	Implement the project and selection of actors, and implementation methodology with the collaboration of NGO and local associations
CDT	Support the implementation of the project at the area under the jurisdiction of the local committee (La Union, Conchagua, Meanguera del Golfo and San Alejo)
CORSATUR	Be aware of the general situation so that the project becomes one achievement of CORSATUR. Provide information and guidelines; incorporate the developed products into its promotional tools.
Municipality	Cooperate with the CDT and operators to facilitate the boarding and landing of passengers.
CAT La Union	Support the CDT for the realization of the project
Communities	Cooperate with the project, participate offering food, tours, handicraft and other activities to the visitors.
Local tour operator	Manage the booking system of tours, promote and feedback regarding the system
National tour operator	Incorporate the tour to the island in the offers
JICA Team	Support the CDT in cooperation with the actors, coordinate and finance workshops to involve the CDT and the community in the project

**【Schedule of the Project Implementation】**

Activities	2011		2012												2013
	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
A. The actors, sites and mechanisms of operation to realize the tours have been identified.															
Exploration of the islands and the existing tours															
Identification of actors and touristic resources for the tour to the islands															
B. The product of tour to the islands has been developed															
Development of routes and products for the tour to the islands															
Presentation of routes and products with the CDT and the community of the islands															
Design and production of graphic material															
C. The capacity of CDT to coordinate and promote tours to the islands has improved															
The CDT prepares a program of marketing and promotion.															
The CDTs promote tours to the islands including pamphlets and conduct promotional trips.															
The CDTs improve the tours to the islands and get feedback from the operators and concerned actors															

**【Costs of the Project (Results)】**

Expenditure items	2d year (US\$)	3d year (US\$)	Total (US\$)	Observations
Workshop	600	23,800	24,400	
Cost of boat transportation	600	14,800	15,400	
Pamphlet preparation	3,400	3,600	7,000	Cost of Design and Printing
Guide tour card	-	400	400	
Life preservers	-	1,300	1,300	
Fam trip	-	4,800	4,800	
Cost of manual preparation		6,000	6,000	Cost of Design and Printing
Total	4,600	54,700	59,300	

**【Observations related to the project implementation】**

The implementation of tours to the islands requires the coordination of distinct local actors and particularly the selection of at least one DMC (Destination Management Company) by the CDT to participate and so assure that bookings are properly managed.

**【Observations regarding monitoring】**

It is important to enhance the capacities of CDT and monitoring of the activities is to be done from various points of view. This allows the replication of the project model in the Eastern Region.

### Activity 2-3: To monitor and evaluate result of the pilot projects and draw "lessons learned"

The schedule of 5 pilot projects is shown below.

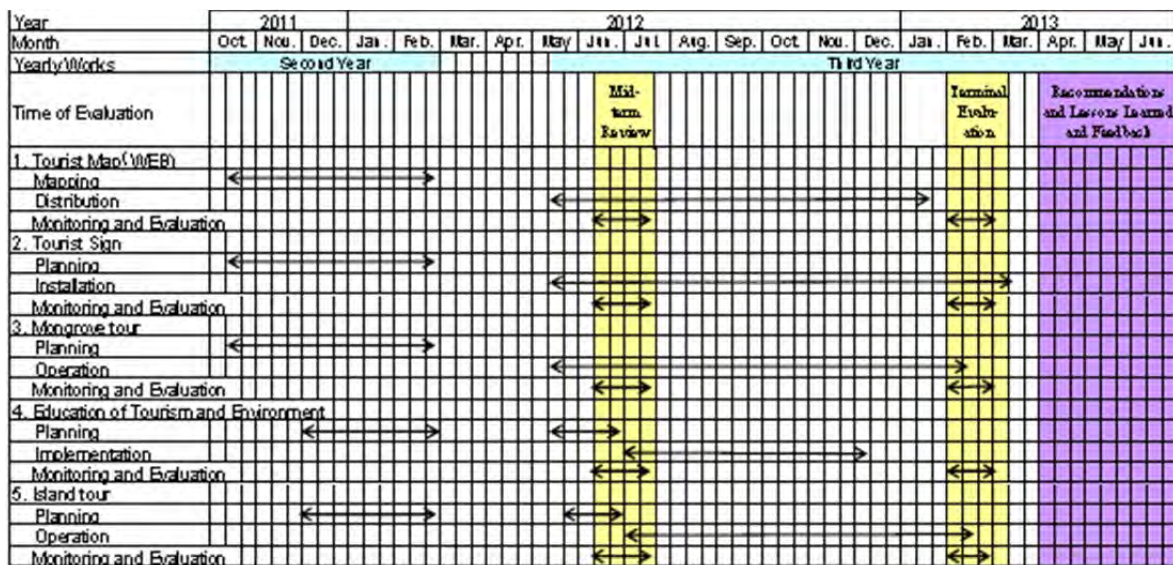


Figure 3-5 Schedule of monitoring and evaluation

In June, 2012 an intermediate review was carried out and final evaluation was conducted in February 2013.

Following is a summary of the output of activities for each pilot project.



## I : Tourist Map (WEB)

### 【The identification of elements for the creation of the system and validation】

Three CONAMYPE's participants in the workshops were trained to carry out workshops for participative mapping and in this way they can be later be replicated all over the country.

In total, 9 workshops were carried out to identify the main sites and locations of touristic resources with the participation of more than 150 persons of the three municipalities; in that, members of CDT were present, strengthening their position at the communities.

During the workshops, participants acknowledged the attractions and resources of their localities and municipalities, discovering together issues that were not known to all present, and constructive discussions were held regarding how to enhance touristic value, and the importance of having a solid image by providing proper information to the tourists. They even made suggestions for the ways that the streets could be changed to improve road circulation in the cities.

The CDT identified and selected the most important elements of identity for each municipality.



Workshop at CDT Conchagua



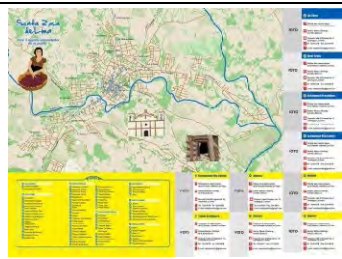


Strategies expressed in the main roads

		
Conchagua Mask	Fishermen at La Union	Gold and Cheese of Santa Rosa de Lima

### 【Communication of the CDT with the company about the mapping system.】

Maps for printing were designed according to the information provided by the CAT, the CDT, the Municipalities and other local actors who maintained constant meetings with the company.

		
Conchagua	Municipality of Conchagua	Santa Rosa de Lima



It was agreed with the participants that all maps are to have on one side, the map of the urban area of the main city with all services and establishments considered of touristic interest. On the other side, there is information of the municipal territory with the main points of interest, and roads and services on the roadway. It was decided that all maps should have a reference to the Golfo de Fonseca Route to support the promotion of the region, as well as the emergency phone numbers for contact in La Union and information about CAT La Union.

Information of CDT members in the tourist maps

A mechanism of sustainability was established to assure the re-printing of the maps. Maps were distributed for free at the distribution points to catch the attention of users.

**【Creation of the application and printing of the maps.】**

A web application was designed to allow the incorporation of resources, attractions and establishments in each of the municipalities, thus achieving easy administration, updating and consultation of the geo-referenced information.

Website <http://www.elgolfodfonseca.com/>

**【Selection of tourist map distribution points】**

The distribution system of the tourist maps was decided with CDT members and a principle distribution site was also decided. Additionally, a workshop was conducted so that the participants can act as basic guides. The participants received certificates from the project and CDT members and they can distribute the maps and provide information to the tourists.



**II: Improvement of Tourist Signs**

**【Selection of tourism resources and sites to install tourist signs with orientation of CORSATUR】**

As result of the previous discussion, CORSATUR, CAT La Union and CDTs organized the touristic resources of each city to define the touristic resources and facilities as candidates for the installation of Tourist signs.

City	Tourism Resources and Tourism Infrastructure	Tourist Sign	Unit (Plan)	Unit (results)	Observation
La Union Conchagua	Municipal Pier CAT La Union (Tourist Information Center)	Welcome sign	1	1	
		Tourist information			
	Guide sign	1	2	Reason of Change B	
	Zacatillo Island	Welcome sign	12	0	Reason of Change A
	Conchagua volcano	Guide sign	1	1	
	Junction point (Beach and	Guide sign	4	4	

Intipuca City	Volcano)	Tourist information sign	10	10	
	Central Park	Guide sign	1	1	
	Esteron Beach (Mangrove forest)	Tourist information sign	1	1	
	Mangrove tour	Tourist Sign	1	1	Reason of Change C
La Union Conchagua	Tourism Resources and Tourism Infrastructure	Welcome sign	2	2	
	Municipal Pier	Tourist information	8	10	More
	CAT La Union (Tourist Information Center)	Guide sign	0	6	Reason of Change D
	Zacatillo Island	Welcome sign	1	1	
Conchagua volcano		Guide sign	43	40	
Total					







Municipal pier in La Union



Scenic view of Gulf of Fonseca from top of Conchagua Volcano

#### 【Preparation of new designs for the tourist signs】

- ① A new arrow-shaped design for the Tourist signs has been prepared facilitating the visualization by tourists and also motivating them to go to the touristic destinations.  
Regarding the design, they were prepared using fonts and colors easy to be seen by the tourists, with information in English and Spanish, considering the visit of foreign tourists in the future, always in accordance with the manual of CORSATUR.
- ② Informative Tourist signs were prepared considering the relationship with the Pilot Project of Tourist maps, and tourist maps were to be included in the signs of La Union tourists in the future in Conchagua and at the mangrove tour office.
- ③ The welcome sign previously installed by CORSATUR on the Conchagua volcano was not well located and so, the material was reutilized. The metallic structure was exchanged for a wooden structure to cause more impact to the visitors and the color also was changed to make a better match with the image of the volcano.
- ④ The touristic boards and signs were prepared of wood under the concept of providing a warmer welcome to the visitors. The material can be obtained locally or in San Salvador, taking into consideration the conservation and the maintenance.

	
<p>Arrow shaped tourist sign (El Esteron beach, Intipuca)</p>	<p>Signs written in Spanish and English (El Esteron beach, Intipuca)</p>
	
<p>Welcome sign made of wood and steel (Conchagua Volcano)</p>	<p>Tourist sign using wood (Have a nice trip El Salvador-La Union)</p>

**【CORSATUR and JICA project team prepare materials for tourist signs and the CDT installs the signs】**

- ① The permits for the installation of Tourist signs were obtained for all sites. However, the permit to install the sign at the Conchagua volcano, located in an environmental protection area took too much time. Regarding piers at La Union, delivery of the piers from FISDL to the municipalities was delayed.
- ② Changing of installation location for Tourist Signs
  - A. It was verified that the location of the CAT La Union office is going to change, therefore, the manufacturing and installation of the sign for the office was stopped.
  - B. In relation to the informative signs to be installed in the La Union piers, previously one site was planned but was increased to 2 sites.
  - C. In relation to the informative board planned to be installed at the Central Park of Conchagua, the municipality did not authorize the installation there, therefore, it was used in the pier previously mentioned in B
  - D. The CDT expressed the need to install Tourist signs in the circuit of the mangrove tour (6 sites) and they were prepared with remnant material of the La Union welcome signboard.

**【Maintenance Plan involving local community】**

1. Maintenance Plan (Measures against theft and damage)
  - 1) La Union
    - All Tourist signs are to be installed in the pier that has 24 hour surveillance; therefore, watchmen continuously inspect the situation.
    - A representative of CDT La Union lives close to the pier and so he can check the sign.
  - 2) Conchagua
    - Two out of the 14 indicative signs installed in the Conchagua volcano were



damaged. The tourist sign installed by the CDT indicating a rest area was stolen and so, the CDT implemented the following measures.

- ① Announcement in the media such as newspapers to prevent new robberies
- ② Surveillance of Tourist signs by the municipality with the support of ADESCO (Communitarian Development Associations)
- ③ Request the support of the Army, which has a base inside the volcano Conchagua area, to watch the sign.

3) Intipuca

- The CDT and the personnel related to the tour to the mangroves conduct periodic inspections.

### III : Project of Mangrove Tour



**【CDT and AJPI】**

Support to the legalization and business process of the CDT was provided; at the same time the possibilities to create a tourism association for the administration of the Mangrove tour was sought

This AJPI was created with 20 members in 2011 and currently they are being trained as guides and conservationists of the natural resources.

**【Preparing an inventory of fauna and flora at the mangrove by the concerned actors】**

The natural resources of the area to be developed were inspected to organize the route for the tours of the mangrove area and the guides.

		
<p>Interchange of opinions with CDT members</p>	<p>Site inspection to determine the potential</p>	<p>Fisherman in the area</p>
		
<p>Eagle observed during the site inspection</p>	<p>Mangrove tour implementation area (Esteron beach, Intipuca city)</p>	<p>Inventory database</p>

**【Conduct a Fam Trip to a successful similar project】**

On November 24 and 25, 2011 a study trip to an advanced area took place in the Mendez island and Jiquilisco bay, located at Usulután department, with the participation of MITUR/CORSATUR, CAT LA UNION, CDT, JICA project team, CONAMYPE and the NGO “Eco experiences”.

With this experience, the association was strongly motivated towards the implementation of the project, and many ideas were generated, like the identification of aspects that should be avoided during the operation.



Preparation of logistics for the inspection training



Visit to the local museum at the Parada port in Jiquilisco bay



Exchange of opinions with the community at the albergue La Tortuga in Mendez island

**【The CDT and local organizations related to the mangrove create an implementing organization and prepare the statutes】**

In the first place, for legal purposes, both entities started the procedures toward legalization as CDT Intipuca, and registration as the Association of Tourism Development of Intipuca, ADESTI. Simultaneously with the registration, procedures for the creation, institutionalization and legalization of the Intipuca Cooperative of Tourism started.

The cooperative was officially recognized on May 18, 2013 by submitting the cooperative statute to INSAFOCOOP. Regarding CDT Intipuca, the legalization is still on-going.

**【Training of the Implementing organization on planning and management of the mangrove tour】**

All training regarding the operation of the mangrove tour, including training in emergency rescue by the Red Cross was finalized. Moreover, new themes for training were incorporated, like administration strengthening directed to the members of the cooperative and collaborators.

**【Design of routes and development of products related to the mangrove tour】**

4 basic routes have been defined; however, as an extension of the product, two more routes will be commercialized and promoted in March, one including packages with lodging, boat and hikes through the high areas of the municipality. New concepts of routes are being extended, including educational routes, boat routes, bird watching and tourism and environmental education to be commercialized in schools, colleges and universities.

**【Preparation of a Business Plan】**

The organization has a business profile with annual investment and sales projections but the business plan will be prepared as part of the training process for the formation and legalization of the cooperative.

**【Preparation of a marketing plan and promotion program】**

Like the above item, the draft plan was ready and it was completed during the management and operation training to the cooperative members, under the orientation of INSAFOCOOP, CONAMYPE, MITUR and CDMYPE. The update of the operation plan and the website ([www/intipucatus.com/](http://www/intipucatus.com/)) are finalized.

**【Activities to promote the mangrove tours】**

Participation in fairs and events to promote the product was carried out, as well as the study trip to Nicaragua and Honduras. Visits to hotels on the beaches of Chirilagua, El Cuco, El Esteron, Las



Tunas, etc. were also made. A group obtained the services of the hotels Las Flores and La Tortuga Verde and sent a business plan to national travel agents.

**【Operations of the mangrove tour】**

The implementing organization has implemented the mangrove tour efficiently and according to the client's satisfaction survey, the level of satisfaction is high.

		
<p>Creation of a Homepage www.intipucator.com</p>	<p>Mangrove Tour new information center</p>	<p>Conduct tour for foreign visitors</p>
		
<p>Participation in Expo Vacation. Picture with the Ministry of Tourism</p>	<p>Promotional pamphlet of the mangrove tour</p>	<p>Workshop on emergency rescue by the Red Cross</p>
		
<p>Meeting with INSAFOCOOP for the formation of the cooperative November 14, 2012</p>	<p>Transfer of experience from environmental education tour to CDTs in Conchagua and Pasaquina February 9 and 10, 2012</p>	<p>New promotional material used in the study trip</p>
		
<p>Promotion of mangrove tour in Honduras and Nicaragua January and February, 2013</p>	<p>Fam Trip Guatemalan cruise tour operators February 2, 2013</p>	<p>Assembly for approval of statutes February 20, 2013</p>

## IV: Project of Tourism and Environmental Education

### 【Implementation of the program according to the action plan】

#### ① Classes

Classes were conducted according to the previously mentioned program. Besides, under the initiative of the MEGATEC students a tour to Piedras Blancas and a sketch about tourism were implemented as homework. Said activities and the period of presentation were included in the program.

		
Classes	Piedras Blancas Tour	Perform a play
		
Opening ceremony (INDA)	Feature of the class (Santa Clara)	Perform a play (Santa Clara)

#### ② Excursion

The excursion was to Intipuca and the program was formed of 3 parts: experience with the kayak, mangrove tour and environmental class (sea turtle egg-laying and conservation).

		
Experience with Kayaks (INDA)	Mangrove tour (INDA)	Environmental Class (Santa Clara)

#### ③ Action Plan

##### <Piedras Blancas>

In the action plan, planting was selected (Cleaning activities are conducted voluntarily apart from classes).





Features of the Action Plan Implementation

<INDA>

The Action Plan selected to be implemented on November 16 was the cleaning of the mangrove. The motive was that although the mangrove is an important touristic resource for Pasaquina, almost nothing is done for the conservation and cleaning of the same and it is very dirty compared to mangroves in other sites (Intipuca and Jiquilisco)

<Santa Clara>

The school in Santa Clara is relatively close to the boundary, and it is considered that the river (relatively clear) that crosses the border between the countries, can be a future touristic resource; therefore, cleaning and litter collection at the access roads were considered in the Action Plan.



Implementation of the Action Plan • Mangrove cleaning (INDA)

Cleaning of the river (Santa Clara)

④ Others

The ceremony for the delivery of the certificate of conclusion at INDA was programmed to coincide with the Schedule of the training team of MITUR/CORSATUR for the Project and was attended by the Vice-Minister of Tourism, the Resident Representative of JICA and the Mayor of Pasaquina, on November 18 (Sunday).

The certificate with the signature of the Vice-Minister and the Resident Representative of JICA was given to the representative of the pupils and the INDA featured a dance show for those present. Moreover, 100 pupils of the first school of Piedras Blancas were invited to the ceremony and the director of the school gave a speech to thank them for the opportunity and the pupils featured the sketch that they had created during the course.



Delivery of the Certificate (INDA)

Closing ceremony (INDA)

Closing ceremony

## V: Tours to the islands of the Gulf of Fonseca

### 【Examination of the existing situation on the islands and the existing tours】

The implementing entity to conduct the tours and show the natural resources of the islands were certified to organize the necessary conditions for the tour implementation.



As the result of an interview, it was learned that the names of the islands were not well known but many answered that they would like to go.

An analysis of some pamphlets of big travel agents was made, and participating in the tour of the Fonseca islands was not included.

### 【Identification of human and tourism resources related to the tour to the island】

Meetings were held with CAT LA UNION, CDT, travel agents, fishermen and teachers and students of MEGATEC to see the possibilities of cooperation toward the present pilot project.



The touristic resources possible to be visited in the tour to the islands are the following.

Meanguera del Golfo Island, Zacatillo island, Conchaguita island, Martin Perez island (boat excursion only) , Pueblo Viejo beach, Chiquilin cape beach, and Playitas beach

It was verified that the following touristic categories could be enjoyed making use of the touristic resources mentioned above.

- a. Nature and landscape : View from the top of the island, dolphin and whale watching (limited seasons), trekking on the islands
- b. Culture : Handicraft with seashells and driftwood, seafood cooking and sharing experiences with local fishermen
- c. Adventure : Swimming, snorkeling, and trekking

Touristic guide training was conducted, aiming to improve the contents of the tour.

- a. There were 14 persons among the fishermen and boat captains of La Union and Meanguera del Golfo who participated in the training. This was the first case for the Ministry of Tourism



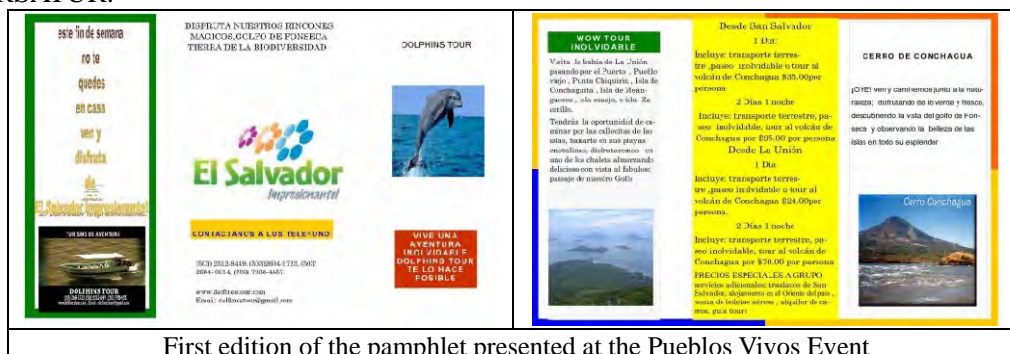


- b. There were approximately 60 participants of the restaurant sector who participated in the Gourmet Improvement Program.
- c. Implementation of the typical handicraft enhancement program : Program to benefit stakeholders of the island.

Preparation of a manual for the standardization of services and capacity building of local tour operators and guides, and conduct a simulation.

**【Development of routes and products for the tour to the islands】**

Travel agents of La Union, CDT La Union and concerned municipalities held meetings to prepare the promotional pamphlet for the tour to the islands, which was distributed at events like Pueblos Vivos, sponsored by the MITUR/CORSATUR, and the seminar for travel agents sponsored by CORSATUR.



First edition of the pamphlet presented at the Pueblos Vivos Event

The contents of a Night time fishing tour were considered in collaboration with the Tourism department of MEGATEC.



Simulation of the products below was conducted.

- Conchaguita Island: visit-trekking to the church ruins and petroglyphs that are found at the top of a mountain; “playa brava” camping; lunch on the community beach.
- Chiquirin: alcohol free beach; beach football program
- Meanguera del Golfo: beach visit; lunch on the small beach next to the dock

- Pirigallo Island: bird watching tour
- Perico and Periquito Island: bird watching and mangroves tour
- Zacatillo Island: gastronomy, tubing, and snorkeling
- Pueblo Viejo: Express boat tour to “Pueblo Viejo” for the visitors with tight budgets or little time.
- Conchagua: Sea and land combination: volcano, islands and town 2) camping at the volcano
- Cruising in the bay

The developed tour was introduced to the personnel of CORSATUR, workers of the municipality and the media.

Fishermen and boat captains totaling 32 persons participated in the second training for tour guides. Fishermen who participated as trainees in the first training supported this training

		
Workshop about the gourmet tour (Zacatillo island, February 6-7)	Group management workshop	Workshop about the gourmet tour (Zacatillo island, February 6-7)

- A gastronomic and art crafts improvement program in which approximately 100 people that offer food and art crafts participated. The program included drills, preparation workshops, assembly, and emblematic dish creation with local inputs

**【Presentation of routes and products to the CDT and the community of the islands】**




The developed tour to the islands was presented to CORSATUR, municipalities, tour operators and the media.

**【Design and production of graphic material】**

For the hospitality stands, an activity menu was designed and used as the base of the promotion of the island tours. This menu was elaborated in coordination with the counterparts from the marketing department of CORSATUR, the CAT, the CDTs, CP of the municipalities and the island communities.

Pamphlets were designed and prepared to promote the island tours with the students from the Marine School of the University of the State of California and promotion and sale activities were conducted.

An information guide, a Destination Management Company handbook and interpretation cards were designed, printed and distributed.

		
Product Pamphlet for international market	Map with main aquatic routes	Simulation with interpretation cards

**【Realization of Fam trips of the tour to the islands and presentation of the pamphlets】**

10 fam trips were operated with functionaries from: CORSATUR including their areas of marketing, product development, investment, entrepreneurship and infrastructure; tour operators; press and communication groups; and teachers from various schools of the area to promote tourism to the Golfo.

The institutional pamphlet was prepared with support from CORSATUR marketing area and presented to the tour operators during the fam trips and the FITUR in Madrid. This Pamphlet will be presented in the international tourism fairs in which CORSATUR and the Gulf's tour operators will participate during 2013.

		
<p>Fishermen preparing fam trip for functionaries from CORSATUR and JICA Project Team</p>	<p>Local community participating in fam trip service and operation</p>	<p>Press Fam trip in Conchagua</p>

**【Monitoring of the tour to the islands and feedback from the stakeholders to the CDT】**

The regional CDT with the other stakeholders of the project has started to implement a project for demand analysis and visitor monitoring. According to reporting participants, the number of tourists has grown exponentially with respect to previous years.

### Output 3: Capacities of CDTs/tourism development associations in the pilot project area are enhanced.

#### Activity 3-1 : To assess training needs of CDTs/tourism development associations and stakeholders and implement training

##### (1) Investigation of Needs of the Training

The training contents were defined, following the process below.

- i) Workshop for the Training Objective and Problems: Assessment of the training needs
- ii) Clarification of needs through the reassessment: Clarification of the training needs through exchange of opinions
- iii) Meetings with the potential participants in the training: Consideration of the interest and opinions of the participants
- iv) Meetings with the candidate trainers: Consolidation of the contents of the training

##### (2) Definition of the training proposals

Based on the assessment evaluation, the following trainings were defined and implemented.

	Seminar for Business Opening	Customer Service (Restaurants)	Customer Service (Hotels)	Handicraft (Sea Shells)	Handicraft (Water reeds)	Handicraft (Calabash)	Cooking	Leadership development *	Handicraft (Bamboo)	Handicraft (aluminum)	Basic Seminar of Tourism Development
La Union		●		●		○	●	○	○		
Conchagua		○		○		●	○	○	●		
Intipuca	●			●				○			
Chirilagua	○			○	○			○			●
El Carmen					●			○		●	
Pasaquina	●	○	○					○			
Santa Rosa de Lima	○	●	●					○			
Yucuaiquin	●							○			
Bolivar	○							○			
San Alejo	●							○			
San Jose La Fuente								○			
Yayantique								○			●
Manguera del Golfo	●							○			

● Municipality implementing the training (direct beneficiary)

○ Municipality invited to the training (indirect beneficiary)


\* Leadership formation; trainees were CDT leaders or representatives of the 13 municipalities

##### (3) Summary and Results of the Second Year Training


10 courses of 6 types of the trainings were implemented, totaling 85 classes, at 9 municipalities with 216 participants.



a. Seminar for Business Opening (tourism-related)


	<b>No.1</b> Yucuaiquin	<b>No.2</b> Intipuca	<b>No.3</b> Pasaquina/Santa Rosa de Lima/San Jose/Bolivar
Objective of Training	Preparation of a business opening plan by the trainees envisaging the local tourism development		
Contents of the training	Classes regarding the concept of entrepreneurship, management, investment costs, etc.		
Members of the training	Total participants: 28, 12 attended the two days	Total participants: 25, 17 attended the two days	Total participants: 30, 5 attended the two days
Results	<p>Participants learned about basic concepts of entrepreneurship, management, investment costs, etc.</p> <p>Trainees who attended the two days were able to prepare a plan of activities at the end of the training, in order to achieve the goals of the entrepreneurship (achievements and activities for June and December 2012).</p>		

b. Customer Service (Restaurants)


	<b>No.4</b> La Union, Conchagua, Santa Rosa de Lima	<b>No.5</b> Santa Rosa de Lima, San Jose
Objective of Training	Learn techniques for client service (restaurants) in order to improve local services	
Contents of the training	Classes directed to restaurant and similar business managers and employees regarding client service, and analysis of clients	
Members of the training	Total participants: 27, 7 attended the two days	Total participants: 18, 4 attended the two days
Results	<p>Participants learned about analysis of clients at restaurants, workers' manners, and practices in methods of how to provide good service to clients. Trainees who attended the two days were able, at the end of the training, to do a self-evaluation about the efficiency of workers towards clients, cleanliness, and attention to clients within 2 minutes.</p>	

c. Customer Service (Hotels)


	<b>No.6</b> Santa Rosa de Lima
Objective of Training	Learn techniques of client service (hotel) in order to improve local services
Contents of the training	Classes directed to hotel managers and employees regarding client service, and analysis of clients
Members of the training	Total participants: 9, 1 attended the two days
Participants members of CDT	1 participant, 1 coordinator and progress supervisor

Results	<p>Participants learned about analysis of clients at hotels, workers manners, and practices in methods of how to provide good service to clients. Trainees who attended the two days were able, at the end of the training, to do a self-evaluation about the efficiency of workers towards clients, cleanliness, and attention to clients within 2 minutes.</p>	
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#### d. Handicraft (Sea Shells)


		No.7 La Union • Conchagua	No.8 Intipuca
Objective of Training	Learn techniques to manufacture handicrafts using local material (seashells) envisaging the local tourism sector development		
Contents of the training	Classes, practices and sales activities related to the manufacture of handicrafts using the seashells found on the local beaches (participation in the fair)		
Members of the training	Total participants: 21, 10 attended the 17 classes (Final: more than 60% of total assistance)	Total participants: 22, 18 attended the 16 classes (Final: more than 60% of total assistance)	
Results	<p>Learning of techniques to manufacture handicrafts using seashells that is a local resource. During the training the ideas and creativity of trainees were taken into account and a sandal designed by a participant was created. At the conclusion of the course, a group of artisans was created and they participated and exhibited their handicrafts at the La Union city fair, accomplishing sales activities.</p>		

#### e. Handicraft (Water reeds)

		No.9 El Carmen	
Objective of Training	Learn techniques to manufacture handicraft using local material (water reeds) envisaging the local tourism sector development		
Contents of the training	Classes and practices regarding handicraft manufacture using water reeds, collection and manipulation, sales activities (participation in fairs)		
Members of the training	Total participants: 17, 6 attended the 36 classes (Final: more than 60% of total assistance)		
Results	<p>Learning of techniques to manufacture handicraft using a local resource, the water reeds found in Olomega Lake. Through the training it was possible to learn a total of 21 models of handicraft using the water reeds. During the training period a logo with Olomega lake as a motif was created. By self-initiative, a facebook page was also created to promote and divulge the water reed handicraft in the internet and also sales activities were achieved, during the Olomega fair.</p>		

#### f. Handicraft (Calabash)


		No.10 Conchagua • La Union	
Objective of Training	Learning of techniques to manufacture handicrafts using local material (calabash) envisaging the local tourism sector development		
Contents of the training	Classes and practices regarding handicrafts manufacture using calabash, collection and manipulation, sales activities (participation in fairs)		

Members of the training	Total participants: 18, 9 attended the 4 classes (Final: more than 60% of total assistance)	
Results	Learning of techniques to manufacture handicrafts using a local resource, was achieved. Through the training, it was possible to learn a total of 4 models of handicrafts using the calabash. Also sales activities at the fair in La Union city were accomplished.	


#### (4) Summary and Results of the Training during the Third Year

9 courses of 7 types of the trainings were implemented, totaling 58 classes at 12 municipalities, with 176 participants.

##### .a. Cooking

<b>No.1 La Union</b>		
Objective of Training	Improve cooking techniques to prepare seafood dishes to strengthen services offered in the locale.	
Contents of the training	Lectures and practices for the presentation of seafood dishes. Total of 9 dishes: prawn cocktail, sea bass in wine sauce, fried oyster, fried prawn, paella, seafood pasta, stuffed lobster, lobster cream and bouillabaisse	
Members of the training	Participants group 1 -5 persons ; group 2: -6 persons, group 3 -8 persons Total 19 persons	
Results	Through this training, participants had the opportunity to learn the preparation of 9 seafood dishes. The instructor commented that participants were able to make good use of the training. In order to improve the techniques further, one of the participants of group 1 took part in the group 2 training as an assistant to the instructor. With that, the expected result “Improve techniques to prepare seafood dishes” was achieved.	

##### b. Leadership Development

<b>No.2 Towards leaders of 13 municipalities</b>		
Objective of Training	Preparation of a touristic package plan by the CDT, aiming at local tourism development	
Contents of the training	<ul style="list-style-type: none"> <li>• Lectures and presentation of case studies of CDT activities</li> <li>• Presentation of activities carried out by La Union CDT leaders</li> <li>• Practices for the preparation of a touristic package plan</li> </ul>	
Members of the training	41 persons	
Results	During the workshop, participants were divided into groups according to municipality and there was an internal group discussion among the participants for the preparation of the touristic package plan. After the workshop, each municipality presented the plan they prepared and the expert, instructor and the other participants provided feedback, pointing out the problems and aspects to be improved in order to prepare a proper plan. Thus, the expected result “improve the capacity to prepare a touristic package plan” was achieved.	

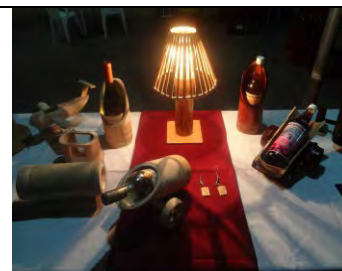
c. Handicraft (Sea Shells)

<b>No.3 Chirilagua</b>	
Objective of Training	Learn techniques and skills to make handicrafts using local raw materials (sea shells) aiming to improve the local tourism-related business development.
Contents of the training	Lectures and practices to make handicrafts using sea shells found on the local beaches. Products prepared during the training: 5 types of necklaces, 5 types of bracelets, 2 types of earrings, 1 type of key holder, 1 type of hair pin.; total 14 articles
Members of the training	22 persons, 18 of them assisted all classes. (Finalized: more than 60% of the participants)
Results	Through the training, 18 participants finished the nine stages and so, they learned how to make 14 different types of handicrafts. Participants were satisfied that they were able to learn well and they said they would like to continue making handicrafts. Thus, the objective of the training “Learn techniques and skills to make handicrafts using seashells” was achieved.




d. Handicraft (Bamboo)

<b>No.4 Conchagua</b>	
Objective of Training	Learn techniques and skills to make handicrafts using local raw material (bamboo) aiming to improve the local tourism-related business development.
Contents of the training	Lectures and practices to make handicrafts using locally found bamboo. Articles prepared during the training: two types of wine bottle holders (1 plain, 1 with design), two types of jars (1 plain, 1 with design), 2 types of tissue boxes (1 plain, 1 with design), 3 types of pencil holders (1 plain, 2 with design), 3 types of candle holders, 2 types of key holders, fruit basket, bamboo airplane, lamp, box, wine bottle holder with wheels, and bracelet, totaling 20
Members of the training	14 persons; of these, 12 finished the entire cycle of classes (Finalized: more than 60% of the participants)
Results	In the training, 12 participants finished the 22 stages and so, they learned how to make 20 different types of handicrafts. Participants expressed their satisfaction saying that they were able to learn very well and the instructor commented that most participants made good use of the training. Thus, the objective of the present training “Learn techniques and skills to make handicrafts using bamboo” was achieved.




e. Handicraft (Aluminum)


<b>No.5 El Carmen</b>	
Objective of Training	Learn new techniques and skills to make handicrafts to promote local tourism-related business development.
Contents of the training	Lectures and practical classes about the handling of aluminum for handicrafts, dyeing method, etc. Articles made during the training: key holders, flower shaped magnets, heart-shape magnets, cross, bottle, 4 types of boxes, totaling 9 articles
Members of the training	14 persons, of these 13 finished the entire program (Finalized: more than 60% of the participants)

Results	Through this training, 13 participants finished the 9 stages and so, they learned the way to make 9 different types of handicrafts. The instructor commented that most of the group learned very well during the training and most of the participants expressed their satisfaction saying that the training had been very useful.	
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**f. Seminar for Business Opening (tourism-related)**

	<b>No.6</b> Menguela del Golfo	<b>No.7</b> San Alejo
Objective of Training	Preparation of a business opening plan by the training participants aiming at the development of local tourism related business.	
Contents of the training	Practical classes about the concept of business opening, management, investment costs, accounting, financial management, etc.	
Members of the training	14 participants in total, of those 9 participated the 2 days	18 participants in total, of those 9 participated the 2 days
Results	Both in Eastern del Golfo as in San Alejo, 9 persons participated in the 2-day seminar to prepare a business opening plan. This plan included activities to be carried out by each one in the future, required capital, etc. So, the objective proposed in the present training “improve the capacity to prepare a business opening plan” was achieved.	

**g. Basic Seminar of Tourism Development**

	<b>No.8</b> Chirilagua	<b>No.9</b> Yyantique
Objective of Training	Improve knowledge and awareness-raising of the participants in the training towards tourism development aiming at the local tourism development.	
Contents of the training	1. Classes to improve basic knowledge regarding tourism (relation between tourism and economy, society, environment, etc.) 2.Classes about the conducting of touristic events	
Members of the training	Total of participants 17 persons, of those, 4 participated the 2 days	Total of 17 persons, of those, 17 persons participated the 2 days
Results	In the plan, besides the evaluation of the event’s program, the functions of each group, like coordinator with other groups, logistics, etc. were defined. Also, during the training, members of the CDT, who have a major role in the realization of events, taking in consideration the follow up for the realization of the event, were included.	

**Activity 3-2: To prepare and/or revise the regulations or article at CDTs/tourism development associations.**

None of the CDTs of the 13 municipalities of the pilot project areas had Internal Regulations by the time of launching the Project. The Internal Regulations are necessary for the legalization process but none of the 5 CDT that were already legalized had Internal Regulations. The allegation was that they had not carried out activities that required the Internal Regulations.



In 2012 Intipuca and the regional CDT formulated the Internal Regulations. In January 2013, a model that could be adapted to all CDTs was prepared and was distributed to CORSATUR and to each CDT, requesting that they should be used as reference to prepare the Internal Regulations of each CDT.

The results of such support are shown below.

CDT	Situation of the Internal Regulations Formulation	Main Items
La Union	IR is prepared, waiting for the approval of the Board of Directors	Membership fee US\$3/month
Conchagua	IR is prepared, waiting for the approval of the Board of Directors	Membership fee US\$5/month, Prepared by the same CDT
Pasaquina	IR is prepared	No membership fee
El Carmen	IR is prepared, waiting for the approval of the Board of Directors	Membership fee US\$ 2/month. Included an item related to environmental conservation in the contents of activities
Intipuca	IR is prepared	IR prepared by the same CDT. No membership fee. Payment of US\$ 5/month to the cooperative
Meanguera del Golfo	IR is prepared	Membership US\$5/year
Santa Rosa de Lima	IR is prepared	Membership US\$10/year
Yayantique	IR is prepared	Membership US\$5/month
San Jose	No answer	
Bolivar	No answer	
San Alejo	No answer	
Yucuaiquin	No answer	
Chirilagua	No answer	

The main reasons that some municipalities did not prepare one are the following:

- Bolivar: The CDT is at the point of being dissolved
- San Jose: CDT is under restructuring, Internal Regulations will be considered afterwards
- Yucuaiquin: CDT is under restructuring, Internal Regulations will be considered afterwards

### **Activity 3-3 : To enhance the networking among relevant organizations such as universities, NGOs, private tourism companies and governmental institutions.**

As a result of this activity, through the implementation of the pilot projects, trainings and national study trips, the CDT could make contact with other related supporting entities, as shown below.

#### CONAMYPE

- During the implementation of the pilot project “Mangrove Tours” they provided a lot of support regarding the procedures for the legalization of the CDT Intipuca and they provided support also in the assignment of a facilitator for the workshop for the “Tourist Map (WEB)”.

#### MEGATEC

- A strong network was built especially with MEGATEC through making textbook and dispatching the students as lectures for the Pilot Project of Environmental Tourism Education, in addition to that, they received support in developing the concept of the tourism development of the municipalities.



INSAFOCOOP (Salvadorian Institute for the Promotion of Cooperatives)

- INSAFOCOOP provided support for the process of cooperativization of Intipuca and Yayantique. Afterwards, Intipuca was assisted in the process of preparing the Operation and Management manual.

CDMYPE (Center for the Development of Small and Medium Business)

- With respect to the development of the Business Plan for the CDT, Intipuca received support from CDMYPE.

**Activity 3-4 : To conduct exchange visits (including trainings in third countries) of CDTs/tourism development associations.**

The main activities carried out for the exchange among CDT are the following.

National Encounter of CDT (Sponsored by MITUR/CORSATUR)

Twice a year MITUR/CORSATUR promotes a meeting of all CDT in the country to conduct capacity building trainings. 2 to 3 members of each CDT participate and in general it is an event that gathers more than 300 persons. The exchange among participants is dynamically conducted with presentations of activities by the CDT and it is an important occasion to acquire necessary knowledge about activities of the CDT.

Training program to the Western region of El Salvador

Background and objective

- Learn from successful cases of tourism development in the Western region of El Salvador.
- It was conducted over two days on 2012 February 17 and 18, with the participation of 45 persons in total.

Places of visit

Suchitoto, lagoon of Coatepeque (El Congo), Apaneca, San Lorenzo and Juayua

Results of the training

**【Suchitoto】** : Suchitoto was designed 15 years ago as the first “protected historical cultural city” in El Salvador. It is very popular for national and foreign tourists, and from very early has been developing as a tourist area.

On another note, due to the long tourist development history, CDT activities have been carried out for a long time, and among them are regular weekly meetings with several activities involving the management. In the future, the CDT activities of the La Union area shall be used as pioneer cases.

**【El Congo】** : The implementation of “one town one product” is being executed under the collaboration of CONAMYPE. This experience can be used to establish tourism development mechanisms. Characteristic activities are summarized below.

- Concentrated actions regarding young tourists
- Feature character for the activities (TABUTO)



**【Juayua】** : Holding pedestrian fairs on Saturdays, Sundays and holidays. They implement these with collaboration from the CDTs and small entrepreneurs, which attract many tourists from the surroundings. Therefore, it was important to understand these activity mechanisms to support these activities.



Food festival

Pilot Project Kick –off ceremony

On September 22, 2011 the presentation ceremony of the selected 5 pilot projects with an explanation of the contents, took place at the MEGATEC La Union with the presence of the Minister of Tourism, the director of CORSATUR, JICA representative, counterpart and the CDTs.



Submittal of presentation material

CDT meeting during the Project’s inspection visit of the Embassy of Japan and the Ministry of Tourism.

A Project inspection visit was made by the Embassy of Japan (Councilor) and the Ministry of Tourism (Vice-minister of tourism), the JICA office (Resident representative) over two days, on November 17 and 18, 2012. On this occasion a meeting was held with the CDT members of the 13 municipalities at the Meeting room of the Comfort Inn Hotel, at La Union. The representatives of each CDT made a presentation about the 5 pilot projects and the trainings and afterwards there was a session of Questions and Answers, reinforcing the exchange among the CDT.



Presentation of the Concept regarding tourism development in the 13 municipalities

On February 21, 2013, CDT members of the departments of San Miguel, Usulután and Morazan were invited for the presentation of the “Concept regarding tourism development” at the meeting room of the Hotel Comfort Inn at La Union. All 13 municipalities made a presentation of the concept and the exchange among CDT of the 4 departments of the Eastern region was reinforced.



**Activity 3-5: Formulation of the tourism development concept by concerned CDTs/tourism development associations.**

The Concept of Tourism Development defines the future direction of tourism development in the city and for its formulation, the CDT, together with the municipality determines the vision of tourism development to prepare a Plan of Activities in this direction, shaping a common awareness among the stakeholders. It makes the CDT known to the outside and at the same time serves as promotional material for the tourism in the municipality. Through this kind of work,

the goal of the CDT and the municipality is established and it strengthens their capacity regarding tourism development, allowing the reassessment of local touristic resources jointly.

Actually, the progress of the majority of CDT was not according to the schedule and in February 21, 2013 a presentation of the concept by all municipalities was programmed. This date would be the target day for the formulation. Under this guideline, the assistance of MEGATEC was requested in the beginning of January 2013, and students of the Tourism course were assigned to assist those CDT that were behind schedule in the formulation of the concept.

On February 21, 2013 the 13 municipalities presented the Concept to the Final Evaluation Mission, and the CDT of the departments of Usulután, San Miguel and Mozarán.

**Activity 3-6 : To strengthen the capacity of CDTs/tourism development associations to prepare proposals in order to request support including fund-raising, towards donor agencies and NGOs.**

Concerning the process of tourism development concept formulation, representative projects of tourism development are to be selected in order to formulate the proposal.

**Table 3-1 Priority Projects of the 13 Municipalities within the Concept of Touristic Development and Support Provided**

Municipality	Priority Project	Support	
Bolivar	Institutionalization to conduct activities for the promotion of tourism development in the municipality	×	
Chirilagua	Rehabilitation of the Central Park	×	
Conchagua	Development of Tamarindo Beach	○	Prepared in collaboration with CORSATUR, MOP
El Carmen	Project of a touristic wagon with handicrafts at the train station and improvement of the image	○	
Intipuca	Build a mechanism for tourism development in the municipality based on the system of the mangrove and kayak tours	○	
La Union	The Station	○	
Meanguera del Golfo	Installation of a Museum, restaurant and space for the selling of handicrafts and a tourist information center	○	
Pasaquina	Change the wharf into a living museum	○	Preparation of a proposal for road rehabilitation
San Alejo	Tourism and Environmental Education	×	
San Jose	• Dissemination to all schools in Pasaquina	×	
Santa Rosa de Lima	Construction of a park	○	
Yayantique	Creation of an eco-park named after the General Guillermo Cortez	×	
Yucuaiquin	Plan of Rehabilitation of Spa Salt Oscro	○	

The methodology for the formulation of a proposal was to show a sample to prepare accordingly.

In Pasaquina, the contents of the proposal actually prepared were not the same as the priority project. The title of the proposal is Road rehabilitation in San Sebastian.

Out of the 13 municipalities, 8 actually were able to prepare the proposal but 5 could not do it. Some of the reasons for that are: The CDT is to be dissolved (Bolivar) , the CDT is under a process of reformulation and the proposal will be done afterwards (San Jose) .

**Output 4: Capacities of MITUR and CORSATUR for assisting CDTs/ tourism development associations are enhanced in the pilot project area. (Capacity building of MITUR/CORSATUR)**

**Activity 4-1: To strengthen the communication of MITUR and CORSATUR with the CDTs/tourism development associations.**

Through the implementation of the pilot projects and the trainings as well as the “Activity 3-4”, the capacity of communication between MITUR/CORSATUR and the CDT/ADT was strengthened.

**Activity 4-2: To strengthen the capacity of MITUR and CORSATUR for assisting CDTs/ tourism development associations.**

Preparation of a pamphlet :

- (1) Preparation of a touristic pamphlet of the surrounding areas of the Fonseca gulf (First year)

At the moment of planning the Training program to a third country in Guatemala, there was no pamphlet for the promotion of the tourism at the Fonseca gulf area and thus, the Project team and the counterpart together with the Marketing department of CORSATUR designed and printed a pamphlet, to be ready for the time of the trip.



- (2) Visit of Maritime school of California State University to La Union (the Second Year)

More than 350 students of the maritime school of California State University visited La Union and stayed four days in the middle of June 2012. In order to receive this large number of visitors into the region and to sell tour products (17 tours), the regional CDT played a central role in cooperation with La Union Municipality, and the other related CDTs.



- (3) In order to participate in the FCCA (Florida-Caribbean Cruise Association) meeting held in Curacao during September 30 to October 7, 2012, a pamphlet related to tourism at the Fonseca gulf, centered in the La Union port was prepared in collaboration with CORSATUR and the regional CDT.

The same pamphlet was distributed at the International Touristic Fair in Spain, by CORSATUR and the regional CDT; also it was distributed during the training program (Nicaragua and Honduras), together with the pamphlet of the Tour to the Islands.



**Activity 4-3: To assist non juridical CDTs in the pilot project areas to obtain corporate status**

Actions for the creation of the CDT

The CDT were created (2012) at the 3 municipalities that did not have one up to the end of the Project; Meanguera del Golfo, Chirilagua and Yyantique. In this way, at the end, CDTs were created at all 13 municipalities.

Actions for the legalization of CDT

The goal was that of the 8 municipalities that are not legalized, among the total of 13, at least 3 would be legalized. However, only 2 started the process of legalization and in June 2013, the process had not ended for these 2 municipalities. The decision to legalize is up to each CDT and it was confirmed that CORSATUR will not provide special assistance for the matter.

San Alejo, and San Jose Yucuaiquin de la Fuente are expressing their desire for legalization.

**Output 5: A Model of tourism development for CDTs/tourism development associations are created and disseminated in the Eastern Region.**

**Activity 5-1: To draw recommendations to strengthen the capacity of CDTs /Tourism Associations from outputs1-4, and to develop a model**

The present model of activities comprises the systematization and analysis of the results of the Project activities that were implemented, allowing them to be applied in other areas with touristic resources. It was designed to be applied with the partnership of MITUR/CORSATUR, the Tourism Development Committees (CDT) and the municipalities, for the promotion of the local tourism development. The range of application of this model is, in the first instance, the four departments of the Eastern region.

CDT is created with the support of MITUR/CORSATUR, for the reactivation of local tourism development, and the CDT becomes the core for the promotion of activities at the area. Through the conducting of activities, capacity building of CDT is achieved and at the same time, the tourism development concept is formulated, tourism development projects are implemented and activities of promotion and marketing of the developed touristic products are conducted. The knowledge obtained through such activities will be the feedback for the items of the present model of activities.

This model of activities is a first version and it is desirable to revise it as new knowledge is acquired through the application of this model of activities.



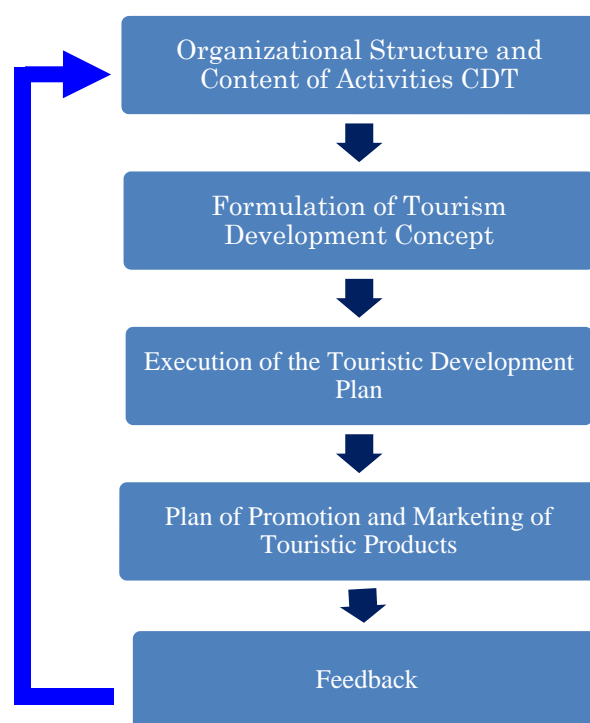


Figure 3-6 Framework of the Model of Activities

## Activity 5-2: To conduct seminars for dissemination of the models in the Eastern Region

### Object Areas for Dissemination

The object areas for dissemination are the 4 departments (San Miguel, Usulután, Morazán and La Unión) of the Eastern Region.

### Themes of Dissemination, Material and Participants

The CDT creation rate at each department is peculiar. At the department of San Miguel there are only 2, and activities of the CDT will just start. In Usulután department, there are many local CDT but there is not a regional CDT. By contrast, La Unión and Morazán are similar and both have a CAT office and a regional CDT.

Considering such particularities, the themes for dissemination and the required material were prepared by department, as shown in the following Figure. Regarding the participants, for the expansion of CDT, the public and private partnership is essential, and so, stakeholders of all municipalities and CDT are considered.

San Miguel	: Role of the CDT and the need of the public-private partnership
Usulután	: Relationship between the CDT and the regional CDT
Morazán	: Tourism Development Projects
La Unión	: Toward further capacity building regarding Tourism Development at the 13 municipalities of Fonseca gulf

### Dissemination System

There are two CAT offices at the Eastern region; CAT La Unión, responsible for the departments of La Unión and Usulután and the CAT Ruta de Paz, responsible for the departments of Morazán and San Miguel. These CAT offices are to implement the dissemination activities to the CDTs of the respective departments.

The CORSATUR, CAT La Unión and the CDT of the 13 municipalities of Fonseca gulf share the results of the present Project. It is desirable that said entities work together in cooperation, to



support the dissemination activities and to expand the model of activities to the other areas of the Eastern region.

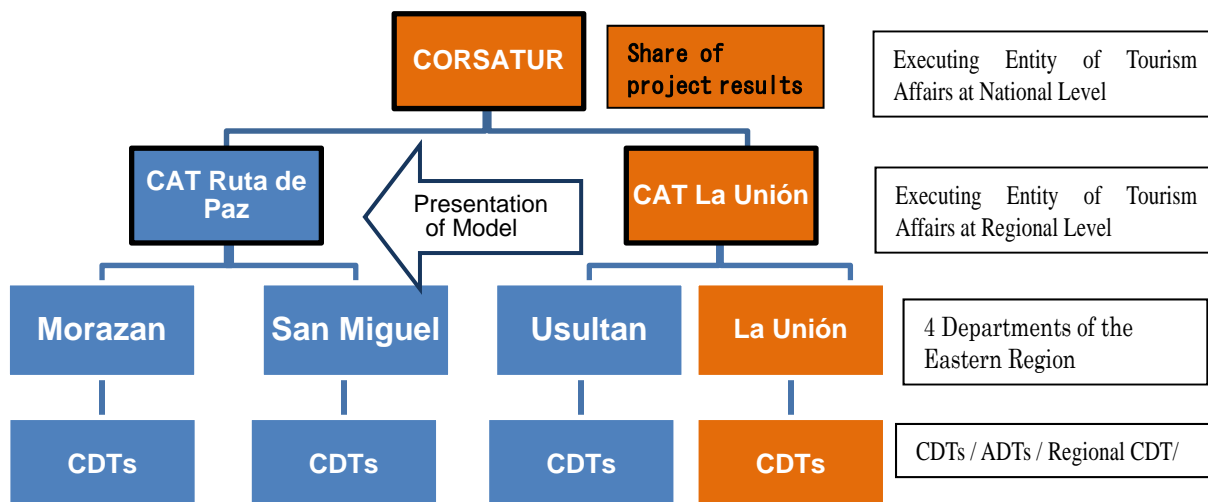


Figure 3-7 Organization of Tourism Development Promotion in the Eastern Region

Therefore, according to the future dissemination system, the CAT La Union and CAT Ruta de Paz are central for the implementation of seminars also.

Results of the dissemination seminar

Following, the results of the dissemination seminars conducted at the 4 departments are shown.

1) Usulután Department

- Date : May 30, 2013
- Place : Hotel Sevilla (Usulután city)
- Participants : Total 78 persons (CDT of the 10 municipalities, Mayor and municipality staffs, CORSATUR/CAT, JICA)



2) Mozaran Department

- Time : June 3, 2013
- Place : Perquin Lenca Hotel (Perquin city)
- Participants : Total 96 persons (CDT of the 14 municipalities, Mayor and municipality staffs, CORSATUR/CAT, JICA)



3) San Miguel Department

Time : June 5, 2013  
 Place : Tropico Inn Hotel (San Miguel city)  
 Participants : Total 80 persons (CDT of the 3 municipalities, Mayor and municipality staffs, CONAMYPE, FUNDE, UNIVO, Gerardo Barrios University, CORSATUR/CAT, JICA and others)



4) La Union Department

Time : June 7, 2013  
 Place : Comfort Inn Hotel (La Union city)  
 Participants : Total 106 persons (CDT of the 13 municipalities, regional CDT, municipality staffs, CONAMYPE/CDMYPE, ADEL La Union, MEGATEC La Union, SICA, Departmental authorities, tourism related persons from Nicaragua and Honduras, CORSATUR/CAT, JICA)



## Chapter 4 Results of Input

### 4.1 Assignment Results of the Experts

This Project was implemented by the 6 following experts, Chief Advisor, Deputy Advisor, Tourism Development, Institutional Coordination, Tourism Promotion and Human Resource Development.

The total time invested by the assigned experts was 92.07 Man Month (1st year 24.05 M/M, 2nd year 31.14 M/M and 3rd year 36.88 M/M).

### 4.2 Results of the Trainees Reception

In this Project, Training programs to Japan were conducted in the second and third years and training programs to a third country were conducted in the first and third years.

#### 4.2.1 Training Program in Japan

- (1) First Training Program in Japan (from 27 September to 11 October, 2011)

In the training, successful examples have been observed, as well as models and progress made in the tourism sector of Japan related to the Tourism Development guidelines of the target area of the Project. Moreover, the persons in charge have presented explanations of the background and history, and sessions for questions and answers were held.

In addition, a presentation of tourism in El Salvador was made in JATA Travel expo, and as a conclusion of the training, a summary of the results of the training were made as well as the presentation of the action plan.

##### Basic guidelines and place of the training

- (i) Learn about the public-private cooperation of the Regional Tourism Associations and NGOs as well as the management system,

Places : Kawagoe municipality, Department of industry and tourism, Tourism sector  
/ NGO Kawagoe Kura no Kai / Tourism association of Yufuin hot springs  
/ Fujisawa tourism association

- (ii) Training on the successful examples of tourism promotion in Oita department

Places : Association for international exchange “One village, one product” Oita /  
JAPAN Onpaku association

- (iii) Learn about the tourism administration and tourism encouragement in Japan

Places : JNTO (Japan National Tourism Organization) / Ministry of tourism,  
department of international tourism policies / Association of tourism  
promotion in Japan

- (iv) Observation of Reference Case of Tourism Development

Places : Enoshima / Toi / Kyoto

- (v) Participation in the JATA Travel Expo.

The trainee shall distribute materials and carry out a presentation on tourism in El Salvador.

##### Trainee

Sandra Natzumin Fuentes Sanchez: Technician from CAT La Union

Initially, the participation of 2 persons was planned, but due to health problems of 1 of them, his/her participation was cancelled.

### Results of the training

During the training, the participant elaborated a summary of what was learned in Japan in presentation form, after return to home country, the presentation of training results was made in CORSATUR.

		
Presentation about Tourism in El Salvador - September 29, 2011 -	Ohita One Village One Product Association for Promotion of International Exchange- October 4, 2011 -	Completion Ceremony - October 11, 2011 -

### (2) Second Training Program in Japan (from 9 to 25 November 2012)

Trainees :

Name	Institution	Position
Ms. Eva Patricia Mejia Flores	CORSATUR	Specialist / In charge of CDT
Ms. Marta Lalyvette Calderon Toledo	CORSATUR	Specialist / In charge of Installation and Tourism Infrastructure
Mr. Luis Alberto Diaz Vella	CDT La Union	President
Ms. Elsy Maritza Guevara Zoniga	CDT Intipuca	President

Summary of the training :

Training Item	Contents, period	Expected training destination
Public private partnership of entities for the rehabilitation of local tourism	Visit to entities for the rehabilitation of local tourism (2 days)	Kunigami Tourism Association (Collective training) Higashi-mura Tourism Reactivation Association (Collective training)
Tourism administration and reactivation of local authorities	Visit to Prefecture and village office (2 days)	Okinawa Prefecture- Culture, Tourism and Sports Division Tokashiki village office, Department of Commerce and Tourism
Tourism administration and reactivation in Japan	Visit to a public private tourism institution (1 day)	Department of Tourism –Division of local tourism reactivation / (Co.) Japan Association of for Tourism Reactivation
Outline of Ecotourism and Reference cases	Visit to touristic installations and sites (5 days)	Ministry of Environment-Natural Environment Office in Naha / Nakijin Castle (Collective training) / Yambaru manabi no mori (Collective training) / Higashi mura-kesaji (Collective training) / kanusha Resort Hotel (Collective training)
Tourism development and reactivation-Reference case	Visit to touristic installations and sites (5 days)	Nanjo-shi (Collective training) / Churaumi Aquarium - Okinawa (Collective training) / Tomarin wharf Co. / Asakusa Culture and Tourism center / Water bus / Road station Hachioji-Takiyama / Visitors Center Takao-san, Tokyo
Exchange of opinions · Discussions	Session for exchange of opinions / Preparation of the Action Plan (3 days)	Exchange of opinions regarding ecotourism in Central America and Japan Okinawa (Collective training) / Intermediate Review Preparation of Final Report / Presentation



		
<p>Office for culture, tourism and sports in Okinawa Prefecture / Talking (Okinawa Prefecture, Nov. 13)</p>	<p>Hiking Yambaru no Mori / Practice (Yambaru no Mori, Nov. 15)</p>	<p>Gourmet development used local resources / Observation (Canuchari Resort Hotel, Nov. 17)</p>
		
<p>Department of Industry and Tourism in Tokashiki-son / Talking (Tokashiki-son Museum, Nov. 19)</p>	<p>Tourism Promotion Association in Japan (company) / Talking (Tourism Promotion Association in Japan / Nov. 21)</p>	<p>Meeting for reporting / Presentation y Discussion (JICA Central Office, Nov. 22)</p>

#### 4.2.2 Training Program to a Third Country

##### (1) First Training Program to a Third Country (Guatemala) (from 12 to 20 February 2011, 9 days)

In the first year the training program to a third country was implemented in Guatemala and significant results were obtained. The “Project for Capacity Development of the Tourism Self-Management Committees in Guatemala” is a project of technical cooperation directed to the tourism-related entities in Guatemala, the Committees of Self-Management in Tourism (CAT) and had many similarities with the present Project. From the viewpoint that it could serve as reference for the future activities, a training program to the JICA Project areas in Guatemala was carried out. Total participants were 40 persons.

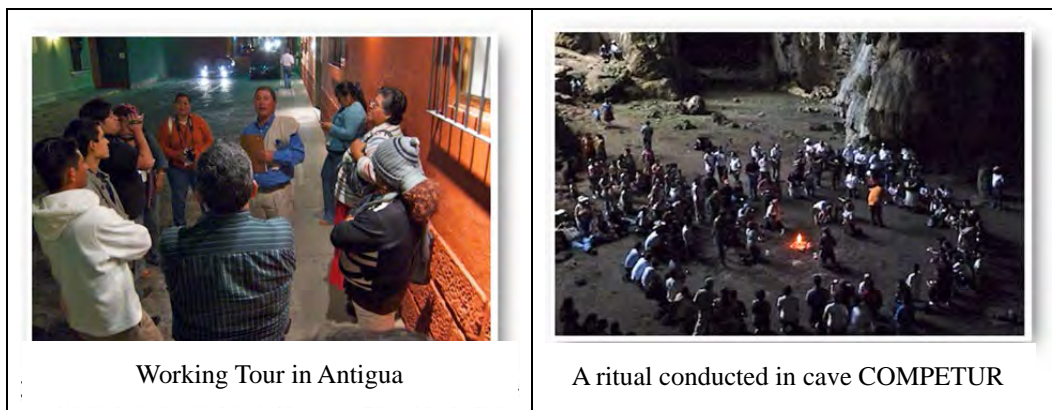
##### Objectives of the training program

The objectives of the training program can be condensed in the 4 following items.

- Visit a case of advanced tourism development
- Study the tourism market in Guatemala
- Promotion of the Fonseca gulf region in Guatemala and OJT
- See the results of the “Project for Capacity Development of the Tourism Self-Management Committees in Guatemala” to understand the professionalism of JICA regarding tourism concepts.

In order to achieve the above objectives, visits were made to the two World Heritage Sites of Guatemala: Antigua Guatemala and Tikal, connected by the Quetzales Route, with the respective touristic facilities; and exchange of opinions and collection of information were carried out with workers of hotels, restaurants and the tourism sector and the leaders of tourism committees in Guatemala. Also, promotion of the Fonseca gulf area in El Salvador was carried out to travel agents concentrated in Antigua and during the COMPETUR, the encounter of the Committees of Self-Management in Tourism of the Northern region of Guatemala.





(2) Second Training program to Third Countries (Nicaragua/Honduras)

The second training program took place in Honduras and Nicaragua for 6 days, from 2012 January 27 to February 1, with the participation of 38 persons.

The objectives are indicated below.

- (i) Conduct workshops in Honduras and Nicaragua for sales and exhibition of handicrafts and the presentation of new touristic products (Mangrove tours and Tour to the islands) to attract visitors to El Salvador.
- (ii) Understand the trends, type and preferences of tourists from Honduras and Nicaragua to use the collected material as future reference in the formulation of promotion plans.
- (iii) Build up a close relationship with the Ministries of Tourism in Honduras and Nicaragua as well as with persons related to the sector at both countries, in order to promote the exchange.
- (iv) Exchange of opinions with the correspondents of CDTs of Nicaragua and Honduras; that is, the Cabinet of Tourism and the National Chamber of Tourism, to learn about the cooperation between the central and local governments with the persons concerned with the tourism sector, as well as to learn about the problems they face.



## Chapter 5 Schemes and Learned Lessons on the Operation and Implementation of the Project

- (1) Area for the realization of dissemination seminars and project area

### Project area

The relation between the 13 municipalities, object of the pilot projects and the project object area was not clear; therefore, the following was established.

**Project object area :** Eastern region

**Pilot projects object area :** 13 municipalities under the jurisdiction of CAT La Union

### Clarification between Tourism Development Committee and Tourism Development Association

There was a misunderstanding regarding the use of the Touristic Development Committee (CDT) and the Tourism Development Association (ADT) ; therefore, the following was established.

- “Tourism Development Committee (CDT)” is a local representative group associated to conduct touristic activities and approved by MITUR/CORSATUR.
- “Tourism Development Association (ADT)” indicates the “Tourism Development Committee (CDT)” that has been legalized.

- (2) Implementation System of the Project

The implementing entity of the present Project is the C/P institution, CORSATUR. However, personnel at the headquarters do not have time, besides, it is far from the project site and transportation is not easy, and so, the implementation within CORSATUR structure was the personnel of CAT La Union. The CAT has 2 staffs and when the activities of the Project were too intense, two persons were not sufficient; even more because one of them had to assist in the installation of the Ruta de Paz CAT office and also was on maternity leave. As a result, activities were mostly centered in the JICA project team.

- (3) Expansion of the C/P

Although because of problems regarding the implementation organization, counterparts from different divisions of CORSATUR were assigned at the start of the pilot projects, strengthening the capacity of integration within CORSATUR; also through the C/P, the outline of the project was disseminated in the interior of CORSATUR.

- (4) Awareness raising of CDT/ADT

Although included in the activities of the project, meeting facilities for the CDT/ADT of the 13 municipalities were assigned based on a plan. In these facilities, schemes to deepen the exchange between MITUR/CORSATUR and the CDT/ADT were planned.

- (5) Capacity of the CDT/ADT

The CDT at the 13 municipalities is a recent creation and almost no activity had been implemented before the Project; actual activities started after the launching of this Project. There were many activities and all were very dynamic. However, activities by self-initiative were unusual.

- (6) Effects of the local elections

As a result of the local elections held in March 2012, mayors were replaced and the approach of the municipalities towards the project changed, members of the CDT were removed and in some CDT, the progress of the Project was jeopardized.

As a response from CORSATUR, the person in charge of the Project personally visited the municipalities with problems, to explain the contents of the project, and ask for understanding towards it, so the Project could progress smoothly.

## Chapter 6 Modifications of the PDM

The first PDM was agreed between the JICA El Salvador office Chief Representative and the Minister of Tourism in March 23, 2010.

The following modifications were made to the Project Design Matrix (PDM) of the present project during its implementation.

Timing of the modifications	Contents of the modifications	Reasons
Start of the Pilot Project in the second year (Discussions with CORSATUR)	<ol style="list-style-type: none"> <li>1. Coherence between the real conditions of the activities and the situation of the object areas</li> <li>2. Establishment of Indicators</li> <li>3. External factors</li> </ol>	<ol style="list-style-type: none"> <li>1. Although the output 2 of the original PDM stated that “Pilot projects will be implemented at the 13 municipalities”, in fact they do not exist.</li> <li>2. Established the indicator which was not decided</li> <li>3. Consideration of the local elections which were coming near.</li> </ol>
Mid Term Review in the third year (approved in JCC meeting)	<ol style="list-style-type: none"> <li>1. Clarification of the target area</li> <li>2. Clarification of the target group</li> <li>3. Output 2</li> <li>4. Addition of the indicator 2-4</li> <li>5. Quantification of indicators to attain the objective</li> <li>6. Methods of obtaining the indicators</li> <li>7. External Conditions</li> </ol>	<ol style="list-style-type: none"> <li>1. Defined the target area and pilot project area</li> <li>2. CDT / ADT etc.</li> <li>3. Increase the knowledge regarding tourism development through the implementation of the pilot projects</li> <li>4. “Change of attitude and awareness regarding tourism development of CDT/ADT concerned with the implementation of the pilot projects” is added.</li> <li>5. Although targeted numbers were 13 municipalities, the indicator was modified into a feasible one</li> <li>6. Several items were modified.</li> <li>7. Some parts not corresponding to reality were deleted.</li> </ol>