

**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

JULY 2013

JAPAN INTERNATIONAL COOPERATION AGENCY

ORIENTAL CONSULTANTS CO., LTD.

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CONTENTS

Chapter 1 Outline of the Project	1
1.1 Background of the Present Project	1
1.2 Project Purpose.....	2
1.3 Overall goal of the Project	2
1.4 Outputs of the Project.....	2
1.5 Target Area of the Project.....	2
Chapter 2 Schedule of the Implementation of Activities.....	4
2.1 Project Flow	4
2.2 Execution of the schedule of activities.....	5
2.3 Plan of Operation and Execution.....	6
Chapter 3 Outputs of the Project	8
3.1 Output 1: Direction for local tourism development in Eastern region is clarified (Guideline)	8
3.1.1 Activity 1-1 : Survey on current condition of tourism in Eastern Region.....	8
3.1.2 Activity 1-2 : To analyze potential area for tourism development in the Eastern Region	18
3.1.3 Activity 1-3 : To formulate the draft guideline for tourism development in Eastern Region in participatory way.	20
3.2 Output 2 : Knowledge on tourism development utilizing local tourism resources is enhanced through pilot projects in the pilot project area.	23
3.2.1 Activity 2-1 : To formulate the criteria on selection of pilot projects under coordination of CORSATUR in consultation with CDTs/tourism development associations.	23
3.2.2 Activity 2-2: Selection of the Pilot Projects and Implement them.	23
3.2.3 Activity 2-3 : To monitor and evaluate result of the pilot projects and draw "lessons learned".	55
3.3 Output 3 : Capacities of CDTs/tourism development associations in the pilot project area are enhanced.	99
3.3.1 Activity 3-1 : To assess training needs of CDTs/tourism development associations and stakeholders and implement training.....	99
3.3.2 Activity 3-2: To prepare and/or revise the regulations or article at CDTs/tourism development associations.	113
3.3.3 Activity 3-3 : To enhance the networking among relevant organizations such as universities, NGOs, private tourism companies and governmental institutions.....	114
3.3.4 Activity 3-4 : To conduct exchange visits (including trainings in third countries) of CDTs/tourism development associations.	115
3.3.5 Activity 3-5 : Formulation of the tourism development concept by concerned CDTs/tourism development associations.	120
3.3.6 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.....	120
3.4 Output4: Capacities of MITUR and CORSATUR for assisting CDTs/ tourism development associations are enhanced in the pilot project area. (Capacity building of MITUR/CORSATUR).....	121
3.4.1 Activity 4-1: To strengthen the communication of MITUR and CORSATUR with the CDTs/tourism development associations.	121
3.4.2 Activity 4-2: To strengthen the capacity of MITUR and CORSATUR for assisting CDTs/ tourism development associations. (OJT and Trainings in Japan)	121
3.4.3 Activity 4-3: To assist non juridical CDTs in the pilot project areas to obtain corporate status.....	124
3.5 Output5: A Model of tourism development for CDTs/tourism development associations are created and disseminated in the Eastern Region.	126
3.5.1 Activity 5-1: To draw recommendations to strengthen the capacity of CDTs / Tourism Associations from outputs1-4, and to develop a model	126
3.5.2 Activity 5-2: To conduct seminars for dissemination of the models in the Eastern Region	128
Chapter 4 Results of Input	134
4.1 Assignment Results of the Experts.....	134
4.2 Results of the Trainees Reception	134
4.2.1 Training in Japan.....	134
4.2.2 Study Trip to a Third Country	140
4.3 Record of donated equipment	144
4.4 Record of Local Operational Cost.....	144
Chapter 5 Schemes and Learned Lessons on the Operation and Implementation of the Project.....	145
5.1 Interpretation of PDM — Object areas for the realization of seminars and object areas of the Project —	145
5.2 Implementing system of the Project.....	146
5.3 Expansion of the C/P.....	146
5.4 Awareness rising of CDT/ADT	146
5.5 Capacity of the CDT / ADT	146
5.6 Effects of the local elections	146
5.7 Importance of the Study of Existing Conditions	146
Chapter 6 Modifications to the PDM.....	148
6.1. Antecedents of the PDM's Modification.....	148
6.1.1 During the Agreement of the Records of Discussion (RD).....	148
6.1.2 Discussions with CORSATUR during the Second Year.....	148
6.1.3 Study of Intermediary Revision during the Third Year	149
6.2 PDM.....	150

Figures

Figure 1.5-1 Object area of the 「Project for Strengthening the Capacity for Rural Tourism Development in the Eastern Region of El Salvador」	3
Figure 2.1-1 Flow of the Project	4
Figure 2.2-1 Results of the Work Flow	5
Figure 2.3-1 Plan and Results of Plan of Operation.....	7
Figure 3.1-1 Industrial Structure of El Salvador (Source: CENSO 2007)	9
Figure 3.1-2 National Map of Extreme Poverty in El Salvador (2005, FISDL)	9
Figure 3.1-3 Map of location of CAT offices	12
Figure 3.1-4 Relation between CORSATUR and CDT	12
Figure 3.1-5 Number of visitors to CAT	13
Figure 3.1-6 Population and density at the 13 municipalities of the Fonseca gulf area.....	14
Figure 3.1-7 High potential areas at the Eastern region.....	19
Figure 3.1-8 Touristic resources identified at the field survey.....	20
Figure 3.2-1 Flow Chart of Pilot Projects Selection	24
Figure 3.2-2 Evolution of Type of Projects in the Long Term	26
Figure 3.2-3 Change in the location of the Project Site	26
Figure 3.2-4 Project as base for the integration of the Fonseca Gulf	27
Figure 3.2-5 Location of the Pilot Projects	28
Figure 3.2-6 Relationship between the Pilot Projects and the Goal of the Project	30
Figure 3.2-7 Schedule of monitoring and evaluation	55
Figure 3.5-1 Framework of the Model of Activities	127
Figure 3.5-2 Themes of Dissemination and Material Required by Department	129

Tables

Table 3.1-1 Population by Region / Province, Population Density, Population Growth Rate and Urban and Rural Population Rate.....	8
Table 3.1-2 Hotel Occupancy Rate (2009)	10
Table 3.1-3 Current situation of the creation of CDTs and their legalization in El Salvador	11
Table 3.1-4 Current situation and legalization of the CDTs at national level	12
Table 3.1-5 Accommodation facilities at the 13 municipalities	15
Table 3.1-6 Restaurants at the 13 municipalities	15
Table 3.1-7 Creation, legalization of CDT and Renovation of the Board of Directors	15
Table 3.1-8 Management offices and responsible persons for the CDTs of each city hall	16
Table 3.1-9 Results of the CDT activities and support content of the city	17
Table 3.2-1 Final Pilot Projects and Results	27
Table 3.2-2 Final Pilot Projects and Results.....	28
Table 3.3-1 Training at each CDT	100

Table 3.3-2	Description and results of Seminar for Business Opening (Tourism-related) 2011	101
Table 3.3-3	Description and results of training in Customer Service (Restaurants)	102
Table 3.3-4	Description and results of training in Customer Service (Hotels)	102
Table 3.3-5	Description and results of training in Handicraft (Sea Shells) 2011	103
Table 3.3-6	Description and results of training in Handicraft (Water reeds)	104
Table 3.3-7	Description and results of training in Handicraft (Calabash)	105
Table 3.3-8	Description and results of training in cooking	106
Table 3.3-9	Description and results of training in leadership development	107
Table 3.3-10	Description and results of Handicraft Training (Sea shell)	108
Table 3.3-11	Description and results of Handicraft Training (Bamboo)	109
Table 3.3-12	Description and results of Handicraft Training (aluminum)	109
Table 3.3-13	Description and results of the Business Opening Seminar (Tourism related) 2012	110
Table 3.3-14	Description and results of the Basic Seminar of Tourism Development	111
Table 3.3-15	Priority Projects of the 13 Municipalities within the Concept of Touristic Development and Support Provided	121
Table 3.4-1	Kinds of Legalization	125
Table 3.5-1	Seminar Program (Usulután department)	130
Table 3.5-2	Program of the Seminar (Mozarán department)	131
Table 3.5-3	Program of the Seminar (San Miguel Department)	132
Table 3.5-4	Program of the Seminar (La Union Department)	133
Table 4.1-1	Results of the Assigned Experts' Team.....	134
Table 4.2-1	Training program in Japan	135
Table 4.2-2	Schedule of the Study Trip in Guatemala	141
Table 6.1-1	Comparison between the modified PDM and the original PDM	149

List of Abbreviation

Abbreviation	Name of the Organizations	Original(Spanish)
ADESTI	Intipucá Tourism Development Association	Asociación de Desarrollo Turístico de Intipucá
ADT	Tourism Development Associations	Asociaciones de Desarrollo Turístico
AJPI	Youth Association for the Preservation of Intipucá	Asociación de Jóvenes para la Preservación de Intipucá
ASIGOLFO	Intermunicipal Association for Gulf of Fonseca	Asociación Intermunicipal del Golfo de Fonseca
ASOTUR	Tour Operators Association	Asociación de Touroperadores
CAT	Tourist-Friends Center	Centro de Amigos del Turista
CCAD	Commission on Environment and Development	Comisión Centroamericana de Ambiente y Desarrollo
CDT	Tourism Development Committees	Comites de Desarrollo Turístico
C.E	School Center	Centro Escolar
CDMYPE	Development Center for Micro and Small Enterprises	Centro de Desarrollo de Micro y Pequeñas Empresas
CODECA	Cacahuatique Coordinator Association for the Development of Communities	Asociación Coordinadora de Comunidades para el Desarrollo de Cacahuatique
CONAMYPE	National Commission for Micro and Small Enterprises	Comisión Nacional de la Micro y Pequeño Empresa
CONCULTURA	National Council for Culture and the Art of El Salvador	Consejo Nacional para la Cultura y el Arte de El Salvador
CORSATUR	Salvadoran Tourism Corporation	Corporación Salvadoreña de Turismo
DMC	Destination Management Company	-
INSAFOCOOP	National Cooperative Institute	Instituto Salvadoreño de Fomento Cooperativo
ISTU	Salvadorian Institute of Tourism	Instituto Salvadoreño de Turismo
JATA	Japan Association of Travel Agents	-
JCC	Joint Coordination Committee	-
JICA	Japan International Cooperation Agency	-
JNTO	Japan National Tourism Organization	-
JTB	Japan Travel Bureau	-
MEGATEC	Gradual and Educational Model of Technological Learning	Modelo Educativo Gradual de Aprendizaje Técnico y Tecnológico
MITUR	Ministry of Tourism	Ministerio de Turismo
MOP	Ministry of Public Works, Transportation, Housing and Urban Development	Ministerio de Obras Públicas, Transporte, Vivienda y Desarrollo Urbano
NGO	Non-Governmental Organizations	-
OEA	Organization of American States	Organización de los Estados Americanos
PDM	Project Design Matrix	-
PO	Plan of Operations	-
SNS	Social Networking Service	-
TIC	Tokyo International Center	-

Chapter 1 Outline of the Project

1.1 Background of the Present Project

The Republic of El Salvador (hereinafter, El Salvador), based on the Plan of Policies for the period 2004-2009, focused on tourism development as a sector of major relevance for the national economic development, in order to enhance the reactivation of economic activities and expand employment, mitigate the regional differences between urban and rural areas and also to promote the progress and rehabilitation of local business. For this purpose, the Ministry of Tourism (MITUR) was created in 2004, in addition to related existing institutions, namely the Salvadorian Corporation of Tourism (CORSATUR), Salvadorian Institute of Tourism (ISTU) and the National Council for the Culture and Arts (CONCULTURA); also, the “Basic Law of Tourism” was established in 2005 and in 2006 the “National Plan of Tourism 2014” was formulated including concrete goals, like the installation of Tourism Development Committees (hereinafter CDT) in all municipalities in order to promote the tourism reactivation.

As a result, the tourism sector that represented only 1% of the GDP in 1998 grew to 2.6% in 2004, reaching 4.5% in 2006. Afterwards, due to economic crisis and natural disasters, it decreased to a 3.3% in 2008 but even so, since 2001, revenues corresponding to the tourism sector are the second most important source of foreign currency, just behind the remittances from overseas, occupying a relevant place, together with the exports of traditional products like coffee and sugar. For this reason, the reactivation of the tourism sector is an important activity for the economic development of El Salvador. MITUR, as the entity in charge of the elaboration of policies and the CORSATUR as the executing entity in charge of the tourism development and reactivation have created the Centro de Amigos del Turista - CAT (Tourists’ Friends Centers), CORSATUR’s branch offices at the main cities, under the coordination of the same.

On the other hand, touristic sites in El Salvador were developed mostly in the western region and although there is a diversity of potential touristic resources in the Eastern region, with a rich nature like volcanoes, lagoons, mangrove, and beaches as well as the local culture and ruins in villages, touristic infrastructure is not developed yet and therefore, lacks the attractiveness to capture related investments. Local CDTs in the region are interested in touristic development but there is a lack of knowledge and experience regarding practical experience and financial means for development. Moreover, CORSATUR, who supervises all CDTs, cannot be relied on to implement policies in order to effectively and efficiently support the CDTs, which were created to promote locally centered tourism development; therefore, support in capacity building is required.

The objective of the present Project is to build a structure of sustainable tourism development in 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.

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)

1.5 Target Area of the Project

Target Area: Eastern Region

Pilot Project Area: 13 municipalities that CAT La Union currently covers.



Figure 1.5-1 Object area of the “Project for Strengthening the Capacity for Rural Tourism Development in the Eastern Region of El Salvador”

Source : JICA Project Team

Chapter 2 Schedule of the Implementation of Activities

2.1 Project Flow

This Project consists of 17 activities with 5 outputs and was implemented in three years. The flow of the project is described as follows.

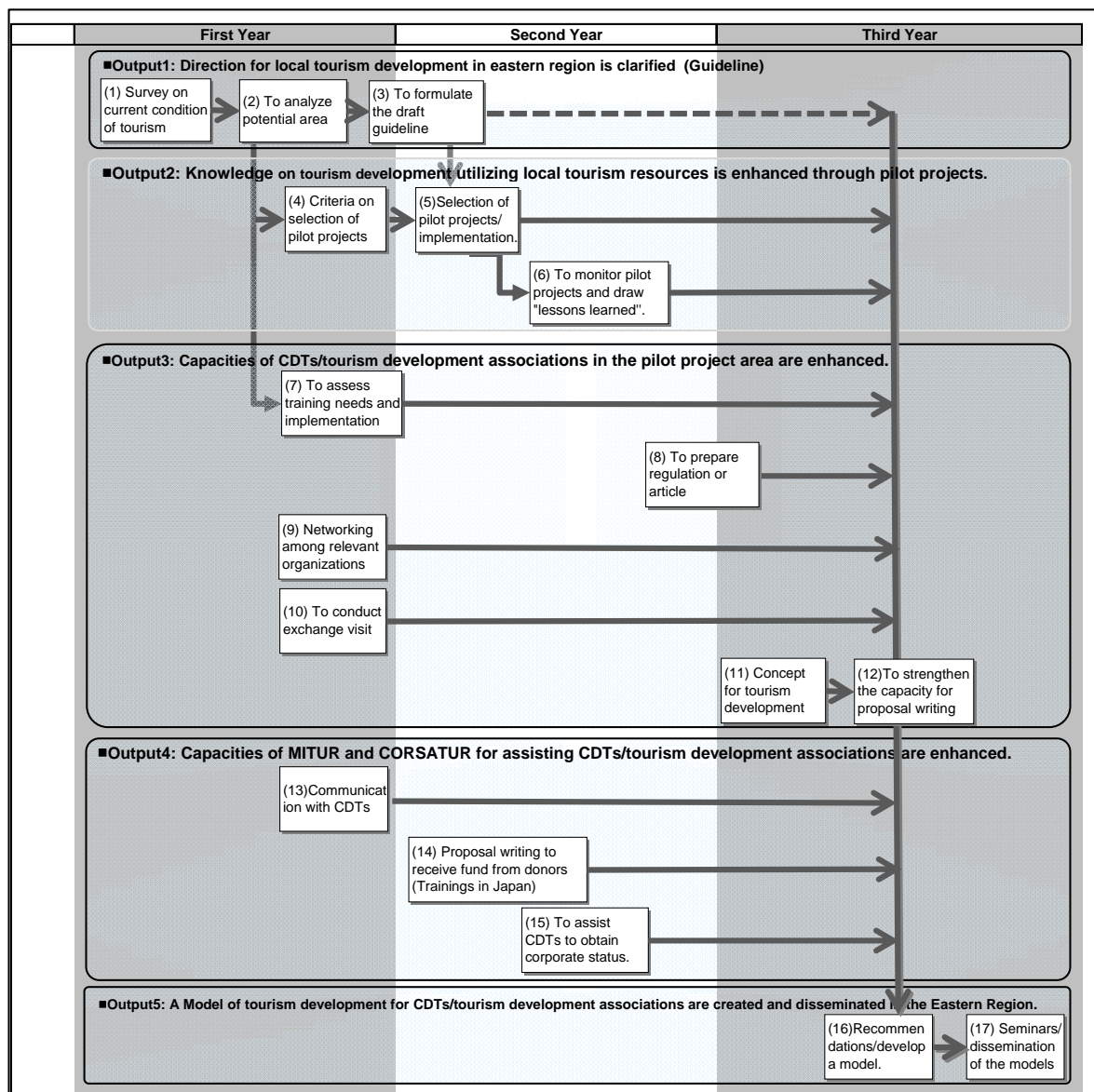


Figure 2.1-1 Flow of the Project

2.3 Plan of Operation and Execution

Figure 2.3-1 shows the Plan of Operation and the execution. Operations that showed significant differences between the plan and the execution, and the motives for that are explained below.

Activity 1-1: Study of Existing Conditions

During the first year, a baseline survey conducted by a subcontractor and the conduction of participative workshops in the 13 municipalities clarified the situation in the region, and the collected information allowed the study participants to move on to the other activities. However, the project progressed simultaneously with the collection of information regarding the existing situation and the additional relevant information was reorganized during the second year. At the “Intermediate Revision Study” carried out in June 2012, the Project object area was defined as the 4 Departments of the Eastern Region; therefore, a survey of the existing situation at the other departments of the Eastern Region besides La Union was carried out in the third year.

Activity 1-2: Analysis of high potential areas

The high potential areas were identified during the first year; however, a reevaluation survey in order to verify the contents of the pilot projects and trainings to be implemented during the second year was conducted.

Activity 2-1: Criteria selection of the Pilot Projects

The criteria of selection were approved during the first year; however, at the stage of defining the 5 pilot projects, the strategies for selection were reevaluated.

Activity 2-2: Selection and implementation of Pilot Projects

The selection of pilot projects was delayed and therefore they were launched approximately 3 months after the initial plan.

Activity 3-6: Capacity of proposal formulation

In order to carry out the formulation of the proposal and the concept of tourism development, samples of proposals were recompiled from an early stage; however, as the proposed projects were to be selected from the priority projects of the concept of tourism development, the starting of the works were significantly delayed.

Once the pilot projects started, other activities did not show a significant delay.

Chapter 3 Outputs of the Project

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

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

(1) General Description of Eastern Region

a) Summary of the Eastern Region

The Eastern Region of El Salvador is comprised of the departments of Usulután, San Miguel, Morazán and La Union, located at the left bank of Lempa river, the largest in El Salvador, that flows from Guatemala and Honduras; surface area is 7,728km² (36.7% of the country's area) and it had 1,283 million inhabitants in 2010 (20.8% of the population of the country). It is one of the most 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. Moreover, the construction of La Union port, for the benefit of the Eastern region development will contribute to strengthen economic competitiveness in El Salvador.

Table 3.1-1 Population by Region / Province, Population Density, Population Growth Rate and Urban and Rural Population Rate

Region / Province	Population (2010)	Population Density (person/km ²)	Annual growth Rate (1992-2010)
Western Region	1,344,100	299.5	3.1%
Central Region	3,555,800	403.0	2.8%
Eastern Region	1,283,000	166.0	1.7%
La Union	259,100	124.9	0.2%
Morazán	195,900	135.4	2.8%
San Miguel	470,200	226.4	2.1%
Usulután	357,800	168.0	1.9%
All the country	6,183,000	293.9	2.6%
Eastern Region/Country	20.8%	Urban Population	Rural Population
La Union/Eastern Region	20.2%	30.4%	69.6%
Morazán/Eastern Region	15.3%	26.1%	73.9%
San Miguel/Eastern Region	36.6%	50.6%	49.4%
Usulután/Eastern Region	27.9%	48.0%	52.0%

Source: Population Statistics (2010), CENSO 2007

b) Industrial Structure

Natural and socioeconomic conditions in 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 Morazán that is landlocked and the department of La Union that borders with the neighbor countries, have a rural character, with a large participation of agriculture in the economic activities as well as a high rural population.

The province of La Union which forms the pilot project area is located near the border of Nicaragua and Honduras, and has a long coastline and in the hinterlands is large agricultural areas.

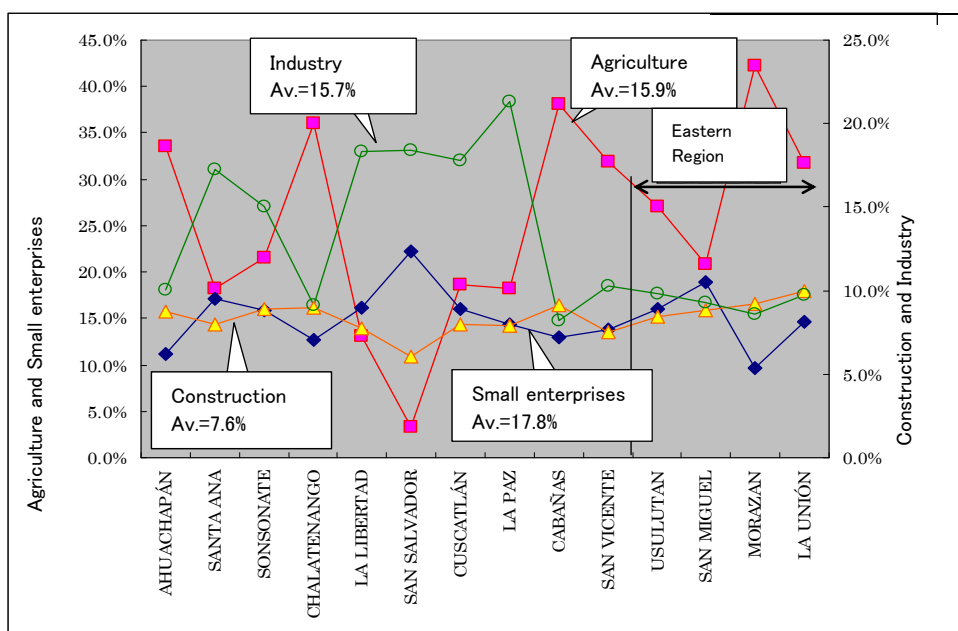


Figure 3.1-1 Industrial Structure of El Salvador (Source: CENSO 2007)

c) Levels of Extreme Poverty in El Salvador

Fig. 3.1-2 shows the levels of extreme poverty in the 262 municipalities of El Salvador.

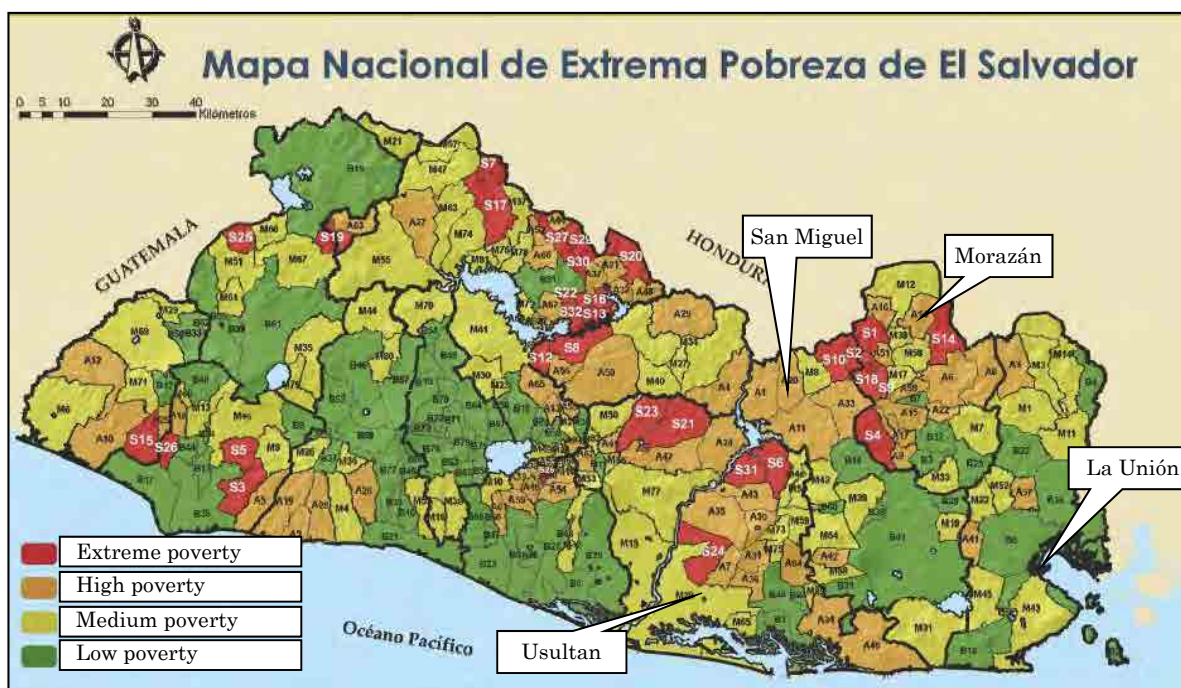


Figure 3.1-2 National Map of Extreme Poverty in El Salvador (2005, FISDL)

Fund of the Social Investment for the Local Development of El Salvador

The poverty map shows that the 4 departments of the Eastern Region are more concentrated in the mountainous region, which is located on the boundary with Honduras. Therefore, as seen, the level of the poverty in the 4 departments of the Eastern Region extends to the Southeast; from the department of Morazan to Usulután, with relatively better conditions around the Golfo de Fonseca in the department of La Unión.

d) Hotel occupancy rate

Table 3.1-2 shows the hotel occupancy rate at each Department. According to it, the 4 Departments at the Eastern region have a lower occupancy rate compared to the national average of 59.0%, particularly in La Union department with 25.3% of occupancy, superior only to San Vicente department with 22.2%.

Table 3.1-2 Hotel Occupancy Rate (2009)

Department	No. of hotels	No. of rooms	Occupancy rate (%)
Eastern Region			
San Miguel	33	964	50.88%
Usulután	16	220	37.74%
Morazán	12	141	35.21%
La Union	17	322	25.30%
Hotels at rural areas	8	157	28.20%
Hotels at the coast	9	165	22.54%
San Salvador	94	2,599	61.84%
Chalatenango	28	343	50.07%
Cuscatlán	10	69	46.23%
Sonsonate	38	945	74.33%
Ahuachapán	30	267	43.88%
La Libertad	55	1,083	61.38%
La Paz	21	774	69.40%
Cabañas	3	36	39.17%
San Vicente	3	52	22.21%
Santa Ana	34	483	37.47%
TOTAL	394	8,298	59.04%

Source : CORPORACIÓN SALVADOREÑA DE TURISMO – CORSATUR

(2) Summary of CDTs**a) Situation of the creation of CDTs and their legalization in El Salvador**

(CORSATUR is planning the re-organization of the 6 CATs at the national level, but at the moment it **has not yet been implemented. Because it is necessary to understand the basic knowledge regarding** re-organization, we shall explain the current situation of the CDTs and CAT).

The following table shows the situation of the creation of the CDTs and their legalization in the 14 departments of El Salvador.

Table 3.1-3 Current situation of the creation of CDTs and their legalization in El Salvador.

	Department	(1) Number of municipalities	(2) CDTs formed	(3) CDTs legalized	(4)=(2)/(1) Percentage formed	(5)=(3)/(2) Percentage legalized	(6)=(3)/(1) Percentage legalized
Western Region	Ahuachapán	12	8	2	66.7%	25.0%	16.7%
	Santa Ana	13	5	3	38.5%	60.0%	23.1%
	Sonsonate	16	6	4	37.5%	66.7%	25.0%
Central Region	La Libertad	22	9	3	40.9%	33.3%	13.6%
	Chalatenango	33	8	0	24.2%	0.0%	0.0%
	San Salvador	19	4	0	21.1%	0.0%	0.0%
	Cuscatlán	16	7	0	43.8%	0.0%	0.0%
	Cabañas	9	2	1	22.2%	50.0%	11.1%
	La Paz	22	16	0	72.7%	0.0%	0.0%
	San Vicente	13	5	0	38.5%	0.0%	0.0%
Eastern Region	Usulután	23	9	3	39.1%	33.3%	13.6%
	Morazán	26	12	2	46.2%	16.7%	7.7%
	San Miguel	20	2	0	10.0%	0.0%	0.0%
	La Union	18	12	5	66.7%	41.7%	27.8%
TOTAL		262	105	23	40.1%	21.9%	8.8%

*1: There are 7 CDT/ADT at national level, independent of the municipality.

*2: There are regional CDTs in 4 municipalities.

(Source: CORSATUR, end of October 2012)

Of the 262 municipalities in the country, by the end of October 2012, 105 municipalities (40%) had CDTs, in the remaining 157 municipalities they had not been created and out of these, 60 are carrying out works in this direction.

Only in 23 municipalities (9%) do the CDTs have legal status and of the municipalities that have CDTs, 22% are already legalized. Even so, 61 municipalities are in the process of obtaining legal status.

Regarding La Union 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 Union being the highest (28%).

b) Relation between CDTs, CORSATUR and CAT in El Salvador

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.

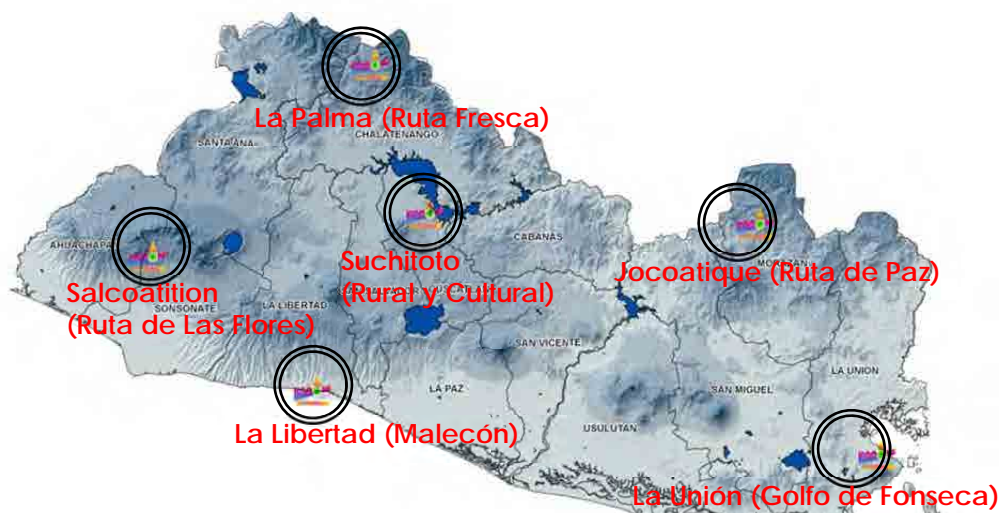


Figure 3.1-3 Map of location of CAT offices

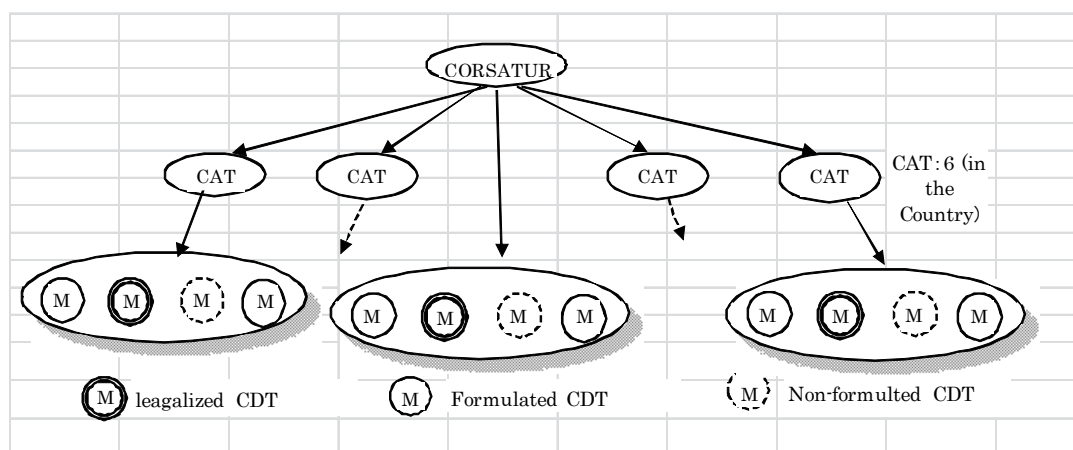


Figure 3.1-4 Relation between CORSATUR and CDT

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. CORSATUR has the policy of creating associations at national level within the scheme CORSATUR-CAT-CDT, but this is at its initial stage.

In some cases, regional CDTs have been created and signed up to a CAT. The following table shows the organized CDTs that are related to a CAT nationwide.

Table 3.1-4 Current situation and legalization of the CDTs at national level.

	Name of CAT	Department name	Existence of Regional CDT	Legalized Regional CDT	Number of municipalities	Number of CDTs	Number legalized
CAT	La Libertad	La Libertad	No	-	11	5	3
	Suchitoto	Cuscatlán	No	-	9	8	1
	La Palma	Chalatenango	Yes	No	9	8	0
	Ruta de Las Flores	Ahuachapán/ Sonsonate	No	-	12	11	6
	Ruta de Paz	Morazán	Yes	Yes	14	12	2
	La Union	La Union/San Miguel	Yes	Yes	13	13	5
	Direct management by CORSATUR				194	48	6
	Total		3	2	269	105	23

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.

c) Number of Visitors to CATs

CATs are recording the visitors to the offices.

The graph to the right shows the record of the 6 CATs from 2009 to 2012.

CAT La Union has had a tendency toward growth since 2010, but in 2012 is the one before last and has less than half compared to the CAT of Ruta de Paz.

Moreover, out of the 6 CATs, the one with most visits is CAT Suchitoto.

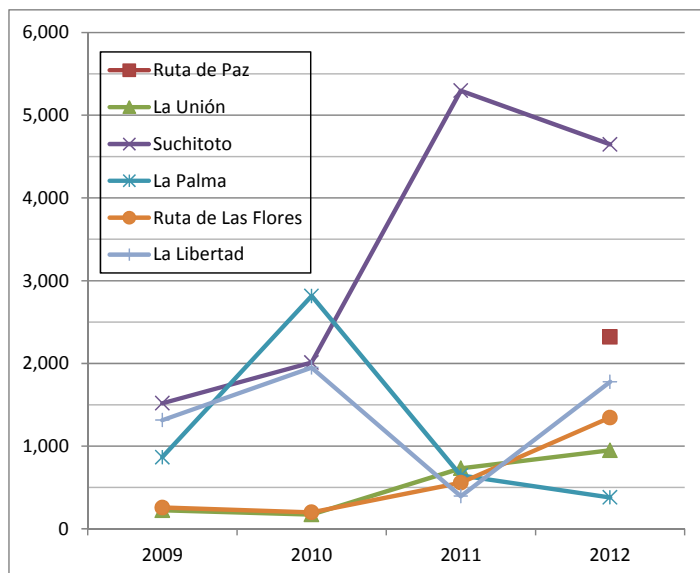


Figure 3.1-5 Number of visitors to CAT

(3) Existing Conditions of the Pilot Project Sites

a) 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.

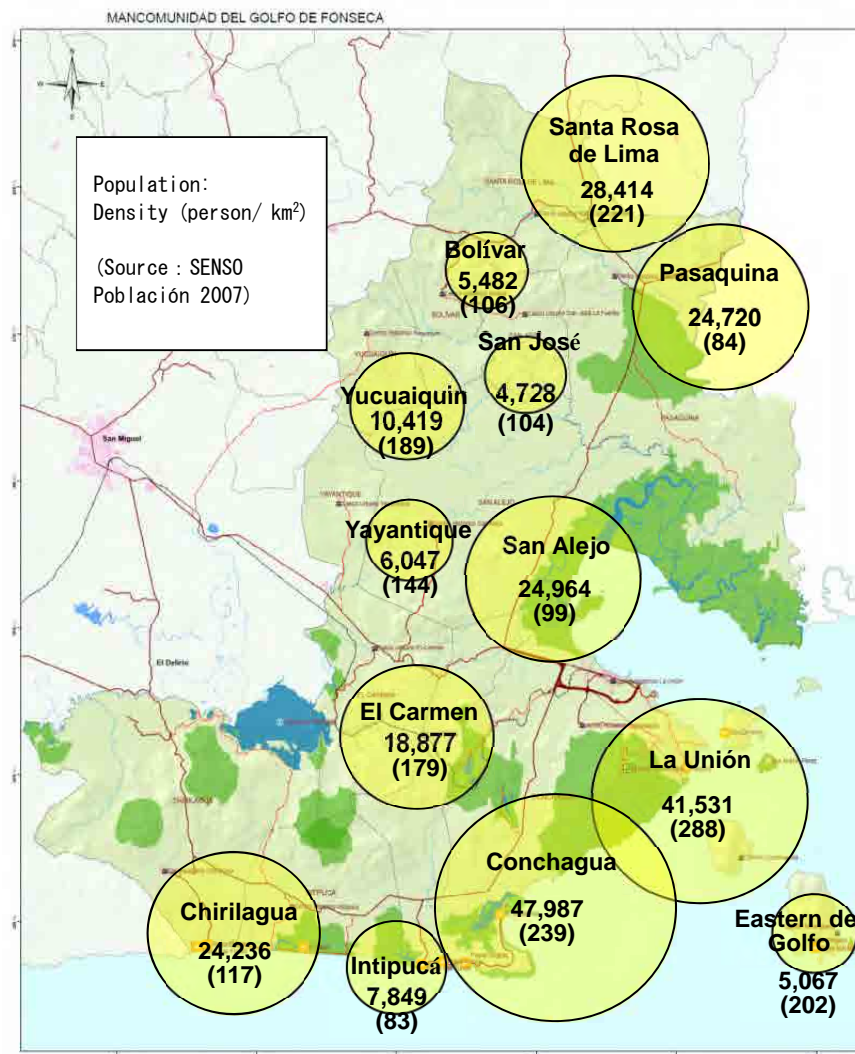


Figure 3.1-6 Population and density at the 13 municipalities of the Fonseca gulf area

The population at the 13 municipalities in 2007 was approximately 250 thousand inhabitants (See Fig. 3.1-6); 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 29000 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. The order of the population density, from high to low, is La Union 289 persons/km², Conchagua 239 persons /km² and Santa Rosa de Lima 221 persons /km².

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. Therefore, these 13 municipalities are underdeveloped within the context of El Salvador.

At the same time, considering the area of the 13 municipalities as a whole, the situation of the capacity of hotels and restaurants on the coast and the interior is very different; clearly the coast is at an advantage.

Table 3.1-5 Accommodation facilities at the 13 municipalities

Municipality	No. of rooms	No. of beds
La Union	162	311
Conchagua	30	81
Santa Rosa de Lima	41	53
Meanguera del Golfo	15	36
Chirilagua	48	118

(Source: CAT La Union, March 2012)

Table 3.1-6 Restaurants at the 13 municipalities

Municipality	No. of tables	No. of seats
La Union	270	1,090
Conchagua	235	910
Meanguera del Golfo	10	40
Intipucá	10	40

(Source: CAT La Union, March 2012)

(4) Situation of the CDT at the 13 municipalities of the Fonseca Gulf area**a) Situation of the creation of CDT**

The creation of CDT at the present area started in September 2007 and initially 6 were created, including the regional CDT, and all of them were legalized the following year. At the launching of this Project, in August 2010, 7 municipalities did not have CDT but as the Project advanced, by the middle of 2012, CDTs were created in all municipalities. The board of directors is to be renewed thorough election every 2 years; it happens so, although with certain delay. At two municipalities, the process of legalization as cooperatives.

Table 3.1-7 Creation, legalization of CDT and Renovation of the Board of Directors

		2007	2008	2009	2010	2011	2012	2013
1	Bolívar				April		Sep 11	
2	Chirilagua						June 18	
3	Conchagua	Sep. 7	June 3			Nov 24		
4	El Carmen	Sep 14	July 21				June 26	
5	Intipucá					May 17		CDT: under procedure Cooperative : Legalized
6	La Union	Sep 14	July 21				Sep 21	
7	Meanguera del Golfo						Feb 8	
8	Pasaquina	Sep 13	July 21				June 14	
9	San Alejo				Dec			
10	San José				Oct			
11	Santa Rosa de Lima	Sep 13	July 21				July 18	
12	Yayanchique						July 25	Cooperative : under procedure
13	Yucuaquin				Oct		July 25	
14	Regional CDT	Dec 13	Nov 28				Sep 12	

Legend : Black : CDT creation, Red : Legalization, Blue : Renewal of members (Source : CAT La Union)

b) Management offices and responsible persons for the CDTs within the municipalities

The management offices and responsible persons for the CDTs of the 13 municipalities are the following.

Table 3.1-8 Management offices and responsible persons for the CDTs of each city hall

	Municipality	Management office	Responsible person
1	La Union	Bienestar Social (Social welfare)	Álvaro Figueroa Ventura
2	Bolívar	Cultura Deporte (Sports culture)	María Auxiliadora Álvarez
3	Conchagua	Concejal (Council)	Elsy Marleni Hernández
4	El Carmen	Turismo (Tourism)	Claudia Natali Maldonado
5	Intipucá	Medio Ambiente (Environment)	Sandra Meléndez
6	Meanguera del Golfo	Bienestar Social (Social welfare)	Kayra Marilyn Romero García
7	Pasaquina	Psicólogo (Psychologist)	Alma Zulema Rivera
8	San Alejo	Medio Ambiente (Environment)	Carlos Eduardo Jiménez
9	San José	Concejal (Council)	Mario Andrés Martínez
10	Santa Rosa de lima	Bienestar Social (Social welfare)	José Orlando Flores Laínez
11	Yayantique	Contabilidad (Accountability)	Alicia Rodríguez
12	Yucuaiquín	Bienestar Social (Social welfare)	Ángel Antonio Romero
13	Chirilagua	Asistente Contable (Assitant accountant)	Rubidia Durán Meléndez

(Data: CAT La Union)

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 José and Pasaquina, but as of December of 2012 this has not been concluded.

Therefore, there is no uniformity in the responsible management offices of the CDTs; they are different depending on the city halls.

c) **Results of the CDT activities and support content of the city halls during 2012**

Table 3.1-7 shows the activities of the CDTs (not including the activities related to the present Project) and the support provided by the respective city halls.

[Contents of the activities]

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

The beauty contest of La Union is particularly worth mentioning.

[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.

The activities held in La Union do not get support from the city hall because the relation with the CDT is not good. The activities are financed individually by the CDT members holding the event.

[Payment of shares]

The members of the CDTs do not contribute regularly, and it is only in the exceptional case of Conchagua, that the members of the directing council contribute 1 dollar monthly.

Therefore, the real situation is that there are no persons that wish to be CDT members if payment is necessary.

[Situation of the activities]

In Bolivar, the president has moved to San Salvador and the announcement of a substitute has taken a long time, this is the reason that the CDT activities have decreased. In Santa Rosa de Lima, there has been a significant change of members due to the change of mayor and there is a decrease in the participation of the members in the activities. In San Jose, the president does

not represent the private sector; thus, the mayor fulfills the president's functions. In such sense, the CDTs operate very little.

Table 3.1-9 Results of the CDT activities and support content of the city

	CDTs' Activities (Year 2012) (without considering joint activities with JICA)	Municipality's Support	How is the support of the municipality (\$ or materials)	Observations
La Union	Food and Handicraft Festival on Saturdays	no	N/A	Few resources
	Beauty context Miss Mesoamerica International	no	N/A	
	Beauty context Miss Teen Americas	no	N/A	
	Cleaning campaign in Chiquirin and Playitas	no	N/A	Little coordination with the population
	Food Festival in central park	no	N/A	Municipality has shown little interest to participate
	Participation in the Tourism Day	no	N/A	
	Reception of the Golden bear cruise	no	N/A	Little time spent in the museum
	Antiquity Museum – Historic Center (Ex train station)	no	N/A	
Conchagua	Music String Concert	Yes	\$70	The Municipality does not have a defined Tourism Plan
	Visit to the volcano with members of the German Cooperation in April	Yes	Lend the vehicle	
	Visit of the library-bus in May.	Yes	\$250, chairs, tent and sound system	
	Meeting with local authorities to promote touristic activities in Conchagua.	Yes	Municipality Office	
	“Pueblos Vivos” Promotional Meeting.	Yes	Projector and Screen	
	Participation in “Pueblos Vivos” in August.	Yes	\$50.00 for fuel.	
	Creation of the Direction of Conchagua’s “Pupusodromo”.	NO	X	
El Carmen	Food and Culture Festival (Holy Week).	Yes	\$300 (Sound system, tent, ETC)	Lack of more coordination and backup in the activities by the Municipality regarding training to the CDT.
	“Pueblos Vivos” Fair	Yes	\$100	
	Inauguration Olomega Esplanade.	Yes	Logistics	
	Saint’s Fair Tourism Day(Dec. 18)	Yes	\$300	
Intipuca	Celebration of the Beach Festival	Yes	Transports / Mobile Disco	Legalization under process. The Legal Unity of CORSATUR has observed one item and some changes are needed
	Food Festival	NO		
	Visits with brothers far from the Guarrapuca and El Esterón sub-basin.	NO		
	Meeting between municipality authorities and businessmen of the Project zone	Yes		
Meanguera del Golfo	Creation of a typical dish and seashell handicraft	Yes	Communal House	The Committee was created this year and has been very active and has a lot of support from the Municipality
	Painting and embellishment of the town	Yes	Paint and brushes	
		Yes	Bags, transportation, logistics and lunch	
	Cleaning of beaches			
	Attention to visitors and handicraft sales every Saturday	Yes	Tents and animation	
	Movies on Fridays in the esplanade	Yes	Movie and space	
	Islander Brother Week in December	Yes	Logistics, music, space, tents, animation	
Pasaquina	Organization and revitalization of the "Happy Saturdays "	Yes	Logistics, transportation, sound.	
	Preparation of a promotional video of tourism in Pasaquina together with the Municipality	Yes	Payment for the film shooting, transportation, meals and logistics.	

San Alejo	January Feast	Yes	Orchestra and Mobile Disco	The Municipality supports the CDT. There is not a defined Tourism Pla. CDT legalization in course at the CONAMYPE (One month and a half).
	Athletics Race	Yes	Awards	
	Holly Week: Carpet Context	Yes	\$150 / Awards	
	Saint's Feast	Yes	Orchestra and Mobile Disco	
	Chanchones Festival	Yes	Awards	
	Corn Festival	Yes	Sound System	
	Relay Race	Yes	Awards	
	Day of the Dead: Festival of handcrafted flowers	Yes	Awards	
San Jose	Living experiences in Capitan Eco Park	Yes	\$ 400 / Mariachi	Waiting for the legalization Require assistance
	Assistance in the preparation of the business plan for women.	Yes	Personnel	
	Cleaning and painting of post lamps	Yes	Paint	
Santa Rosa de Lima	Food festival (Saint's feast)	Yes	Tent and animation	Lack of greater support from the municipality and commitment of CDT members.
	Corn festival at church's level	Yes	Animation	
	Planning of Christmas Dance.	Yes	Organization	
Yyantique	Independence day's commemoration – September 15 th.	Yes	\$ 100/for multiple use	Waiting for more information to legalize and assistance from CORSATUR/ CAT
	Support for the celebration of harvest day together with the parish church	Yes	Own resources	
	Event planned for February 2013.	Yes	Under process	
Yucuaiquin	Business Festival on Sundays	Yes	Space, logistics, tent	The CDT has received a new impulse with the new board of directors and Works together with the Municipality
	Inauguration of the touristic blue bird	Yes	Construction and improvement	
	Demand of Saint Francis. Religious and cultural festival	Yes	Music and transportation	

(Source : CAT La Union)

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

(1) Areas with High Potential at the 4 Departments of the Eastern Region

MITUR/CORSATUR conducted an analysis dividing the country in corridors with high potential of tourism development, for the touristic reactivation of El Salvador (for instance, the route of flowers, route of archeology (Mayan ruins), route of handicraft, route of peace), and said corridors should be the core of tourism development. The corridors E, F and G, indicated in the following Figure, are to be the centers of the future touristic development of the Eastern region.

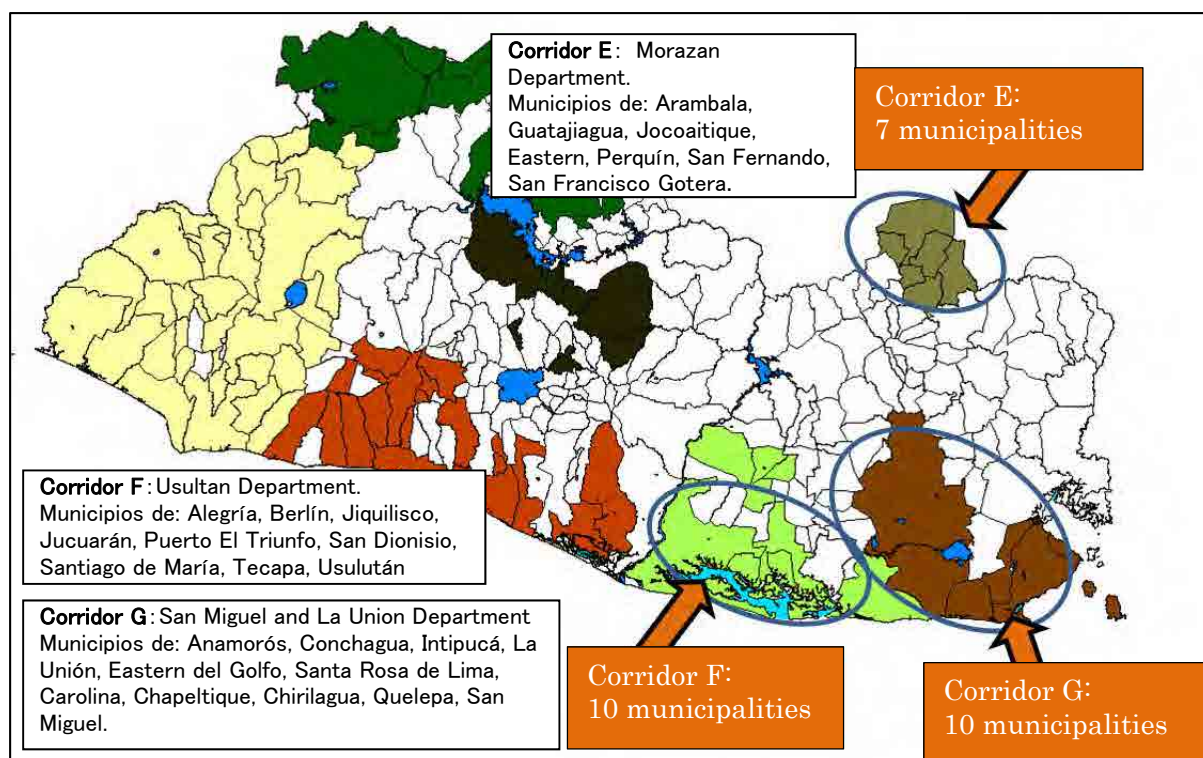


Figure 3.1-7 High potential areas at the Eastern region

Corridor E corresponding to the Ruta de Paz (Peace Route) and corridor F corresponding to the Jiquilisco Bay (Bahía 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 touristic development of MITUR/CORSATUR.

(2) 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. It is expected that these samples can be used as references at the moment of identifying potential touristic resources at other areas.

The touristic resources of this area are those identified during the Study “Strategic Plan of Touristic Development of the Fonseca Gulf Municipalities Association¹ (2007)” and also the touristic resources identified through interviews with each CDT during the second year of this Project.

At the coast area, besides the coast, there are islands, tidelands, mangrove, and fishing 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. On the border with Honduras can mention the “route of the border.” In addition, each municipality has proposed tourism resources for the preparation of the tourism development concept and it may be assumed that there are still unrevealed touristic resources at the area.

¹ The Fonseca Gulf Municipalities Association (Mancomunidad del Golfo de Fonseca) is an entity that groups the 13 municipalities of the Fonseca gulf 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.

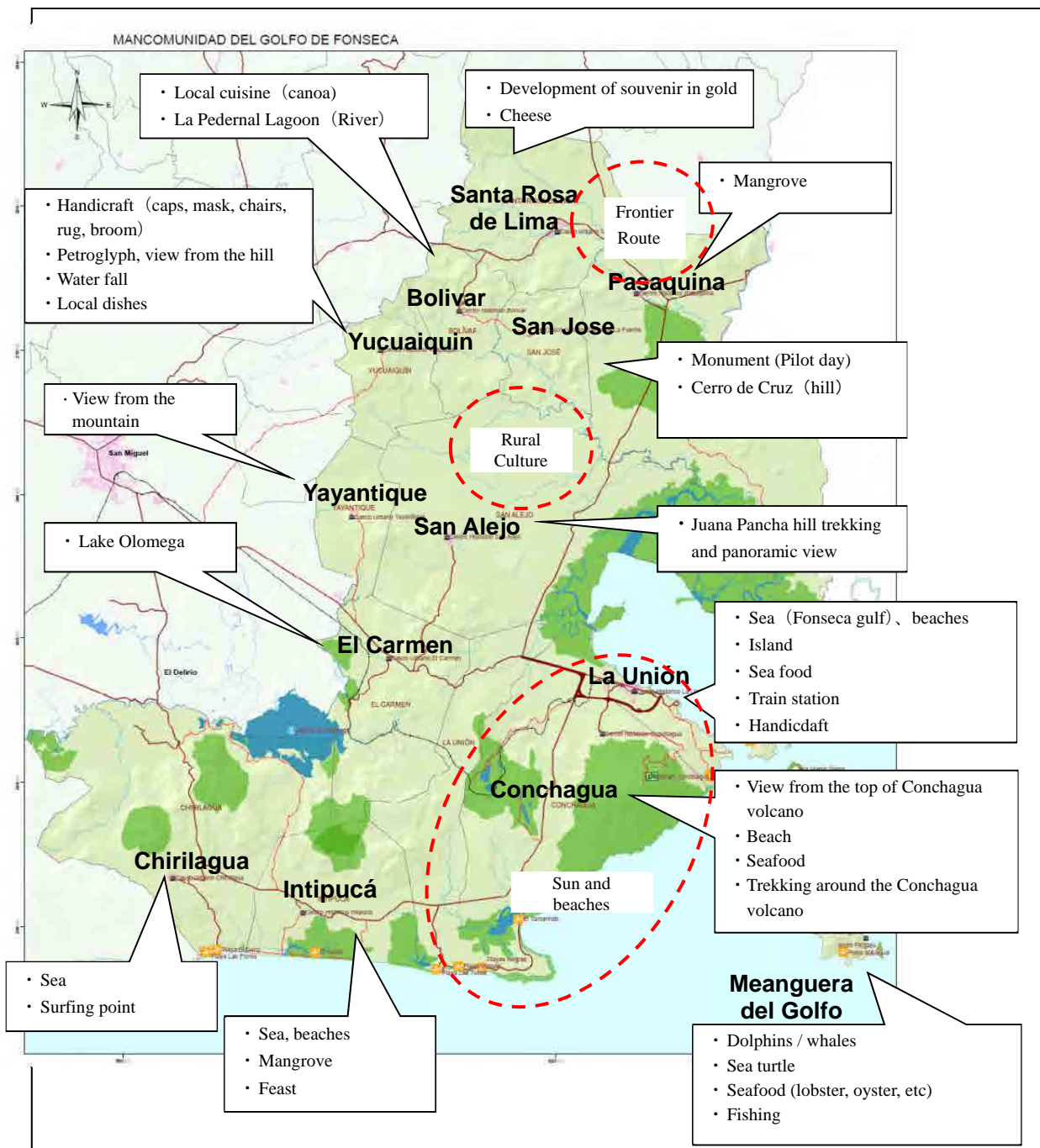


Figure 3.1-8 Touristic resources identified at the field survey

3.1.3 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 2020”, the “Strategic Plan of Tourism Development of the Fonseca Gulf Municipalities Association” and

the “Economic Development of the Eastern Region”, to prepare the Draft Guideline. Discussions were held with the MITUR/CORSATUR based on that, for further revisions, and the Draft Guideline was settled after being approved during the second JCC meeting of July 25, 2011.

The approved draft guideline is the following.

Draft Guideline of Touristic Development for the Eastern Region

1. Objective

Attracting domestic and foreign tourists to the Eastern Region through the Development of Community Tourism using local resources.

2. Basic framework of the guideline (Framework)

- 1) Based primarily on "The Strategic Plan for Tourism Development of the Commonwealth of the Gulf of Fonseca, "The National Tourism Plan 2020" and "The Study of Economic Development of the Eastern Region."
- 2) Respect the opinions of residents in the workshops.
- 3) Collaborate with the Basic Tourism Strategy of MITUR/ CORSATUR (Pueblos Vivos and CDT).
- 4) Adapt the precedents of the tourism development strategies advanced inside El Salvador to the Commonwealth of the Gulf of Fonseca.

3. Guideline

- 1) Strengthening Competitiveness.

To attract tourists it is necessary to generate national and international demand for tourism by providing attractive tourist products and competitive tourist destinations.

a. Training and Strengthening Competitiveness nationwide.

Train and strengthen national competitiveness through tourism products and establish special tourist routes, taking as reference the advanced tourism regions within the country.

- ① Formation of competitive tourist areas nationwide.
- ② Development of Tourism Products that are competitive (Food, folk crafts, events, etc.).
- ③ Cooperation with Pueblo Vivos.
- ④ Take into account successful experiences and failures of the country.
- ⑤ Attracting tourists from big nearby cities in the country (San Salvador / San Miguel).
- ⑥ Cooperation with nearby tourist areas (Morazán / Usulután).
- ⑦ Security Committee.
- ⑧ Inter-institutional coordination

b. Formation and Strengthening of international competitiveness.

The Eastern region will give priority to building and strengthening competitiveness at the internal market but it will also focus on the attraction of international tourists. The priority markets for actions in this direction are the neighboring countries of Honduras and Nicaragua, due to geographic reasons.

- ① Design touristic routes and products with international competitiveness
- ② Design attractive touristic sites with international competitiveness
 - I. Touristic sites friendly to foreign tourists
 - II. Touristic sites attractive to foreign tourists
- ③ Strengthening the level of awareness of the touristic sites
 - I. Actions of each municipality (CDT)
 - II. Actions of the area as a whole
- ④ Supply of services with international standards (accommodation facilities, restaurants, population)
- ⑤ Dynamic actions to attract visitors under the public-private partnership

- c. Establishment of a brand for the Fonseca gulf area
- ① It is necessary to take actions to increase the number of repeaters and the length of stays. Aim to fix the image as an area
 - ① Development of new touristic products like recommended tours
 - ② Actions to improve the brand image (including logo, character)
 - ③ Implementation of joint marketing activities
 - ④ Creation of the regional CDT
- 2) Sense of unity and awareness-raising of the local population to enhance competitiveness
The source of competitiveness is the awareness-raising of the local population towards tourism and the sense of unity is a necessary condition for such. Aim for this strengthening with the cooperation of MITUR/CORSATUR.
- a. Creation and legalization of CDT at each municipality
CDTs are to be created and steps for the legalization are to be taken at each municipality. The creation of the CDT is a necessary requisite to participate in Pueblos Vivos.
- b. Strengthening the Public-Private Partnership
The public-private partnership is indispensable to strengthen the competitiveness and the active participation of the CDT of municipalities and, therefore, is to be achieved. Also, the strengthening of touristic development support to the private sector by public institutions is to be achieved.
- c. Enhancement of participation willingness of the population toward tourism
The rate of participation of the population in tourism or a high awareness is the source of the Hospitality for the tourist. Take actions to enhance the will to participate of the population thorough the acknowledgement of results brought by the tourism.
- 3) Tourism development and environmental Harmony with the cultural conservation
- a. Environmental organization of touristic sites (cleaning up)
Important aspects required by most tourists at touristic sites are “safety” and “cleanliness” (hygiene). A clean touristic site is an absolute condition for the attraction of tourists. It is necessary to promote cleaning campaigns with the population directed to environmental conservation.
- b. Promotion of Ecotourism
The ecotourism promotes the development of travel products focused on nature and also the sustainable conservation of the environment and culture.
- 4) Coordination with development programs of the Eastern Region
- a. The port of La Union
- ① Attraction of cruise ship
 - ② Touristic utilization of the port
- b. MEGATEC at La Union
- ① Participation of students in the Pilot Projects
 - ② Use of installations (cooking, handicraft)
 - ③ Request to assign instructors

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

3.2.1 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 3, 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

In the process to define 5 pilot projects among the many candidate proposals, besides the previously mentioned selection criteria, an analysis of touristic development strategy for the selection of the pilot projects, explained below, was needed.

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

(1) Selection of Pilot Projects

The candidate proposals were selected from a long list (23 proposals) and a primary selection (12 proposals) was made according to the selection criteria. Finally, it was reduced to 7 proposals and at the definition stage of the 5 pilot projects, additionally to the selection criteria mentioned above, an evaluation of touristic development strategy was carried out, as material to explain to the stakeholders the basis of the selection with further details.

1) Flow to Select the Pilot Projects

The selection process of the Pilot Projects is shown below.

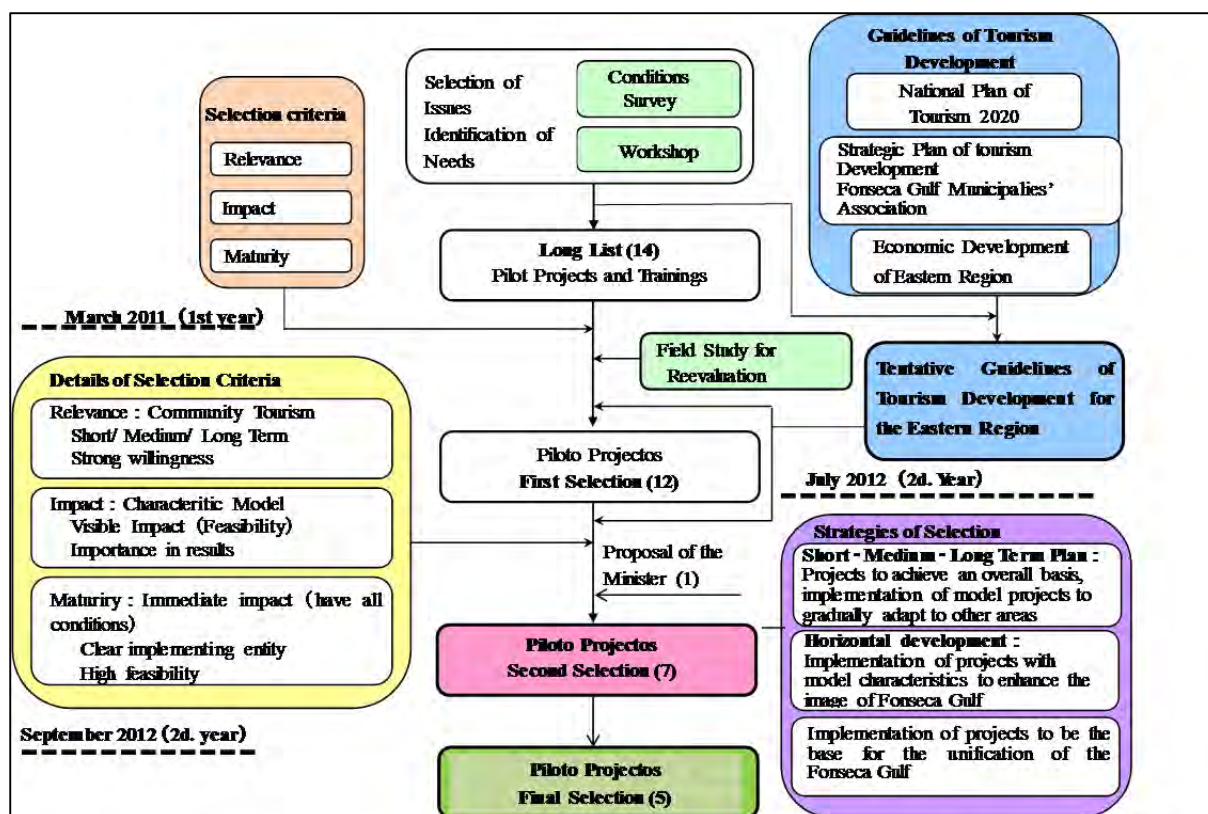


Figure 3.2-1 Flow Chart of Pilot Projects Selection

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 in March 2011. (See Table 2-2 “Selection Process of Pilot Projects”). At the beginning, in order to leave open several possibilities, trainings were also considered as pilot projects and as the proposals were evaluated, they were more numerous (14).

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 long list with additions was evaluated according to the selection criteria of pilot projects (relevance, impact and maturity) along with the guidelines of tourism development of the Eastern region, to identify those to be attended by training, to condense projects with similar contents into one, and projects that were not pertinent. Thus, the first selection considered 12 proposals, according to the difficulty and the balance in the themes to be attended. The categories were extended in a broad range, such as information (maps, signs), ecotourism (mangroves), culture (museums, monuments), cooking, handicraft (key holders, masks, water reeds and pottery), sports (beach soccer, softball), tourism education, etc. During the Second JCC meeting in July 2011, an explanation about the 12 proposed pilot projects was given. At this occasion, the Minister of Tourism proposed the “Tour to the Islands of Fonseca Gulf”.

Considering the opinions given in this meeting also, 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. Among these, there were included projects that had high requests during the workshop carried out in the first year, namely information (maps, signs), ecotourism, touristic education and cooking. To these, the proposal of the Minister and the Information Center requested by CORSATUR were included.

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

To define 5 projects means ultimately that 2 would have to be eliminated and as each proposal had supporters, a careful approach was required. At this moment, it was decided to evaluate the strategies of tourism development of the object area, as explanation material to define the 5 pilot projects among the 7 candidates. This was also one criteria of decision for MITUR/CORSATUR who ultimately would approve the projects.

The “Previous Conditions” and the “Aspects to be considered in the selection of pilot projects” for the evaluation of the strategies of tourism development at the present area were established as follows.

Previous conditions:

- Amidst an area that has not many touristic resources in general, the Fonseca gulf area (beaches and islands) shows a comparative advantage (the Fonseca gulf area is highly acknowledged).
- Although with some differences, the opportunities of potential touristic development at each municipality are increasing.

Aspects to be taken into account for the selection of pilot projects :

- Enhances opportunities of tourism development at the region as a whole (Launches the foundation for local tourism)
- Expresses a concrete project at the Fonseca gulf that has comparative advantages, to establish a method of project implementation.
- Implement small scale projects related to tourism development at each area, in order to build the foundations related to the surroundings of the Fonseca gulf area in the future

As an order of development, it should start from something basic to something more complex, moving from projects with short term effects to projects that require long term actions. From this viewpoint, the strategies of tourism development for the present area were condensed into the following 3 strategies.

Strategy 1 :

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 time, to expand them.

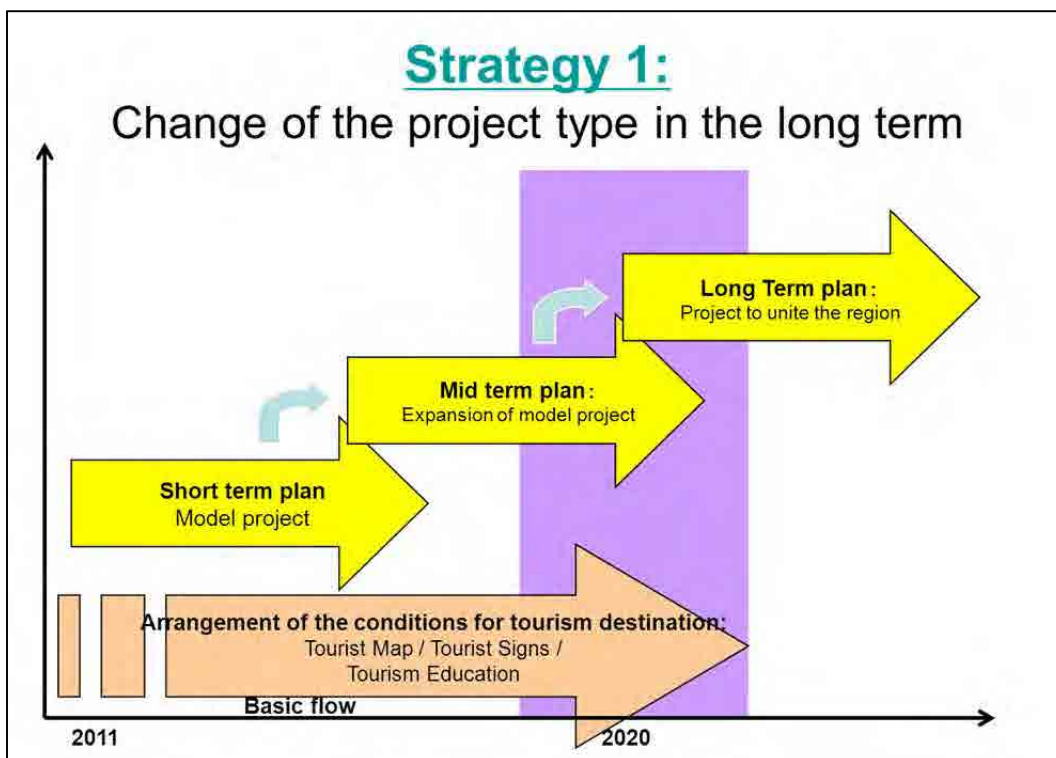


Figure 3.2-2 Evolution of Type of Projects in the Long Term

Strategy 2:

From a horizontal viewpoint, the methodology is to give priority to projects with a model characteristic in the first place, that are relatively easy to plan, in a place that counts on tourism related facilities, to later expand to the surrounding areas. Following this reasoning, 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.



Figure 3.2-3 Change in the location of the Project Site

Strategy 3:

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.



Figure 3.2-4 Project as base for the integration of the Fonseca Gulf

2) Definition of the Pilot Projects

As previously mentioned in “①Flow of Selection of the Pilot Projects”, out of the 12 projects selected in the first selection, plus the project proposed during the 2nd JCC meeting, the following 7 projects were selected as candidates, considering the strategies of tourism development after discussions with CORSATUR.

Table 3.2-1 Final Pilot Projects and Results

Pilot Project	Final Decision
Strategy 1: project to improve basic conditions of local tourism	
» Tourist signs (object : La Union, Conchagua and Intipucá)	Approved
» Tourist map (Object : Santa Rosa de Lima, La Union, Conchagua)	Approved
» La Union Station Information Center	Not Approved
» Tourism and Environment Education (Object : Pasaquina)	Approved
Strategy 2: Model Project to enhance the Fonseca Gulf brand	
» mangrove tour (Object : Intipucá)	Approved
» Tour to the Fonseca gulf islands (Object : La Union, Meanguera del Golfo, Conchagua, San Alejo)	Approved
Strategy 3: Project to integrate the Fonseca Gulf	
» 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 is strongly reflected.

The “La Union Station Information Center” contemplated as components, the remodeling of the Station to install the CAT La Union office together with a Touristic Information Center for the 13 municipalities, and also a space for the exhibition and sales of typical food and handicraft. It was already under consideration by CORSATUR and it was decided that it would be difficult to develop it 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”. The “Gourmet Contest” was requested by many municipalities and it would be the most appropriate project to achieve the integration of the 13 municipalities; however, compared to other pilot projects, it was considered to be of lower priority.

Location map of the Pilot Projects

The following Figure shows a map with the location of the pilot projects. The following Table shows the whole process up to the final decision regarding the pilot projects

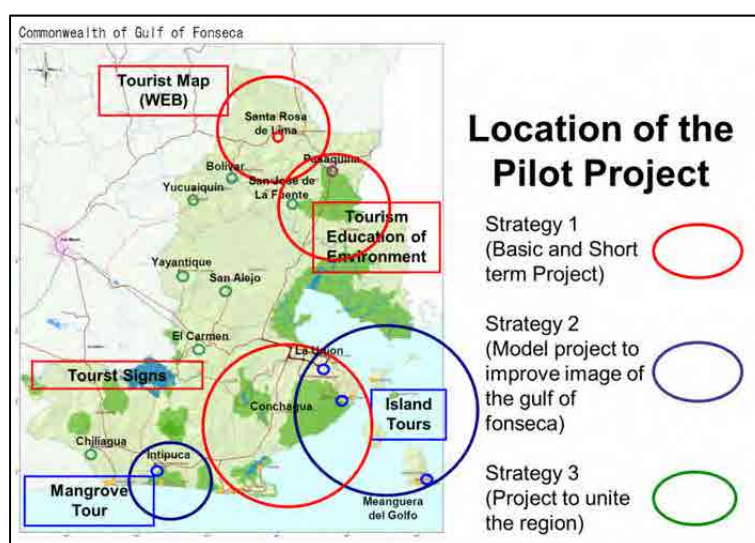


Fig. 3.2-5 Location of the Pilot Projects

Table 3.2-2 Selection Process of the Pilot Projects

Long List		First selection	Second selection
List evaluated at the beginning of the Study	Added in reevaluation survey		
1	Formulation of the community map		Approved
2	Installation of tourist signs		Approved
3	Gourmet seminar and contest		
4	Handicraft seminar and contest	Training	
5	Organization of a seminar of the Fonseca Gulf touristic area in San Salvador	To be evaluated in the 3 year plan	
6	Fonseca gulf mangrove cruise	Condensed in 15	
7	Support for the formulation of the internal regulations of touristic committees	Other type of attention	
8	Preparation of a pamphlet of the CDT	To be evaluated in the 3 year plan	
9	Formation of Destination Management Company (DMC)	No available companies	
10	Tourism awareness raising campaign	Condensed in 23	
11	Cleaning up campaign	Condensed in 23	
12	Training in tourism techniques	Training	
13	Creation of CDTs	Other type of	

			attention	
14	Tourism related technology transfer to NGO		Extinction of NGO	
15	Mangrove tour			Approved
16	Key holders/stone ornaments			To be considered in the training
17	Masks, petates			To be considered in the training
18	Museum of the Station			
19	Monument			Low priority
20	Beach soccer/soft ball			Low priority
21	Ninfa			To be considered in the training
22	Pottery			To be considered in the training
23	Tourism and environmental education to parents and children			Approved
24	Tour to the islands of the Fonseca gulf		Proposed at the JCC meeting	Approved

3) Positioning of the Selected Pilot Projects

The characteristics of 5 pilot projects selected after a series of processes are shown below.

- a. Elementary for the promotion of tourism
 - Installation of tourist signs
- b. Turn a local touristic resource into a product
 - Mangrove tour
 - Fonseca gulf islands tour
- c. Elementary for the promotion of tourism and at the same time, provides information of local touristic resources
 - Tourist map (WEB)

There were some indications that they are concentrated in a determined area or municipalities; however, it may be said that in order to promote the tourism of the area, the selected pilot projects are quite equilibrated.

The necessary conditions in order to achieve the goal of the pilot projects “Build up a system of sustainable touristic development through the public-private partnership” are the establishment of a system to promote the project, with the simultaneous progress of concrete touristic resources development. The project goal will be achieved by the effect of synergy generated by these elements.

The following figure shows the conceptual relation between the 5 pilot projects and the goal of the Project.

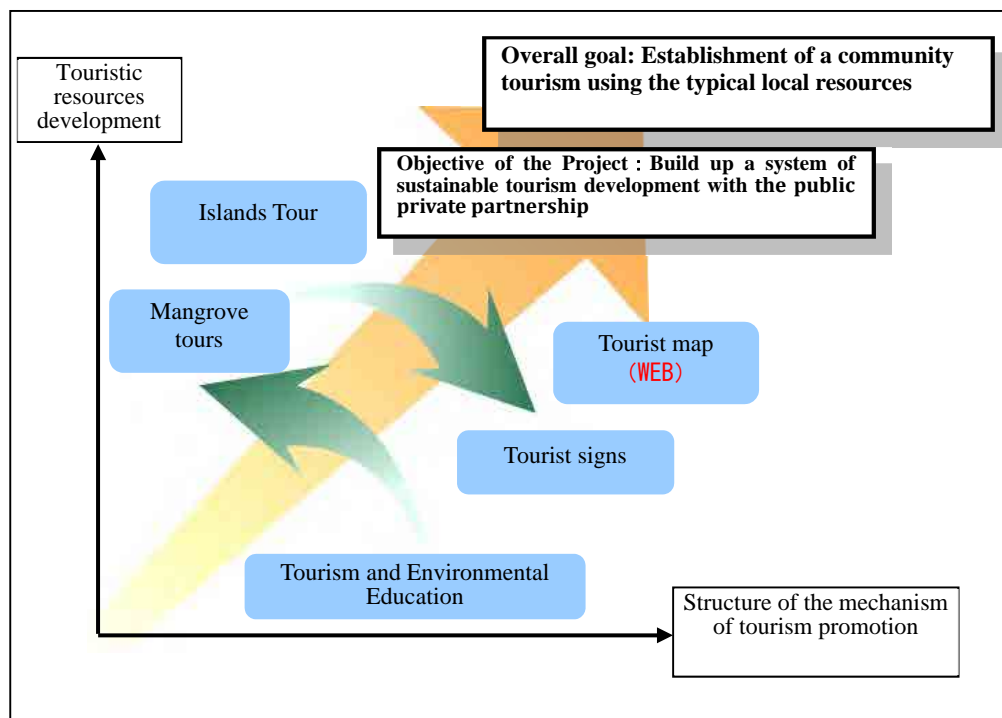


Figure 3.2-6 Relationship between the Pilot Projects and the Goal of the Project

(2) Implementation plan of pilot project

After the definition of the 5 pilot projects, the responsible entity 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)

1. 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

- a) For tourists, not have touristic information that allows them to know what to do in the destination generates dissatisfaction and a sense of insecurity. It results paradoxical, for when information is provided, a direct impact is generated regarding motivation to spend; lodgings, and later interest in returning to the visited places, as well as the sense of security and satisfaction.

- b) For the host community, it generates a better knowledge of the touristic, cultural and environmental resources, a motive to enjoy, make use of, care and divulge the goodness of said resources.

During the sessions of participative planning carried out during the first stage of the Technical Cooperation, JICA experts, Counterpart of MITUR/CORSATUR and members of the CDT identified that the preparing of local maps was one of the regional priorities to strengthen local tourism.

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) .

2. 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

Maps are to be a mechanism to motivate tourists visiting the region to stay longer and visit more places, carry out more activities and increase their spending. Likewise, host communities may acknowledge the regions' main elements of identity and strengthening in this way, the sense of belonging and local pride.

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

3. Superior Objectives of the Pilot Project

- a) Local resources for touristic activities are acknowledged and used by the local community, as the same community will identify the sites to be visited, the major destinations' elements of identity, the importance of making the best of it and the need for joint work for the successful outcome of the destinations.

- b) Tourists can easily find the attractions through maps and websites. This affects the number, level of satisfaction, average expenditure and lodgings of visitors.

4. 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.

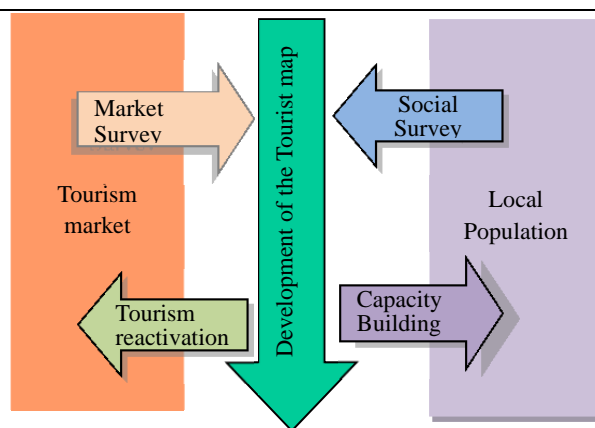


Fig. I-1 Scheme of the participative approach and the marketing

Table I-1 Key factors so that the design of tourist maps fulfills the scheme of marketing and participative approach.

Tourism market		Local Population (Social survey, capacity building of the local population)	
Market survey	Analyze the characteristics and needs of tourists visiting El Salvador to make sure that maps are useful and lead to an increase in lodgings and spending.	Social Survey	Determine the perception of host communities in respect to the importance and meaning of the attractions and attributes of the regions of influence so that the material strengthens the sense of belonging and identity
	Identify the unique attributes that support the competitiveness of the regions in regard to the regional competence.		Identify the most relevant elements of identity for the communities and look for formulas to create value.
Tourism Reactivation	Identify and show in the maps the elements of logistics and services relevant for the tourist in an attractive and motivated manner.	Capacity Building	Provide methods to provide basic touristic information to visitors and promotion of main services
	Design mechanisms of distribution for the maps appropriate for each market in different moments of the trip.		Improve the coordination, organization and formulas to generate consensus to strengthen leadership and representation of the CDT

5. Role of the concerned actors

Actors like the local CDT and members of CDT, CONAMYPE’s moderator, tourist map design companies and students participate directly in the implementation of the Project. The role of each one is shown in the following Table

Table I-2 Role of 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	Conduction of a workshop to provide the methodology needed for mapping, and preparation of map information
Students	Assist in the collection of information
Map 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

6. Schedule of the Project Implementation

The Schedule of the Project Implementation is shown below-

Table I-3 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 -															
Workshops for the identification of elements to create and validate the system															
Communication between the CDT and the company regarding the mapping system															
Creation of application and map printing															
B. Establishment of the map distribution system with a local network															
Identification and selection of a local network of potential distributors															
Workshop with selected distributors															
Supervision and feedback of distributors by the CDT															
C. Establishment of a mechanism for the system update by the CDT and monitored by the CAT															
Create a plan and manual for the use and update of the system															
CDT maintain and update the mapping system															
Supervision and feedback by the CAT															

(Development of a system to collect and organize the information)

- Workshops for the identification of elements to create and validate the system. During the workshops, participants of CDT and other sectors of the community identify the necessary sites and elements to develop the maps and the information is later validated with them.
- Communication between the CDT and the company regarding the mapping system. Personnel of CAT and the Map creator are in constant communication with the concerned actors regarding the maps.
- Creation of application and map printing. The application will be developed to facilitate the update and print out of maps by the members of the CDT.

(Establishment of the map distribution system with a local network)

- Identification and selection of a local network of potential distributors. Distributors of maps are to be identified according to their interest as well as their strategic position in sites where visitors ask for information.
- Workshop with selected distributors. Distributors are to be trained to inform visitors using the tourist maps
- Supervision and feedback of distributors by the CDT. A form will be handed out to the distributors so that they report the quantity and characteristics of visitors that ask for information.

(Establishment of a mechanism for the system update by the CDT and monitored by the CAT)

- Create a plan and manual for the use and update of the system. The plan will be prepared with the participation of the CDT members and handed out to the concerned actors so they are clear regarding how to provide the information to the CAT.
- CDT maintains and updates the mapping system. Personnel in charge of handling the application will be assigned to allow the CDT to regularly update the information.
- Supervision and feedback by the CAT – Additionally to the final evaluation of the project, the implementation methodology of the same will be organized in order to allow its application in other areas.

7. Costs of Project

The cost of this Pilot Project (Executed) is shown below.

Table I-4 Costs of the Tourist map Pilot Project (Executed)

Expenses items	2d. year (US\$)	3d. year (US\$)	Total (US\$)	Observation
Map preparation and printing	9,500	-	9,500	3 municipalities×2,000 copies
Workshop	3,500	5,200	8,700	Site 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	

8. 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 of organization, communication and coordination with the key actors of the touristic sites will be strengthened.

9. Observations regarding monitoring

CDT will be more motivated to observe the way their communities grow and are affected by tourism, by participating in the monitoring of resources, attractions and actors.

The CDT of Golfo de Fonseca is to be required to work together in the mapping project increasing their capacity for management and competitiveness. Also, they will have a closer relationship with the CAT and through it, with CORSATUR.

10. PDM

PDM of the Project is seen below.

PDM: Tourist maps of the Gulf of Fonseca (Ver. 1: November 22, 2011)
 Target City: La Union, Santa Rosa de Lima, Conchagua/
 Target Groups: CDTs and place of distribution of the map(hotels and restaurants)

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
Overall Goal - Local tourism recourses are recognized and promoted by local communities. - Tourists can find tourism attractions easily from the maps and the Website.	1. The amount of information on the mapping system is increased. 2. The number of tourists/customers of tourism resources on the maps including shops and restaurants is increased.	1. Latest Map (comparison with last updated maps during the pilot project) 2. Records of shops and restaurants etc.	There is no serious economic crisis. There is no serious natural disaster.
Project Purpose - The CDTs can operate and maintain the developed tourist mapping system.	1. CDT can maintain the developed system 2. CAT can supervise the system	1. The developed mapping system including the Website and distribution networks 2. Record by CAT	Local community continues their cooperation with the CDTs. Trained CAT staff assist the mapping system continually.
Output 1. Computerized tourist map system is developed. 2. Distribution system of maps based on a local network is developed. 3. Maintenance system of maps by CDT and monitored by CAT is established	1-1. The mapping system in the CORSATUR website is developed. 1-2. 2000 copies of the map (first version) of each municipality are printed. 2-1. Maps are being distributed by at least x places in each municipality. 3-1. CDT reviews and updates information at least once a month 3-2. CAT monitors new businesses and changes in the map.	1-1.CORSATUR Website 1-2 Printed maps 2-1.List of distributors and number of printed maps 3-1.Monitoring Record by CAT 3-2. Monitoring Record by CAT	Local election in 2012 does not seriously affect the membership of the target CDTs. There is no serious change of policies of CORSATUR.
Activity 1-1. Hold workshops to identify contents and tourism resources for the mapping system and feedback to first version. 1-2. The CDTs discuss with the subcontractor about mapping system 1-3. Develop the informatics application and map printing 2-1. Identify and select local network of potential distributors 2-2. Hold workshops with selected	Inputs Inputs by El Salvador < Human Resources > - CAT La Union Sandra Natzumin and other personnel from MITUR/CORSATUR, CDT, volunteers from schools and universities < Equipment and Materials > - Computers and printers Inputs by Japan < Human Resources > - JICA Experts - Coaches		There is no serious delay of system development by a subcontractor. Local community is willing to cooperate with the CDTs. Ensure the land space for installation.

distributors 2-3. CDT supervise the distributors and get feedback from the distributors. 3-1. Conduct training for CDTs and prepare update and maintenance action plans and a manual for the mapping system. 3-2. The CDTs update and maintain the mapping system. 3-3. CAT monitors the mapping system and CDTs' activities.	< Facilities > - Offices in CORSATUR and CAT - Distribution points for maps < Financial Resources > -	< Financial Resources > - Cost for development of the system, workshops and first printing.	Pre-conditions The CDTs are willing to participate to the pilot project.
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II : Installation of Tourist Signs (Municipalities: La Union, Conchagua and Intipucá)

1. Background of the tourist sign installation in the Study area

According to the “analysis of areas with high touristic potential”, carried out during the first stage, out of the 13 municipalities of the Study, 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 is still 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 much deteriorated, do not create a good impression for they are broken or scribbled over, worsening the image of the municipality and the region.

Under said considerations, the CORSATUR, CAT La Union and CDT will join efforts to install tourist signs in the adequate places, as well as take care and maintain the existing ones, to facilitate the access to the touristic sites, make the name of touristic resources better known and in this way, to increase the number of tourists.

2. Objectives and Basic Guidelines of the Pilot Project

The pilot project for the installation of tourist signs is to be implemented in order to achieve the following objective.

Actors will learn the know-how related to the installation of tourist signs and make use of the learned lessons.

To the present, CORSATUR has installed some tourist signs at inadequate places in the Eastern Region due to the lack of communication with local actors and lack of knowledge regarding local touristic resources; however, through the present pilot project, the opinion of local CDT will be considered and there will be also a 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 conformed, improving the image, as well as the hospitality towards the tourists in the region as a whole, through the execution of the maintenance plan.

Finally, the learned lessons related to the panel installation will be selected through the evaluation of results and the capacity of actors in the installation of tourist signs will be strengthened.

3. Superior Objectives of the Pilot Project

The installation of tourist signs through the present pilot project will facilitate the access to touristic sites with the expectation of increasing the number of visitors. The signs to be installed will be cared for and maintained by the local CDT and the “awareness of the population regarding tourism will rise”; a better hospitality by the community side will generate a favorable environment to attract a higher number of tourists.

Moreover, in case the development of touristic resources and the improvement of lodgings facilities are conducted together with this project, the number of tourists should increase gradually and the tourism sector of the regions should progress.

4. Methodology to achieve the objective

(Acknowledgements of local touristic resources)

In order to acknowledge the touristic resources of each municipality, the results of the participative workshop conducted during the first stage was reviewed, and a meeting with CAT La Union and the CDT was held; said information was shared with CORSATUR. As a result, actors were able to communicate in a closer way and the perception of each in relation to the touristic resources was known.

(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 were able to organize the local touristic resources in order to select the candidate sites for the installation of tourist signs. The opinions of local CDT were duly considered and in conjunction with the knowledge (examples in the country and overseas) of CORSATUR and the JICA team, the following touristic resources were selected.

(Design of new tourist signs)

Once the touristic sites to install the tourist signs are defined, it is necessary to plan the location and number of signs; at the same time new designs are to be prepared. Also, CORSATUR, CAT La Union and the CDT need to verify the situation of permit requirements to install the signs (municipality, Ministry of Environment, etc.) in order to start the procedures for the requests.

In relation to the design of tourist signs, they will be carried out taking into account the manual of CORSATUR, the CDTs’ opinions and taking as reference samples of the same country and others overseas to make them effective and in accordance to the local use.

(Installation of tourist signs)

In relation to the installation of tourist signs, the JICA project team would be in charge of the financial part related to the design, material, and manufacturing while the CDT would be responsible for the installation. One of the objectives is that the CDT will take better care of the signs; once they will be in charge of the installation works, they would take better care and maintain the signs.

(Care and maintenance of tourist signs)

Some of the signs installed by CORSATUR, MOP and the NGO are worn out, broken and scribbled on and their appearance is not agreeable, causing a bad impression of the city and the region. A better impression of the city and the region is directly related to the attraction of more tourists; in this manner the present project is going to evaluate a care and maintenance system of signs where the CDT commits the local communities. In concrete, items required for the care and maintenance of tourist signs installed by CORSATUR, CAT La Union y el 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.

(Record of the project)

A record of the pilot project is to be prepared to present it to other communities and municipalities outside of the project area.

(Recompilation of the project)

This project is to be recompiled to formulate the implementation method and so, present it to other municipalities.

5. Role of the concerned actors

The actors of this project, as well as the roles of each one are shown below.

Table II-1 Responsibility of 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

6. Schedule of the Project Implementation

The schedule of the present project is as follows.

Table II-2 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 touristic panels															
4.Preparing and installation of touristic panels															
5.Organization of items for the panels' care and maintenance															
6.Preparation of the care and maintenance plan															
7.Implementation of the care and maintenance plan															
8. Recompilation															

7. Costs of the Project

The cost of this Pilot Project (executed) is shown below.

Table II-3 Cost of the Tourist Sign Installation Pilot Project (Executed)

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 Esterón 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	

8. Observations related to the project implementation

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. To illustrate this, we could mention that last year CORSATUR installed a tourism information sign in the central park, by request of a previous mayor of a municipality in the project area; however, the actual mayor considered it unnecessary and removed the panel. Change of mayors had occurred just before the installation of the sign by CORSATUR; therefore, this situation was generated due to the lack of communication between the actual mayor and CORSATUR.

In March 2012 elections for mayors was 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, in order to avoid situations such as the one previously described.

9. 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 also.

The CORSATUR counterpart and the personnel of CAT La Union should share information to carry out the monitoring together. In order to allow a smooth exchange of information, including the CDT, it is necessary that CORSATUR counterpart that is stationed in the capital of the country visit to verify the situation in the site.

10. PDM

PDM of the Project is seen below.

PDM: Improvement of Tourist Sign (Ver. 1:December 10, 2011)
Target City: La Union, Conchagua, Intipuca/Target Groups: CORSATUR, CDT

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
Overall Goal - Tourism resources are well known by tourists - Increase awareness of tourism resources.	1. The number of tourists in the tourism site with new tourist signs has increased.	1. Tourist visiting statistics by CAT La Union	- Politics and the economy worsens - There will not be a major natural disasters
Project Purpose - Accumulation of experience and lessons learned through the process by stakeholders	1. Stakeholders understand the importance of an attractive and effective tourist sign system. 2. According to the lessons learned after the evaluation, Lessons will be learned by the stakeholders involved	1. Monitoring Report for Pilot Project 2. Evaluation Report for Pilot Project	- The criminal situation does not worsen compared to that in the beginning of the project - Environmental conditions and health conditions did not worsen compared to that in the beginning of the project
Output 1. Tourism resources and tourism infrastructure are selected by the participation of the CDT and CORSATUR	1-1. CDT and CORSATUR hold meetings for the selection of tourism resources to install tourist signs 1-2. CDT and CORSATUR make a list of tourism	1-1. Minutes of the Meeting 1-2. Minutes of the Meeting	- Counterparts continue to work even with the change of members which transferred all the information

<p>2. Attractive tourist signs are installed by CORSATUR and CDT</p> <p>3. The maintenance system is established for tourist signs</p>	<p>resources for the selection for install tourist signs</p> <p>2-1. CDT and CORSATUR hold meetings for the selection of the design of tourist signs.</p> <p>2-2. Tourist signs have been installed in more than 5 points in the project area</p> <p>3-1. The maintenance plan is created by CDT</p> <p>3-2. The maintenance plan is implemented by CDT.</p>	<p>2-1. Minutes of the Meeting</p> <p>2-2. Counting the Tourist Signs</p> <p>3-1. Maintenance Plan</p> <p>3-2. Monitoring Report by CAT La Union</p>	<p>CDT understands the importance of monitoring and maintenance for tourist signs installed or future</p>
<p>Activity</p> <p>1-4. Stakeholders execute analysis of the JICA project team investigation and make reconnaissance site visits to regional tourism resources</p> <p>1-5. CDT select where to install tourist signs with orientation of CORSATUR</p> <p>2-4. CORSATUR and JICA project team design new tourist signs according to the manual of tourist signs in El Salvador considering the opinion of CDT</p> <p>2-5. CORSATUR and JICA project team prepare materials for tourist signs and then CDT install the signs.</p> <p>3-4. CDT, CORSATUR and JICA project team define roles for the maintenance of the new tourist signs and existing signs</p> <p>3-5. CDT make a maintenance plan</p> <p>3-6. CDT implement the maintenance plan</p>	<p style="text-align: center;">Inputs</p> <p>Inputs by El Salvador < Human Resources > - CAT La Union Sandra Natzumin Fuentes - CORSATUR Martha Cristina</p> <p>< Equipment and Materials ></p> <p>< Land and Facilities > - Land space to install tourist signs</p> <p>< Financial Resources > - Labor for installation of tourist signs - Tax Payment for tourist signs</p> <p>Inputs by Japan < Human Resources > - JICA Experts - Trainers</p> <p>< Financial Resources > - Materials costs</p>		<p>The municipal election results do not prevent the pilot project and does not affect CDT</p> <p>The acquisition of material is not hindered by economic or natural disasters</p> <p>Ensure the land space for installation.</p> <p>Pre-conditions CDT is aware of the participation in the pilot project</p>

III : Mangrove Tour (Municipality : Intipucá)

1. Background of the Mangrove Tour

The mangrove is a very important resource for coastal Intipucá for it provides food and shelter for marine life, protects the coast from storms and erosion and provides material for the local communities.

The mangrove of the area use to be cleared and cleaned to give way to buildings or jetties or to be used as dumping sites because people do not appreciate its value.

In some places, demographic pressure places a very high demand on the mangrove (for construction material and firewood) so there are only a few around this area.

The objective of this project is to raise awareness regarding the importance of the mangrove forest and on how it contributes to the life of the people, while helping to preserve biodiversity and respond to the threats of climate change.

In the mangrove trees grow on the coast, between land and sea. Roots grow both in salty water from the ocean and fresh water from land.

The importance of these trees is often underestimated.

Mangrove is home for many birds and other sea creatures. The decomposed leaves provide food for crabs, shrimps and fish.

Some baby marine creatures live in the mangrove forest, protected by the trees until they are big enough to go to deeper waters, while other animals like crabs and shrimps live there permanently.

Mangroves are also like a feeding zone for bigger fish.

Mangroves are important not only for animals; they also provide many resources and benefits to the communities. They can be a resource of firewood and construction material when the quantity taken from the forest is replaced by natural growth. Many species of fish are commercially farmed in the mangroves and they help to maintain the small scale fishery; some communities depend on it for food.

The municipality of Intipucá located approximately 30 Km from the Head of the La Union Department have 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.

2. 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.

Strategic Objectives:

- 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 communitarian tourism using the local resources and peculiarities
- Generate professional and managerial capacities to reduce the gap of economic income in the communities.
- Promote Intipucá as an ecologic touristic zone generating a new consolidated and competitive touristic product besides the improvement of mechanisms for the tourism promotion in the site.
- Strengthening the capacities of MITUR and CORSATUR to assist the Tourism Associations.
- Disseminate and improve the experiences and activities of the Tourism Associations
- Strengthening the management capacities of the local CDT.
- Create a new competitive product based on environmental sustainability and entrepreneurial and environmental good practices

3. Superior Objectives of the Pilot Project

The sustainability of this Project at this area allows the achievement of the following overall goals.

1. The number of visitors increases
2. A model of communitarian tourism using the local resources through strategic alliances between the public and private sectors is implemented by the CDT.

4. Methodology to Achieve the Objective

Diagnosis:

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

1. Geographical description of the area

2. Scheme of the local organizational structure
3. SWOT of CDT
4. Inventory of the Cultural and Natural Patrimony
5. Inventory of Natural Species (Flora and Fauna)
6. Inventory of Cultural Assets (tangibles and intangibles)
7. List of future concerned actors, beneficiaries, donors and executors

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 a primary source the experiences (Barra de Santiago)
2. Creation of a business platform in the context of the existing local organization, Association and Legalization and regularization according to the legal framework of the country. Conduction of workshops with the support of MITUR/CORSATUR and CONAMYPE, to provide entrepreneurial orientation to the beneficiary group, allowing the legalization of the enterprise, as well as the selection of the best administrative scheme. The objective is to consolidate the group as a group in itself and also as an enterprise.

The association and legalization of said implementing entities has as an objective the clarification of responsibilities regarding the management and at the same time to build up a system that allows the management of equipment like the kayaks, control of reservation and realization of tours, collection of fees and accounting (profit). In order to form a cooperative, the intervention of INSAFOCOOP is needed.

3. Training and Equipment
4. Training of communitarian local tourism guides: Specialization of the existing guides and training of new guides in the issues mentioned before. This could be done by the contracting of experts in the issue (NGO, Guides' Association, etc. and later the participation in a Study Trip. All courses are specialized with attention to the customer with the support of CONAMYPE, International Red Cross, Eco Experiencias (NGO), MITUR/CORSATUR, CDMYPE and INSAFOCOOP.
5. Equipment (10 Kayaks, 28 life jackets, 3 first-aid kits. Aspects regarding the maintenance of the equipment have 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, warehouse for the equipment. Training for the adequate use of the equipment, preventive and post-use maintenance, 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. Members are to update the website and the SNS.
2. Creation of Promotional Material (Brochures, posters, notes in magazines and papers, design of the website, 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. Coordinate visits of national and local tour operators to experience the mangrove tour so they can provide their feedback and know about the product.
4. Promotional trips for the national and international media. Coordinate visits for the written media, TV and specialized magazines to comment about the destination and the product

5. Program on internal tourism. Promote the sale of tour packs to certain groups in the country in order to divulge and generate experiences to the concerned persons.
6. Participation in local and regional tourism fairs. Stage one: promotion of packs in the Expo vacations (Touristic fair) and Stage two: promotion of tour packs including the mangrove tour. Strategic alliances.

5. Role of the concerned actors

The role of stakeholders is shown as follows-

Table III-1 Function of Actors

Actor	Function
CDT Intipucá	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
INSAFOCOOP	Assistance in techniques and training

6. Schedule of the Project Implementation

The implementation schedule of this Project is as follows-

Table III-2 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															

7. Cost of the Project

Table III-3 Cost of the Mangrove tour Pilot Project (Executed)

Expenditure items	2d. year (US\$)	3d. year (US\$)	Total (US\$)	Observations
Kayak, paddles	17,000	-	17,000	10 kayaks, oars

Maintenance kit	700	200	900	
Life jackets	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
Total	25,400	3,900	29,300	

8. Observations related to the project implementation

The Centro-American Commission of Environment worked in the area and supported the creation of the Youth Association for Intipucá Conservation who were trained but still have not put into practice the acquired knowledge for 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 administrative and operational aspects. The group will work together with the CDT of Intipucá who will be the main project executor together with the MITUR/ CORSATUR.

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

Impacts to be measured are to be more qualitative than quantitative in the case of results in the improvements of management capacities both of CDT and the Youth Association for Intipucá Conservation, it is expected that operation levels will increase as the project allows the creation of the adequate commercialization channels and the beneficiaries and concerned institutions attend to the suggestions for the creation of the same. Without this determinant factor, monitoring might be scarce or not show the expected results.

10. PDM

PDM of the Project is seen below.

PDM Project Title: Mangrove Tour Ver. 5 (22th November 2011)

Target City: Intipucá, /Target Groups: CDT Intipuca and local relevant organizations

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>The number of Tourist is increased in the area</p> <p>A model of community tourism using local resources through strategic alliances between the public and private sector is implemented by the CDT</p>	<p>1. The number of visitors is increased</p> <p>2. MITUR/CORSATUR and other organizations implement fam trips to introduce the experience</p>	<p>1. Tourist Statistics of hotels at the target area</p> <p>2. 2 Survey</p>	<p>- There is no serious economic crisis.</p> <p>- There is no serious natural disaster.</p>
<p>Project Purpose</p> <p>The Target groups can develop and promote mangrove tour activities sustainably</p>	<p>1. A proper administrative system is created</p> <p>2. The information is updated by the member of the implementing organization</p>	<p>1. Operation records</p> <p>2. Tour information including website and brochures</p>	<p>-</p> <p>- Trained CAT staff assist the project continually.</p> <p>- There is no serious change of policies of CORSATUR.</p>
<p>Output</p> <p>1. Resources and potential of mangrove tour are identified</p> <p>2. The implementing organization is established</p> <p>3. Mangrove tour product is</p>	<p>1-1 The target group prepare inventory related to mangrove at the area</p> <p>2-1. Constitutional documents of the implementing organization are prepared.</p> <p>2-2. All core staff of the organization completed the trainings</p> <p>3-1. At least 1 product is</p>	<p>1-1 Inventory list</p> <p>2-1 Constitutional documents</p> <p>2-2 Training record</p> <p>3-1 Pamphlet or website</p>	<p>-</p> <p>- Counterparts keep working at the end of the project</p> <p>- The implementing organization can properly use the equipment</p>

developed 4. The capacity of the implementing organization regarding tour operation and promotion is enhanced	developed 3-2. Business Plan is prepared 4-1. Implement satisfaction survey for participants of mangrove tour 4-2. The tour is introduced by at least 5 tour operators and CORSATUR.	concerning the developed mangrove tour 3-2 Business Plan 4-1 Questionnaire survey to the tourist by the implementing organization 4-2 Tour pamphlet or website information which introduce the tour	
Activity 1-1. Hold Kick off and other meetings with counterpart authorities and other stakeholders. 1-2. Formulate PDM and Plan of Operation (PO), review and revise them if necessary, together with stakeholders. Monitoring and evaluation. 1-1. Review potential actors and tourism resources 2-1. Establish the Implementing organization based on the CDT and concerned groups with its regulation documents 2-2. Training of the Implementing organization on planning and management of mangrove tour 2-3. Register the implementing organization 3-1. Design routes and product of mangrove tour 3-2. The implementing organization prepares a Business Plan 4-1. The implementing organization prepares a marketing plan and promotion program 4-2. The implementing organization conducts promotion activities 4-3. The implementing organization operates the mangrove tour	Inputs by El Salvador <Human Resources> - CORSATUR/MITUR Counterpart Assigned - CAT La Union Sandra Fuentes - Intipucá CDT Member <Equipment and Materials> - <Facilities> - Service areas and store places for canoes <Financial Resources> -	Inputs by Japan <Human Resources> - JICA Expert Carlos Espinoza - Trainers <Equipment and Materials> - Work shop materials and tour equipment such as kayaks and safety equipment <Financial Resources> - costs for fam trip and pamphlet	- No interference from the Municipality especially related to the local election - The community is aware of the importance of tourism and its positive impact - There is no serious delay of procurement of canoes. Pre-conditions - The area of the project is declared as protected area or at least is in the process - The CDT is willing to participate in the pilot project - The physical space to store the equipment is defined and assigned - Training Experts will be provided by CONAMYPE, MITUR/CORSATUR and other institutions - The CDT is willing to participate in the pilot project

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

1. Background of Education of Tourism and Environment in Pasaquina

Some of the reasons pointed out as why tourists do not visit this area are "Very poor attractive touristic resources" and "Bad conditions of access". "Bad environmental conditions" too is one reason that should not be ignored. Pasaquina counts on 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 reasons pointed out for the high environmental pollution are "lack of awareness regarding waste dumping as something bad", "lack of regulations against dumping waste", "Lack of dumping places (trash cans)/ there is no garbage truck". However, the core of the problem is the overall lack of awareness regarding care for the environment.

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.

2. Objectives and Basic Policy of the Pilot Project

The pilot project of tourism and environment education is implemented for the following purpose.

Formulation of the mechanism for the project of tourism and environmental education

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 to happen. So, first of all, the mechanism of the project will be formulated to be set up at a model area, and to continuously expand said model.

As there is no case of similar projects so far, in order to extend similar projects to other areas hereafter, it is important to formulate a mechanism to allow the implementation of the project in other areas.

As the local government is responsible for policies regarding regional tourism and the environment, the CDT as main implementer of the project has to plan and carry out the project in cooperation with the municipality of Pasaquina. The CDT will strengthen their capacity through implementation of the project.

3. Overall Goal of the Pilot Project

In case the project for tourism and environment education is expanded to the whole area of Pasaquina by using the method elaborated in the pilot project, after a few years “Citizen’s awareness toward tourism will be increased” throughout the municipality and in the future the proper environment to attract more tourists will be created due to the enhanced hospitality of the communities.

Therefore, if the development of touristic resources and improvement of accommodations are carried out simultaneously with the project, it could be expected that the number of tourists would gradually increase and the tourism industry in the region would flourish.

4. Method to achieve the goal

(Targeted pupils and cooperating schools)

The present project assumes that it will be implemented through the education of the children. As the range of children’s education grades are so wide, the target would be middle grade students. Understanding level of lower grades is low and higher grades might not show sufficient interest, consequently, middle grades are the target. Likewise, existence of cooperating schools is essential for the execution of the project. It is necessary to evaluate methods such as gathering children in one place, how to make instructors visit each school, and so on, according to the location of the cooperating school. Therefore, 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. The number of instructors will vary according to the methodology, and so, the methodology of classes has to be evaluated.

(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)

It is necessary to formulate a new program as such education program does not exist so far. It is to be formulated with the cooperation of MEGATEC, the CDT, specialists and so on. It will be planned in a way so as to enhance the learning results by combining lecture type classes with site visits. Contents according to the local conditions will be included, considering also the links for the future tourism development of Pasaquina municipality.

(School day)

The project takes on a character of special class, outside the regular school hours; therefore, it would

be basically imparted on Saturdays, but the final decision will be made after verifying the actual schools' conditions.

(Extension to the community)

In order to extend the outcomes of the children's education to the community, and to enhance further the hospitality in the community, it is necessary to share the results of the education inside each family. Or else, another method would be to have the same children transmitting and informing the results of the education to the community. However, the adequate method of extension is to be defined after an evaluation of the local conditions.

(Verification of educational outcomes)

Results of the education will be periodically evaluated; so early measures can be taken in case any problem is detected, even considering modifications in the program.

(Recording the project)

Records of the project will be kept so as to be able 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.

5. Roles of Actors

The project will be implemented directly for the pupils at the cooperating schools; the actors related to the project and their roles are shown below.

Table IV-1 Role of Actors

Actors	Roles
CDT	Responsible for the project implementation
Municipality	To cooperate with CDT who 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

6. Project implementation schedule

As the project targets the pupils, school schedules should be considered. Classes start in mid-January and end in mid-December. Considering the preparatory works, the project should be launched in December 2011 to finish in December 2012.

The school term of MEGATEC has to be considered for the implementation of the classes.

However, if the CDT's willingness for implementation improves and the number of schools requesting the program increases, implementation is possible from February to March 2013:

The ordinary schedule of 2012 is the following-

Table IV-2 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														

- ◆ Organization of the committee: Core members of the CDT for implementing the project shall be conformed and at least the following five members are to be defined.

①President/ ②Vice-president/ ③Secretary (Accounting, Recording)/ ④Public relations (toward MEGATEC and JICA Team)/ ⑤In charge of school (toward School and Parents)

- ◆ Data collection and analysis: Data collection and analysis to study cooperating schools, targeted pupils, location of teaching, teaching method, program, curriculum, etc.
- ◆ Definition of schools and pupils: Cooperating schools and targeted pupils will be determined based on the above mentioned analysis. Number of the pupils will be limited to about 200 persons. Obtaining the agreement from the cooperating schools is a previous condition and the evaluations regarding number of instructors required, method of instruction, whether pupils are to be gathered in one place or instructors visit each school, among other considerations will depend on the schools location.
- ◆ Formulation of textbooks: Textbooks will be formulated considering the actual conditions of tourism and environmental education, practicable number of classes, capacities of the targeted pupils, among others.
- ◆ Implementation of classes: In the case that classes are conducted once a week, from June to November, there will be 24 classes in total. In case of 8 weeks, it will be possible to repeat the course three times, and in case a course takes 10 or 12 weeks, it will be possible to repeat it twice. Decisions about the implementation will be taken after considering the overall conditions. Furthermore, monitoring and evaluation will be executed during the project implementation.
- ◆ Compilation: In addition to the final evaluation of the project, the project implementation methodology will be organized in order to allow its application in other areas.

7. Project costs

Table IV-3 Cost of the Tourism and Environment Education Pilot Project (Executed)

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

8. 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 on the way, as well as to carefully evaluate the results of

the project during implementation.

Likewise, it is quite a new experience for the CDT, the main entity for the project implementation. One indispensable condition for the project is that the main members work functionally. Therefore, coordination among them to support the CDT is very important.

The project is to be implemented with MEGATEC's cooperation, and in its turn, MEGATEC has planned to implement the present project as an educational project to students, supposed to be finished by September. So, it is very important to coordinate closely with MEGATEC up to the end of the present project in December, including the follow-up.

9. Remarkable Points on Monitoring

It is important also to strengthen the capacity of the CDT, so activities should be constantly monitored from all aspects.

Since classes will be held once a week, it is important to keep pupils' interest in the project, and it will be necessary to check the pupils' level of understanding each time.

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

10. PDM

PDM of the Project is seen below.

PDM: Project Title: Education of Tourism and Environment Ver. 1 (07 December 2011)

Target City: Pasaquina Municipality / Target Groups: CDT, Pupils at the target school

Narrative Summary	Objectively Verifiable Indicator	Means of Verification	Important Assumption
<p>Overall Goal</p> <p>Citizen awareness of tourism is increased.</p>	<p>1. Citizens who participate in the tourism industry increase in number</p> <p>2. Visitors to Pasaquina increase.</p>	<p>1. Tourism statistics in the target areas</p> <p>2. Tourism statistics in the target areas</p>	<p>Political and economic situation does not deteriorate extremely</p> <p>There are no major natural disasters</p>
<p>Project Purpose</p> <p>Mechanism of project for education regarding the tourism and environment is formulated.</p>	<p>1. Pupils and their families understand hospitality.</p> <p>2. After the completion of the pilot project, a plan to extend to other districts is formulated.</p>	<p>1. Monitoring report of the project/ Questionnaire survey</p> <p>2. Mechanism of the formulated project</p>	<p>Crime situation does not worsen compared to the starting time of the project.</p>
<p>Output</p> <p>1 Committee for education of tourism and environment that mainly consists of CDT members in Pasaquina is established.</p> <p>2 Program for education of tourism and the environment is formulated.</p> <p>3 Achievement of education is</p>	<p>1-1. Committee function.</p> <p>1-2. Committee formulates action plan.</p> <p>1-3. Appropriate schools and pupils are selected.</p> <p>2-1 Support from relevant agencies is obtained.</p> <p>2-2 Education program is formulated.</p> <p>3-1 The program is conducted.</p>	<p>1-1. Structure of the committee</p> <p>1-2. Roles of the committee</p> <p>1-3. Cooperation system of the collaborating schools</p> <p>2-1 Record of activity</p> <p>2-2 Education program</p> <p>3-1 Achievement level of</p>	<p>Responsible counterparts continue working. Or, even if replace, the takeover is done appropriately</p> <p>CDT recognizes continuous the education regarding tourism and the environment as the important matter.</p> <p>Possible to get cooperation from the collaborated schools</p>

<p>extended to each family through education for pupils.</p> <p>4 Mechanism of project to extend education regarding tourism and the environment is formulated.</p>	<p>3-2 Pupils understand the program.</p> <p>3-3 Each family understands the program.</p> <p>4-1 The action plan and the program are reviewed.</p> <p>4-2 Improvement of the action plan and the program is elaborated.</p> <p>4-3 Lessons are obtained from the project.</p>	<p>the program</p> <p>3-2 Understanding level of the pupils</p> <p>3-3 Understanding level of the families</p> <p>4-1 Monitoring report</p> <p>4-2 Monitoring report</p> <p>4-3 Lessons</p>	
<p>Activity</p> <p>0-1 Hold Kick off and other meetings with counterpart authorities and other stakeholders.</p> <p>0-2 Formulate PDM and Plan of Operation (PO), review and revise them if necessary, together with stakeholders. Monitoring and Evaluation.</p> <p>1-1 Create a committee for the project in cooperation with CDT and Pasaquina city.</p> <p>1-2 Committee formulates action plan.</p> <p>1-3 Select schools that collaborate with the project.</p> <p>2-1 Committee decides institutions that collaborate in formulating the program.</p> <p>2-2 Committee formulates the program for education regarding tourism and the environment in collaboration with the supporting institution.</p> <p>3-1 Implement the program according to the action plan.</p> <p>3-2 Verify educational outcomes of children periodically</p> <p>3-3 Communicate the knowledge of the children to each family, and check their understanding.</p> <p>4-1 Monitor the action plan and the program periodically.</p> <p>4-2 Improve the action plan and the program periodically.</p> <p>4-3 Organize the lessons learned from the project, and verify the mechanism of the project</p>	<p>Inputs by El Salvador</p> <p><Human Resources></p> <ul style="list-style-type: none"> - CDT Members - CORSATUR/CAT La Union - Concerned organizations - Teachers <p><Equipment and Materials></p> <ul style="list-style-type: none"> - Stationary <p><Facilities></p> <ul style="list-style-type: none"> - Venues of classes <p><Financial Resources></p> <ul style="list-style-type: none"> - 	<p>Inputs by Japan</p> <p><Human Resources></p> <ul style="list-style-type: none"> - JICA Experts - Trainers <p><Equipment and Materials></p> <ul style="list-style-type: none"> - Textbooks <p><Financial Resources></p> <ul style="list-style-type: none"> - Costs for excursions trips - Costs for implementing action plan 	<p>Members of CDT do not change enough to hinder implementation of the pilot project due to result of the local election.</p> <p>The procurement of educational materials is not hindered</p> <p>Possible to get support from MEGATEC</p> <hr/> <p>Pre-conditions</p> <p>CDT has an eagerness for participating in the pilot project.</p> <p>Possible to get cooperation of the municipality and schools to the project</p>

V : Tour to the Islands of the Gulf of Fonseca

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

1. Background of the tours to the Gulf

Among the most competitive and representative touristic resources of Gulf of Fonseca the islands Menaguera, Zacatillo, Conchaguita and Martín Pérez, as well as the Conchagua volcano were identified.

During the participative sessions carried out during the first phase of the Technical Cooperation, experts of JICA, MITUR/CORSATUR's officers and the members of the CDT agreed about the importance of highlighting the touristic value of the Gulf islands to improve competitiveness as a whole.

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.

It is expected that by improving and promoting the supply of tours to the islands, a higher number of independent tourists will be attracted, also the interest of tour operators will increase.

2. Objectives and Basic Guidelines of the Pilot Project

The objective of the pilot project is:

Develop tours to the islands of Golfo de Fonseca together with the CDT and other actors

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 know the main identifying elements of the islands and increase the awareness of belonging and local pride.

3. Superior Objectives of the Pilot Project

- a. CDT and the actors will be able to coordinate and promote touristic activities making use of local resources and to work together to achieve the successful running of the destinations.
- b. Tourists will find motives to visit the region due to the supply of activities in the islands and complementary destinations, increasing satisfaction, average expenditure and length of stays of the visitors.

4. 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.

5. Role of concerned actors

The project will be implemented directly by the CDT members as well as local and national tour operators. The concerned actors as well as the respective roles are shown below.

Table V-1 Role of 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 to 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 in offering food, tours, handicraft and other activities to the visitors.
Local tour operator	Manage the booking system of tours, promote and feedback the system
National tour operator	Incorporate the tour to the island in the offers
JICA Project Team	Support the CDT in cooperation with the actors, coordinate and finance workshops to involve the CDT and the community in the project

6. Schedule of the Project Implementation

The schedule foreseen for the project is the following:

Table V-2 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 conduction of promotional trips.															
The CDTs improve the tours to the islands and feedback the operators and concerned actors															

A. The actors, sites and mechanisms of operation to realize the tours have been identified

During the exploration of the islands and the existing tours, local and national persons are to be interviewed in order to identify the expectations, requirements and capacities. In this approach, interviews, elements and knowledge to facilitate the implementation of the project are to be provided.

The identification of actors and touristic resources for the tours to the islands will be carried out in coordination with the regional CDT and particularly with the CDTs of de La Union, San Alejo,

Conchagua and Meanguera del Golfo.

B. The product of tour to the islands has been developed.

The development of routes and products for the tours to the islands will take place together with the CDT and local operators. Later, it will be requested that national operators validate and feedback the products in accordance with their national and international experience.

The presentation of routes and products with the CDTs and the community of the islands will be fundamental to incorporate local actors in the project and increase their sense of pride and belonging.

The design and production of graphic materials are to be carried out according to the guidelines established by MITUR/CORSATUR

C. The capacity of CDT to coordinate and promote tours to the islands has improved.

The CDT will prepare a program of marketing and promotion including both the necessary graphic material and the actions of promotion and direct marketing.

The CDTs promote the tours to the islands including pamphlets and the conducting of promotional trips. During the promotional trips, it will be requested that the participants feedback their views to the local actors to improve their performance.

The CDT monitor the tours to the islands and feedback the results to the operators and concerned actors. This action is important both for the CDT who learn how to monitor and follow up the process and to promote the team work between the different actors that will participate in the implementation of the tours.

7. Costs of the Project

TableIV-3 Cost of the Tour to the Islands Pilot Project (Executed)

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	Design, Print
Guide tour card	-	400	400	Security, Inventory
Life jackets	-	1,300	1,300	
Fam trip	-	4,800	4,800	Means, Tour operator
Cost of manual preparation		6,000	6,000	Design, Print
Total	4,600	54,700	59,300	

8. Observations related to the project implementation

The implementation of tours to the islands require 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.

As the CDTs are involved in the organization and coordination of the process, CDTs positions will be strengthened, as well as the capacity of organization, communication and coordination with the key actors of the touristic locations that they operate.

The marketing plan will establish the mechanisms of economic sustainability to allow the dissemination and follow up.

9. Observations regarding monitoring

The selected DCM will submit monthly reports to the CAT and the CDT and will receive feedback of the same, which will increase the capacity for management and competitiveness, and will allow the replication of the project in other modalities.

10. PDM

PDM of the Project is seen below.

Project Title: Tours to the islands of the Gulf of Fonseca (Ver.2: 30 January,2012)			
Target City: La Union, Meanguera del Golfo,			
/Target Groups: CDT, fisherman, transporters, TO, restaurants, etc.			
Narrative Summary	Verifiable Indicator	Means of verification	External Assumptions
<p>Overall Goal</p> <ul style="list-style-type: none"> - CDT and local TO can promote landing-type travel products - The number of Tourists is increased in the area 	<ol style="list-style-type: none"> 1. CDT and local operators have developed land activities additional to island tours 2. Number of visitors increased. 	<ol style="list-style-type: none"> 1. Developed landing-type travel product. 2. Tourist Statistics of hotels at the target area 	<ul style="list-style-type: none"> - There is no serious economic crisis. - There is no serious natural disaster.
<p>Project Propose</p> <ul style="list-style-type: none"> - CDTs and local stakeholders can organize and operate the island tours 	<ol style="list-style-type: none"> 1. Locals operate Tours. 	<ol style="list-style-type: none"> 1. Report from tour operators 	<ul style="list-style-type: none"> - Local Community is still cooperating with CDT - There is no serious change of policies of CORSATUR
<p>Products</p> <ol style="list-style-type: none"> 1. Stakeholders, resources and operation resources for the island tours are identified 2. Island tours product has been developed. 3. CDT has enhanced its capacity to coordinate and promote tours to the islands. 	<ol style="list-style-type: none"> 1-1. Explained relation of island tours at Golfo de Fonseca 2-1. At least four tours have been developed. 3-1. CDT and local actors prepared brochures and web page to promote tours. 3-2. CDT and local actors organize at least three fam trips to promote tours. 	<ol style="list-style-type: none"> 1-1. Tour inventory 2-1. Brochures and webpage 3-1. Brochures and webpage with tour information. 3-2. Report of fam trips from CD. 	<ul style="list-style-type: none"> - Municipal dock will be ready in February 2012, which will allow better conditions to embark and disembark. - Local election in 2012 does not seriously affect the membership of the target CDTs - Security condition in the area does not worsen.
<p>Activities</p> <ol style="list-style-type: none"> 1-1. Recognition of islands and existing tours. 1-2. Identify of stakeholders and resources for the island tours. 2-6. Develop of routes and products for island tours. 2-7. Presentation of routes and products with CDT and community 2-8. Design and production of graphic material 3-7. CDT prepares a marketing and promotion plan. 3-8. CDT promotes tours to the island including brochures and fam trips. 3-9. CDT monitors island tours and gives feedback to operators and stakeholders. 	<p style="text-align: center;">Inputs</p> <p>Inputs from El Salvador</p> <p>< Human Resources ></p> <ul style="list-style-type: none"> - CAT La Union Sandra Natzumin, other CORSATUR employees assigned to CDT <p>< Equipment and materials ></p> <ul style="list-style-type: none"> - Computers and printers <p>< Facilities ></p> <ul style="list-style-type: none"> - CORSATUR and CAT offices <p>< Financial resources ></p> <ul style="list-style-type: none"> - CDT through local and national entrepreneurs 	<p>Inputs from Japan</p> <p>< Human Resources ></p> <ul style="list-style-type: none"> - JICA experts <p>< Equipment and materials ></p> <p>Financial Resources ></p> <ul style="list-style-type: none"> - Design and print graphic material, fam trips and organization 	<ul style="list-style-type: none"> -Community is aware of the importance of tourism and it's positive impacts. -Local community wishes to cooperate with CDT <p>There is a correct place to embark and disembark.</p> <ul style="list-style-type: none"> -CDT wishes to participate in the project -Boat owners are willing to participate -Tourists have access to boats without inconveniences

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

Once it was decided which pilot projects were to be implemented, the study and planning stage started but there are some differences regarding the starting period of the projects. The project concept of the tourist map, tourist signs and the mangrove tour were well defined and the CDTs were prepared and so, the planning stage went smoothly. On the other hand, the contents of the Tourism and Environmental Education Project were not clear from the start and therefore, it took considerable time to gradually consolidate the contents of the project, through conversations with the stakeholders, to finally start it in December, 2011. Regarding the tour to the islands, it required quite a long time to define the implementation organization, and the project kick off occurred in February, 2012.

Concerning the finalization of each pilot project, the goal was to finish them all by December 2012; however, all projects, excepting the Tourism and Environmental Education Project, finished after January. Particularly in the case of the touristic sign installation project, the construction of the pier of La Union was delayed and the sign was finally installed in March.

As can be observed, there was a delay in the finalization of the projects but all activities programmed for the 5 pilot projects were accomplished.

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

The schedule of each pilot project is shown below.

Year	2011					2012						2013												
Month	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.			
Yearly Works	Second Year												Third Year											
Time of Evaluation										Mid-term Review												Terminal Evaluation	Recommendations and Lessons Learned and Feedback	
1. Tourist Map(WEB)																								
Mapping	←	→																						
Distribution									←	→														
Monitoring and Evaluation									←	→												←	→	
2. Tourist Sign																								
Planning	←	→																						
Installation									←	→														
Monitoring and Evaluation									←	→												←	→	
3. Mangrove tour																								
Planning	←	→																						
Operation									←	→														
Monitoring and Evaluation									←	→												←	→	
4. Education of Tourism and Environment																								
Planning			←	→					←	→														
Implementation									←	→														
Monitoring and Evaluation									←	→												←	→	
5. Island tour																								
Planning			←	→					←	→														
Operation									←	→														
Monitoring and Evaluation									←	→												←	→	

Fig. 3.2-7 Schedule of monitoring and evaluation

Evaluation indicators were established for each project and these were periodically evaluated. Following, is a summary of the output of activities for each pilot project.

I : Tourist Map (WEB)

1. Contents of Activities

(1) Activities after the launching of the Pilot Project

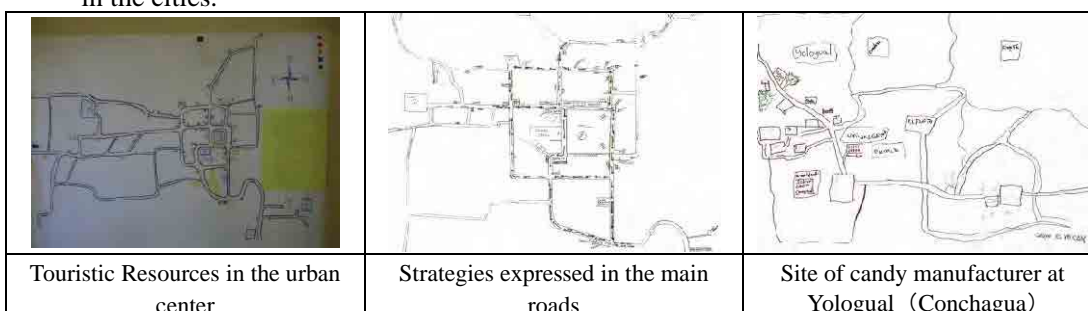
1) Activity1-1 Workshops for the identification of elements for the creation of the system and validation.

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

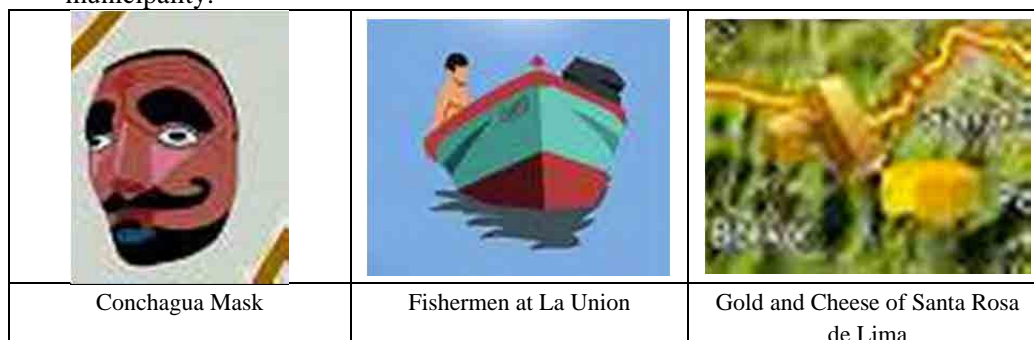


- b. In total 9 workshops were carried out with the participation of more than 150 persons of the three municipalities to identify the main sites and locations of touristic resources; in that, members of CDT were present, strengthening their position at the communities.

- c. 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 for the streets to be changed to improve road circulation in the cities.



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



2) Activity 1-2 Communication of the CDT with the company about the mapping system.

- a. Meetings between the company and the CORSATUR counterpart were conducted to assure that the pilot project is used in other regions of the country and replicated in other CDTs. The department of information and marketing of CORSATUR requested a pilot project for

the creation of a tourist map for the Fonseca Gulf and once the details were finalized, it was planned and implemented for another area.

- b. 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.



- c. It was agreed with the participants that all maps are to have on one side, a map of the urban portion of the main city with all services and establishments considered of touristic interest. On the other side, there is information regarding 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 regarding 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.

- d. A mechanism of sustainability was established to assure the re-printing of maps and to show the CDT how to generate financing mechanisms like the ones established in the general PDM of the project, consisting of:

- Maps were distributed for free at the distribution points assigned by the CDT, to catch the attention of users.
- Acceptance of donations from CDT members allowing the obtaining of resources for re-printing, providing useful information to tourists and strengthen the interest to participate in the CDT.



3) Activity 1-3 Creation of the application and printing of the maps.

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

- Members of the CDT may update the information on the page that is user-friendly both for the operators and the tourists.
- Maps are to be published in this page, linked to CORSATUR's, and the collected information will be used by the marketing sector to incorporate the Golfo de Fonseca in the strategies of national promotion.



- b. The system of the maps was explained in the beginning of the Project.
- c. On July 19th, a presentation regarding the tourist map and the system of map information was made, directed to the CDT of the 13 municipalities, with the participation of CORSATUR and CAT La Union. Samples of maps were distributed to each CDT.
- d. The ceremony of presentation of the tourist maps was carried out on July 28, 2012 (Saturday), to the 3 CDTs, with the presence of the Director of CORSATUR and the mayor of La Union, at the municipality of this city.



4) Activity 2-1: Selection of tourist maps distribution points

According to the first report dated August 15, the CDT received 1,110 maps to be distributed by 35 persons.

CDT	Distributor (place)	Number of maps to be distributed
La Union	15	380
Conchagua	8	370
Santa Rosa de Lima	12	360
CORSATUR		990
TOTAL	35	

In total, CORSATUR received 990 maps, 600 to be used by the Ministry and 30 for each CDT of the 13 municipalities (390 maps) to be distributed.

In order to reinforce the sustainability of the Project, support for the CDTs to increase the distribution points is required.

5) Activity 2-2: Workshop with the selected distribution points

From July 29 to August 10, workshops with the 35 distributors and the CDTs were conducted. Support to the CDT in order to incorporate new distributors continues.

		
<p>Display for map distribution</p>	<p>Maps used as promotion for tours created by each CDT</p>	<p>Follow up meeting with the CDT's map distribution small committee</p>

- 6) Activity 2-3: The CDT monitors the distribution points and gets feedback from them
- Distributors have report forms and understand how to use them. They report to the local CDT, who in turn reports to the CAT. The first report was made on August 15. The format to report to the CAT La UnionLa Union once a month was defined.
 - According to the reports of the selected distributors, the maps are being distributed as expected and the level of satisfaction of visitors was high. Under the advice of CORSATUR's expert a focus group was formed.
- 7) Activity 3-1: Workshop with the CDT to explain the operation and maintenance manual and the formulation of the operational action plan

A workshop directed to members who understand different methods was conducted for the project follow up. The explanation of the Operation and Maintenance Manual was carried out together with members of each CDT.

		
<p>Workshop with CDT Conchagua members</p>	<p>Workshop with CDT La Union members</p>	<p>Workshop with CDT Santa Rosa de Lima members</p>

The elaboration of the tourist map and the operation and maintenance manual is prepared together with the CDT.

- 8) Activity 3-2: CDT carries out the operation and update of the tourist map information system
- The local CDT updates the information in the maps. They teach this system to other municipalities.
- 9) Activity 3-3: CAT supervises the tourist map information system and the activities of the CDT

Members of the CAT staff participate in the tourist map follow up meeting.

(2) Problems found and solutions.

The CAT technicians have been overwhelmed with work and have been unable to participate in the process as much as expected, however the regional CDT have supported the CAT and local CDT with the management, supervision and replication process

Some local CDTs don't have the structure or capacity to implement, administrate and control the maps, plus the CAT technicians are overwhelmed with work. To remedy this situation, a commission of maps has been formed under the Regional Committee so that those who participated in the first stage of the project can use what they learned to manage the project as well as teach others and replicate the experience

The commission of maps will continue working to replicate the project and achieve sustainability in the long term, and improve the cooperation system and will be supported by the CAT when they can participate in the process

3. Level of Achievement of Indicators

(1) Indicator1-1: Development of tourist mapping system using the CORSATUR's website

The information obtained during the creation of the maps is being used by the company that developed the webpage and the market area that manages CORSATUR's webpage.

(2) Indicator1-2: The CAT updates the mapping system at least once a month.

2,000 copies of the maps were printed for each of the 3 municipalities

(3) Indicator 2-1 : Distribution of tourist maps at 10 points of each municipality

Selection of 35 locals at each municipality to be the distributors, and conduct training.

(4) Indicator 3-1: Information of tourist map is updated at least once a month by CAT La Union

Information is shared among the stakeholders, including CAT La Union, through the works of the tourist map elaboration and the system that allows CAT Union to carry out updating, as necessary, is established. But by the end of May 2013, new information regarding the tourist map had not been confirmed.

(5) Indicator 3-2 : CAT La Union monitors new businesses and shops that were updated in the tourist map

CAT La Union communicates frequently with CORSATUR headquarters and the CDTs to monitor new businesses and shops. But at the end of May 2013, information regarding new businesses and shops was not verified.

4. Final Evaluation

1) Relevance: High

This is a pilot project selected by CORSATUR. Through the making and distribution of the tourist maps by the people, attachment for the region has been encouraged and has strengthened the alliances between local CDTs, as well as skills in management and fundraising of local actors, so this project can be considered relevant.

2) Effectiveness: Medium

In regard to the objective of the pilot project, "structuring a mapping system that operates effectively through the CDT", the members of the CDT are trained to carry out the mapping process and it has been possible to build an effective network through the Commission of Maps of the regional CDT, who is responsible for the operation and maintenance of the system

3) Efficiency: Medium

Several meetings were held in each CDT and through this network the region was strengthened, starting with the members of the CDTs. The evaluation of the methods for operation and maintenance has been positive. Communication between the CDTs has improved considerably from the meetings held in the framework of the project and a Commission of Maps has been created that can allow the project to be continued and replicated in other CDT

4) **Impact: Medium**

The people who participated in the pilot project have recognized their resources and are capable of continuing the project. The CDT has been strengthened according to the evaluation of its members. In the future it will be necessary to strengthen the process and increase the printing in some regions to reach a majority of the visitors in the destinations

5) **Sustainability: Medium**

The local actors have constituted a commission of maps under the regional CDT which is capable of giving continuity to the project. This commission has the skills for mapping, distributing and obtaining new sources of information

6) **Results in the evaluation of participant CDT members: High**

The majority of participants in the creation process evaluated the process as excellent for the following reasons: learning techniques, skills and methodologies in mapping, management and fundraising; recognizing the resources of their community; gaining skills in team work (survey attached)

7) **Results in evaluations with tourists: Relatively High**

The tourists interviewed felt that the iconography used was very acceptable, as it gives a clear idea of the values that identify each community and they recommended including photographs. The size and type of paper folding was considered as very good and the existence of maps very important to improve their satisfaction. The proposed improvements are focused on increasing the size of paper in the maps of bigger cities for easier readability (report attached)

8) **Conclusion: Relatively High**

Communication improved with CORATUR's counterpart and although at the beginning it caused slight delays in tourist maps printing, it is recognized that the efforts in communal maps have had good results. Currently the CDT participants have the skills and resources to monitor the project and establish a process of continuous improvement. There is a high recognition of the local touristic resources centered on the CDT of each municipality, and the participants are prepared to increase the sustainability of the project in medium and long terms so that the overall assessment is considered highly acceptable.

5. Lessons Learned and Recommendations

The following analysis has been prepared with the participation of the MITUR-CORSATUR-JICA team, the CDT of the three pilot projects, the Commission of the Regional Committee and the local consultant recommended by CORSATUR.

The relevance

1. The relevance of making the community maps is defined by the following factors.
 - a. The strategy of community map creation and its possibility of generating planning mechanisms and participatory action, as well as fundraising, strengthens local tourist associations, which was made evident in the CDT that participated in the pilot Project.
 - b. Counting with community tourist maps is one of the most important strategies for community destination management.
 - c. Counting with tourist maps in the communities show the maturity of the destinations, allowing visitors to feel safe, motivating them to stay for a longer time and perform more activities during their stay, furthermore it provokes their recommendation to friends and family.
2. In order to have the maps expand their impact and strengthen the capacities of local actors, it is recommended:
 - a. A local leadership group leads the project, and this generates appropriation of the project from the start. The group will be able to plan, convene, share and manage the process. This group will systematize and share learned lessons to ensure self-monitoring management.

- b. That the project is based on a capacity assessment of local actors to capitalize on their strengths and work on their weaknesses.
 - c. That the project includes planning workshops, administration and control, which are used to create maps as a practical example, so that participants can learn ways to help them implement and manage other community tourism projects.
 - d. That more people become involved in the participatory process and the meetings of recognition of local resources. This will make them feel proud of their town and leave in a sense of satisfaction for being involved.
 - e. All the stakeholders who make decisions about the project participate in joint sessions to ensure the harmonious development of the leadership group.
3. For the map development to be more efficient and require less resources and better impact, the following factors are recommended:
 - a. That the work sessions are organized in an organized structure and agenda and the established times are respected.
 - b. Go through evaluations and periodic adjustments based on the changes in the environment and the learned lessons, which should be systematized and transmitted to other stakeholders.
 - c. That the local leadership is clear in order that all the stakeholders involved in the project work in the same direction and are coordinated, thus eliminating the obstacles that could menace the sustainability of the project.
 - d. That the resources inventory is systematized and organized and that it has an effective back up plan, as well as formulas in order to update them easily.
 4. For more efficient mapping the following factors are recommended:
 - a. Generate a discussion that provides sufficient analysis and includes the most participation possible, in order to establish the criteria that will serve as a filter to create an inventory with all the businesses that will be included in the map; the criteria may vary according to each community's characteristics.
 - b. That the information recompilation forms include instructions for the people that gather the information, in terms of how to handle some incidents that may occur with the clients.
 - c. The community and tourists validate the content of the maps, giving enough time to perform focus groups to focus on the users before printing the maps, in order to ensure their effectiveness in the target market.
 5. For the sustainability of the project it is recommended to work on the following points:
 - a. That there is a local leadership group appropriate to the project using the tools generated during the pilot project.
 - b. That advertising is included in the maps (sell spaces). This not only will produce direct resources for the map production, but will also help improve the profitability of the businesses related to tourism and consequently the community income.
 - c. To have strategies that assure the proper administration of the resources and allow total transparency in the accounting, with both the fiscal authorities and themselves involved, particularly the members of the Association of Committees.
 - d. Constant monitoring of the impact that the maps have, through opinion polls that facilitate and motivate the participation of advertisers.
 6. For the convenient and easy transportation of the maps, it's recommended that it includes these characteristics:
 - a. Folded in pocket size (8 x 11)
 - b. Light and flexible paper

7. For easy and comfortable reading of the map is recommended that:
 - a. Use matte paper, ideally bio-degradable, that doesn't dazzle with the sun and strengthen the idea of a rural destination and caring for the environment.
 - b. Is divided into a numbered grid to facilitate the location of places.
 - c. The services and attractions numbering are organized in consecutive order from left to right.
 - d. The symbol meanings need to be clear and be located in the lower right corner of the map
 - e. A compass rose is included in the map, in order to allow the reader have a reference for NORTH.
 - f. The kilometers for centimeters scale needs to be included in the lower left corner of the map.
 - g. Soft colors are used for the map background.
8. For the graphic design of the map to be attractive and readable it is recommended:
 - a. Use of colors that reflect the community personality.
 - b. Use clear id and a charismatic symbol system with color codes that facilitate the interpretation and search of activities and services.
 - c. Use of attractive icons and photographs that keep the readers entertained and informed and at the same time invite the tourists to visit and buy local products.
9. For the efficient and effective distribution of the maps it is recommended that:
 - a. The community maps are distributed on site, meaning only to the visitors that have reached the location.
 - b. The community maps will never be distributed outside their region so as not to confuse the users.
 - c. That the distributors are well selected and that they are willing to offer the maps to the right persons.
 - d. That the maps are sold at an affordable cost of recovery, to control the distribution and avoid waste. If an establishment wants to give the map as a gift to their customers, it's an excellent idea, however the establishment needs to pay the Association a recovery cost. That way we will be sure that the users are well selected.

II: Improvement of Tourist Signs

1. Contents of Activities

(1) Contents of activities after the launching of the Pilot Projects

1) Kick Off Meeting

The pilot project kick off meeting took place between the CAT La Union and the CDTs of Union city, Conchagua city and Intipuca city, objects of the present pilot project. The contents of activities of the pilot project were defined, after the preparation of the PDM together with CAT La Union. In this occasion, the PDM and the PO were explained and the responsibilities of the CORSATUR (CAT La Union) and the CDT as the Salvadorian part, and responsibilities of the JICA Project Team were discussed. The results of the discussion about the contents of input are shown below.

TableII-1 Inputs by El Salvador and Japan

Inputs	
Inputs by El Salvador	Inputs by Japan
Human Resources: CORSATUR : Martha Cristina CAT La Union : Sandra Natzumin, Raul Torres CDT Member Land and Facilities: Land space for installing tourist signs Financial Resources: Labor for installation of tourist signs Tax Payment for tourist signs	Human Resources: JICA Expert Financial Resources: Material costs for tourist signs

2) Activity 1-1 : CDT and CORSATUR execute analysis of the JICA project team investigation and make reconnaissance site visits to regional tourism resources





Review of the field study and the results of the participative workshop carried out together with CAT La Union and CDT, during the first phase of the Study, to reconfirm the existing touristic resources and facilities in each city.

3) Activity 1-2 : CDT and CORSATUR select where 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, and identify candidates for the installation of tourist signs. (Table-2). During the discussions special attention was given to the opinions of local CDT, as well as the viewpoint of CORSATUR and JICA Project Team (examples of overseas and other parts of the country).

TableII-2 list of tourism resources for the selection for install tourist sign

City	Tourism Resources and Tourism Infrastructure	Tourist Signs	Reason for Selection
La Union	Municipal Pier	Welcome signs Tourist information	In cooperation with Pilot Project for Tourist Maps and Islands Tour
	CAT La Union (Tourist Information Center)	Guide signs	Lack of tourist signs
	Zacatillo Island	Welcome signs	Lack of tourist signs
Conchagua	Conchagua volcano	Guide signs	Lack of tourist signs
	Junction point (Beach and Volcano)	Guide signs	Lack of tourist signs
	Central Park	Tourist information signs	In cooperation with Pilot Project for Tourist Maps
Intipuca	El Esteron Beach (Mangrove forest)	Guide signs	Lack of tourist signs
	Mangrove tour	Tourist information signs	In cooperation with Pilot Project for Mangrove Tour

	
<p>Municipal pier in La Union</p>	<p>CAT La Union (Tourist Information Center)</p>
	
<p>Scenic View of gulf of Fonseca from top of Conchagua volcano</p>	<p>El Esteron beach (Mangrove forest)</p>

4) Activity 2-1 : Preparation of new designs for the tourist signs

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 to the manual of CORSATUR. The preparation of bilingual signals will facilitate the communication between the local population and the tourists and will enhance the local hospitality.

Informative tourist signs were prepared considering the relationship with the Pilot Project of Tourist maps, and tourist maps were included in the signs of La Union tourists in the future, in Conchagua (1) and at the mangrove tour office (1).

The welcome sign previously installed by CORSATUR in the Conchagua volcano was not well located and so, the material was reutilized. The metallic structure was exchanged with 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.

The touristic boards and signs were prepared in 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 of tourist sign (El Esterón beach, Intipucá)</p>	<p>Signs written in Spanish and English (El Esterón beach, Intipucá)</p>
	
<p>Welcome sign made by wood and steel (Conchagua Volcano)</p>	<p>Tourist sign using wood (Have a nice trip El Salvador-La Union)</p>

5) Activity 2-2 : CORSATUR and JICA project team prepare materials of tourist signs and the CDT installs the signs

The permits for the installation of tourist signs were obtained for all sites. However, the permit to install at the Conchagua volcano, located in an environmental protection area took too much time and at the pier of La Union, FISDL (contractor) took too long to deliver the work to the municipality of La Union, a delay in the activity of tourist signage installation

Changing of installation location for Tourist Signs

- A. In relation to the tourist signs indicating the route to the CAT La Union (Tourist Information Office), it was verified through CORSATUR that the location of this office is going to change in 2013, and so, 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 pier, previously the installation in one site it was foreseen, but once the need to indicate the map of the Fonseca gulf (tour to the islands) and the city tour map was confirmed, the location 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 decided to install it in a part of the panoramic point built by CORSATUR in 2012. A wooden structure was planned for the board and the sign but as the wooden support was no longer needed, 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.

The following describes the installation summary of tourist signs

Municipality	Site	Type of Sign	Planned Quantity	Implementation Quantity	Note
La Union	Pier of La Union	Welcome sign, wood	1	1	
		Tourist information panel, wood	1	2	Reason B
	CAT La Union (Tourist information office)	Information sign(Small), steel	12	0	Reason A
	Zacatillo Island	Welcome sign, wood	1	1	
Conchagua	Conchagua Volcano	Information sign(Large), steel	4	4	
		Information sign(small), steel	10	10	
		Welcome sign, wood	1	1	
	Conchagua beach diversion point	Information sign(Large), steel	1	1	Reason C
	Central Park→ Scenic point	Tourist information panel, wood	1	1	
Intipucá	El Estelón beach (mangrove)	Information sign(Large),	2	2	
		Information sign(Small), steel	8	10	2 more places
	In the mangrove tour route	Information sign, wood	0	6	Reason D
	Tourist information panel	Tourist information panel, wood	1	1	
Total			43	40	

6) Activity 3-1 : Items for conservation and maintenance of the existing as well as the new tourist signs to be installed by the CDT and CORSATUR

The following describes the subject of the maintenance plan for tourist signs

1. Explanation of Tourist Signs Pilot Project
2. List of materials used and supplier companies
3. Maintenance methods (Measures against robbery, cleaning methods)
4. Emergency contact
5. ANNEX (Drawing Design, Letter of Authorization for tourists signs)

7) Activity 3-2 : The implementing organization prepares a Business Plan

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 place.

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 (advertisement in the Diario de Hoy in February 3)

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) Intipucá

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

Other subjects were discussed between CORSATUR and CDT (Explanation of Tourist Signs for Pilot Project, List of materials used and supplier companies, Recommendations for maintenance of tourist signs, ANNEX (Drawing Design, Letter of Authorization for tourists signs))

8) Activity 3-3 : CDT implements the Maintenance Activities Plan

Some tourist signs in Conchagua were damaged or stolen and so, CDT Conchagua requested that the local population (particularly those living close to the installed tourist signs) watch the tourist signs in order to prevent them from damage, theft or graffiti.

A system to report the situation of the signs to the CDT representative, weekly or monthly, has been structured and implemented.

Cleaning up the surroundings of the tourist signs on a monthly basis is carried out. Also, close to the Holy Week and New Year season, tourist signs and the surroundings are to be cleaned up. In February 13, 2013, tourist signs that had been defaced were cleaned.

(2) Problems Found and Solutions

1) In the process since the “kick-off meeting” up to the “selection of touristic resources and facilities to be indicated in the tourist signs”, many meetings were held between the CAT La Union and each CDT. However, CDT members have other occupations besides said activity and it is not easy to gather them all together. So, the same explanation had to be made all over again to different members, on many occasions.

It became clear that the CDT of this project had an inclination to respect the opinion of the representatives and so, it was necessary to firstly assure the presence of the representatives at the meetings. In this way, it was possible to conduct the discussions efficiently. Capacity building regarding sufficient communication within CDT in the future was also planned.

2) Meetings were held with CDT La Union regarding the installation of the touristic sign at the La Union city wharf. Some members of CDT are municipality workers and it was assumed that for this reason, information was shared with the same municipality, but it became clear that it was not so.

The wharf at La Union city was to be delivered to the municipality of La Union in March 2012; however, works were quite delayed and it was finally delivered in March 2013. For this reason, at the end of February, an emergency inspection of the site was made with representatives of La Union CDT and La Union city mayor to certify the location of the touristic sign to be installed.

Regarding all kind of permits, the heads of the institutions, like the representative of the CDT and the mayor, have the power of decision making and as the members of the lower hierarchy do not have this power, much time was needed when some types of decisions had to be made.

2. Achievement level of indicators

- 1) Indicator 1-1 : CDT and CORSATUR hold meetings for the selection of tourism resources in which tourist signs are to be installed in each municipality

Meetings to select the touristic resources were held between each CDT and the CAT La Union, as planned. (100% achieved).

- 2) Indicator 1-2 : CDT and CORSATUR make a list of tourism resources and facilities to select the candidates for the installation of tourist signs

Discussions and verification of the local situation were carried out between each CDT and the CAT La Union. As a result, the tourism resources were organized and the resources and facilities candidates for the installation of signs were selected. (100% achieved)

- 3) Indicator 2-1 : The CDT and CORSATUR hold meetings to select the design of tourist sign

Meetings regarding the respective tourist signs were carried out between the CDTs, the CAT La Union and CORSATUR. The concerned actors have visited the sites planned for the installation to verify the situation on site; moreover, they have selected a tourist-friendly design reflecting the local color, in an efficient way. (100% achieved)

- 4) Indicator 2-2 : Tourist signs have been installed in several points of each municipality

Tourist signs (Expected in March) have been installed in 3 sites of the La Union between the CDTs, planned in the municipality of Conchagua and 19 sites in the municipality of Intipuca. The details of the situation of the planned touristic sign installations and those effectively installed are in 2. (1) 5) Activity 2-2. (90% achieved)

- 5) Indicator 3-1: The maintenance plan is created by CDT

A maintenance plan was prepared, with the definition of items, and previous discussion of the details. (100% achieved)

- 6) Indicator 3-2: The maintenance plan is implemented by CDT

Maintenance management was carried out while the action plan for maintenance was prepared. (100% achieved)

3. Final Evaluation

- 1) **Relevance: High**

This is a project selected by CORSATUR. At the province of La Union, basic tourism facilities such as tourist signs are not well developed yet, therefore, the relevance of this pilot project is high.

- 2) **Effectiveness: Average**

Regarding the Project purpose of “Stakeholders learn the know-how and draw lessons regarding tourist signs through the implementation of activities”, meetings were held to define the tourism resources to be signed and the sites for placement and also regarding the design and material of the signs.

- 3) **Efficiency: Average**

As part of the input of El Salvador’s side, the CAT La Union and the CDT carried out the activities together at the site, so the work was progressing efficiently from the viewpoint of technical transfer. However, the headquarters of CORSATUR, the counterpart, is stationed in the capital city and it has little opportunity to go to the sites, and in many occasions communication was by mail or telephone and technical transfer was not fully efficient.

- 4) **Impact: Average**

Tourist signs prepared through this Pilot Project and installed by the CDT were stolen. Up to this day, when tourist signs were stolen or damaged, the attitude was “What bad luck”, “There is nothing we can do”, and no particular measure was taken to improve the situation but making

good use of this opportunity, both the CDT and the CAT La Union evaluated and applied measures such as the publication of information in the papers, request the support of the population by the municipality through ADESCO, and request of the Army to support in the surveillance of the signals.

5) Sustainability: Average

Before the implementation of the present Pilot Project, CORSATUR used to request the installation of signs directly to the contractor companies but there were problems regarding the right name of the touristic sites or the installation in the proper location.

The present Pilot Project allowed the involvement of the local community through the CDT, the CAT and others, and therefore, the signs were installed in the appropriate places with the correct names without problems; therefore, from now on, it is recommended that when CORSATUR installs new tourist signs it should verify previously with the CDT or the CAT, aspects about the naming and site of installation and also request the presence of CDT at the moment of the installation.

Regarding the wooden tourist signs, when the needs of installation increase in other touristic sites, the experience and lessons learned by the CDT through the implementation of the present Pilot Project will be well used, and the sustainability will be assured.

6) Conclusion: Average

As a general evaluation, it can be said that the obtaining of permits for the installation of tourist signs took too much time, but it is possible to implement the Project with the collaboration of the CORSATUR, the CAT La Union by the CDT. Through the implementation of the present pilot project, the signs would be installed and maintained and well used.

During the implementation period of the Project, some signals were stolen but making good use of the opportunity, it was possible to evaluate in depth, the methods of conservation and maintenance.

4. Lessons Learned and Recommendations

<Collaboration>

CORSATUR has been installing tourist signs in sites other than in the 13 municipalities of La Union but many problems have arisen, such as mistaken information, or installation at improper places.

An issue that should be pointed out is that in CORSATUR, the Territorial Management is in charge of the coordination with the CDTs and the CATs, while the Management of Projects and Investments, which is the counterpart of the present Project, is in charge of touristic infrastructure such as the tourist signs; however, the exchange of information between them is not promoted. The close collaboration between both managements, besides the involvement of local actors (CDT, CAT) will assure that the naming as well as location to install the signs are the adequate.

Therefore, before the installation of signs, the final confirmation of naming and information to be shown in the signs, as well as the correct location through the communication with the CDT and the management in charge of the CAT is required; also, at the moment of the installation, the presence of local actors like the CDT, the CAT and the same local population is required.

The close collaboration between the different managements will allow the implementation of more attractive and effective tourist signs.

<Maintenance>

The installation of tourist signs by the same CDT or the CAT La Union creates closeness toward the same, leading to a greater care, so that when signs were stolen, the same local actors who, up to the date had not taken any action, took the initiative to formulate strategies to correct the problem.

This is an example that is related to the maintenance of the tourist signs as well as other similar installations, and in the future, making use of the experience acquired through the

implementation of this Pilot Project, it is necessary for CORSATUR to involve local actors in order to strengthen even more the mutual collaboration and thus, fulfill the conditions of conservation and maintenance.

Topics:

The activity of tourist signs was news at the “Diario de Hoy” newspaper in March 2, 2013.

El Diario de Hoy www.elsalvador.com • Sábado, 2 de marzo de 2013 COMUNIDADES // 45

Instalan señalización para guiar turistas

Pese al beneficio, vándalos han comenzado a dañar las señales que recientemente fueron colocadas.

Insy Mendoza
comunidad@eldiariodehoy.com

LA UNIÓN. Como parte del apoyo al turismo, desde 2011, la Agencia de Cooperación del Japonés (JICA), en coordinación con el Ministerio de Turismo impulsan un proyecto para señalizar las zonas de turismo de los municipios de La Unión, Conchagua e Intipucá.

Señ 40 señales las que fueron ubicadas y el costo del proyecto es de unos 18 mil dólares, según Haruhisa Ishikawa, técnico del Jica.

“Los miembros de los comités locales de turismo de cada municipio nos han ayudado con la mano de obra en la colocación de las señales”, dijo el japonés.

La instalación más reciente se hizo en la zona protegida del volcán de Conchagua.

El costo de las señales ubicadas en esa zona es de unos 500 dólares y están hechas a base de madera y lámina.

Luis Díaz, presidente del Comité de Turismo Local de La Unión, afirmó que “Hemos colaborado en la ubicación con la mano de obra”.

Pese al esfuerzo, las señales ya han comenzado a ser objeto de actos vandálicos.

Una de las primeras señales fue hurtada, y otra la cortaron con intenciones de llevársela, dijeron los vecinos.

Los actos vandálicos ocurrieron en las comunidades de Yologual y Finquita de la jurisdicción de Conchagua.

Sobre el daño, Ishikawa confirmó que una se la hurtaron por completo y que

tenía un costo de unos cien dólares, la otra fue recuperada tras ser abandonada en el mismo lugar.

Por su parte, Díaz aseguró que “es lamentable que una ya se la robaron; este es un esfuerzo entre el Jica, el Mitur y nosotros los miembros del comité”.

Agregó que es inaudito que apenas las acaban de colocar y ya las hayan hurtado con el único fin de dañar el trabajo en la comunidad.

Alexander Romero, un habitante, dijo que el que hayan hurtado una señal es un mal mensaje para el turista

por la situación delincriminal y que necesario que ese tipo de acciones no se repitan en las zonas beneficiadas con el proyecto.

“Darle el mantenimiento a todas las señales será responsabilidad de los comités de turismo local, nosotros haremos coordinaciones con las alcaldías para que nos apoyen”, dijo Romero.

Agregó que a partir de lo registrado, comenzarán a tener más cuidado en la zona para evitar se sigan hurtando las señales, y que además pedirán seguridad en la zona para prevenir el hurto.



Los encargados del proyecto seguirán colocando más señales para guiar a los turistas de los municipios beneficiados. FOTO EDH / INSY MENDOZA

III : Project of Mangrove Tour

1. Contents of Activities after the launching of the Project

(1) Activities

1) Presentation and meeting with the counterpart and the stakeholders

A meeting to lay the foundations of the project with the MITUR/CORSATUR, CAT La Union and the CDT stakeholders was carried out, to explain the importance of implementing the pilot project, the mangrove tour PDM and the mechanisms of implementation, while the division of roles was determined. During this meeting, the implementing entity to conduct the project and the contents were determined. The input of contents for the implementation of the project was organized as follows.

TableIII-1 Contents of input from El Salvador and Japan

Input	
<p style="text-align: center;"><u>El Salvador</u></p> <p>Human resources : CDT CORSATUR/CAT La Union, Municipality of Intipucá</p> <p>Material : Samples of Training Methods in the Country</p> <p>Facilities: Offices of CORASTUR, CAT La Union and Intipucá municipality, Esterón beach and store house for the kayaks</p>	<p style="text-align: center;"><u>Japan</u></p> <p>Human Resources ; JICA experts, trainers</p> <p>Material : Material for the workshop and equipment for the tours like the kayaks</p> <p>Capital : Cost of fam trips and pamphlets, etc.</p>

2) Presentation and Explanation of the PDM

The outline of the PDM was explained to the MITUR/CORSATUR counterpart, CDT and the Mayor of Intipucá to discuss the general profile and issues concerning the progress of the Project. In this context, details of the plan of activities to make the Project more efficient were proposed and the contents of the PDM were confirmed. This PDM was submitted to the CDT Intipucá and after an exchange of opinions, its approval was requested.

On the other hand, 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, request of support from CONAMYPE regarding this aspect was taken into consideration. A particular point to be considered was that it was requested to include the Young Persons Association for the Environmental Conservation in Intipucá (AJPI) as beneficiary. This AJPI was created with 20 members in 2011 and currently they are being trained as guides and conservationists of the natural resources. However, actually, they did not show interest in any other activities than the ones mentioned above.

		
Interchange of opinions with CDT members	Site inspection to determine the potential	Fisherman in the area

3) Activity 1-1: 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. It was already conducted by the AJPI and so the existing inventory of nature classifications was revised and evaluated, to assign a grade of priority in the inventory list.

		
<p>Eagle observed during the site inspection</p>	<p>Mangrove tour implementation area (El Esterón beach, Intipucá city)</p>	<p>Inventory database</p>

4) Activity 1-2: Conduct a Fam Trip to a successful similar project

On November 24 and 25, 2011 a study trip to advanced areas took place on 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 experiencias”. During those two days the participants shared experiences with different associations and groups and it was possible to learn how the cooperative was legalized, and how it manages the organization. During the trip, it was possible to contact workers in restaurants and lodges, guides, etc. and a network was built. 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.

		
<p>Preparation of logistics for the inspection training</p>	<p>Visit to the local museum at the Parada port in Jiquilisco bay</p>	<p>Exchange of opinions with the community at the albergue La Tortuga on Mendez island</p>

5) The CDT and local organizations related to the mangrove create an implementing organization and prepare the statutes

At the workshop carried out with the CDT and the Young Persons Association for the Environmental Conservation of Intipucá, the agreed items were the following.

In the first place, for legal purposes, both entities started the procedures toward legalization as CDT Intipucá, and registration as the Association of Tourism Development of Intipucá, ADESTI. Simultaneously with the registration, procedures for the creation, institutionalization and legalization of the Intipucá Cooperative of Tourism started. This one includes both entities and it is created as an organization to operate the mangrove tour, with a clear division of responsibilities, under the condition that they have an equal position.

The institutionalization and legalization of the implementing entity clarifies the main administrative entity to be responsible for the supervision of equipment like the kayaks, control of reservations, implementation of tours, collection of money and accounts (profits).

The cooperative was officially recognized on May 18, 2013. The official registered name is “Cooperativa El Gran Arco de la Boca Intipucá” (this means the big mouth of Intipucá, evoking the shape of the mangrove wood).

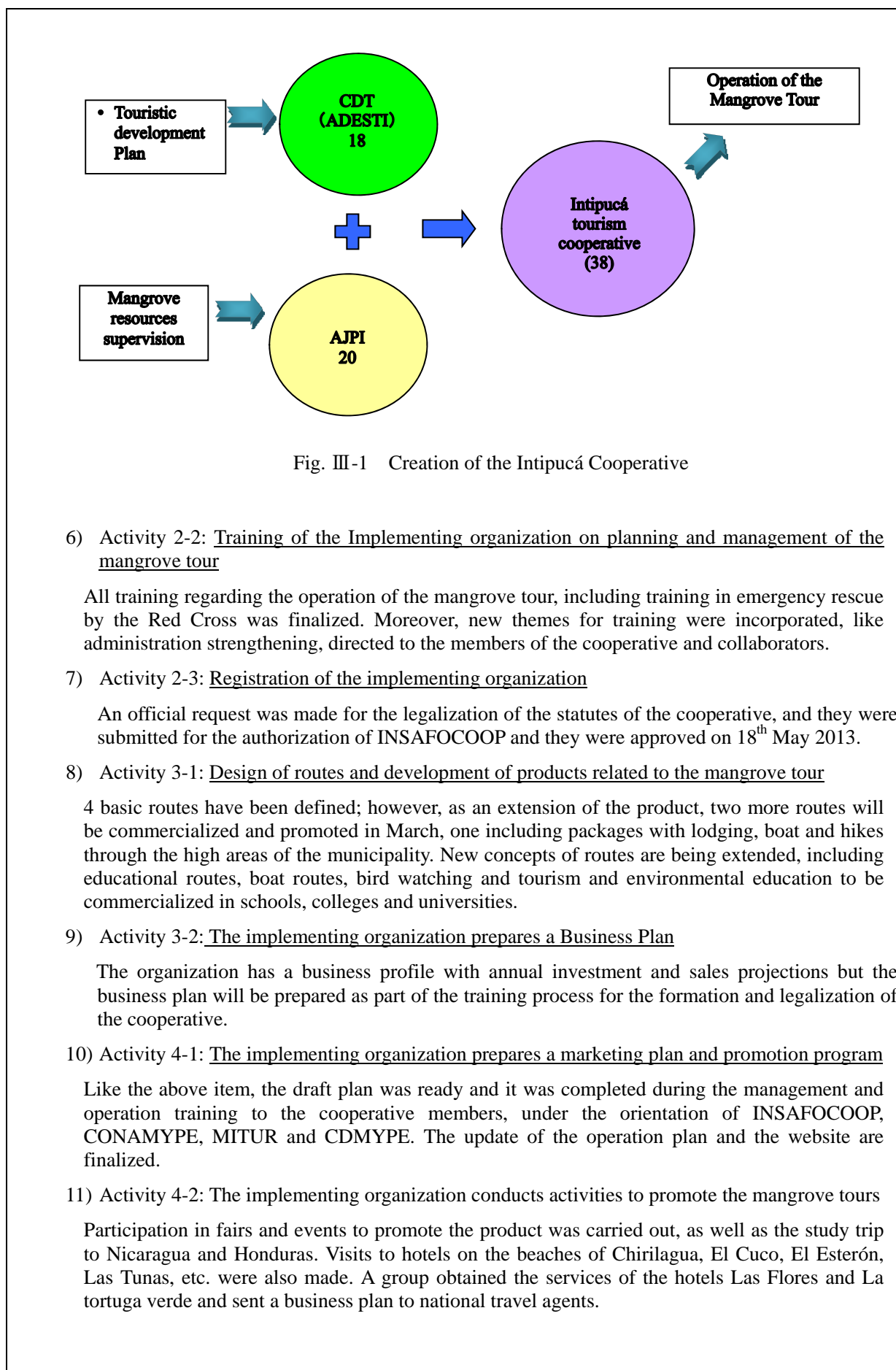


Fig. III-1 Creation of the Intipucá Cooperative

6) Activity 2-2: 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.

7) Activity 2-3: Registration of the implementing organization

An official request was made for the legalization of the statutes of the cooperative, and they were submitted for the authorization of INSAFOCOOP and they were approved on 18th May 2013.

8) Activity 3-1: 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.

9) Activity 3-2: The implementing organization prepares 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.

10) Activity 4-1: The implementing organization prepares 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 are finalized.

11) Activity 4-2: The implementing organization conducts 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 Esterón, 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.

12) Activity 4-3: The implementing organization operates 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.intipucatus.com</p>	<p>Mangrove Tour new information center</p>	<p>Conducting a tour for foreign visitors</p>
		
<p>Participation in Expo Vacacion. 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>

2. Problems found and solutions.

The only problem identified during the implementation of the project was the lack of motivation of the AJPI. The reason is that the legal and economic requirements for the procedures were unexpectedly high and all members were insecure about it. The details of the contents of procedures were explained, and it was also explained that with the approval of the legalization, it would be possible to be more aggressive in business, and so, understanding was obtained.

- A new mayor was elected in Intipucá. The former mayor was a great supporter of this project and core members of the CDT were also municipality workers and therefore; relations with the new mayor were jeopardized. However, the CORSATUR counterpart and the JICA project team made a courtesy visit to new mayor, to explain the project and request support and as a consequence, he expressed his intentions of supporting this project.
- Change of place of the information center : Due to the change of mayors, the location of the information center was changed. Currently, it works as kayak storage place and starting point of the tours. The rent of the place is paid by the implementation entity with the revenue obtained from the tours.
- In the legalization process: The legalization has been delayed due to lack of response capacity of CDMYPE from whom support was requested for the legalization; the members of the cooperative decided to make direct contact with INSAFOCOOP who have personally carried out the process and it was expected that it would not take more than one month in being legalized. As a result, the legalization was realized in May 2013.

3. Level of achievement of indicators

- 1) Indicator 1-1: The beneficiaries prepare the inventory related to the mangrove area
Complete inventory of flora and fauna species, as well as resources (100% achieved).
- 2) Indicator 2-1: The statutes of the implementing organization is prepared
The application for the registration and obtaining of the certificate was submitted with the letter of acceptance of the cooperative members. (100% achieved)
- 3) Indicator 2-2: All core staff of the organization completed the trainings
Even when a new training stage for the improvement of administration and operation started, the members attended the training workshops for the operation of the mangrove tour (100% achieved)
- 4) Indicator 3-1: At least one product of the mangrove tour is developed
Several routes and products are being defined and follow the evaluation process and creation of new routes and tourist services (100% achieved)
- 5) Indicator 3-2: Business Plan is prepared
The implementing entity had already prepared the business profile including the investment plan and based on that, the business development strategy was formulated, with the support of CONAMYPE, INSAFOCOOP and university experts, within a period of 1 year. (80% achieved)
- 6) Indicator 4-1: A survey to check the level of satisfaction among the tour participants is carried out
Clients go through the satisfaction interview to learn about their experience and get feedback on the service rendered (100% achieved)
- 7) Indicator 4-2: The tour is introduced to at least five tour operators and CORSATUR.
A trip with tour operators and CORSATUR members was carried out to validate the tour and get feedback to improve operation aspects (100% achieved).

4. Final Evaluation

- 1) Relevance High
An action area that required immediate intervention due to the threat of environmental damage was defined, and in such sense the area of the project has been positioned at national level as a sanctuary of nature, especially as nesting areas for white herons and sea turtles.
- 2) Effectiveness: Relatively high
The empowerment of the strengthening process by the members of the cooperative has been achieved permanently, as well as the improvement of the cooperative, since they have been taking responsibility for the payment for the venue for operations, maintenance, repair and replacement of equipment as well as all aspects related with the operation and commerce of the products offered. They have made a network of strategic allies that allow them to extend their service level and better satisfy the clients.
- 3) Efficiency Relatively High
The training topics have been supported by different institutions that have provided technical assistance at very low cost or no cost at all. In the case of the members of the cooperative, they have contributed their time and services at special prices to support other actions and projects of the area.
- 4) Impact Relatively High
Strong interest for the arrival of tourists has been generated in the area. The municipality has declared a priority to maintain the beaches of the area in a clean and good state due to the increasing number of tourists. The businesses that have participated as strategic allies are waiting to receive training to improve their products and services.

5) Sustainability; Relatively High

With the creation of the cooperative and its operation with administrative schemes and organizations, the mangrove tours may be commercialized in a faster and more direct manner with national tour operators and be included in packages for several destinations and activities. They have already generated expectations in touristic fairs and agencies where important contacts have been made for the commercialization. In December 2012, the first distribution of activities of the cooperative to its members was made.

6) Conclusion

The mangrove tour has been made in levels of specialization to gain the attention of tourists as well as in the organization processes. It is starting its legalization process in which progress has been made. The members are now focused on the creation and generation of marketing and promotion strategies, as well as the diversification of the packages they offer. They have included the boatmen of the community for the boat tour service and have made closer strategic alliances with hotels, restaurants, artisans and salesmen of consumption products.

The perception of those involved in the tourist topic from the start of the project has radically changed according to the interviews that were completed by each of the members. A strong awareness change on the environmental topic is evident, above all in the topic of service and attention to clients.

It is important to mention that they all agree that the tourism infrastructure conditions of the region must be improved, as well as the access conditions, as is the case of roads, restaurants, hotels and service areas.




An attitude change has been evident in each of the members who already feel part of an enterprise and above all as owners of their project that has allowed the legalization process to be completed faster and more effectively.

5. Lessons Learned and Recommendations

The legalization processes must be undertaken directly by the stakeholders and the institutions in charge, because the interaction with other institutions may delay this process since they render service to many other institutions.

It is important to directly relate the beneficiaries with the institutions that have the means and actions that can strengthen the beneficiaries, so that these can follow up the necessary actions, because when there is interference from the executing organization, it is difficult for the beneficiaries to undertake the project with ownership and they expect to receive everything by the executor.

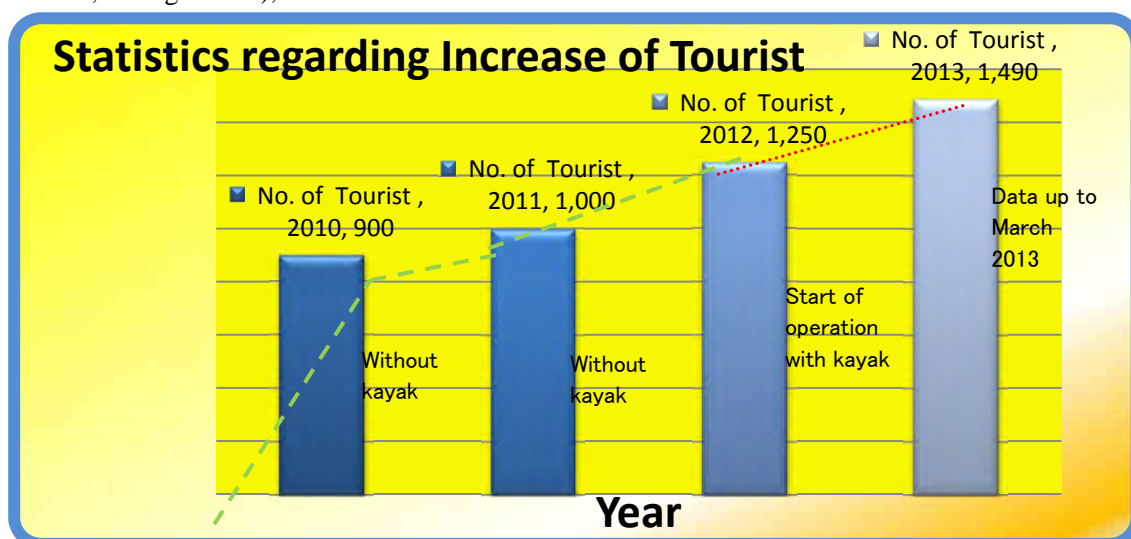
In such sense, commissions within the organization that allow the follow up of the different actions required for the consolidation of the products must be created.

		
<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>

		
Promotion of mangrove tour in Honduras and Nicaragua January and February, 2013	Fam Trip Guatemalan cruise tour operators February 2, 2013	Assembly for approval of statutes February 20, 2013

【Topics】

Increase in the number of tourists that moved from El Cuco beach in San Miguel department to Esteron Beach : As the Intipuca cooperative established a strategic partnership, by selling package tours, particularly at hotels around the El Cuco beach area (Tropicclub, Hotel Las Flores, Hotel Las Leones, Tortuga verde), the number of tourists has increased.



Source: Intipuca CDT (Marzo 2013)

Distribution of profits to the cooperative associates :

In December 2012, distribution of profits was made to the 15 members who took part in the mangrove tour project from the beginning. Profits were obtained after calculating the operation costs.

IV: Project of Tourism and Environmental Education

1. Contents of Activities

(1) Contents of Activities after the launching of the Project

1) Activity 1-1: Creation of a committee for the project in cooperation with CDT and the Municipality

The kick-off meeting was held December 8, 2011 and the following committee members of the CDT were assigned.

Table IV-1 Committee for the Tourism and Environmental Education

	Post	Name
i.	Director	Pedro Ángel Castro
ii.	Vice-director	Zulianita Marínela Reyes
iii.	Secretary (Accounting, records)	Rogelio Urbina
iv.	Liaison with other entities (MEGATEC and JICA project team)	Aida Xiomara Díaz
v.	Liaison with Schools (schools and parents)	Aida Consección Turcios

2) Activity 1-2: The Committee formulates the action plan.

Members of CDT asaguina related to the Tourism and Environmental Education were defined in December 2011. After that, only two members, the Director of the committee and the liaison with the schools participated in the activities. Therefore, a concrete plan of activities of the CDT for the organization of the first school was not prepared.

Afterwards, the preparations were conducted mainly by the CAT La Union and the project team and the program of the first school started in June 2012. During the implementation, up to the second time, participation was resumed with only the 2 members, before mentioned. So, CAT La Union strongly requested the presence of at least one member of the CDT in each class and after the third class, 4 CDT members participated. Later, CDT members who continuously participated in the classes, started to show interest in the implementation at the second school.

The activities of the second school (INDA: Instituto Nacional Daniel Arias) were the same as the first one (a change in the contents was not considered from the start), the action plan was defined together with the school, the CDT and the project team (including the CAT La Union), and just the schedule was confirmed. Besides, the CDT actively participated because the director of the INDA is a CDT member.

Regarding the third school (Santa Clara), a memo was signed between the CDT and CAT La Union before the elaboration of the action plan, specifying that the implementation of the action would be centered in the CDT and it would be certified between the school, the CDT, CAT and the JICA Project Team; moreover, the JICA Project Team provided some support.

3) Activity 1-3: Selection of schools to collaborate with the project.

Data collection and analysis:

In order to select the collaborating school, basic data collection of schools was conducted, based on the implementation plan of the tourism and environment education project, with the support of the Ministry of Education in la Union, municipality of Pasaquina and the schools. The collected information is shown below.

Table IV-2 Collected data

i.	Map of the school location
ii.	Number of pupils per school and number of pupils by grade
iii.	Number of teachers per school and area of specialization
iv.	Transportation cost and time from the school to the Pasaquina downtown
v.	Name and contact address of the director, address of the school

Definition of cooperating school and pupils :

After discussions with CDT Pasaquina, it was agreed that in case the JICA Project Team considered classes on Saturdays (out of regular school hours), classes at the center of the city would be difficult, and it would be desirable if the instructors could go to the school. Therefore, the first step for selection was that the school should have the capacity to provide classes for 100 pupils (junior high school) at once.

According to the collected data (Annex 3), there were 7 schools with some 100 pupils enrolled in secondary school. CDT Pasaquina, CAT La Union and JICA project team visited the schools separately to explain the contents of the project to the school director and to

determine their understanding and enthusiasm toward the project. The visited schools are the following.

Table IV-3 Visited Schools

Date of visit	School
February 3	C.E. Canton Piedras Blancas
	C.E. Canton San Felipe
	C.E. Casario San Carlos
February 6	Complejo Educativo Canton Santa Clara
	C.E. Caserio Ruben Dario Velasquez
	Instituto Nacional Daniel Arias
	C.E. Ramon Mendoza

With the results of the interviews in hand, discussions were held with the CDT Pasaquina and CAT La Union to select the object schools and pupils. As a result, the following schools were selected.

1. C.E. Canton Piedras Blancas
2. Instituto Nacional Daniel Arias

The following 2 aspects were considered for the selection. Since Tourism and Environmental Education was addressed in this way for the first time, not only for the CDT but for Pasaquina itself, it was concluded that the cooperation of the school and the capacity of orientation of teachers was important.

1. Understanding and enthusiasm of the school director and teachers regarding this project
 2. Clear view related to the goal of the classes (implementation of the Action Plan)
- 4) Activity 2-1: The Committee selects the collaborating institution to formulate the program.

On November 29, 2011 the CDT Pasaquina (school liaison) and the JICA project team had a meeting with MEGATEC to request assistance for this project. It was disclosed that MEGATEC would fully cooperate in the planning of the program, preparing of textbooks and assignment of instructors (students).

- 5) Activity 2-2 : The committee prepares the program of tourism and environmental education in cooperation with the supporting entity

◆ Preparation of the text book

Text book

A textbook was prepared for the implementation at the first school. The school term in MEGATEC would start in the end of February 2012 and so the draft was finished in the middle of February to include the ideas of the students and previous examples of other institutions. A team of experts from JICA came to the site in May to readjust the contents.

The modules of the text were the same for the first and second school, namely

- Module 1: What is tourism
- Module 2: What is cultural attraction
- Module 3: Impacts and responsibility of tourism
- Module 4: Environmental education for tourism

The contents were verified by MITUR/CORSATUR in June and as a result, the ministry requested the inclusion of the item History and culture of Pasaquina.

For the second school, the contents of the first school, directed at primary education pupils, were adapted and improved for high school pupils. The modules were the same. In the third school, though the pupils were slightly older, the contents were the same as the first school, as the textbook is directed at pupils of primary school and junior high school.

◆ Program

The program was implemented based on the modules of the textbook, according to the following schedule.

The modules and schedule for the other 2 schools (INDA/Santa Clara) were the same.

< Colegio Piedras Blancas > 2012

Day 1 :	June 29 (Fri)	What is tourism? Culture of tourism
Day 2 :	July 6 (Fri)	Impacts of tourism (Positive & Negative)
Day 3 :	July 13 (Fri)	Tourism and the environment
Day 4 :	July 14 (Sat)	Excursion (first group)
	July 15 (Sun)	Excursion (second group)
Day 5 :	July 20 (Fri)	Action Plan (mangrove cleaning)
Day 6 :	July 27 (Fri)	Summary and evaluation (retrospective)

6) Activity 3-1: Implementation of the program according to the action plan

The program at the first school was implemented from June 29 to July 27. Classes took place on Fridays and considering the safety during the excursion, it took place on two days, a Saturday and a Sunday. On Thursdays, previous to the classes, MEGATEC students met at CAT La Union to verify the contents and discuss the methodology of teaching, to prepare the classes. After the classes also, MEGATEC students met at CAT La Union for a simple review session. CAT La Union and JICA Project Team acted as facilitators of the discussions.

◆ Classes

Classes were conducted according to the previously mentioned program. Besides, by initiative of the MEGATEC students took a tour to Piedras Gordas and a sketch about tourism was implemented as homework. Said activities and the period of presentation were included in the program. (Annex 4: Program of each session)



◆ Excursion

The excursion was to Intipucá and the program was formed by 3 parts: experience with the kayak, mangrove tour in boat and environmental class (sea biodiversity in Intipucá). The pupils, who were not used to excursions, were divided in two groups and the excursion was implemented over 2 days, on July 14 and 15 (Saturday, Sunday) .



◆ Implementation of the Action Plan

Reforestation was the Action Plan selected to be implemented on July 27. (Outside the period of classes, a cleaning up activity was conducted, by self-initiative of the pupils).

The reason for it is that Piedras Blancas (White Stones), as the name implies, has a hard soil, and it requires a lot of care to grow big trees. Thus, pupils will plant and care for trees with their own hands to acquire a sense of responsibility and to become aware of nature and living creatures. Moreover, the sustainable care of trees will allow pupils to continuously remember what they learned with this project. This is the reflection of the strong wish of the teachers.

The plants used for the reforestation were: 70 donated by the National University of El Salvador, 50 were purchased from Mr. Elgar of Pasaquina who also donated 50 plants more.



Features of the Action Plan Implementation

Following, the program at the second school was implemented, based on the previous schedule and activity plan.

At the second school, classes were implemented after the period of classes differently from the first school (morning classes), and the attendance rate fell slightly. To stay at school after classes requires a lot of enthusiasm on the part of pupils. However, as it was during the school term of the MEGATEC students (available in the afternoons), it was an unavoidable situation that should be prevented in the future.

At the third school, classes were in the afternoon also, but in high school, the second turn has classes in the afternoons and so there were no problems with the attendance rate. MEGATEC students were in their winter vacations and they had no problem with the afternoon classes.

◆ Classes

The classes were conducted according to the program mentioned before. Moreover, as suggested by the MEGATEC students a sketch related to tourism was to be prepared as homework (Santa Clara) and the implementation and presentation hours were included in the program.



Opening ceremony (INDA)

Feature of the class (Santa Clara)

Perform a play (Santa Clara)

◆ Extracurricular class (Excursion)

The excursion was to Intipucá and the program was formed by 3 parts: experience with the kayak, mangrove tour and environmental class (sea turtle egg-laying and conservation). Due to reasons related to the offer of bus service by the municipality and in order to promote the parents' participation, pupils were divided in two groups and the excursion was conducted over 2 days (Saturday, Sunday).

A group of people standing on a wooden pier next to several colorful kayaks (yellow, red, blue) on the water.	A group of people on a small wooden boat with a canopy, navigating through a mangrove area.	A group of people sitting in a room, attending an environmental class or meeting.
Experience of Kayak (INDA)	Mangrove tour(INDA)	Environmental Class (Santa Clara)

◆ Action Plan

After the review at the end of the classes, pupils told what they could do.

a. Implementation of the Action Plan

< 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 (Intipucá and Jiquilisco)

Students were aware that in order to plan or implement a tour to the mangrove in the future, cleaning is an urgent matter and therefore, they selected cleaning as the Action Plan. Part of the pupils live around the mangrove and it is on their way to the school, and so, to transform the mangrove into a touristic resource is desirable also as a future employment source.

< Santa Clara >

The school in Santa Clara is relatively close to the boundary, and it 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.

There is a plan to propose a Project for wooden and inflatable boat riding from the city of Pasaquina and so, they consider the river as a promising touristic resource.

A group of people participating in a mangrove cleaning activity, carrying bags and tools.	A group of people cleaning a river, with some individuals using tools to remove debris from the water.
Implementation of the Action Plan Mangrove cleaning (INDA)	Cleaning of the river (Santa Clara)

b. 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 included the presence of the Vice-Minister of Tourism, the Resident Representative of JICA and the Mayor of Pasaquina, in 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 the participants. Moreover, 100 pupils of the first school of Piedras Blancas were invited to the ceremony and the director of the school made a speech to thank them for the opportunity and the pupils featured the sketch that they created during the course.

		
Delivery of the Certificate (INDA)	Closing ceremony (INDA)	Closing ceremony (Piedras Blancas)

7) Activity 3-2: Periodical verification of the children's educational outcomes

<Piedaras Blancas>

① Attendance to classes

Attendance was checked at each class. There were 105 pupils enrolled, 96 pupils attended more than one class and 54 attended all 6 classes. Assistance of pupils from other grades was also allowed. Some graduates attended also but as from the second half there were many outdoor classes, the number of pupils who attended is not exact. There are 156 stakeholders at Piedras Blancas who participated in more than one class (CDT, teachers, MEGATEC students, and people related to the project are excluded).

② Review during the class

At the beginning of classes there was a time dedicated to review the previous class through the realization of games. (Ice breaking)

③ Homework

Piedras Blancas Tour : The homework was for the pupils to plan a 20 minute tour for the MEGATEC students. It was conducted during the class of July 13.

Sketch : The homework was to present a 5 minute sketch per team, related with the contents of classes and the experience of the excursion. It was carried out during the class of July 20.

Write about the impressions of the excursion : Pupils who went on the excursion wrote about the impressions of the same.

Survey : After the finalization of the Program, a survey was made of the pupils, teachers and MEGATEC students to verify the results.

④ Action Plan

During the class of July 20, each pupil wrote in a post-it what they could do from now on, and presented it to all.

<INDA/Santa Clara >

① Review in classes

At the beginning of classes there was a time dedicated to review the previous class through games.

② Homework

Sketch : The homework was the presentation of a 5 minute sketch per team, related with the contents of classes and the experience of the excursion. It was carried out during the class of February 15. At INDA, it was not possible to implement it due to time restrictions.

Survey : After the finalization of the Program, a survey was made of the pupils, teachers and MEGATEC students to verify the results.

③ Action Plan

In the class of February 15 in Santa Clara, each of the pupils wrote in a post-it what they could do in the future, based in what they learned in the classes and the experience of the excursion.

As result, a conclusion was reached that it is important to keep the touristic resources that surround us clean, and so, cleaning of the river was decided.

In INDA, the period of classes coincided with the end of term and implementation of the Action Plan was limited, but by the strong request of the school, the “cleaning of the mangrove” was selected. The individual ideas of pupils related to the action plan were expressed in the conclusions and in the surveys.

8) Activity 3-3: Communicate the outcomes of children to each family, and check their understanding

In order to promote the interest and understanding toward this project, parents of the INDA and Santa Clara schools were invited to participate in the excursion. In the two days the excursion took place, around 50 parents participated. (65% attendance in relation to the participant pupils ; participant pupils 77) . Parents were requested to write their impressions.

Approximately 40 parents of both INDA and Santa Clara participated.

9) Activity 4-1: Periodical monitoring of the action plan and the contents of the program

After the implementation at the first school a survey was conducted of pupils, teachers and MEGATEC students. At the same time, revision meetings with MEGATEC (July 30), school (August 10) and the CDT (August 13) were carried out to monitor implementation.

After the completion of the program implementation in the second school (INDA), a survey was handed to the participants to be used as reference for the implementation in the third school.

After the completion of the program in the third school (Santa Clara), a survey was carried out within pupils, teachers and MEGATEC students to organize the future topics and to evaluate the methods of continuing the cooperation with MEGATEC.

10) Activity 4-2: Periodical improvement of the action plan and the contents of the program are to be implemented

It is the first time a Project like this one is implemented, not only in the Eastern Region but in the entire country, and as there are no references related to previous actions, many factors are experimental. Thus, modifications in the contents according to the school were not considered; actually, the same program has been implemented for different school grades (elementary, junior high and high school) at distinct periods, to use them as models for the future, after the evaluation. For this reason, improvements or modifications were not carried out in the project or program during the implementation stage.

11) Activity 4-3: Organize the lessons learned from the project, and analyze the mechanism of the project

Once the implementation was finished at the three schools, many lessons referring to the future sustainability were learned; with that, a model will be prepared in order to propose the dissemination actions. The basic scheme, roughly considered up to this moment is the following.

① Implementation Period

If MEGATEC students are to be considered as instructors, classes will be limited to the period in which the MEGATEC students are on vacations.

② Duration

Six classes during 6 weeks can be considered the maximum number of classes, taking in consideration the concentration of the students, but 6 classes in 5 weeks may also be considered. Less than 6 classes would compromise the effect regarding the contents.

③ Activities

Coordination leadership of activities should be shared between CORSATUR (CAT) and the municipality (CDT). The total support of the Mayor is also essential.

④ Secure supporters

Supporters, especially voluntary students of MEGATEC are crucial. From now on, teachers should take charge of the touristic education gradually but for the moment, instruction by the students is to be promoted.

⑤ Financing the activities

A major issue is how to assure funds for the activities; however, it is possible to maintain the costs of activities at almost nothing, if the support of many collaborators can be assured to provide material and voluntary activities.

(2) Problems found and solutions

1) Involvement of CDT

At the preparation stage of the first school, CDT Pasaquina was frequently criticized because of the lack of cooperation; however, from the final stage of the second school, this situation improved significantly, and all members of the CDT, although they are only 6 or 7, started to actively contribute.

From the third school (Santa Clara), CDT took the leadership and the support of the Project Team was limited to a minimum. From now on, once funding is secured, the CDT will be able to carry on with the activities in Pasaquina. Some members even affirm that they can take the place of the MEGATEC students as instructors.

However, the possibilities of getting total funding in the future are remote and it was made evident that this activity was possible due to the total support of the Mayor of Pasaquina; therefore, it is necessary to prepare a mechanism that allows the activity to keep on going, even if the Mayor is switched.

2) Instructor students of MEGATEC

Pupils are not the sole beneficiaries from the fact that instructors are MEGATEC students. The tourism course of MEGATEC, which receives technical assistance from Japan, will be one of the pillars to sustain the tourism sector of El Salvador in the future and therefore, for the students, these practices are an invaluable experience for the future.

MEGATEC directors have expressed their desire to go on with the program of practices for the students and they agree that it is on a voluntary basis. However, a pending issue is to assure the costs of transportation for the students of MEGATEC, and it is expected that it will be covered by the implementing school or municipality.

3. Level of achievement of indicators

1) Indicator 1-1: The Committee is operative

The executing committee of this pilot project with members of the CDT Pasaquina was installed during the kick-off meeting held on December 8th, and as previously mentioned it was not properly operating; however, the situation has largely improved and the Committee started to function properly from the second school. (100 % achieved).

2) Indicator 1-2: The Committee formulates the action plan.

As previously mentioned, there were no changes in the action plan and the schedule was prepared in coordination with the CDT, the schools and other concerned entities, based on the anterior experience. (90% achieved)

3) Indicator 1-3: The appropriate schools and pupils are selected

Appropriate schools were selected (100% achieved)

4) Indicator 2-1: Support from relevant agencies is obtained

Classes were prepared and implemented in the three schools with the support of MEGATEC. Moreover, the Mayor of Pasaquina provided the transportation for the excursion. (100% achievement)

5) Indicator 2-2: The education program is formulated.

The same program was implemented for the 3 schools. (100% achievement).

- 6) Indicator 3-1: The program is implemented.
 The same program was implemented for the 3 schools. (100% achievement).
- 7) Indicator 3-2: Pupils understand the program.
- 1) Review in the class
 According to the statements of MEGATEC students during the evaluation meetings, in general, pupils had learned the contents of the previous classes. In Santa Clara, pupils were relatively more concentrated but in the case of INDA, maybe due to the closeness in age, many pupils did not pay proper attention during the classes.
 - 2) Homework
 Sketch presentation in Santa Clara (15 min per team): All groups got together in the common space to show the performances. Through the sketches, it was confirmed that the students understood the classes very well because the contents included all aspects learned in the classes, expressed in an easy way and also to cause impact in the audience. Also, they had the opportunity to review the classes by watching the sketches of the other groups. Therefore, considering all presentations, all contents were included and it can be said that the contents in general were understood by the group.
 - 3) Implementation of the Action Plan
 During the exposition of the action plan, many actions were related to littering, such as: Don't dump garbage, Cleanup, Don't pollute rivers with garbage, don't pollute the air by burning garbage, etc. They also know the differences between organic and inorganic waste. However, they perceived the contradiction in dumping plastic bags at school and everywhere without problems.
 In the case of INDA, the action in particular was the cleaning of the mangrove and in Santa Clara, cleaning of the river, with the active participation of almost all pupils, although some did not do anything. It is worth mentioning the participation of many parents in the cleaning action (particularly in Santa Clara).
 As it was observed from the behavior of the students, the educational contents have been fully understood by the pupils. (80% achievement)
- 8) Indicator 3-3: Each family understands the program
 The parents of the students (about 15 to 20 people) attended the kick-off event. Also parents were requested to attend the excursion to understand this program. Considering the situation in the first school, parents were not requested to write about their impressions of the excursion.
- 1) Number of attendees
 For reasons of work, they could not participate in the regular classes but in the excursions on Saturday and Sunday, the participation of approximately 20 parents per occasion was considered and always there were many requests to participate in the excursion.
 - 2) Action of the parents
 While the children were playing on the beach or in the pool, parents were mainly watching the equipment, but also they collected litter and were taking care of the litter in order not to be blown by the wind. Also, there were cases of parents telling their children not to litter.
 Considering the general situation, families who participated in the excursion obtained a quite high understanding of this program. (70% achievement)
- 9) Indicator 4-1: The action plan and the program are reviewed.
 The reformulation of the Action Plan was not considered from the start; actually it was to be consolidated and during the review, no major problems were detected and the evaluation of the pupils was positive; therefore, as experience, the action was largely accepted (100% achievement)
- 10) Indicator 4-2: Improvement of the action plan and the program is elaborated.
 As mentioned before, measures to reformulate the activity were not considered; however, once the Project Team fully transfers the implementation, it will be necessary to make some adaptation due to financial and human resources limitations. (0% achievement)
- 11) Indicator 4-3: Lessons are learned from the project.
 It has been possible to learn many lessons through the implementation of the Project, related to

goals and results and external effects.

1) Awareness-raising regarding tourism

To learn about tourism, attention to the tourist, effects of the tourism; all these were new words learned by the pupils and one of the achievements and major learned lesson is that the children have understood that their own city has the possibility to transform a touristic site with hard work and effort.

2) Environmental considerations

Children learned that as first step to rehabilitate a touristic site it is necessary to start with the cleaning up of the surroundings like the vegetation, the mangrove and riverbeds; all that means considering and conserving the environment. The great learned lesson is that the rehabilitation of natural landscape does not occur if individual actions are not carried out.

Another important learned lesson is that without the active contribution of men, nature conservation is not possible, as it could be observed in the protection of sea turtles and theirs eggs.

3) Effects of the Excursion

In El Salvador young people are not used to taking excursions due to lack of support from parents. Pupils from inland saw the sea for the first time. Excursions are the initial stage of tourism and if this use is extended to schools, curiosity to know other places is awakened in a child, which is the first step to tourism practice.

4) Teaching practices of MEGATEC students

MEGATEC students were requested from the beginning to take part as instructors and by that, they were capable of rearrange their notions about the influence and effects of tourism. From now on, considering the aspect of instructing school teachers, even the same MEGATEC, to be responsible for part of the touristic education is a huge progress for the students.

5) Negative lessons

Through the implementation of the project for high school students of INDA, it was possible to verify students of lower grades are more receptive and therefore the education is more effective. From now on, courses are to be directed to pupils of basic education in high grades, unless there are special requisitions.

4. Final Evaluation

1) Relevance: High

The Minister of Tourism is very enthusiastic about this project; and also it was verified during the presentation of the concepts of tourism development to the 13 municipalities, that this is a very attractive project to the municipalities. During the training in third countries, a JICA officer in Honduras said that the implementation of a similar program in Honduras is under consideration. The importance of starting touristic education (awareness-raising) at an early age to create consciousness and motivate tourism practices and to generate possibilities of touristic development in the future has been confirmed. Therefore, we consider that this program is highly relevant.

2) Effectiveness: High

As mentioned above, from the viewpoint of increasing the future internal travel potential and to widen the opportunities to explore new touristic developments, the effectiveness is high, if the program is implemented in a large number of schools, as it leads to the awareness-raising regarding the importance of the environment for the tourism. To begin, the experience of a “fun trip” is very important to increase the future potential for internal tourism and in this sense, this program that provides the opportunity of experiencing an excursion for the children (and adults) is highly effective.

3) Efficiency: Medium

Considering that this program is the first of the kind in El Salvador, the execution is carried out by trials and errors, thus, efficiency is medium. However, as experiences were accumulated with the different schools, it was possible to carry out the activities smoothly and efficiently.

From now on, with the participation of MEGATEC and the responsible municipality, the schools, the CDT and the many concerned actors, an important issue would be to determine who will be in charge of the coordination and the great question is how to create an efficient implementation mechanism.

4) Impact: High

Very few schools have classes for tourism. Also, people have little travel experience, including students, teachers and parents and the impact is extremely high. Particularly the experience of the excursion gave a strong impression to the participants, many of whom had never seen the sea, a fact confirmed by the comments of the teachers and the children's reports on impressions. Also, by learning about tourism, it is possible to find concrete environmental issues identified in the daily life, and provide a new viewpoint to understand environmental problems. Therefore, the impact is very high.

5) Sustainability: Medium

The construction of a mechanism and the preparation of a manual to allow the self-sustainability of this program are not so difficult, but the financial issue presents many problems. With a small input of the concerned entities it is possible to implement the program but it is important to define who takes the leadership. From the financial viewpoint, it is necessary to build a mechanism that allows the implementation with the enthusiasm of each entity for voluntary work and a small amount of capital.

6) Conclusion: High

It was certified that the local impact of this pilot project was very high, through the implementation in the 3 schools, considering the enthusiasm and level of cooperation of teachers, as well as the CDT, the municipality, the school and parents. However, in order for this project to be successful, cooperation between the schools and the municipality is essential.

All are aware that tourism development is a very important strategy for the development of the Eastern region; therefore, the first step is to allow the students, who are the future of the locality, to understand what "tourism" is, and the importance of a touristic resource. From their own experiences, pupils will be able to understand the importance of having a touristic zone or a clean environment for the development of tourism, and the fact that they understand that the process starts by actions that they can implement by themselves (cleaning, etc.) are promising for the future development.

5. Lessons Learned and Recommendations

1) Awakening towards tourism

We are not aware of "Tourism" through school education or in our daily life. On the other hand, the role to be fulfilled by tourism in the future development of the Eastern region, poor in economic resources, cannot be denied. The advantages and disadvantages from a complex viewpoint is to promote awareness-raising regarding "tourism" and the "tourist" from an early age, essential for the development in a long term vision.

2) Environmental Considerations

Sustainable development without environmental conservation is not feasible. It means not only the conservation of natural touristic resources, it is important also to prevent "degradation". In El Salvador, what could be learned was that the first step in rehabilitating a touristic site, depends on the self-initiative by properly considering and preserving the environment, starting from the cleaning of woods, mangrove and river. A great learned lesson is that the rehabilitation of natural landscape does not occur without the individual action.

3) Results of the Excursion

One of the factors for the development of tourism in Japan is the experience of "excursions" (outdoor activities) and the "graduation trips"; group activities carried out when one is young teach order, and enhance the sense of belonging to a group. Tourism not only brings economic benefits but also has a socio-cultural significance, which is an additional positive effect.

4) Change of perception in MEGATEC students and teachers

This program provides lessons not only for pupils but also for instructors; for them, tourism and

the environment are other means of awareness-raising and from the viewpoint of training of instructors for the dissemination of the program, many college students and teachers that took part in the instruction have accumulated important experiences for the sustainability in the future.

5) Recommendations

In Japan, there is a saying “to build a city good to live in, good to visit” and this is important because it leads to thinking about the importance of cleaning the surroundings not only for one’s benefit but also for the perception of the visitor (tourist); this feeling is essential for the development of tourism.

Cities where the citizens litter in school or close to home without problem, throw trash from the window of buses, etc. have little possibility of economic development, as it repels people.

It is possible to achieve a better behavior and a change of awareness that are the basis for local development (touristic development) through the touristic and environmental education, which undoubtedly is essential.

V: Tours to the islands of the Gulf of Fonseca

1. Contents of Activities

(1) Contents of activities after launching of the pilot project.

1) Activity 1-1: Exam of the existing situation in the islands and the existing tours

- a. The basic contents of this project were defined between CORSATUR, CAT La Union and the CDT. Based on that, there was a meeting to prepare the PDM, where the input contents were discussed to organize the PDM.

TableV-1 Input of El Salvador and Japan

Input	
<p style="text-align: center;"><u>El Salvador</u></p> <p>Human Resources :</p> <ul style="list-style-type: none"> - CORSATUR / CAT LA UNION - CDT members - Related travel agents, boat pilots <p>Material :</p> <ul style="list-style-type: none"> - Boats <p>Facilities :</p> <ul style="list-style-type: none"> - CORSATUR office, CAT LA UNION office, Internet cafe <p>Costs :</p> <ul style="list-style-type: none"> - Costs needed for the tour 	<p style="text-align: center;"><u>Japan</u></p> <p>Human Resources :</p> <ul style="list-style-type: none"> - JICA experts <p>Costs :</p> <ul style="list-style-type: none"> - Costs of the famtrip - Cost for the preparation of pamphlets

The implementing entity to conduct the tours and the natural resources of the islands were certified together with the concerned islands’ population, CDT and JICA project team to organize the necessary conditions for the tour implementation.



b. Interview surveys were carried out with CORSATUR, hotel clients (Hotel Comfort Inn at La Union municipality) and local businessmen to hear about the opinion of the islands. As a result, the names of the islands were not well known but many answered that they would like to go.

c. Together with the CORSATUR counterpart, an analysis of some pamphlets of big travel agents was made, and observing the touristic routes of Central America, El Salvador is included among the tours in the country but not the tour the Fonseca islands.

A study of the existing conditions with the collaboration of the local population, MITUR-CORSATUR-JICA, CAT, CDT and local and national tour operators was implemented.

2) Activity 1-2: Identification of human and tourism resources related to the tour to the island

a. 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.



b. 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, Playitas beach

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

Nature and landscape : View from the top of the island, dolphin and whale watching (limited seasons), trekking in the islands

Culture : Handicraft with seashells and driftwood, seafood cooking and sharing experience with local fishermen

Adventure : Swimming, snorkeling, trekking

d. Under the coordination of the CDT, the tour to the islands product was developed by the local community.

- Conchaguita island : A tour with 3 options was developed. ① Trekking to see the ruins at the top of the mountain (church) and petroglyphs; ② Camping at Playa Brava, ③ Lunch with the local population at the beach

- Chiquilin beach : Development of a product under the concept of a beach for families and young people, where sales of alcohol is forbidden (due to religious reasons). The realization of a big soccer championship, where the local community provides the food (lunch) was planned.
- Meanguera del Golfo island : Development of a tour with 3 options. ① Stroll at Majaguara beach, ②Local food, ③ handicraft. CDT together with tour operators is strengthening this.
- Peligallo island : Bird watching tour. Access from Meanguera or Conchaguita island for bird watching.
- Perico island, Periquito island (Mangrove of Pasaquina and San Alejo) : Mangrove tour for bird watching with a local guide
- Zacatillo island : Tour for families. Restaurants
- Pueblo Viejo : Tourists may stop for a little rest during the tour in a boat

e. In order to consolidate the tour to the islands, training for tour guides was conducted.

- There were 14 persons among 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 and it was commented that it would be used as reference for dissemination to other areas in the future.

		
Training related to the mangrove (June 30)	Workshop about cost control (July 21)	Closing ceremony of the tour guide training (July 28)

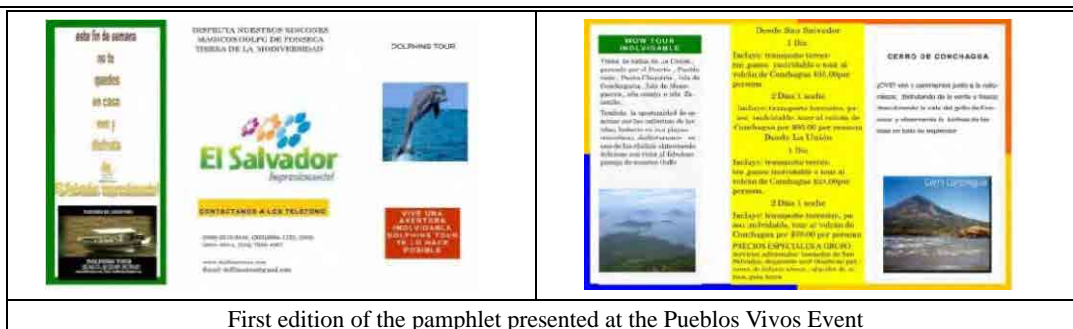
- There were approximately 60 participants of the restaurant sector who participated in the Gourmet Improvement Program. This program simulated the decoration and preparation.
- Implementation of the typical handicraft enhancement program : Program to benefit stakeholders of La Union, Conchaguita island, Chiquilin beach and Meanguera del Golfo island.

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

g. Around 100 persons showed interest in tourism related services on the islands and beaches. During the Study, the disclosure and evaluation of tourism resources in the gulf continued.

3) Activity 2-1: Development of routes and products for the tour to the islands

a. Travel agents of La Union, CDT La Union and concerned municipalities held meetings to prepare the promotional pamphlet of 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. This promotion allowed the establishment of different networks and as a result, 40 groups participated in the tour to the islands, during January 2012.



First edition of the pamphlet presented at the Pueblos Vivos Event

- b. The contents of a Night time fishing tour were considered in collaboration with the Tourism department of MEGATEC. Opinions concerning services and safety were given and thus, the preparation of a manual about said issues was evaluated.



- c. A visit to Zacatillo island with CORSATUR, CAT LA UNION and the CDT was made for the development of the tour to the islands and in this occasion, restaurants were visited to verify the improvement of food services, hygiene and quality, and to provide recommendations.
- d. As a result, 10 types of one day tours and 4 types of tours with lodgings were proposed.

Field inspections were made and tour alternatives were designed, that are at the present time being offered, sold and operated by the local communities with the coordination of the CDT. With the support of CORSATUR national tour operators have been coming to the island and are involved in simulations and strengthened programs of the following products:

- Conchaguita-3: 1) visit-trekking to the church ruins and petroglyphs that are found at the top of a mountain; 2) “playa brava” camping; 3) lunch on the community beach.
- Chiquirín-5: 2) alcohol free beach; 2) beach football program / Different matches have taken place; 3) lunch and games all week ends, 4) Youth tour with boat ride included; 5) hang gliding flight with specialized tour operators,
- Meanguera del Golfo-4. 1) majagual beach visit; 2) lunch on the small beach next to the dock; 3) hospitality table of the local art crafts; 4) group service up to 60 people.
- Isla Pirigallo-2: 1) bird watching tour (that was already in operation) 2) special tour from Meanguera del Golfo to Conchaguita by boat or “cayuco” (small boat)
- Isla Perico y Periquito-2: 1) bird watching and mangroves tour (for which community guides have been instructed) 2) education and mollusk harvest on the beach.
- Isla Zacatillo-5. 1) Gastronomy, 2) Tubing, 3) Snorkeling, 4) Trekking, 5) Volleyball.
- Pueblo Viejo-1. Express boat tour to “Pueblo Viejo” for the visitors with tight budget or little time.
- Conchagua-4. 1) Sea and land combination: volcano, islands and town 2) camping at the volcano, 3) coffee tour in the volcano 4) city tour
- Cruising in the bay

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

During the vacation season, in August 2012, a table to present the area, like the one installed during the season of fairs at La Union port, was set up at the Comfort Inn Hotel La Union (a major local lodging facility). This program was implemented by the CDT, CAT, tourists and fishermen who were trained as tour guides of the islands and from now on, it will operate every weekend and will allow the partnership of the mangrove tour of Intipucá, the typical villages of the area, beaches and other tours of the region.

- In order to consolidate the tour to the islands and to allow the distribution of benefits to the population of the islands and other stakeholders, the following trainings were implemented.
- Fishermen and boat captains of La Union, Chiquilin beach, Conchagueta island, Meanguera del Golfo island, Perico island, Periquito island and Zacatillo island totaling 32 persons participated in the second training for tour guides. Fishermen who participated as trainees in the first training supported this training and it was the first time that this kind of training took place in the country, and the Minister of Tourism announced that he would like to disseminate this project to other regions.

		
Workshop about the gourmet tour (Zacatillo island, February 6-7)	Group management workshop (Conchagua volcano, January 29)	Closing ceremony of fishermen guides (Chiquirin beach, February 20)

- A gastronomic and art craft improvement program in which approximately 100 people that offer food and art craft participated. The program included drills, preparation workshops, assembly, emblematic dish creation with local inputs for La Union, Conchagua, Zacatillo, Perico, Chiquirin, Meanguera del Golfo and Conchagueta
- A series of manuals where prepared with local operators with whom a procedure handbook is being prepared to increase the quality of the local products and services and allow for their standardization.

4) Activity 2-2: Presentation of routes and products to the CDT and the community of the islands

- a. The developed tour to the islands was presented to CORSATUR, municipalities, tour operators and the media.
- b. During vocational seasons, a hospitality stand is being installed in the Comfort Inn Hotel La Union, which is the main tourist accommodation of the zone,
- c. Another one is constructed on the main piers of La Union and Meanguera del Golfo during the local fairs. This program is being co-managed by the CAT, the CDT and the trained fishermen to offer the island tours to the visitors and will be functioning every weekend and might eventually incorporate other tours in the region.

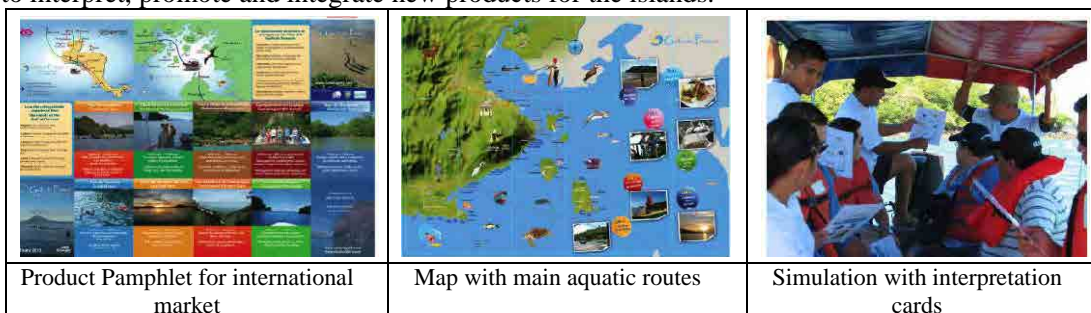
5) Activity 2-3: Design and production of graphic material

For the hospitality stands an activity menu was designed and used as the base for 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 where conducted.

An information guide, a Destination Management Company handbook and interpretation cards where designed, printed and distributed. These materials are fundamental for the contact personnel to interpret, promote and integrate new products for the islands.



For the graphic material preparation, reunions where held with the fishermen, local entrepreneurs and the CDT.

6) Activity 3-1 : Formulation of a promotion and marketing plan by the CDT

The promotion plan was prepared and implemented with the support of the Marketing department of CORSATUR

- a. Incentive to local travel agents to participate in international fairs
- b. The tour to the Fonseca islands was included in many of CORSATUR’s promotions
- c. Periodical implementations of fam trips
- d. Local travel agents have the means and basic data to promote themselves for the exchange with national travel agents.

7) Activity 3-2: Realization of Fam trips of the tour to the islands and presentation of the pamphlets

a. Fam trips

The personnel of CORSATUR, including the director, CDT and ASOTUR planned and implemented fam trips of the tour to the islands.

Date	Schedule
Saturday	
7:00- 10:30	Transfer to La Union (leave from CORSATUR)
10:00-10:30	Check in: Hotel Comfort Inn
10:30-14:30	View of the Fonseca gulf from the Conchagua volcano observation point (lunch included)
14:30-16:00	Back to the hotel, restaurant in the city
16:30-19:30	Sundown and night fishing on the gulf
19:30-21:30	Dinner and meeting with CDT, CAT and local travel agents
Sunday	
7:30-8:00	Breakfast
8:00-15:30	Tour to Zacatillo and Meanguera del Golfo islands (Lunch included)
15:30-16:00	Check out
16:00- 20:30	Back to San Salvador (Option; mangrove tour in Intipucá)

From November 2012 to February 2013, 10 fam trips where 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.

In the development of the fam trips, more than 100 local people participated from the communities of La Union, Conchagua, Chiquirin, Conchaguita, Perico, Periquito, Meanguera del Golfo and Zacatillo.

b. Pamphlet presentation

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 Golfo's tour operators will participate during 2013.

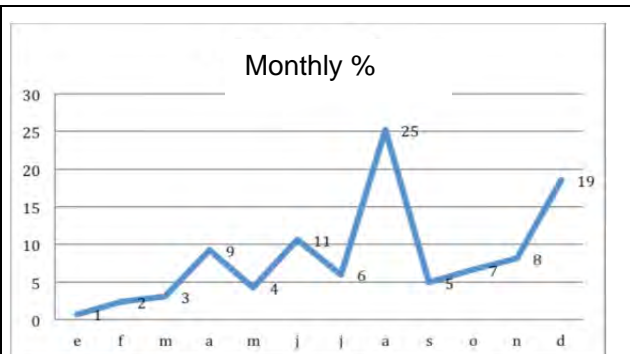


8) Activity 3-3 : Monitoring of the tour to the islands and feedback from the stakeholders by the CDT

The regional CDT with the other stakeholders of the project have started to implement a project for demand analysis and visitor monitoring. According to informing participants, the number of tourists has grown exponentially with respect to previous years. The following table shows the results of 2012.

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
%	1%	2%	3%	9%	4%	11%	6%	25%	5%	7%	8%	19%
Pax	31	97	126	377	175	432	245	1026	203	270	330	754

The fourth part of the visitors received in the year was reported in August.
 The 4 months considered as high season; April, July, August, and December gathered 65% of the overall visitors, while the other 8 months have 35% of the total.
 The second half of the year shows a higher number of visitors.



(2) Problems found and solutions.

To assure that there will be continuity from the capacity building actions and programs in the local communities of the Gulf, as well as the promotion strategies. Different areas of CORSATUR have incorporated follow up actions to their Operative Programs by implementing projects such as: Fam trips with operators and investors, training programs and promotion. Teachers and consultants from the CONAMYPE and ETI-K Corporation, who take care of the capacity building programs in the East part of El Salvador, have been trained in rural tourism to provide continuity in the capacity building programs.

2. Level of Achievement of indicators

- 1) Indicator 1-1: Detailed list with information regarding the tour to the islands of Golfo de Fonseca
 Executed according to plan.

2) Indicator2-1: At least four modalities of tours to the islands have been developed.

Related with the tour to the islands 2-1 “Tour to the islands route and development of products”, a list that allows the free combination of 25 types of different activities was developed.

3) Indicator 3-1 The CDT together with the local tour operators have prepared pamphlets and/or websites to promote the tours

During the mission more than 6 flyers have been developed to promote different types of alternatives in different occasions and the web site has been developed and managed by the regional CDT that constantly updates it and keeps on including new information about tours

4) Indicator 3-2 The CDT and local actors organize at least three fam trips to promote the tours

This goal has tripled due to the support of CORSATUR, the local entrepreneurs and the local and regional CDT's.

3. Final Evaluation

1) Relevance: High

This is a pilot project selected by CORSATUR in a region rich with touristic resources that are highly competitive, for which development is fundamental to attract long distance tourists that travel around Centroamerica and national and regional tourists that look for new destinations. The exploitation of the touristic resources has brought benefits to the local community, so the execution of this pilot project is relevant.

2) Effectiveness: High

The objective of this pilot project is the “Development of the Gulf of Fonseca islands tours by the CDT and other actors”. More actors than expected have been involved, because the Word has spread regarding the positive impacts of the project and the constant support from the regional CDT, La Union CDT and Meanguel del Golfo CDT.

3) Efficiency: High

Many actors are involved in this project and have built a solid and enthusiastic local social network. The persons responsible from CORSATUR for this pilot project have participated in most of the fisherman and community capacity building programs, which shows their interest in participating in this project, The fisherman graduated in the first phase have supported their colleagues during the second phase, they are ready to keep on sharing their knowledge and supporting new fisherman to participate in the project.

4) Impact: high

The development of the touristic product taking advantage of the natural resources of the coast has exceed the established goals and the promotion and marketing have started to show positive effects, for both the fishermen and hotels in the region, in the form of an important increase in passengers comparing to previous years. Likewise, the development of complementary offers in the islands such as food and art crafts have managed to improve the levels of satisfaction of the visitors as well as increasing the money they spent which translates into an increase in the benefits to the local communities.

5) Sustainability: High

The local entrepreneur net is solid and sustainable, as it has a continuity plan for short, mid and long term. Most trained guides are helping train new guides. CORSATUR, CONAMYPE, Corporation Eti-k (institute), the majors and the Regional Association for Tourism Development of the Gulf of Fonseca are committed to continue the efforts of continual improvement of the tours. CORSATUR has planned the launching of these products for the second trimester of 2013 and the fishermen guides had established the 20th of February as the tourism day in the Gulf and have plans to keep celebrating each year and in the event they announced their achievements.

6) Overview of the survey

Local actors state that from their viewpoint, the project has been excellent. The best aspects are evaluated to be their learning achievements in intercultural communication, product development, first aid, group leading and the alliances established.

Tour operators and media that participated in the fam trips evaluated the developed product to have

high potential. Those who visited the region in former years say that they find a big and positive change and consider that the local actors are ready to attend to tourists. Tour operators had started to consolidate deals with locals to bring clients to the region more often.

7) Conclusion:

Product development for island tours is a project with excellent results. On one hand the participative methodology used proved to be adequate, plus there is the enthusiasm and readiness of local actors and CORSATUR C/P, particularly the area of Product Development.

4. Lessons Learned and Recommendations

- (1) To increase their position and marketing the tours of the islands it is necessary that CORSAUT as well as municipalities, tour operators, communities, CDT and Regional Associations implement constant and consistent campaigns. To achieve this, the integration and strengthening of regional committees has been a must, since these kinds of regional projects go further than the one municipality and require the coordination of participation of different destinations and local CDTs. In CORSATUR, the marketing section has included the Gulf in their international promotion programs such as participation in trade shows throughout the world.
- (2) To achieve a better distribution of benefits between the local communities it is necessary to strengthen the community projects related with gastronomy and art crafts. In this regard, a community network with participation of more than 100 people and had received different kinds of training in different levels. (3) To increase the competitiveness of the boat pilots and fishermen that are essential for the development of tours it is necessary to continue with the training programs, incorporation of new actors, and improve the boat conditions. There are eight master guides and representatives of each participant destination to support the consolidation of the network and follow up training programs.
- (4) To increase the success rate it is necessary to implement an investor's promotion and support program in the strategic businesses established in the diagnostic developed with the CORSATUR C/Ps, CDT, locals and JICA project team. In this regard CORSATUR has announced an investors promotion and support program in the Gulf of Fonseca that will be held from 2013.

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

3.3.1 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 together with the personnel of CAT La Union, which is the counterpart, following the process below.

Workshop for the Training Objective and Problems Training Assessment :

During the first year the workshop for the assessment of the training objective and problems was conducted, and the assessment of training needs was carried out considering the opinions of the CDT and the stakeholders.

Clarification of needs through the reassessment :

In June and July 2011 visits were made to all municipalities in order to hold meetings with the CDTs and the stakeholders. At the meetings, opinions regarding the training were exchanged, to clarify the needs and reassess the training plan.

Meetings with the potential participants in the training :

During August and the beginning of September 2011, visits to the training object area were made together with the CAT La Union to announce the start of trainings and to hold meetings with the potential participants, in order to hear about their interests and opinions.

Meetings with the candidate trainers :

In August 2011, interviews with the potential instructors were held, in view of the training implementation at the second year. Through said interviews, discussions regarding the contents of the trainings were held in order to consolidate the contents of the training. The selection criteria of the trainings were (1) it is a countermeasure for the tourism development issues of each municipality, (2) proper use of the local resources, and (3) participants in the training have the will to learn.




(2) Definition of the training proposals

Based on the assessment evaluation mentioned above, the implementation of the following trainings was defined.

a) Seminar for Business Opening (tourism-related)

A brief description of the training contents and the results are as follows.



Table 3.3-2 Description and results of Seminar for Business Opening (Tourism-related) 2011

	No.1 Yucuaiquin	No.2 Intipucá	No.3 Pasaquina/Santa Rosa de Lima/San Jose/Bolívar
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.		
Place of training	Meeting space at the Yucuaiquin parish	Space at the Intipucá municipality	Annex of the Pasaquina municipality, (11/4th) , Meeting room of the Santa Rosa de Lima municipality (11/11th)
Participant municipalities	Yucuaiquin (municipality that requested the training)	Intipucá (municipality that requested the training)	Pasaquina ((municipality that requested the training), Santa Rosa de Lima/San José de la Fuente/Bolívar (invited by the former municipality) totaling 4 municipalities
Period and number of times	2011, November 5th and 12th; total 2 days	2011, November 9th and 10th; total 2 days	November 4th and 11th; total 2 days
Training hours	8:00-12:00 13:00-17:00 Total 8 hours		
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
Participants members of CDT	3 participants, 1 coordinator and progress supervisor	6 participants, 2 coordinators and progress supervisors	9 participants, 3 coordinators and progress supervisors
Instructor	Juan Moises Flores		
Division of roles	1) Training program and contents formulation centered in the JICA Project Team and instructors, implemented together with the CAT La Union. 2) Invitation to participants at each municipality, logistic works including the space were carried out by the JICA Project Team and the CAT La Union		
Results	Participants learned about basic concepts of entrepreneurship, management, investment costs, etc. 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).		
			
	Entrepreneurship Seminar	Workshop 1	Workshop 2

b) Customer Service (Restaurants)

A brief description of the training contents and the results are as follows.

Table 3.3-3 Description and results of training in Customer Service (Restaurants)

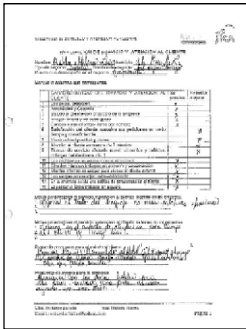

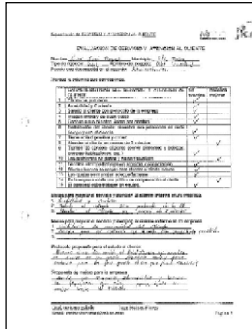
	No.4 La Union, Conchagua, Santa Rosa de Lima	No.5 Santa Rosa de Lima, San Jose
Objective of Training	Learn techniques of client service (restaurants) in order to improve local services	
Contents of the training	Classes directed to restaurant and similar business managers and employees regarding clients' services, and analysis of clients	
Place of training	Meeting space at a restaurant in La Union city	Meeting room at the Santa Rosa de Lima Municipality
Participant municipalities	La Union (municipality that requested the training), Conchagua and Santa Rosa de Lima (invited by the former municipality)	Santa Rosa de Lima (municipality that requested the training), San Jose (invited by the former municipality)
Period and number of times	2011, November 23d and 28 th ; total 2 days	2011, November 24 th and 29 th ; total 2 days
Training hours	8:00-12:00 13:00-17:00 – Total 8 hours	
Members of the training	Total participants: 27, 7 attended the two days	Total participants: 18, 4 attended the two days
Participants members of CDT	6 participants, 2 coordinators and progress supervisors	3 participants, 2 coordinators and progress supervisors
Instructor	Juan Moises Flores	
Division of roles	1) Training program and contents formulation centered in the JICA Project Team and instructors, implemented together with the CAT La Union. 2) Invitation to participants at each municipality, logistic works including the space were carried out by the JICA Project Team and the CAT La Union	
Results	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, attention to clients within 2 minutes, tec.	
		
	Class of clients' services	Class of clients' services

c) Customer Service (Hotels)

A brief description of the training contents and the results are as follows.

Table 3.3-4 Description and results of training in Customer Service (Hotels)

	No.6 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
Place of training	Meeting room at Santa Rosa de Lima municipality
Participant municipalities	Santa Rosa de Lima (municipality that requested the training)
Period and number of times	2011, November 25 th and 30 th ; total 2 days
Training hours	8:00-12:00 13:00-17:00 – Total 8 hours
Members of the training	Total participants: 9, 1 attended the two days
Participants members of CDT	1 participant, 1 coordinator and progress supervisor
Instructor	Juan Moises Flores




No.6 Santa Rosa de Lima			
Division of roles	1) Training program and contents formulation centered in the JICA Project Team and instructors, implemented together with the CAT La Union. 2) Invitation to participants at each municipality, logistic works including the space were carried out by the JICA Project Team and the CAT La Union		
Results	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, attention to clients within 2 minutes, tec.		
			
	Self-evaluation form prepared 1	Interview with hotel manager with the CAT La Union	Self-evaluation form prepared 2

d) Handicraft (Sea Shells)

A brief description of the training contents and the results are as follows.

Table 3.3-5 Description and results of training in Handicraft (Sea Shells) 2011




	No.7 La Union • Conchagua	No.8 Intipucá
Objective of Training	Learn techniques to manufacture handicraft using local material (seashells) envisaging the local tourism sector development	
Contents of the training	Classes, practices and sales activities related to the manufacture of handicraft using the seashells found at the local beaches (participation in the fair)	
Place of training	Training space at the CAT La Union office	Public space at the Intipucá municipality
Participant municipalities	La Union (municipality that requested the training), Conchagua (invited by the former municipality)	Intipucá (municipality that requested the training)
Period and number of times	From 2011, October 19 th to December 14 th ; Total 17 classes	From 2011, October 24 th to December 13 th ; Total 16 classes
Training hours	Tuesdays 12:30-16:30 -4 hours Wednesday 8:00-12:00 13:00-17:00 – Total 8 hours	Monday 8:00-12:00 13:00-17:00 -8 hours Tuesday 8:00-12:00 – 4 hours
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)
Participants members of CDT	2 participants, 2 coordinators and progress supervisors	No participants, 3 coordinators and progress supervisors
Instructor	Karen Elena González Mayorga	
Division of roles	1) Evaluation of training program and handicraft design centered in the JICA Project Team and instructor, implementation together with CAT La Union 2) Invitation to participants at each municipality, logistic works including the space were carried out by the JICA Project Team and the CAT La Union	
Results	Learning of techniques to manufacture handicraft 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. At the conclusion of the course, a group of artisans was created and they participated and exhibited the handicraft at the La Union city fair, accomplishing sales activities.	

No.7 La Union • Conchagua		No.8 Intipucá
		
Seashell collection at the beach	Handicraft using seashells	Aspects of the handicraft class (seashell)

e) Handicraft (Water reeds)

A brief description of the training contents and the results are as follows.


Table 3.3-6 Description and results of training in 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)	
Place of training	House of a CDT member near the Olomega lake at El Carmen city (2F)	
Participant municipalities	El Carmen (municipality that requested the training)	
Period and number of times	From 2011, October 21 st . to December 15 th ; Total 36 classes	
Training hours	8:00-12:00, 13:00-17:00 –Total 8 hours	
Members of the training	Total participants: 17, 6 attended the 36 classes (Final: more than 60% of total assistance)	
Participants members of CDT	2 participants, 2 coordinators and progress supervisors	
Instructor	Juan Carlos Chavez (Sutitoto city)	
Division of roles	1) Evaluation of training program and handicraft design centered in the JICA Project Team and instructor, implementation together with CAT La Union 2) Invitation to participants at each municipality, logistic works including the space were carried out by the JICA Project Team and the CAT La Union	
Results	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 the Olomega lake as a motif was created. By self-initiative, a facebook page was also created to promote and divulge the water reed handicraft on the internet and also sales activities were achieved, during the Olomega fair.	
		
Handicraft using the water reeds	Aspects of the handicraft training (water reeds)	Logo with the Olomega lake as a motive

f) Handicraft (Calabash)




A brief description of the training contents and the results are as follows.

Table 3.3-7 Description and results of training in Handicraft (Calabash)

No.10 Conchagua • La Union		
Objective of Training	Learning of techniques to manufacture handicraft using local material (calabash) envisaging the local tourism sector development	
Contents of the training	Classes and practices regarding handicraft manufacture using calabash, collection and manipulation, sales activities (participation in fairs)	
Place of training	Training room at the La Union office at La Union city	
Participant municipalities	Conchagua (municipality that requested the training) and La Union (invited to the training)	
Period and number of times	From 2011 November 17 th . to December 8 th . Total 4 classes (One day a week during 4 weeks)	
Training hours	8:00-12:00, 13:00-17:00 Total 8 hours	
Members of the training	Total participants: 18, 9 attended the 4 classes (Final: more than 60% of total assistance)	
Participants members of CDT	5 participants (Conchagua 4, La Union 1), 1 coordinator and progress supervisor	
Instructor	Juan Carlos Chavez (Sutitoto city)	
Division of roles	1) Evaluation of training program and handicraft design centered in the JICA Project Team and instructor, implementation together with CAT La Union 2) Invitation to participants at each municipality, logistic works including the space were carried out by the JICA Project Team and the CAT La Union	
Results	Learning of techniques to manufacture handicraft using a local resource, was achieved. Through the training, it was possible to learn a total of 4 models of handicraft using the calabash. Also sales activities at the fair in La Union city were accomplished.	
		
Aspects of the handicraft training (calabash) 1	Aspects of the handicraft training (calabash) 2	Aspects of the handicraft training (calabash) 3

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

The results of the training implemented during the third year are shown below. Starting in September 2012, 9 courses of 7 types of trainings were implemented, totaling 58 classes at 12 municipalities, with 176 participants.

No.1 La Union		
	In order to improve the techniques further, one of the participants of group 1 took part in the group 2 training as assistant to the instructor. With that, the expected result “Improve techniques to prepare seafood dishes” was achieved.	
		
View of the cooking training	Seafood Pasta	View of the cooking training

b) Leadership Development

A brief description of the training contents and the results are as follows.

Table 3.3-9 Description and results of training in leadership development




No.2 Towards leaders of 13 municipalities	
Objective of Training	Preparation of a touristic package plan by the CDT, aiming at the local tourism development
Contents of the training	<ul style="list-style-type: none"> • Lectures and presentation of case studies of CDT activities • Presentation of activities carried out by La Union CDT leaders • Practices for the preparation of a touristic package plan
Place of training	La Estación, at La Union municipality
Participant municipalities	Total of 10 municipalities, namely; Bolívar, San José la Fuente, Pasaquina, Santa Rosa de Lima, Intipucá, La Union, El Carmen, Conchagua, Meanguera del Golfo and Chirilagua.
Period and number of times	November 7th, 2012
Training hours	8 : 00 – 16:00 1 8 hours a day
Members of the training	41 persons
Participants members of CDT	17 persons
Instructor	Juan Moisés Flores, Osiris Salazar (Tour operator, La Palma) Masamichi Sunada (JICA Project Team)
Division of roles	<ol style="list-style-type: none"> 1) Training program and contents preparation by Masamichi Sunada (JICA Project Team), implemented by the instructor together with CAT La Union. 2) Call for participation in each municipality and assure the location as well as logistics were in charge of Sandra Natzumin Fuentes (CAT La Union) .
Results	During the workshop, participants were divided into groups according to the 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 the 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.

No.2 Towards leaders of 13 municipalities		
		
View of the leadership building class	Workshop	Touristic package plan

c) Handicraft (Sea Shells)

A brief description of the training contents and the results are as follows.










Table 3.3-10 Description and results of Handicraft Training (Sea shell)

No.3 Chirilagua		
Objective of Training	Learn techniques and skills to make handicraft using local raw material (sea shells) aiming to improve the local tourism-related business development.	
Contents of the training	Lectures and practices to make handicraft 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	
Place of training	Meeting room of the municipality- 2nd floor	
Participant municipalities	Chirilagua	
Period and number of times	September 29 to December 2 2012, once a week, total 9 classes	
Training hours	8 : 00 – 16:00 8 hours per day	
Members of the training	22 persons, 18 of them assisted all classes. (Finalized: more than 60% of the participants)	
Participants members of CDT	1 person (coordinator and participant of the training)	
Instructor	Claudia Rodriquez	
Division of roles	1) Evaluation of the training program and of the design Masamichi Sunada (JICA Project Team) and the instructor together with CAT La Union 2) Call for participation in each municipality and assure the location as well as logistics were in charge of Sandra Natzumín Fuentes (CAT La Union) .	
Results	Through the training, 18 participants finished the nine stages and so, they learned how to make 14 different types of handicraft. Participants were satisfied that they were able to learn well and they said they would like to continue making handicraft. Thus, the objective of the training “Learn techniques and skills to make handicraft using seashells” was achieved.	
		
Training of handicraft using seashell 1	Finished work	Training of handicraft using seashells 2

d) Handicraft (Bamboo)

A brief description of the training contents and the results are as follows.

Table 3.3-11 Description and results of Handicraft Training (Bamboo)


No.4 Conchagua							
Objective of Training	Learn techniques and skills to make handicraft using local raw material (bamboo) aiming to improve the local tourism-related business development.						
Contents of the training	Lectures and practices to make handicraft 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, bracelet, totaling 20						
Place of training	Conchagua Touristic Center						
Participant municipalities	Conchagua						
Period and number of times	September 24 to December 4 2012, twice a week, total 22 classes						
Training hours	8 : 00 – 16:00 8 hours per day						
Members of the training	14 persons; of these, 12 finished the entire cycle of classes (Finalized: more than 60% of the participants)						
Participants members of CDT	2 persons (2 participants in the training and one coordinator member of the CDT)						
Instructor	Juan Carlos Chavez						
Division of roles	1) Training program and designing Masamichi Sunada and Selene Alvarenga (JICA Project Team) and the instructor, together with CAT La Union. 2) Call for participation in each municipality and assure the location as well as logistics were in charge of Sandra Natzumin Fuentes (CAT La Union) .						
Results	In the training, 12 participants finished the 22 stages and so, they learned how to make 20 different types of handicraft. 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 handicraft using bamboo” was achieved.						
<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;"></td> <td style="text-align: center;"></td> <td style="text-align: center;"></td> </tr> <tr> <td style="text-align: center;">Training of handicraft with bamboo 1</td> <td style="text-align: center;">Finished products</td> <td style="text-align: center;">Training 2</td> </tr> </table>					Training of handicraft with bamboo 1	Finished products	Training 2
							
Training of handicraft with bamboo 1	Finished products	Training 2					

e) Handicraft (Aluminum)

A brief description of the training contents and the results are as follows.

Table 3.3-12 Description and results of Handicraft Training (aluminum)

No.5 El Carmen	
Objective of Training	Learn new techniques and skills to make handicraft to promote local tourism-related business development.
Contents of the	Lectures and practical classes about the handling of aluminum for handicraft, dyeing method,



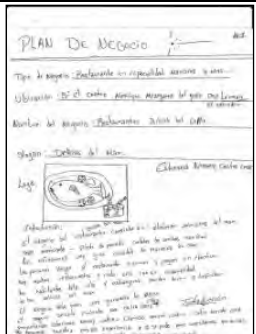


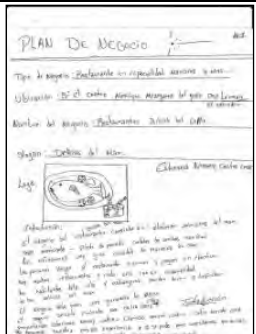


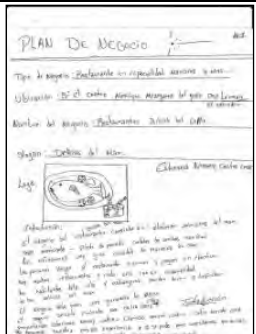
No.5 El Carmen				
training	etc. Articles made during the training: key holders, flower shaped magnets, heart-shape magnets, cross, bottle, 4 types of boxes, totaling 9 articles			
Place of training	House of one of the participants (Iliana Lourdes Vasquez)			
Participant municipalities	El Carmen			
Period and number of times	September 21 to October 7, 2012 , three times a week, totaling 9 classes			
Training hours	8 : 00 – 16:00 8 hours per day			
Members of the training	14 persons, of these 13 finished the entire program (Finalized: more than 60% of the participants)			
Participants members of CDT	2 persons (participants and coordinators of the training)			
Instructor	Juan Carlos Chavez			
Division of roles	1) Training program and design evaluation Masamichi Sunada (JICA Project Team) and the instructor, together with CAT La Union 2) Call for participation in each municipality and assure the location as well as logistics were in charge of Sandra Natzumin Fuentes (CAT La Union) .			
Results	Through this training, 13 participants finished the 9 stages and so, they learned the way to make 9 different types of handicraft. 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. Thus, the objective of the present training “Learn techniques and skills to make handicraft using embossed aluminum” was achieved.			
				
<table border="1" style="width: 100%;"> <tr> <td style="width: 33%; text-align: center;">Aluminum handicraft training 1</td> <td style="width: 33%; text-align: center;">Articles prepared during the training</td> <td style="width: 33%; text-align: center;">Training 2</td> </tr> </table>		Aluminum handicraft training 1	Articles prepared during the training	Training 2
Aluminum handicraft training 1	Articles prepared during the training	Training 2		

f) Seminar for Business Opening (tourism-related)

A brief description of the training contents and the results are as follows.

Table 3.3-13 Description and results of the Business Opening Seminar (Tourism related) 2012

	No.6 Menguela del Golfo	No.7 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.	
Place of training	Classroom at the Educational Complex of the municipality	Multi-purpose room at the municipality “CAJA de CREDITO”
Participant municipalities	Meanguera del Golfo	San Alejo
Period and number of times	October 4 and 5, 2012 (2 days)	October 9 and 10, 2012 (2 days)
Training hours	8 : 00 – 16:00 8 hours per day	
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




	No.6 Menguela del Golfo	No.7 San Alejo						
Participants members of CDT	4 persons (4 participants of the training, one of them was the coordinator)	3 persons (3 participants of the training, one of them was the coordinator)						
Instructor	Juan Moises Flores, Masamichi Sunada (JICA Project Team)							
Division of roles	1) Program preparation and training contents Masamichi Sunada (JICA Project Team) and the instructor, together with CAT La Union. 2) Call for participation in each municipality and assure the location as well as logistics were in charge of JICA Project Team together with Sandra Natzumin Fuentes (CAT La Union) .							
Results	Both in Meanguera 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.							
<table border="1" style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Business opening seminar</td> <td>Workshop</td> <td>Finished Plan</td> </tr> </table>						Business opening seminar	Workshop	Finished Plan
								
Business opening seminar	Workshop	Finished Plan						

g) Basic Seminar of Tourism Development

A brief description of the training contents and the results are as follows.

Table 3.3-14 Description and results of the Basic Seminar of Tourism Development

	No.8 Chirilagua	No.9 Yayantique
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 conduction of touristic events	
Place of training	Meeting room of the municipality- 2nd floor	Meeting room of the municipality
Participant municipalities	Chirilagua	Yayantique
Period and number of times	October 20 and 21, 2012 (2 days)	October 11 and 12, 2012 (2 days)
Training hours	8 : 00 – 16:00 1 day 8 hours	
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
Participants members of CDT	2 persons (participants and coordinators)	4 persons (4 persons, one of them was the coordinator)
Instructor	Juan Moises Flores, Raul Torres (CAT La Union) , Masamichi Sunada (JICA Project Team)	
Division of roles	1) Program preparation and training contents Masamichi Sunada (JICA Project Team) and instructors, together with CAT La Union 2) Call for participation in each municipality and assure the location as well as logistics were in charge of JICA Project Team together with Sandra Natzumin Fuentes (CAT La Union) .	
Results	Seventeen persons in Yayantique and four persons in Chirilagua attended the two days of the training, and in the end they were able to prepare a plan for the realization of events. In the plan, besides the evaluation of the event’s program, the functions of each group, like	

	No.8 Chirilagua	No.9 Yayantique
	coordinator with other groups, logistics, etc. were defined. Also, taking in consideration the follow up for the event, members of the CDT, who have a major role in the events were included in the training. Thus, the objective of this training “increase the capacity to prepare a plan for events” was achieved.	
		
		
	Class for the realization of events	Class for the realization of events
		Finished Plan

(5) Results Achieved in the Second and Third Years

In the second year, 10 courses of 6 types of training totaling 85 classes started in October 2011, with the participation of 9 municipalities and 216 persons in total. In the third year, 9 courses of 7 types of training, totaling 58 classes, started in September 2012, with the participation of 12 municipalities and 176 persons in total. Training implemented during the second and third years covered the 13 municipalities of the Fonseca gulf and the indicator of Activity 3.1 [At least one training according to the needs of the Tourism Development Committee/Association at the pilot project area is implemented] was achieved.

At the Business Opening Seminar and Events Organization Seminar, the Action Plan for the future was prepared and at the handicraft training, many participants completed the course and learned the techniques that were taught. Also, efforts were made to effectively disseminate the knowledge and features of the training implementation and the created handicraft were broadcast throughout the country.

(6) Lessons learnt- Recommendations

< Close communication with the stakeholders >

As methodology to implement the trainings, usually the CAT Union requested CONAMYPE, which is the institution in charge of training, to prepare the contents of the training according to the proposals of the instructors and said contents were not discussed with the local community where the training was to be implemented, including the CDT. It is possible to implement the training with contents that incorporate the opinions of the community and the tourism sector viewpoint, through a close communication with the local tourism-related stakeholders (CDT, tourism sector) as well as the CAT La Union, which has a lot of experience and knowledge regarding local tourism.

Therefore, previous to the training implementation it is important to hold meetings at the community, including the CDT, to clarify the information necessary to implement the training, and to evaluate the contents together with the instructors and the stakeholders, based on this information.

< Definition of objectives and number of training sessions >

It is important to define the objective of the training and evaluate deeply the required number of sessions. In the case of seminar-type trainings, the result to be achieved is mainly the preparation of an action plan (business opening plan, event organization, etc.) through

workshops; and so, the objective may be achieved in one or two days. However, in the case of handicraft training, participants will not be able to learn the techniques if there are only a few classes. In the case of handicraft at least 15 classes are needed, and the desirable number of classes would be around 30, if possible. Once the objective of the training is established, it is necessary to seriously consider the number of classes required to achieve said objective, at the planning stage.

< Selection of participants >

Participants are invited by the CDT representatives of the municipalities or the CAT La Union. At seminar type trainings there should be 20 to 25 persons and in the case of handicraft training 15-20 persons.

Before the start of the training, it is necessary to hold a meeting with the potential participants and it is possible to verify if they are willing to learn and to attend the entire course but the persons who are invited mostly come to the meetings out of curiosity or simply because they were invited and only a few participate thinking that this is an opportunity to improve their lives by increasing income. The majority participates for the first time in a training (especially the handicraft training) and it takes time to learn a technique, practice it and sale the product. It is effective to provide training to said persons in the sense that it is a motivation to start something; on the other hand it is also effective to provide training for persons who already have experience in tourism and handicraft and focus the training on them. For instance there can be an advantage in selecting 2 or 3 persons from each municipality who are already familiar with the subject techniques and have a willingness to learn in order to concentrate the training on them. By this methodology, although directed for a few, the techniques will largely improve and the development and growth of tourism at each municipality could be achieved through them.

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

For the creation of a CDT, CORSATUR (CAT office) chooses the place and time of a meeting and prepares a list of participants and commissioned members for the Statement of Oath (MINUTES, SWEARING-IN CEREMONY, BOARD OF DIRECTORS) . In this occasion, the contents and role of the CDT are established but not the Internal Regulations (IR).

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 Internal Regulations. 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
Intipucá	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 José	No answer	
Bolívar	No answer	
San Alejo	No answer	
Yucuaiquin	No answer	
Chirilagua	No answer	

In the end, 8 CDT were able to prepare the Internal Regulations using this model as reference. The main reasons that some municipalities did not prepare one are the following:

- Bolívar: 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

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

As 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

This is an institution under the jurisdiction of the Ministry of Economy, which provides assistance to small and medium enterprises, with 12 offices distributed all over the country. The office responsible for the municipalities around the La Union municipality is the San Miguel office.

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

Institute MEGATEC La Union

MEGATEC has a Tourism course and they are searching for contact points with this Project; they also had sent 2 students to CAT LA UNION as interns.

A strong network was built especially with MEGATEC through making text and dispatching the students as lecturers for Pilot Project of Environmental Tourism Education, in addition to that, receiving support in developing the concept on the tourism development of the municipalities.

During the graduation ceremony that takes place every year, MEGATEC invited the expert and through activities like this, the network with MEGATEC was reinforced.

INSAFOCOOP (Salvadorian Institute for the Promotion of Cooperatives)

INSAFOCOOP provided support for the process of cooperativization of Intipucá and Yayantique. Afterwards, Intipucá 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 its Business Plan, CDT Intipucá, received support from CDMYPE. The contacts with relevant organizations are seen below.

- Support the exchange between the regional CDT and the other CDT with ASOTUR.
- Conducted a meeting with the NGO (Amigos de la Tierra) concerning the local environmental conservation and the situation of the mangrove, establishing the network related to the Mangrove Tours.
- Assisted the meeting for touristic project planning at the University of the Eastern Region Andrés Bello
- Travel agents of the capital San Salvador participated in the “Fam Trip Tour to the Fonseca gulf islands”, in 2012 February 10~12.

In this way, there were many points of contact with the concerned entities but an issue is that the number of persons who were contacted is limited and there is no continuity.

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

Study trips in third countries were conducted during the first and third years. The details of the results of this input are in Chapter 4.

First Year : Study trip to a third country in Guatemala

Third Year : Study trip to a third country in Honduras and Nicaragua

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 opportunity to acquire necessary knowledge about activities of the CDT.

Study Trip to the Western region of El Salvador

① Background

Aiming for the strengthening of capacities of the Golfo de Fonseca CDT by MITUR-CORSATUR, in the first year a study trip to Guatemala was carried out with the leadership of MITUR-CORSATUR. The successful case of the Guatemala CDT was studied through a Technical Tourism Project in Guatemala and will be taken as reference for the strengthening measures.

After this success, MITUR-CORSATUR recommended for the second year, not only to learn from successful cases abroad, but also it's important to enquire about cases inside of El Salvador (especially the Western region that leads in tourism development). This is why for the second year a study trip inside the country will be carried out, visiting the tourist Western region of El Salvador.

② Objective

The study trip to the Western region of El Salvador is an activity lead by MITUR-CORSATUR, and has the objective of strengthening the capacities of CDTs.

The study trip has the following objectives:

- Learn from successful cases of tourism development in the Western region of El Salvador.
- Learn from the tourism market of the Western region of El Salvador.
- Learn how to implement the program “one town, one product”.

The participants of the trip shall be mainly CDT members of the 13 municipalities involved in the Project and located in the Eastern region of El Salvador. They will be accompanied by MITUR-CORSATUR officers and JICA experts, and shall be a group of 40-50 people.

The trip shall be carried out from La Union visiting the following tourist destinations and local CDTs:

Suchitoto, Lago de Coatepeque, Apaneca, Juayúa, San Lorenzo, Cascadas de San Juan.

In these cities the following activities will be carried out:

- Meetings and activities with CDT and CAT members of these cities to learn about the experience gained by these groups and the work being carried out. Moreover, there will be educational visits to tourist places in the region.
- Exchange meetings with the tourist sector of Suchitoto and Lago de Coatepeque (El Congo), Apaneca and Juayúa.

③ Schedule

< Friday 17th of February 2012 >

Schedule of the trip	Remarks
6:00 Departure from La Union to Suchitoto.	The schedule will be announced after, for the transportation logistics.
08:30 Technical stop	
11: 00 Arrival in Suchitoto. Guided tour around the city, tour to the Suchitlan lake and John Coto Museum.	Courtesy call to the Suchitoto Mayor. Presentation of the Suchitoto CDT and member of CAT Suchitoto.
12:00 Presentation by the Suchitoto CDT and exchange of opinions.	Exchange of opinions regarding the training regarding national and foreign clients, maintenance of the scenery, CDT activities and other topics.
14:00 Departure from Suchitoto to Lago de Coatepeque.	Courtesy call to the Mayor of El Congo.
16:00 Arrival in Lago de Coatepeque and tour with CDT El Congo.	Tour of the project activities, visit to the viewpoint.
17:00 Meeting with the CDT El Congo.	Presentation of CDT El Congo.
19:30 Departure to Apaneca.	
20:45 Arrival in Apaneca. 21:00 Departure to Ataco (Optional)	Tour of city of Ataco.
23:00 Arrival at Hotel.	

< Saturday 18th of February 2012 >

Schedule of the trip	Remarks
7:00 Departure to San Lorenzo.	
8:30 Arrival in San Lorenzo and observation of the activities of the program “one town one product” (Jocote Baron Rojo company)	Courtesy call to the Mayor of San Lorenzo. Presentation of CDT San Lorenzo.
12:00 Departure from San Lorenzo to Juayúa.	
13:30 Arrival in Juayúa, activities with the CDT Juayua and lunch at the Food Festival (if it is Sunday)	With CDT Juayúa.
17:00 Departure from Juayúa to La Union.	Exchange of experiences from the participants in the bus.
21:00 Arrival in La Union.	

④ Results of the Training

It was conducted for two days in 2012, February 17 and 18, with the participation of 45 persons in total.

The presentation of activities of the CDT at the Western region was conducted as follows.

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 tourist area.

- (1) Maintenance of the city appearance (cleaning)
- (2) Conditioning of buildings
- (3) Cultural activities
- (4) Safety of tourists

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 management and several other activities. 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.

- (1) Concentrated actions regarding young tourists
- (2) Characteristics of the activities activities (TABUTO)



San Lorenzo

The characteristic of this city is that it's the only one using a concept based on a local legend as the main point for development of the movement "one town one product" and use it as a tourism attraction. The evolution of this process is well on its way and the participants were very impressed by their effective actions as a sustainable way of tourism development.

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.



Juayua

Holding pedestrian fairs on Saturdays, Sundays and holidays. They implement these with collaboration from the CDTs and small entrepreneurs, which attract many tourists to the surroundings.

In the Eastern region areas where there are many tourism resources, food festivals can be created to attract tourists, which is highly important. Therefore, it is important to understand the activity mechanisms to support these activities.



Pilot Project Kick –off ceremony

On September 22, 2011 the presentation ceremony of the 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.

It was the second time the Ministry went to La Union due to the Project and it was the first time the CDT members met with him, causing a great impact in the stakeholders.



Submittal of presentation material

CDT meeting during the Intermediate Review

The Intermediate Review survey team requested the presence of as many CDT members as possible; therefore, on June 19, 2012, CDT members were called in to assist this meeting. In the morning there were presentations from CAT LA UNION and the representative of the regional CDT, regarding the strengthening of CDT and the JICA project team made a presentation to explain the formulation of the touristic development concept. In the afternoon there was an exchange of opinions between the Intermediate Review survey team and the CDT members.



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

A Project’s inspection visit was made by the Embassy of Japan (Councilor) and the Ministry of Tourism (Vice-minister of tourism), and the JICA office (Resident representative) for two days, on November 17 and 18, 2012. In 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 in the 13 municipalities

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



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

The Concept of Touristic Development defines the future direction of tourism development in the city and for its formulation the CDT, together with the municipality, settles 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 the capacity regarding tourism development, allowing the reassessment of local touristic resources jointly.

The process of the Tourism Development Concept formulation consists in the first place in the conformation of a committee among stakeholders like CORSATUR/CAT, CDT, regional CDT, municipality and others to formulate the concept. The existing situation of tourism development in the municipality is organized, centered in this committee, to revise the existing tourism development plans and to confirm the guideline of the touristic development plans in the Eastern Region. Following, the vision of tourism development is formulated to evaluate concrete projects necessary for the tourism development in order to achieve the goal, and classify said projects in the short, medium and long term.

The formulation of the concept started in July 2012 and the objective was to finish it by the end of November of the same year. The outlines for the formulation of the concept as well as the schedule were explained on June 19, 2012 during the CDT meeting; however, many CDT did not attend the meeting and even the CDT who did were represented by few members. Therefore, visits were made to each CDT individually to explain how to formulate the concept of touristic development.

Actually, the progress of the majority of CDT was not according to the schedule and on 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 Usulutn the beginning of January 2013, and studewas that at least 8 CDT/ADT should formulate the concept but in the end, all 13 municipalities accomplished the work.

(Annex-17. Concept of tourism development of the 13 municipalities)

3.3.6 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 3.3-15 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 for a touristic wagon with handicraft at the train station and improvement of the image	○	
Intipucá	Build up a mechanism for the tourism development in the municipality based on the system of the mangrove and kayak tours	○	
La Union	The Station • Installation of a Museum, restaurant and space for the selling of handicraft and a tourist information center	○	
Meanguera del Golfo	Change the wharf into a living museum	○	
Pasaquina	Tourism and Environmental Education • Dissemination to all schools in Pasaquina	○	Preparation of a proposal for road rehabilitation
San Alejo	Construction of a park	×	
San Jose	Creation of an eco-park named after the General Guillermo Cortez	×	
Santa Rosa de Lima	Project of the Sinai general park	○	
Yayantique	Construction of a kiosk of touristic information	×	
Yucuaiquin	Plan for Rehabilitation of Spasal Oscuro	○	

The methodology for the formulation of a proposal was to show a sample and to prepare it 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 and 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) .

3.4 Output4: Capacities of MITUR and CORSATUR for assisting CDTs/tourism development associations are enhanced in the pilot project area. (Capacity building of MITUR/CORSATUR)

3.4.1 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.

3.4.2 Activity 4-2: To strengthen the capacity of MITUR and CORSATUR for assisting CDTs/ tourism development associations. (OJT and Trainings in Japan)

Training in Japan was conducted during the second year (one participant) and the third year (4 participants) . Details are found in Chapter 4 Results of Input “4.2. Results Obtained by the Trainees”.

Other actions implemented in this activity are the following.

Preparation of a pamphlet :

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

At the moment of planning the Study trip to a third country in Guatemala, there was not a pamphlet required 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.



We recommend you to stay around our tourism area between La Estación and Central Park.

Places to eat in La Unión: Dragón, Chinese (100 maximum person), Amanecer Marino Seafood (120 max), Comfort Inn Buffet (100 max), Oasis Luna Seafood (120 max), Bahías bar, Seafood (100 max), Miramar Seafood (60 max), Cappuccino Sandwiches & gourmet coffee (20 max), Casa Jardín Sandwiches & fresh fruit juice (20 max), Pollo Campero chicken (120 max), Pollo Campesano, Chicken (20 max), El Jacalito Salvadorian food (50 max), La Posada de Osmin Salvadorian food (50 max), Super Mondongo, Desayuno y almuerzo (75 max), Pupusas El Puerto, Pupusas (20 max).

Places to eat in Conchagua: Villa central

Salvadorian food (120 max) / Posada de Dioselin
Salvadorian food (50 max) / Pupucodromo (250 max)
To buy souvenir in La Unión: Artesanorial
To buy souvenir in Conchagua: Bazar Xochil, Artesanías Ponce
To dance and sing at night in La Unión: Ranatos / Bahía Beer / Las Lunas
Pharmacy from 8:00 to 11:00, Nueva San Francisco in front of the City Hall
Doctor Erick Flores 9961-0698
CAT La Unión (Centro de Amigos del Turista) 2604-0470

Golfo de Fonseca
 gente vida historia mar
 Cuidar es Medio Ambiente

Map of La Unión

WELCOME TO

GOLFO DE FONSECA

- Island tours
- Volcano tours
- Beach tours
- Towns tours
- Traditional fishing classes
- Adventure
- & more

Golfo de Fonseca
 gente vida historia mar

Our Tourism Committee is here to give you information and support at: the deck, at "La Estación", at CAT.

TUESDAY, WEDNESDAY & THURSDAY

* All our tours include transportation and bilingual guide!

1. Transportation to La Estación Cultural Festival 18:00 to 21:00 (minimum 10 persons)
\$ 2.00
2. Walking Tour from La Estación 15:00 to 19:00 (maximum 15 persons)
\$ 1.00 (without transportation)
3. Express Conchagua town 18:00, 19:00, 20:00 (minimum 8 persons)
\$ 6.00
\$ 15.00 (with gastronomy show)
4. Transportation to Playitas beach 12:00, 14:00, 16:00 (minimum 8 persons)
\$ 7.00
5. Traditional fishing lesson 17:00 - 22:00 (maximum 6 persons/each night)
\$ 25.00 (included boat ride, fishing lesson with material needed, snack and non alcoholic drinks)
6. City Tour in La Unión from La Estación with bus 16:00, 17:00, 18:00 - 22:00 (minimum 10 maximum 50 persons)
\$ 10.00

SPECIAL HALF DAY FOR TUESDAY

* All our tours include transportation and bilingual guide!

1. Island tour 13:00-17:00 (minimum 7 maximum 40 persons)
\$ 17.00
\$25.00 (with lunch)
2. Conchagua volcano tour 12:30-18:00 (minimum 7 maximum 25 persons)
\$ 35.00 (included lunch)



WEDNESDAY & THURSDAY

* All our tours include transportation and bilingual guide!

1. Island tour 9:00-16:00 (minimum 7 maximum 60 persons/each day)
\$25.00
\$ 35.00 (included lunch)
2. Conchagua Volcano, trekking and little canopy (minimum 7 maximum 25 persons/each day)
\$25.00 (8:00- 12:00 with snack)
\$35.00 (12:30- 18:00 included lunch)
3. Town and Country in Pasaquina, Water park, Santa Rosa de Lima, trekking, 8:30 - 16:30 (minimum 5 / maximum 50 persons/each day)
\$33.00 (included lunch)

4. Beach day at Eco-place Tortuga Verde 9:00 - 17:00 (minimum 7/maximum 100 persons/each day)
\$25.00
\$35.00 (with lunch)
\$15.00 (Optional surf class)
\$15.00 (Optional kayak class, only evening)
5. Mangrove Forest in Intipucá and Las Tunas beach 8:30 - 17:00 (minimum 7/maximum 20 persons/each day)
\$38 (included kayak lesson and lunch at Las Tunas beach)
6. Alegria Lagoon, trekking, hiking and coffee tour 8:00 to 17:00 (minimum 7 / maximum 50 persons/each day)
\$ 36.00 (included lunch)
\$8.00 (Option: "High Rope Canopy")
7. Tour to San Miguel for shopping and Night life 16:00 - 23:00 (minimum 10/maximum 50 persons/each day)
\$ 15.00
8. Tour "Ruta de Paz" in Perkin for home of the museum of history of civil war, you can enjoy nature and history 7:00 to 17:00 (minimum 10 / maximum 50 persons/each day)
\$ 40.00
9. City tour and Shopping in San Miguel 8:00 to 15:00 (minimum 10 / maximum 50 persons/each day)
\$ 15.00



If you join our tour, you can support our tourism association in this region. We appreciate your participation.


(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 in the Fonseca gulf, centered in La Unión port, was prepared, in collaboration with CORSATUR and the regional CDT.

Tourist Information


Places to eat in La Unión: Dragón Chinese (100 maximum / person) / Amanecer Marino Seafood (180 max) / Hotel Comfort inn Buffet (100 max) / Oasis Luna Seafood (100 max) / Bahías bear Seafood (100 max) / Miramar Seafood (60 max) / Cappuccino Sandwiches & gourmet coffee (20 max) / Casa Jardín Sandwiches & fresh fruit juice (20 max) / Pollo Campesino chicken (120 max) / Pollo Campesino - Chicken (20 max) / El Jacalito Salvadorense food (50 max) / La Posada de Osmín Salvadorense food (50 max) / Super Manzónigo Salvadorense food (75 max) / Pupusas El Puerto, Pupusas (30 max) Places to eat in Conchagua: Villa central Salvadorense food (100 max) / Posada de Diocelín Salvadorense food (50 max) / Pupusodromo (350 max) To buy souvenir in La Unión: Anso Colonial To buy souvenir in Conchagua: Bazar Nochi / Artesanías Ponce To dance and sing at night in La Unión: Benitos / Bahías Beer / Las Lunas Pharmacy: from 7:00 to 21:00. Nueva San Francisco in front of the City Hall CAT La Unión (Centro de Amigos de Turismo) Tourist Information Office: + (503) 2604-0470 catlaunion@gmail.com



If you need more information you can visit Our Website www.visitaelfolfo.com catregionalgolfodefonseca@gmail.com




Port of "La Unión Centroamericana"



Golden Bear from California, USA
12 Jun, 2012

www.elsalvador.travel



Welcome to GOLFO de FONSECA

- Island tours
- Volcano tours
- Mangrove tours
- Beach tours
- Towns tours
- Traditional fishing classes
- Adventure
- & more




Adventure In Golfo de Fonseca



Perfect waves, Surfing in Las Flores Beach



Kayaking/Mangrove Tour, El Esterón Beach, Intipucá (www.intipucacatours.com)



Second oldest Antique Colonial Church in El Salvador at Conchagua

Trekking Tour at Conchagua Volcano



Islands Tour at...



Golfo de Fonseca



See the places you've only dreamed about or have seen in pictures. We make it easy to have your travel dreams come true, with expert planning and the best resources in Golfo de Fonseca! Yes, now you can travel worry-free and have the adventure of a lifetime!

Gastronomy



MARISCADA, Shrimp, Oyster (Seafood), And Typical Food PUPUSAS

Culture

Traditional Dress and Dance:



@ omega Lagoon/Handicraft/Accessories




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 (study trip in Nicaragua and Honduras), together with the pamphlet of the Tour to the Islands.

 <p>Golfo de Fonseca para todos los viajeros</p>		 <p>La oportunidad perfecta de navegar por las Islas del Golfo de Fonseca</p> <ul style="list-style-type: none"> • Incluye el transporte que nos lleva a la zona y la devolución de los autos. • Almuerzo habitual y bebidas de presentación, cerveza y refrescos. • Almuerzo a tu vez en el restaurante con un delicioso almuerzo. • Después de disfrutar de un día maravilloso del mar. • Observa la hermosa zona costera desde playas, puentes, diques y Aguas Termales. • Necesitas tarjetas, efectivo, papel y poco de ropa cálido. 		 <p>Golfo de Fonseca para todos los viajeros</p>	
<p>Las 100 experiencias imperdibles desde las Islas del Golfo de Fonseca</p> <ul style="list-style-type: none"> • Explora los paisajes y la biodiversidad de las islas. • Aprende a surfear y disfruta de un día perfecto. • Aprende a pescar y disfruta de un día perfecto. • Disfruta de deliciosos platos, desde los más tradicionales hasta los más modernos. • Disfruta de hermosos paisajes, playas, puentes y aguas termales. • Disfruta de hermosos paisajes, playas, puentes y aguas termales. 	<p>Tour Periwinkle Periwinkle Tour</p> <p>8:00 a.m. - 4:00 p.m.</p> <p>Almuerzo, presentación, bebidas, cerveza, refrescos.</p> <p>Islas, playas, paisajes, puentes, diques, aguas termales.</p>	<p>Clase de pesca artesanal Traditional fishing tutorial</p> <p>9:00 a.m. - 1:00 p.m.</p> <p>Transporte, almuerzo, bebidas, cerveza, refrescos.</p> <p>Tradicional fishing tutorial, boat, fish, and equipment.</p>	<p>Tour a villa de pescadores Fisherman village tour</p> <p>8:00 a.m. - 2:00 p.m.</p> <p>Lapadón, tradiciones, bebidas, cerveza, refrescos.</p> <p>Lapadón, tradiciones, bebidas, cerveza, refrescos.</p>	<p>Compartiendo en la playa Camping on the beach</p> <p>9:00 a.m. - 4:00 p.m. del otro día / 2 day camp night</p> <p>Transporte, almuerzo, presentación, bebidas, cerveza, refrescos.</p> <p>Transporte, almuerzo, presentación, bebidas, cerveza, refrescos.</p>	<p>Tour de Mangrove Mangrove tour</p> <p>7:00 a.m. - 2:00 p.m.</p> <p>Boat, almuerzo, bebidas, cerveza, refrescos.</p> <p>Mangrove forest, birds, crabs, oysters, fishermen, nature.</p>
<p>Tour de Surfista Surfist tour</p> <p>1:00 p.m. - 5:00 p.m.</p> <p>Almuerzo, bebidas, cerveza, refrescos.</p> <p>Almuerzo, bebidas, cerveza, refrescos.</p>	<p>Tour de presentador de surf Surfist tour</p> <p>3:00 p.m. - 6:00 p.m.</p> <p>Almuerzo, bebidas, cerveza, refrescos.</p> <p>Almuerzo, bebidas, cerveza, refrescos.</p>	<p>Tour al Volcán de Conchagua Conchagua Volcano tour</p> <p>8:00 a.m. - 5:00 p.m.</p> <p>Almuerzo, bebidas, cerveza, refrescos.</p> <p>Almuerzo, bebidas, cerveza, refrescos.</p>	<p>Crucero Nicaragua Crossing to Nicaragua</p> <p>8:00 a.m. - 11:00 a.m.</p> <p>Transporte, almuerzo, presentación, bebidas, cerveza, refrescos.</p> <p>Transporte, almuerzo, presentación, bebidas, cerveza, refrescos.</p>	<p>Consulta a su operador favorito</p> <p>Ask your favorite tour operator</p> <p>www.golfodefonseca.com</p>	

3.4.3 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 Yayantique. 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.

CDT Intipucá had begun its process of legalization with the support of the Legal Unit of CORSATUR, but it took longer for observation of the Statute and the other members that do not want bear additional costs decided to legalize it through the municipality and ADESCO (Association Community Development) and it is currently being processed as of February 2013.

CDT Yayantique is moving towards the establishment of the Cooperative Yayantur for tourism and sought the support of INSAFOCOOP.

CAT La Union points that San Alejo, and San Jose Yucuaiquín de la Fuente are expressing their desire for legalization.

Table 3.4-1 Kinds of Legalization

Kinds of Legalization	Place of Application	Institution of Support for Legalization	Characteristics	Note
Tourism Development Committee /Comite de Desarrollo Turistico (CDT)	CORSATUR/ CAT	-	<ul style="list-style-type: none"> • Basic entity to carry out activities of tourism development. Promotes the tourism development of the municipality through different projects and programs. • It is not legalized and so is not entitled to receive donations from other institutions. • As a Nonprofit entity it cannot conduct activities that generate profit (tour packs, sales of products, etc.) 	Creation through the CAT. More than 15 members are needed. Non-profit activities
Tourism Development of Association (ADT)	Government	CONAMYPE (Jurisdiction: Ministry of Economy)	<ul style="list-style-type: none"> • Tourism Development Committee is legalized when necessary to enhance the level of knowledge to the outside. The certification of legalization is published at the official paper. • It is legalized, as so, entitled to receive donations from other entities. • As a Nonprofit entity it cannot conduct activities that generate profit (tour packs, sales of products, etc.) 	There are initial costs (\$ 300 to \$ 400) and takes a long time (1 ½ years). Nonprofits. More than 25 members are needed.
Community Development Association (ADESCO)	Municipality	Municipality (Sindico, Council)	<ul style="list-style-type: none"> • Acknowledged as legal entity by the municipality. However requires more than 25 members; difficult for small associations. • It is legalized, as so, entitled to receive donations from other entities. • As a Nonprofit entity it cannot conduct activities that generate profit (tour packs, sales of products, etc.) 	Processing is easy. It is processed with little expense or time (\$ 100 to \$ 150). Nonprofits. Procedure 1 month).

Cooperative	INSAFOCOOP	INSAFOCOOP (Jurisdiction: Ministry of Economy)	<ul style="list-style-type: none"> •Members of the Tourism Development Committee contribute with money to create an association to conduct profitable activities related to tourism. Entity separated from the CDT but sometimes it is the same members as the CDT that create the cooperative. •It is legalized, as so, entitled to receive donations from other entities. •Entity with profit purposes, as so, conducts profitable activities (sales of package tours and products) 	Business Activity. Procedure is three months.º
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3.5 Output5: A Model of tourism development for CDTs/tourism development associations are created and disseminated in the Eastern Region.

3.5.1 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. If it is applied to other regions, it is possible to adapt the model according to the characteristics of the touristic resources of said area.

This model is centered in the CDT, which has a major role in the practical activities of the local tourism development, and includes the roles of other concerned entities. For municipalities who currently do not have a CDT, in the first place, its creation is the goal and for municipalities who already have CDTs, it is expected that it will strengthen the capacities.

The framework of the model of activities is explained below. 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 conducting the 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.

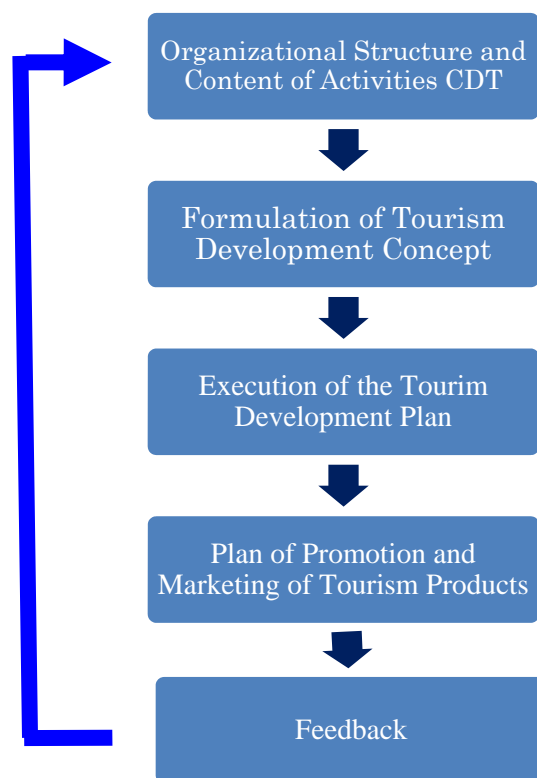


Figure 3.5-1 Framework of the Model of Activities

The contents of this model of activities are the following and the comprehensive contents are found in the annexed document.

I . Introduction	<ol style="list-style-type: none"> 1. Objectives and outline of the Model of Activities 2. Needs of the Tourism Development 3. Areas with high potential of touristic development at the Eastern Region 4. Tourism Development Promotion System
II . Towards the creation of Tourism Development Committees (CDT)	<ol style="list-style-type: none"> 1. Tourism Development Committees 2. Regional Tourism Development Committee 3. CORSATUR/CAT 4. Needs of partnership with the municipality
III . Organizational system of the Tourism Development Committee and content of activities	<ol style="list-style-type: none"> 1. Institutional Organization of the CDT 2. Contents of Activities of the CDT 3. Capacity Building of the CDT
IV . Formulation of the Touristic Development Concept	<ol style="list-style-type: none"> 1. Process of the Touristic Development Concept Formulation 2. Participants and Creation of the Touristic Development Concept Formulation Committee 3. Organization of the Existing Situation of Tourism Development in the Municipality 4. Review of the Touristic Development Plan and Certification of the Eastern Region Tourism Development Plan Guidelines 5. Formulation of the Tourism Development Vision 6. Formulation of Tourism Development Projects and Organization in Short, Medium and Long Term Plans 7. Selection of Priority Projects of Tourism Development

	8. Formulation of the Proposal
V. Implementation of Tourism Development Projects	<ol style="list-style-type: none"> 1. Identification of Tourist Resources. 2. Awareness and Training of Stakeholders in the Project 3. Implementation of Tourism Development Projects 4. Monitoring, feedback
VI. Plan of Touristic Products Promotion and Marketing	<ol style="list-style-type: none"> 1. Marketing Plan 2. Promotion Plan 3. Participation in Promotional Activities 4. Recommendations for the preparation of promotional tools 5. Promotion at each municipality 6. Schedule
VII. Feedback	<ol style="list-style-type: none"> 1. Internal Rules Committee / Association of Tourist Development and Annual Business Plan 2. Formulation of Tourism Development Concept 3. Efficient Broadcasting Business Model 4. Feedback cycle
Annexes	<p>Annex -1 : Sample of Internal Regulations</p> <p>Annex-2 : Guidelines for the Touristic Development at the Eastern Region</p> <p>Annex-3 : Survey of Needs of Training and Implementation Manual</p> <p>Annex-4 : Samples of Tourism Development Projects</p> <p>Annex-5 : Process for the selection of Pilot Projects</p> <p>Annex-6 : Manual of Pilot Projects</p>

3.5.2 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 Mozarán 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 the 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.

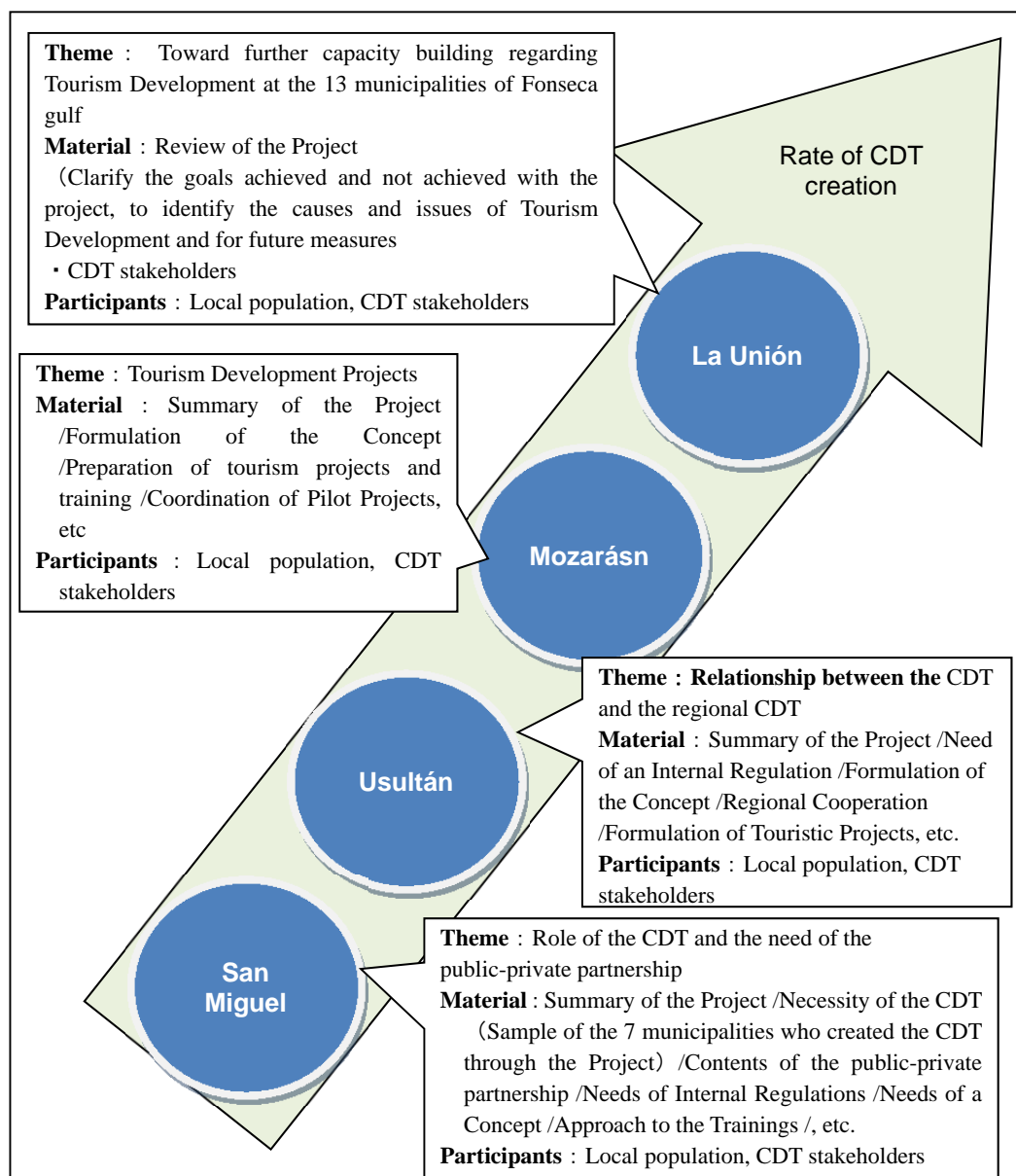


Figure 3.5-2 Themes of Dissemination and ;Material Required by Department

Dissemination System

There are two CAT offices at the Eastern region; CAT LA UNION, responsible for the departments of La Union and Usultán 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 UNION 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.

The organization chart of tourism development at the Eastern region is shown below.

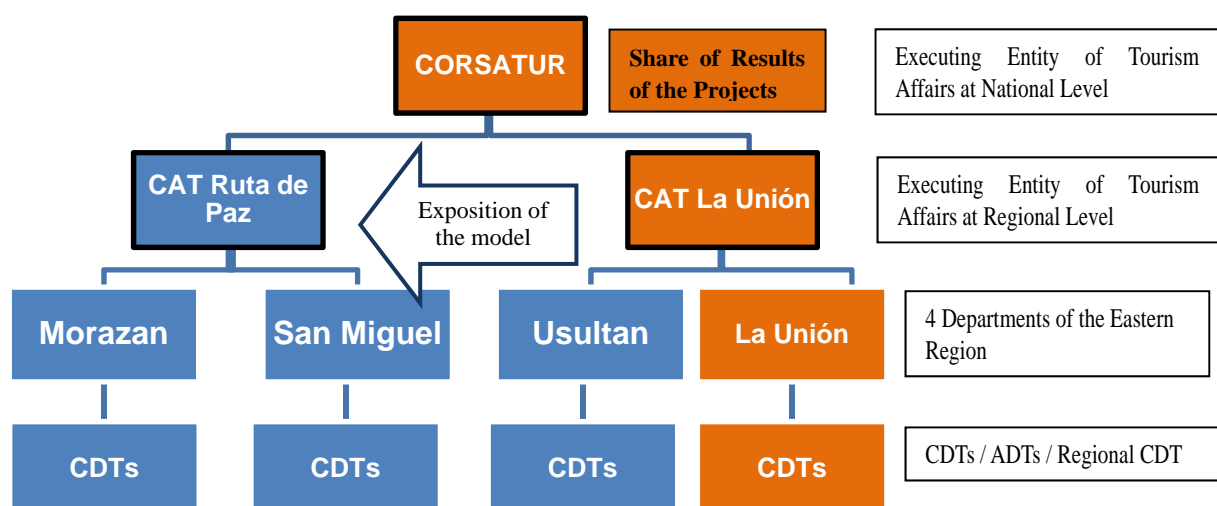


Figure 3.5-3 Organization of Tourism Development Promotion in the Eastern Region

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)

Table 3.5-1 Seminar Program (Usulután department)

Time	Theme	Presenter (CORSATUR)
9:00-9:15	Greetings from CORSATUR	Licda. Rita Cartagena
9:15-10:00	Results of activities of the Pilot Project and trainings	Licda. Eva Mejía Ing. Riquelmy Alvarado, Arq. Marta Calderón, Licda. Elsy Alvarenga, Lic. Roberto Ayala, Ing. Héctor Cardoza, Lic. Raúl Torres
10:00-10:30	Towards the creation of CDT and regional CDT	Licda. Eva Mejía
10:30-10:45	Presentation of the situation of the regional CDT (ADT Golfo de Fonseca/ ADETUR Morazán)	Morazán: Licda. Alba Marisol Galindo (ADETUR) . Golfo: Lic. Héctor Melgar
10:45-11:05	Break	
11:05-12:00	Workshop : Toward the consolidation of the regional CDT	Facilitator: Tec. Mérida Argueta, Lic. Raúl Torres
12:00-13:00	Lunch	
13:00-13:20	Introductory Video of the movement "One village, one product"	JICA
13:20-14:20	Methods for the formulation of the	Lic. Raúl Torres

	Touristic Development Concept	
14:20-14:25	Exchange of Opinions	Licda. Eva Mejía
14:25-14:30	Closing	Mr. Takashi Fujita
		
Dissemination Seminar		Workshop

2) Mozarán Department

Time : June 3, 2013

Place : Perquín Lenca Hotel (Perquín city)

Participants : Total 96 persons (CDT of the 14 municipalities, Mayor and municipality staffs, CORSATUR/CAT, JICA)

Table 3.5-2 Program of the Seminar (Mozarán department)

Time	Theme	Presenter (CORSATUR)
9:00-9:15	CORSATUR greetings	Licda. Rita Cartagena
9:15-10:00	Results of Activities of the Pilot Projects and Trainings	Licda. Eva Mejía Ing. Riquelmy Alvarado, Arq. Olga Grande Licda. Elsy Alvarenga, Lic. Raúl Torres
10:00-10:30	Towards the capacity building of CDT Projects of tourism development	Licda. Eva Mejía
10:30-10:45	Regional CDT (Mozarán) and local tourism development projects	Tec. Carminda Rosibel Díaz Tec. Mélida Argueta, Tec. Elsy Villalta.
10:45-11:05	Break	
11:05-12:00	Workshop : Tourism development projects	Lic. Raúl Torres Tec. Mélida Argueta
12:00-13:00	Lunch	
13:00-13:20	Introductory Video of the movement "One village, one product"	Video by JICA
13:20-14:20	Methods for the formulation of the Touristic Development Concept	Lic. Raúl Torres
14:20-14:25	Exchange of Opinions	Licda. Eva Mejía
14:25-14:30	Closing	Mr. Takashi Fujita



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)

Table 3.5-3 Program of the Seminar (San Miguel Department)

Time	Theme	Presenter (CORSATUR)
9:00-9:15	Greetings from CORSATUR	Ing. Roberto Viera
9:15-10:00	Results of activities of the pilot projects and trainings	Licda. Eva Mejía Arq. Marta Calderón, Licda. Elsy Alvarenga, Lic. Raúl Torres
10:00-10:30	Toward the creation of CDT Capacity building of CDT	Licda. Eva Mejía
10:30-10:45	Existing situation of CDT (La Union CDT, Conchagua CDT, El Carmen CDT)	La Union: Mr. Luis Díaz (La Union), Mr. Alex Segovia (Conchagua), Mr Gil Angel Amaya (El Carmen)
10:45-11:05	Break	
11:05-12:00	Workshop : Toward the creation of the CDT, partnership with the municipality	Facilitator: Licda. Mérida Argueta y Raúl Torres
12:00-13:00	Lunch	
13:00-13:20	Introductory Video of the movement "One village, one product"	Video by JICA
13:20-14:20	Methods for the formulation of the Touristic Development Concept	Lic. Raúl Torres
14:20-14:25	Exchange of Opinions	Licda. Eva Mejía
14:25-14:30	Closing	Sr. Takashi Fujita



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)

Table 3.5-4 Program of the Seminar (La Union Department)

Time	Theme	Presenter (CORSATUR)
9:00-9:15	Greetings from CORSATUR	Licda. Martha Cristina Morales
9:15-9:45	Summary of the Project	Licda. Eva Mejía
9:45-10:45	Results of activities of the pilot projects and trainings	Licda. Eva Mejía Licda. Martha Cristina Morales, Licda. Andrea Muñoz Arq. América Villatoro Lic. Roberto Ayala Lic. Raúl Torres
10:45-11:00	Situation of the achievement of goals of the Project	Licda. Eva Mejía
11:00-11:15	Break	
11:15-12:30	Workshop : Evaluation of CDT and future prospects	Facilitator: Licda. Mélida Argueta y Raúl Torres
12:30-13:30	Lunch	
13:30-15:00	Workshop; Toward the dissemination of pilot projects and trainings	Licda. Eva Mejía Licda. Martha Cristina Morales, Licda. Andrea Muñoz Arq. América Villatoro Lic. Roberto Ayala Lic. Raúl Torres
15:00-15:05	Communication from CORSATUR	Licda. Eva Mejía
15:05-15:10	Closing	Mr. Takashi Fujita

	
Dissemination Seminar	General Picture of the Participants

Chapter 4 Results of Input

4.1 Assignment Results of the Experts

This Project was implemented by the 6 following experts. The total time that the assigned experts devoted to the project was 92.07man months.

Table 4.1-1 Results of the Assigned Experts' Team

Field of expertise	Name	1st. Year	2rd. year	3rd. year	Total (M/M)
Chief Advisor Community Development 1	Yoshiki Hirabayashi	4.74	—	—	4.74
Chief Advisor/Institutional Coordination 1	Takashi Fujita	—	5.56	6.33	11.89
Deputy Advisor / Tourism Development 1 / Community Development	Shoichi Kunitama	3.97	5.74	7.17	16.88
Tourism Development 2	Haruhisa Ishikawa	4.67	7.00	7.84	19.51
Institutional Coordination 2	Alejandra Zorriila	4.17	6.20	7.17	17.54
Tourism Promotion	Aya Akiyama	2.50	3.00	3.50	9.00
Human Resource Development	Masamichi Sunada	4.00	3.64	4.00	11.64
Management of Training in Japan		—	—	0.87	0.87
Total(M/M)		24.05	31.14	36.88	92.07

4.2 Results of the Trainees Reception

In this Project, Training program in Japan were conducted in the second and third year and training program (study trip) to a third country were conducted in the first and third year.

4.2.1 Training program in Japan

(1) Training in Japan

① General description of the training

The training program in Japan was carried out with the purpose of obtaining a better result, through the knowledge gained through such training and reflecting the experience learned in the Project being currently implemented, aiming for tourism development in El Salvador through public-private cooperation.

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 conclusion of the training, a summary if the results of the training were made as well as the presentation of the action plan.

② Basic guidelines of the training program in Japan

The basic guidelines of the training program in Japan are as follows:

- (i) Learn about the public-private cooperation of the Regional Tourism Associations and NGOs as well as the management system, and take these things as reference for the development of CDT in the Gulf of Fonseca. Moreover, learn about the management of events and special methodology of Tourism promotion.

a. Kawagoe municipality, Department of industry and tourism, Tourism sector.

The tourism sector of the department of industry and tourism of the Kawagoe municipality makes all political decisions regarding Kawagoe tourism starting with the Kawagoe festival and manages the events to attract tourists in cooperation with local organizations

b. NGO Kawagoe Kura no Kai.

The NGO Kawagoe Kura no Kai, under the certification of the Ancient city of Kawagoe “Conservation Zone of Important Traditional Monuments”, committed with the municipality and carries out the improvement of the scenery in the Ancient city together with the committee of ancient streets, excavation of tourism resources of the surroundings of the ancient city and the conservation activities.

c. Tourism association of Yufuin hot springs.

In the Yufuin hot springs, development of the large springs has not been carried out in these areas, but they have maintained such springs using the region’s nature. In addition, they are pioneers in carrying out the maintenance of the hot springs area to attract small groups. The tourism association of Yufuin hot springs is the main body of this activity and also holds cultural activities involving the city.

d. Fujisawa tourism association.

The Fujisawa tourism association carries out tourism propaganda regarding Fujisawa city and submits information to tourists for trainings in the area. Moreover, it manages the Tourism Information Offices in and outside of Enoshima.

- (ii) Training on the successful examples of tourism promotion in Oita department and analyze their implementation in the Gulf of Fonseca. Additionally, learn about the re-activation of the tourism areas that were in decline.

a. Association for international exchange “One town, one product” Oita

In the department of Oita, under the slogan “firstly locally, then globally”, products that are accepted at national and world level are being elaborated, and for this, the staff who can elaborate such products is being trained and areas are being formed for such purpose.

b. JAPAN Onpaku association.

There was a constant decrease of visitors in the Beppu hot springs due to changes in tourists’ needs. However, Japan Onpaku (formerly Hatto Onpaku) through events and the proposal of enjoying new hot springs using local resources, is recovering the Beppu hot springs.

- (iii) Learn about the tourism administration and tourism encouragement in Japan and in the future take it as reference for Tourism Administration in El Salvador.

a. JNTO (Japan National Tourism Organization).

Tourism promotion in Japan and attention to tourists that visit Japan through receptive tourism, are aimed to create a “tourist country”. Currently, the campaign “Visit Japan” is being implemented.

b. Ministry of tourism, department of international tourism policies.

The ministry of tourism is the government institution in charge of the tourism administration and aims to increase the number of tourists that visit Japan and increase the number of trips abroad of the Japanese people. Especially, the department of international tourism is working on the Receptive Tourism Project.

c. Association of tourism promotion in Japan

As the central institution for internal tourism promotion in Japan, several activities of tourism promotion are carried out in an integrated manner. The members cover local public organisms, tourism associations and enterprises related to tourism.

(iv) Reference Case of Tourism Development was observed.

a. Enoshima.

Located in an area of one-day tours from Tokyo, its situation is similar to La Union's, where one-day tours are intended to start from the capital, San Salvador. Enoshima is in no way a tropical beach, and the environment is very similar to the Gulf of Fonseca's. Based on this situation the participants were trained regarding how to serve tourists and they were helped to learn about the ideas and efforts made in Enoshima.

b. Toi

Santa Rosa de Lima has an abandoned gold mine and it is thought that it could be used for tourism purposes. The archeological remains of the Toi gold mine will be visited as reference. In Japan there is representative gold mine tourism that is called Osarizawa; but considering the size, the Toi gold mine is more appropriate and has an abandoned feeling. Additionally, in Guam there is Koibito Misaki, but it would be optimum to create a new attraction place in La Union.

c. Kyoto

Regarding Kyoto, which is the largest tourist area in Japan, the tourist use of temples and sanctuaries can be observed and the creation of Monzen-machi next to it. Furthermore, in the Kyoto crafts center, traditional art products can be seen as well as the sales methodology. In the JTB sunrise tour, this can be observed effectively.

(v) Participation in the JATA Travel Expo.

The students of the training shall distribute materials and carry out a presentation on tourism in El Salvador. Through the observation of the tourism promotion method of other countries, the trainees shall learn about the promotion methodology in future international tourism fairs.

③ Participants

Sandra Natzumin Fuentes Sánchez: Technician from CAT La Union from Ministry of Tourism.

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

④ Training program in Japan

The training program is shown in the following Table: 4.2-1.

Table 4.2-1 Training program in Japan

	Date	Time	Schedule	Location
1	9/27 Tue.		Arrival Narita airport. Visit to Tokyo international center.	Tokyo (TIC)
2	9/28 Wed.	09:00 - 14:00 15:00 - 17:00	Orientation in TIC. Preparation of JATA Travel Expo (Tokyo Big Sight).	Tokyo (TIC)
3	9/29 Thu.	10:00 - 17:00	Participation in JATA Travel Expo (tourism industry). Participation in Symposium.	Tokyo (TIC)
4	9/30 Fri.	09:30 - 11:00 11:30 - 12:30 14:00 - 15:00	Kawagoe Kura no Kai: history of tourism development in Kawagoe city, conservation of ancient streets, cooperation with the municipality, lecture on activities of the ancient streets committee. Department of tourism of the municipality: Activities of the municipality, organizational system of the tourism department, lecture on tourism resources. Visit to municipal museum of Kawagoe.	Tokyo (TIC)
5	10/1 Sat.	10:00 - 16:00	Participation in JATA Travel Expo (general public): Presentation of tourism in El Salvador.	Tokyo (TIC)
6	10/2 Sun.	AM 13:00 - 16:30	Haneda → Oita airport → Yubuini. Visit to Yubuini.	Yubuini
7	10/3 Mon.	09:00 - 11:00 PM 14:00 - 15:00	Tourism association of Yubuini hot springs: history of tourism development in Yubuini, concept of activities of the association, lecture on tourism management of the association. Yubuini → Beppu hot springs. JAPAN Onpaku association: Beppu onpaku awareness activities for local resources for the residents, lecture on value of tourism resources.	Beppu
8	10/4 Tue.	09:00 - 16:00 PM	Association of international exchange "one town one product" of Oita: Movement "one town, one product", discovering the local resources, development of products with ideas, lecture on activities of the municipal agriculture companies. Oita → Osaka (train).	Osaka (OIC)
9	10/5 Wed.	08:45 - 15:00 15:00 - 16:00 PM	Tourist bus tour JTB Sunrise Tours. Operation of the tour, training regarding the ability of the guide. Visit to Kyoto city. General description of the creation of the crafts center in Kyoto, customers, lecture on the methodology of crafts sales. Osaka → Tokyo (train).	Tokyo (TIC)
10	10/6 Thu.	All day	Free training.	Tokyo (TIC)
11	10/7 Fri.	10:00 - 11:00 14:00 - 15:00 16:00 - 17:00	Organization of tourism promotion abroad (Japan National Tourism Organization - JNTO): Visit Japan campaign, promotion strategies according to countries, lecture on attraction of foreign tourists through Fam Trip. Ministry of Tourism, department of international tourism policies: policies for coming into the country, maintenance of tourism statistics, lecture on cooperation with institutions related to the rise of national tourism. Japan Tourism Promotion Association: promotion of national tourism, activation of the tourism exchange, lecture on composition of members of tourism associations.	Tokyo (TIC)
12	10/8 Sat.	AM 09:00 - 10:00 11:00 - 12:00 PM 16:30 - 18:30 PM	Tokyo → Enoshima. Fujisawa tourism association (tourism information office of Katase/Enoshima): tourism resources, attraction of tourists through events, lecture on measures to increase the members of tourism associations. Visit to Enoshima, Visit to Aquarium. Enoshima → Dooga Shima. Dooga Shima: Ferry, panoramic viewpoint. Dooga Shima → Toi.	Toi

13	10/9 Sun.	10:00 – 11:30 12:00 – 13:30 PM	Visit to Koibito Misaki. Toi tourism association, Itoh municipality. Visit to the archeological remains of the Toi gold mine / experience of gold dust extraction. Toi → Tokyo.	Tokyo (TIC)
14	10/10 Mon.	10:00 – 17:00	Summary of results of the training. Elaboration of action plan.	Tokyo (TIC)
15	10/11 Tue.	09:30 – 10:30	Presentation of action plan. Return to home country.	

⑤ Results of the training

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

After the training, it was possible to approach the stakeholders of the CDT with confidence and the contributions to the implementation of pilot projects and training became more dynamic.

	
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 -	Fujisawa tourism association - October 8, 2011 -

(2) Second training program in Japan

The second training program in Japan took place from November 9 to 25, 2012 (Training: November 12~November 23).

Name of the Training : Training in Japan for the Project for Strengthening the Capacity for Rural Tourism Development in the Eastern Region of El Salvador

Participants:

Name	Institution	Position
Ms. Eva Patricia Mejía Flores	CORSATUR	Specialist / In charge of CDT
Ms. Marta Lalyvette Calderón Toledo	CORSATUR	Specialist / In charge of Installation and Tourism Infrastructure
Mr. Luis Alberto Díaz Vella	CDT La Union	President
Ms. Elsy Maritza Guevara Zuniga	CDT Intipucá	President

Following, a summary of the training is shown.

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

The schedule was planned with a policy to allow effective activities in Japan, and therefore, it was planned so as to allow the participation in the JICA sponsored training by region “Ecotourism planning and operation in tropical Central America”, centered in Okinawa.

The schedule of training in Japan was the following.

Training Subject	Content and time	Desired destination for training
Public-Private Cooperation of Local Tourism Promotion Agencies.	Visit to Local Tourism Promotion Institution (2 days)	Kunigami Tourist Association (Group training). Tourism Promotion Association in Higashi-son (Group training).
Tourism Policy and Tourism Promotion of Local Governments.	Visit to Prefecture and Cities(2 days)	Office of culture, tourism and sports in Okinawa.Prefecture Department of Industry and Tourism in Tokashiki-son.
Tourism Policy and Tourist Promotion in Japan.	Visit to Public – Private Institutions(1 day)	Regional Tourism Promotion Office of the Ministry of Tourism / Association to promote tourism in Japan (company).
Summary and examples of Ecotourism.	Visit tourist facilities and tourist areas (5 days)	Naha Office of Natural Environment / Nakijin-jo (Group training) / Yambaru Manabi no Mori (Group training) / Higashi-son Kesaji (Capacitación colectiva) / Canuchari Resort Hotel (Group training).
Examples of Tourism Development and Promotion	Visit tourist facilities and tourist areas (5 days)	Experience accommodations at guest house in Nanjo-shi (Group training) / Aquarium Chura-umi de Okinawa

of Tourism.		(Group training) / Jetty Company Tomarifuto / Tourism Culture Center in Asakusa / Cruise anchorage / Road Station at Hachioji Takiyama / Visitor Center at Takao-san de Tokio.
Exchange of views and discussion.	Exchange of views and preparing the Action Plan (3 days)	Exchange of views on ecotourism in Latin America, Japan and Okinawa (Group training) / Interim Review / Preparations for the Meeting for Reporting / Meeting for Reporting.

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

4.2.2 Training Program to a Third Country

(1) First Training Program to a Third Country (Guatemala)

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 for a period of 9 days, from February 12 to 20 with the participation of 40 persons in total. It was a bus tour to save on transportation costs and not only workers of MITUR/CORSATUR, but also members of the CDT as representatives of the private sector participated in it. In order to create awareness among the participants, a fee was charged (US\$ 160 Lodgings fee for 3 persons per room and food expenses).

Objective and schedule of the training program

The objectives of the training program can be condensed into 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, Committees of Self-Management in Tourism of the Northern region of Guatemala. Table 4.2-2 shows the schedule of the training program.

Table 4.2-2 Schedule of the training program in Guatemala

Date	Program	Lodgings
Day 1: 2/12 7:00 11:00 17:00. 19:00- 21:00	Leave La Union Leave San Salvador Arrival Antigua Guatemala Walking tour to visit touristic facilities in Antigua	Las Farolas Antigua Guatemala
Day 2: 2/13 8:00 –10:00 10:00 - 18:00	Seminar about Tourism of El Salvador in Antigua Visit to the touristic sites around Antigua	(idem)
Day 3: 2/14 8:00 12:00 - 16:00 17:00	Leave Antigua Seminar and lunch at the Ramsar protected area Arrival in Santa Cruz	Park Hotel Santa Cruz, Alta Verapaz
Day 4: 2/15 8:00 10:00 - 13:00 15:30 - 17:30 18:00	Leave Santa Cruz Visit to Semuc Champey Handicraft in Cobán and rural tourism visit Arrival in Santa Cruz	(Idem)
Day 5: 2/16 8:00 17:00 - 19:00	Leave Santa Cruz Arrival in El Remate, Visit touristic facilities in El Remate surroundings	Casa de Don David El Remate, El Petén
Day 6: 2/17 8:00 9:30 – 14:00 15:30- 17:30	Leave El Remate Visit to the ruins of Tikal Visit touristic facilities at flores	(Idem)
Day 7: 2/18 7:00 8:00 – 20:00	Leave Remate Arrival in Poptún, participation in COMPETUR	Finca Ixóbel Poptún, El Petén
Day 8: 2/19 8:00 – 10:00 10:00 - 16:00 18:00	Seminar regarding Tourism of El Salvador Participation in COMPETUR Arrival in Rio Dulce	Hacienda Tijax Rio Dulce, Izabal
Day 9: 2/20 8:00 14:30 18:00	Leave Rio Dulce Arrival in San Salvador Arrival in La Union	

 <p>Walking Tour in Antigua</p>	 <p>Welcome reception in Verapaz</p>
 <p>A participant, taking notes in Tikal</p>	 <p>A ritual conducted in cave, COMPETUR</p>
 <p>Promotion of Gulf of Fonseca, COMPETUR</p>	 <p>Booth of El Salvador, COMPETUR</p>

(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.

- (1) Conduction of workshops in Honduras and Nicaragua for sales and exhibition of handicraft and the presentation of new touristic products (Mangrove tours and Tour to the islands) to attract visitors to El Salvador.
- (2) 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.
- (3) 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.

- (4) Exchange of opinions with the correspondents of CDTs of Nicaragua and Honduras; that is, the Cabinet of Tourism 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.

The schedule is seen as below.

Day	Date	Hour	Visit	Contents of the Training
1	January 27 (Sun)	06:00 07:15 09:30 11:00 13:30 15:00 17:00 19:00	Leave La Union Port Arrival at Amapala (Honduras) Leave from Amapala Port Arrival at Potosí (Honduras) Move to Chinandega, after immigration clearance Arrival at Chinandega Leave Chinandega Arrival at León Hotel Convento	Visit to the installations of the pier of Amapala port Learn about the restoration of historical buildings Seminar with persons related with the tourism sector in Chinandega Seminar with persons related with the tourism sector in León
2	January 28 (Mon)	08:00 10:00 11:00 13:00 17:00 18:30	Leave from León Arrival at Masaya Leave from Masaya Arrival at San Juan de Sur Leave from San Juan de Sur Arrival at Granada	Central Park of Masaya • Visit to the handicraft fair Visit to the pier (installation for cruise passengers), exchange of ideas with persons related with the tourism sector and with the port
3	January 29 (Tue)	08:00 11:00 13:00 15:00	Hotel Granada City of Granada Leave from Granada Arrival at Managua	Seminar with persons related with the tourism sector in Granada Visit to the historical conservation area in Granada, churches, pedestrian walks, etc. Seminar with the Minister of Tourism of Nicaragua and persons related to the tourism sector in Managua (19:00)
4	January 30 (Wed)	08:00 10:00 13:00 18:30	Lago Nicaragua (ciudad de Managua) Leave from Managua Nicaragua/Honduras border crossing Arrival at Tegucigalpa vía Cholteca	Visit to the installations of the lake esplanade from a cruise boat and visit to the Salvador Allende Port Project (pedestrian walk along the lake margins)
5	January 31 (Thu)	08:00 11:00 12:00 15:00 16:30 17:30 19:00	Hotel Intercontinental Ciudad de Tegucigalpa Leave from Tegucigalpa Arrival at Valle del Ángel (villa) Leave from villa Ángel Arrival at Tegucigalpa Hotel Los	Seminar with the Ministry of Tourism of Honduras and with persons related with the tourism sector in Tegucigalpa Museum of Copan ruins (includes the video room installed with the aid of JICA) Visit to the art crafts at Ángel and meeting with the Mayor and Chamber of Commerce Evaluation meeting of the training and exposition of ideas
6	February 1 (Fri)	08:00 11:30 13:30 14:15 16:30	Leave from Tegucigalpa Arrival at San Lorenzo Leave from San Lorenzo Honduras/El Salvador border crossing, passing through Tegucigalpa surroundings Arrival at La Union	Visit to the installations along the river bank in the city of San Lorenzo close to the mangroves, visit to the sculptures park, Exchange of ideas with the local Chamber of Commerce

		
Exchanging business cards between Granada tourism entrepreneurs and training participants (Granada, Jan 29)	Exchange of views and information with the Ministry of Tourism of Nicaragua and tourism entrepreneurs (Managua, Jan 29)	Meeting of evaluation of training and exchange of views (Tegucigalpa, Jan 31)

4.3 Record of donated equipment

Record of donated equipment is seen in the table below.

No	Date of registration	Name	Spec	Unit	Place of the management	Condition
1	Sep. 2010	Vehicle	TOYOTA Land Cruiser Prado	1	CORSATUR/ CAT La Union	Good
2	Mar. 2011	Laptop Computer	HP Mod.DM4-1190LA, Core i5, 4GB de Memoria Ram, Disco Duro de 500GB, Windows 7 Home Premium 64 bits, Licencia de MICROSOFT OFFICE Home and Student	5	CORSATUR / CAT La Union	Good
3	Mar. 2011	Projector	VPLEX7C	2	CORSATUR / CAT La Union	Good
4	Mar. 2011	Screen	Pantalla Tripode KLIP Xtreme KPS-102B	2	CORSATUR / CAT La Union	Good
5	Mar. 2011	Copy Machine	XEROX WorkCenter 5225, Equipo Multifunción	1	CAT La Union	Good
6	Mar. 2011	Laser Printer	HP 2035	1	CORSATUR	Good
7	Mar. 2011	Inkjet Printer	HP Pro K8600	1	CAT La Union	Good

4.4 Record of Local Operational Cost

Unit : Thousand dollars US

	Cost of personnel	Cost of consumables	Cost of travel	Cost of communication	Cost of documentation	Cost of Rent	Cost of Training	Total
First Year	16	4	-	1	1	9	16	47
Second Year	50	10	-	2	2	14	46	124
Third Year	90	27	1	5	10	41	126	300
Total	156	41	1	8	13	64	188	471

US\$1.00 = Yen 85.57

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

5.1 Interpretation of PDM— Object areas for the realization of seminars and object areas of the Project—

Until the realization of the Intermediate Review Study implemented in June 2012, the stakeholders had not asserted between themselves the following points and were acting individually, causing uncertainty in the direction of the project.

- (i) What concretely does “other areas” indicate in the activity 5-2 “Realization of dissemination seminars to other areas”
- (ii) Where concretely is the project object area?

Area for the realization of dissemination seminars

The flow of awareness-raising at the object areas of the project were the following.

- (a) First year : Dissemination of activities through the CAT offices at the 4 departments, except the CAT La Union office.
 - Sonsonate department
 - La Libertad department
 - Cuscatlan department
 - Chalatenango department
- (b) Second year : Eastern region centered at the 13 municipalities of the Fonseca gulf area. Special attention is given to the Morazan department, where a new CAT office is created.
- (c) Third year : During the intermediary review study, it was clarified that the dissemination seminars would be directed to the 4 departments of the Eastern region.

Project object 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 Touristic Development Committee and Touristic 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.

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

5.2 Implementing 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 workers 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. As a result, activities were mostly centered in the JICA project team.

From now on, activities to support the CDT/ADT will be centered in the CAT office but as the transportation means from the office to the site are limited, facilities for the personnel should be provided.

5.3 Expansion of the C/P

Although with 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 at the interior of CORSATUR.

5.4 Awareness raising of CDT/ADT

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

5.5 Capacity of the CDT/ADT

The CDT at the 13 municipalities are recent creations 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, the participants members were always limited and in case of concrete activities like the formulation of the concept and the preparation of the internal regulations, activities by self-initiative were unusual. The presence of more members was requested and methods to improve communication between members were talked about but still they have not matured enough. Capacity building of CDT/ADT requires a long time and the continuity of activities is important.

5.6 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 visited personally the municipalities with problems, to explain the contents of the project, and ask for understanding towards it, so the Project could progress smoothly.

5.7 Importance of the Study of Existing Conditions

Previous to the beginning of the Project, information provided was that at all 13 municipalities of the Fonseca gulf, CDT were created with the participation of local companies and tourism related businesses, that the basic organizations to implement the project were already settled, and that under the orientation of CORSATUR, said CDT would be legalized and thus, they would be eligible to receive donations from other donors and NGO.

During the study of existing conditions carried out in the first year, it was disclosed that not all 13 municipalities had a CDT, the local tourism sector was incipient and the interest of the local population in tourism was low.

As the Study advanced, it was clear also that the CDT were not legalized spontaneously; therefore, they had not fulfilled the obligations that go with legalization, like taxes and reports to the State. CORSATUR began to consider legalization a burden and at the end of the Project, CORSATUR expressed the policy of not assisting each CDT with legalization and that they should do it by themselves.

The PDM was prepared based on the original information and one lesson learned is the importance of conducting a Study of Existing Conditions anew.

Chapter 6 Modifications to the PDM

6.1. Antecedents of the PDM's Modification

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

6.1.1 During the Agreement of the Records of Discussion (RD)

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

6.1.2 Discussions with CORSATUR during the Second Year

The discussions with CORSATUR during the second year since the beginning of the works, and at the stage of evaluation of the pilot projects mechanisms, followed by the monitoring and evaluation, the original PDM was reviewed and modified. The modified PDM was agreed with CORSATUR on December 7th 2011; however it needed to be approved at the 3rd. JCC meeting, and at main points of modification were the following.

- ① Coherence between the real conditions of the activities and the situation of the object areas

The output 2 of the original PDM stated that “Pilot projects will be implemented at the 13 municipalities”, but as a precondition for that, the CDTs at the 13 municipalities should have been installed. However, CDTs were actually created at 11 municipalities and were legalized at only 5 municipalities, so this needed to be corrected. Also, it was difficult to expand the pilot projects to the 7 municipalities where pilot projects were not being implemented.

Table 6.1-1 Comparison between the modified PDM and the original PDM

	Original PDM	Modified PDM	Motive for modification
Output 1.	The direction of tourism development at the Eastern region is established	The direction of tourism development at the Eastern region is established	No change of activities or output
Activity 1-3	• Formulation of the touristic development guidelines	• Formulation of a participative-type touristic development guidelines	“Participative type” is added, as the guidelines are formulated with the involvement of the stakeholders
Output 2.	Implementation of pilot projects related to the development, improvement and sales of touristic products using local resources at the 13 municipalities under the jurisdiction of CAT La Union.	Obtaining lessons regarding the development, improvement and sales of touristic products using local resources through the implementation of the pilot projects (Lessons learned from the Pilot Projects)	<ul style="list-style-type: none"> • It is not feasible to implement pilot projects at all 13 municipalities • The implementation of the pilot projects is not an output in itself, the output is the lessons learned through the implementation of the pilot projects
Output 3.	Tourism Development Committee capacities improve at the pilot project areas	Improvement of CDTs’ capacities at the pilot project areas (strengthening of CDT capacity)	Addition of an output with a simple statement. One activity is added
Activity 3-2		• Elaboration of the Internal Regulations of the Tourism Development Committee, activities, etc.	Expressly stated, as it is an important activity for the capacity building of CDTs.
Output 4.	Improve the capacity of MITUR and CORSATUR to support the local Tourism Development Committees	Improve the capacity of MITUR and CORSATUR to support the local Tourism Development Committees (Strengthening of capacities of MITUR/CORSATUR)	Addition of an output with a simple statement. One activity is added
Activity 4-3		• Legalization of Touristic Committees that have not been legalized	Expressly stated, as it is an important activity for the capacity building of CDTs.
Output 5.	Development of a model of activities of the Tourism Development Committee to be disseminated to the object area	Development of a model of activities of the Tourism Development Committee to be disseminated to the object area (Development and dissemination of the model)	Addition of an output with a simple statement.

② Establishment of Indicators

Some indicators of the original PDM were established with the assumption that they would be revised after the arrival of the JICA project team. On this occasion, feasible indicators were established, considering the obtainment methods.

③ External factors

The external factors were also revised and modified. For instance, many members of the CDT were related to the municipality and said members were replaced after the local elections held in March 2012 jeopardizing the evolution of the project; for this reason this content was added.

6.1.3 Study of Intermediary Revision during the Third Year

The modified PDM agreed with CORSATUR in December 7th 2011 was to be officially approved at the following JCC meeting.

During the realization of the Study of Intermediary Revision in the middle of June 2012, the Study Mission revised the modified PDM according to the analysis of the actual situation of the Project. Based on that, further modifications were discussed with CORSATUR and the JICA Team, to add these changes to a newly modified PDM (second version) to be approved at the 3rd. JCC meeting.

The main points that were modified are the following.

- Clarification of the object area : In a broad sense, the Eastern region, the pilot project area is the 13 municipalities under jurisdiction of CAT La Union.
- Clarification of the target group : Personnel of MITUR/CORSATUR and the Tourism Development Committees/Associations (legalized tourism development committees) of the project area.
- Output 2 : The current modified version considers the same contents of the “Activity 2-3” and so, the text is modified to “Increase the knowledge regarding tourism development using the local resources through the implementation of the pilot projects”.
- Addition of the indicator 2-4 : Related to the output 2, the indicator 2-4 “Change of attitude and awareness regarding tourism development in more than half of the members of the Tourism Development Committees/Associations concerned with the implementation of the pilot projects” is added.
- Quantification of indicators to attain the objective : The objective in the current modified version was the 13 municipalities; however the actual materialization was difficult, and thus, the indicator was modified into a feasible one. Concretely;
Example: “At the object area” → “At least in 6”
- Methods of obtaining the indicators : Some items were modified. Related to “Indicator 2-4”, an “Awareness survey” is to be implemented.

External conditions: Some parts not corresponding to the reality were deleted.

6.2 PDM

The three types of PDM previously mentioned are shown below.

(The agreed PDM has English and Spanish versions and was translated into Japanese)

Original PDM

Project for Strengthening the Capacity for Rural Tourism Development in the Eastern Region of El Salvador			
Project Summary	Objective Verification Indicators	Means of Verification	Important Assumptions
<Super Goal (after 10 years)> Economic gap between the capital and regions is reduced.	1. Gross Regional Product of the capital and regions. 2. Average household incomes in the capital and regions.	1. Economic statistics	1. National development policy is continued. 2. The government is stable.
<Overall Goal (after 3-5 years)> Community tourism using local resources and peculiarity is developed.	1. Tourism products developed by local community. 2. Investments and employments generated in the community. 3. Expense per tourist.	1. Tourism statistics 2. Tour pamphlets 3. Economic statistics	1. Support by the central government is continued. 2. Security and hygiene are improved. 3. Tourist market is expanded.
<Project Purpose> Mechanisms for tourism promotion are improved in the eastern region.	1. The role and position for local tourism association are stipulated. 2. Tourism product development plan is prepared. 3. Tourism promotion plan is prepared.	1. Report from CORSATUR and tourism associations. 2. Tourism related statistics in the region.	1. Support of the governments is not changed. 2. The funds from donors for tourism development through CORSATUR is continuously allocated based on agreement between donors and CORSATUR.
Outputs			
1. Concept for local tourism development in eastern region is developed.	1-1. A report on present tourism development situation in the eastern region is prepared. 1-2. A report on the potential research for tourism products and promotion by using local products is prepared. 1-3. A draft of criteria for community tourism development is prepared.	1. Strategy document. 2. Report from CORSATUR and tourism associations. 3. CORSATUR annual report. 4. Statistics from CORSATUR. 5. Project Report.	
2. Pilot projects are implemented in thirteen municipalities where CAT La Union currently covers.	2-1. Criteria of the selection for pilot projects is prepared. 2-2. At least 5 pilot projects are implemented. 2-3. Monitoring and evaluation report for pilot projects is prepared, and shared with stakeholders and related organizations.		
3. Activities of tourism associations in project area are enhanced.	3-1. More than X trainings which are needed by tourism associations and other stakeholders are implemented. 3-2. At least X regular meetings organized by stakeholders and related organizations are carried out to share information among stakeholders. 3-3. At least X joint tourism associations meetings are carried out to exchange visit. 3-4. The establishment concept for tourism development in every tourism association is facilitated.		
4. Capacity of MITUR and CORSATUR for assisting tourism associations are enhanced.	4-1. At least X regular meetings organized CORSATUR and tourism associations are held. 4-2. More than X trainings or seminars managed by CORSATUR are held. 4-3. All tourism associations in project area become incorporated.		
5. Models on improving tourism association's activities are disseminated.	5-1. The criteria is approved as a national standard. 5-2. Recommendation paper for the strengthening of capacities for tourism associations is prepared, and shared with stakeholders and related organizations. 5-3. At least X seminars are carried out to spread the criteria.		
Activities	Inputs		Important Assumptions
1-1. To conduct a survey on current condition of tourism in eastern region. 1-2. To analyze potential area for tourism development. 1-3. To formulate the draft development concept for tourism in eastern region in participatory way.	<< Japanese side >> 1. Personnel 1) Long term expert (1) Chief advisor / Tourism development (2) Coordination and Organizational development (3) Community Development 2) Short term experts Short term experts will be dispatched as necessary and the field such as, (1) Tourism promotion and marketing (2) Tourism products development 2. Provision of equipment (1) 4WD vehicle (2) Lap-top computer (3) Projector (4) Screen And other equipment mutually agreed upon as necessary 3. Counterpart Training JICA will receive the El Salvador personnel connected with the project for technical training in Japan and the third countries.	<< El Salvador side >> 1. Personnel 1) Project director 2) Project manager 3) Project coordinator 4) Counterparts 5) Other necessary personnel 2. Provision of equipment 1) Necessary equipment for the project 3. Facility 1) Project office 4. Local costs for activities of project.	1. The government policy is continued and economic situation is not worsened. 2. Support of community is continued.
2-1. To formulate the criteria on the selection of pilot projects under coordination of CORSATUR in consultation with the legally established local tourism committee. 2-2. To select 5 (five) pilot projects and implement. 2-3. To monitor and evaluate results of the pilot projects and draw "lessons learned".			
3-1. To assess training needs of tourism associations and stakeholders and implement training. 3-2. To enhance networking among relevant organizations such as universities, TVETs, NGOs, municipalites, Development Agencies, and business associations. 3-3. To conduct exchange visit of local tourism associations. 3-4. To facilitate the establishment concept for tourism development in every tourism association. 3-5. To strengthen the capacity of local tourism associations and committees for fund raising and proposal writing etc.among donor agencies,NGOs, etc.			
4-1. To strengthen the communication of MITUR and CORSATUR with the tourism associations. 4-2. To strengthen the capacity of MITUR and CORSATUR for assisting local tourism associations and committees in following fields: - legal registration - fund raising - proposal writing - provide training - prepare business and marketing plan - project administration, etc.			
5-1. To draw recommendations to strengthen the capacity of tourism associations from the project activities. 5-2. To conduct dissemination seminars for other areas.			

Revised PDM, the
Second Year

Project Design Matrix (PDM)

Project Title: The Strengthening of Capacities for Rural Tourism Development in the Eastern Region of El Salvador

Period: 3 years (from August 2010 to July 2013)

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

Target Groups: Staff of MITUR/CORSATUR, Members of Tourism Associations in the pilot area

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

Ver. 2 Draft (07 December 2011)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Community tourism based on distinctive local resources is developed.	1 Tourism products developed by local community is increased in the target area. 2 The number of employees in tourism sector in the Eastern region is increased.	1 Report from CORSATUR and tourism associations. 2 Tourism statistics by CORSATUR	- There is no serious economic crisis. - There is no serious natural disaster.
Project Purpose A sustainable mechanism of tourism development to benefit the local community is established through a public-private partnership.	1 The role and position for local tourism association are stipulated. 2 The Model (JICA La Union Model) is approved by CORSATUR as a national standard. 3 The number of employees in tourism sector in the pilot area is increased.	1 Report from CORSATUR and tourism associations. 2 Official document by CORSATUR 3 Tourism statistics by CORSATUR/CAT La Union	- Government policy on tourism associations is continued. - Security and sanitation are not deteriorated. - Trained counterparts are working continually.
Output			
1 Concept for local tourism development in eastern region is developed. (Guideline)	1-1 A report on present tourism development situation in the eastern region is prepared. 1-2 A report on the research for potential tourism products and promotion by using local products is prepared. 1-3 A draft guideline for participatory tourism development is prepared.	1-1 Prepared report by the Project 1-2 Prepared report by the Project 1-3 Prepared draft guideline	- Government has a priority of tourism development in the Eastern region continually. - The funds from donors for tourism development through CORSATUR is continuously allocated based on agreement between donors and CORSATUR.
2 Lessons are drawn from results and process of the pilot projects regarding development and promotion of tourism products based on local area's resources. (Lessons learned from PP)	2-1 Selection criteria for pilot projects is prepared. 2-2 At least 5 pilot projects are implemented. 2-3 Monitoring and evaluation reports for pilot projects is prepared, and shared with stakeholders and related organizations.	2-1 Monitoring record by the Project 2-2 Monitoring record by the Project 2-3 Monitoring record by the Project, Monitoring reports of the pilot projects	
3 Capacities of tourism associations in the pilot area are enhanced. (Capacity building of CDT)	3-1 At least one training which is based on needs of each concerned tourism association is implemented. 3-2 Internal regulations for activity of each concerned tourism association is prepared. 3-3 Each concerned tourism association hold a regular meeting at least once a month with related organizations to share information among stakeholders. 3-4 Concept regarding tourism development in concerned tourism association is formulated. 3-5 At least one proposal is prepared by each concerned tourism association.	3-1 Monitoring record by the Project, Training record by the Project 3-2 Prepared internal regulations 3-3 Monitoring record by the Project, Meeting records by the tourism associations 3-4 Tourism development concept 3-5 Prepared proposals	
4 Capacities of MITUR and CORSATUR for assisting tourism associations are enhanced. (Capacity building of MITUR and CORSATUR)	4-1 At least once a month, a regular meeting between CORSATUR and tourism associations is held. 4-2 More than 10 trainings or seminars for tourism associations managed by CORSATUR are held. 4-3 Nonjuridical tourism associations in the pilot area (8) become incorporated.	4-1 Monitoring record by the Project, Meeting records 4-2 Training record by CORSATUR 4-3 Registration documents of each tourism associations	
5 A Model of improving tourism association's activities are developed and disseminated in the target area. (Model development and dissemination)	5-1 A model including finalised guideline with lessons learned from the Project is developed. 5-2 At least 4 seminars are carried out to spread the Model.	5-1 Developed model 5-2 Seminar records	
Activity	Inputs by El Salvador	Inputs by Japan	
1-1 To conduct a survey on current condition of tourism in eastern region. 1-2 To analyze potential area for tourism development. 1-3 To formulate the draft guideline for tourism development in eastern region in participatory way. 2-1 To formulate the criteria on selection of pilot projects under coordination of CORSATUR in consultation with tourism associations. 2-2 To select 5 pilot projects and implement them. 2-3 To monitor and evaluate result of the pilot projects and draw lessons. 3-1 To assess training needs of tourism associations and stakeholders and implement training. 3-2 To prepare internal regulations for activity of each concerned tourism association. 3-3 To enhance networking among relevant organizations such as universities, NGOs, private tourism companies, administrative organizations and tourism associations. 3-4 To conduct exchange visit (including trainings in third country) of local tourism associations. 3-5 To facilitate the formulation of concept for tourism development in concerned tourism association. 4-1 To strengthen the capacity of local tourism associations for proposal writing to promote fund raising towards donor agencies and NGOs. 4-2 To strengthen the communication of MITUR and CORSATUR with the tourism associations. 4-3 To strengthen the capacity of MITUR and CORSATUR for assisting local tourism associations in proposal writing and project planning/administration to receive fund assistance from donors and 5-1 To draw recommendations to strengthen the capacity of tourism associations from outputs 1-4, and to develop a model. 5-2 To conduct dissemination seminars for other areas in Eastern region.	<Human Resources> 1) Project director 2) Project Manager 3) Project Coordinator 4) Counterparts 5) Other necessary personnel <Equipment and Materials> - Necessary equipment for the project <Land and Facilities> - Project Office - Land and facilities for pilot projects, if necessary <Financial Resources> - Local costs for activities of project	<Human Resources> (1) Chief Advisor/Institutional Coordination 1 (2) Deputy Advisor/Tourism Development 1/Community Development (3) Tourism Development 2 (4) Institutional Coordination 2 (5) Tourism Promotion (6) Training and Human Resource Development <Equipment and Materials> (1) 4WD vehicle (2) 5 Lap-top computers (3) 2 Projectors (4) 2 Screens (5) A copy machine (6) A laser printer (7) A inkjet printer <Financial Resources> - Costs of Pilot Project <Counterpart Training> - JICA will receive personnel from El Salvador connected with the project for technical training in Japan and the third countries.	- Local communities cooperate with the Project. - Assignment schedule of Experts and Counterparts is not changed seriously. - Local election in 2012 does not seriously affect the membership of the target CDTs. Pre-conditions - The CDTs are willing to participate to the Project.

Red letters show the revised parts.

Project Design Matrix (PDM)		Annex	
Project Title: The Strengthening of Capacities for Rural Tourism Development in the Eastern Region of El Salvador Period: 3 years (from August 2010 to July 2013) Target Area: Eastern Region (Pilot Project Area: 13 municipalities where CAT La Union currently covers) Target Groups: Staff of MITUR/CORSATUR, Members of Tourism Development Committees (CDTs), Tourism Development Associations in the pilot project area Super Goal: Economic gap between the capital and regions is reduced.		Ver. 2 (27 June 2012)	
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal Community tourism based on distinctive local resources is developed in the Eastern Region.	1 Tourism products developed by local community is increased in the Eastern Region. 2 The number of employees in tourism sector in the Eastern Region is increased.	1 Report from CORSATUR and CDTs/tourism development associations. 2 Tourism related statistics by CORSATUR, Central Bank, Ministry of Economy, and tourism related organization.	
Project Purpose A sustainable mechanism of tourism development to benefit the local community in the Eastern Region is established through a public-private partnership.	1 The role and position for CDTs /tourism development association are stipulated. 2 The Model (JICA La Union Model) is approved by CORSATUR as a national standard. 3 The number of employees in tourism sector in some areas of the pilot project area is increased.	1 Report from CORSATUR and CDTs/tourism development associations. 2 Official document by CORSATUR. 3 Tourism related statistics by CORSATUR, Central Bank, Ministry of Economy, and tourism related organization.	- Government policy that supports strengthening CDTs/tourism development associations is continued. - Security and public sanitation are not deteriorated. - Trained counterparts are working continually.
Output 1 Direction for local tourism development in eastern region is clarified. (Guideline)	1-1 A report on present tourism development situation in the eastern region is prepared. 1-2 A report on the research for potential tourism products and promotion by using local products is prepared. 1-3 A draft guideline for participatory tourism development is prepared.	1-1 Prepared report by the Project. 1-2 Prepared report by the Project. 1-3 Prepared draft guideline.	- Government has a priority of tourism development in the Eastern region continually.
2 Knowledge on tourism development utilizing local tourism resources is enhanced through pilot projects in the pilot project area.	2-1 Selection criteria for pilot projects is prepared. 2-2 At least five pilot projects are implemented in the pilot project area. 2-3 Monitoring and evaluation reports for pilot projects is prepared. 2-4 In more than half of the member of CDTs/tourism development associations in the pilot projects, the behaviour and understanding of tourism development are changed in positive way.	2-1 Progress Report by the Project. 2-2 Progress Report by the Project. 2-3 Progress Report by the Project. 2-4 Result of the investigation of knowledge and consciousness of the CDTs / tourism development associations towards pilot projects. Progress Report by the Project.	
3 Capacities of CDTs/tourism development associations (*) in the pilot project area are enhanced. (Capacity building of CDT/tourism development associations)	3-1 At least one training which is based on needs is implemented at all CDTs/tourism development associations in the pilot project area. 3-2 In at least six CDTs/ tourism development associations, regulations or articles are elaborated and revised. 3-3 In at least six CDTs/tourism development associations, a regular meeting is held at least once a month with related organizations to share information among stakeholders. 3-4 Concept regarding tourism development is formulated in at least eight CDTs/tourism development associations. 3-5 In at least eight tourism development committees, at least one proposal is prepared by CDTs/ tourism development associations.	3-1 Progress Report by the Project. Training record by the Project. 3-2 Prepared regulations or articles. 3-3 Progress Report by the Project. Meeting records by CDTs / tourism development associations. 3-4 Document of Tourism development Concept prepared by municipalities. 3-5 Proposals prepared by CDTs / tourism development associations.	
4 Capacities of MITUR and CORSATUR for assisting CDTs/tourism development associations are enhanced in the pilot project area. (Capacity building of MITUR/CORSATUR)	4-1 At least once a month, a regular meeting between CORSATUR and CDTs/tourism development associations is held. 4-2 More than ten trainings or seminars for CDTs/tourism development associations managed by CORSATUR are held. 4-3 Three (3) CDTs of the project area become incorporated during implementation of the project in the pilot project area.	4-1 Progress Report by the Project. Meeting records. 4-2 Training and Seminars Participants' lists. 4-3 Registration document and official gazette.	
5 A Model of tourism development for CDTs/tourism development associations are created and disseminated in the Eastern Region. (Model development and dissemination)	5-1 A model including finalized guideline with lessons learned from the Project is developed. 5-2 At least four seminars are carried out to spread the Model.	5-1 Developed model. 5-2 Record of seminars.	
Activity	Inputs by El Salvador	Inputs by Japan	
1-1 To conduct a survey on current condition of tourism in Eastern Region. 1-2 To analyze potential area for tourism development. 1-3 To formulate the draft guideline for tourism development in Eastern Region in participatory way.	<Human Resources> 1) Project director 2) Project Manager 3) Project Coordinator 4) 3 Counterparts 5) 7 Technician for each pilot project	<Human Resources> (1) Chief Advisor/Institutional Coordination 1 (2) Deputy Advisor/Tourism Development 1/Community Development (3) Tourism Development 2 (4) Institutional Coordination 2 (5) Tourism Promotion (6) Human Resource Development	- Local communities cooperate with the Project. - Assignment schedule of Experts and Counterparts is not changed seriously. - Local election in 2012 does not seriously affect the membership of the target CDTs / tourism development associations.
2-1 To formulate the criteria on selection of pilot projects under coordination of CORSATUR in consultation with CDTs/tourism development associations. 2-2 To select 5 pilot projects and implement them. 2-3 To monitor and evaluate result of the pilot projects and draw "lessons learned".	<Equipment and Materials> - Necessary equipment for the project <Land and Facilities> - Project Office - Land and facilities for pilot projects, if necessary	<Equipment and Materials> (1) 4WD vehicle (2) 5 Lap-top computers (3) 2 Projectors (4) 2 Screens (5) A copy machine (6) A laser printer (7) A inkjet printer	
3-1 To assess training needs of CDTs/tourism development associations and stakeholders and implement training. 3-2 To prepare and/ or to revise regulation or article at CDTs/tourism development associations. 3-3 To enhance networking among relevant organizations such as universities, NGOs, private tourism companies, administrative organizations and CDTs/tourism development associations. 3-4 To conduct exchange visit (including trainings in third country) of CDTs / tourism development associations. 3-5 To facilitate the formulation of concept for tourism development in concerned CDTs/ tourism development associations. 3-6 To strengthen the capacity of CDTs/ tourism development associations for proposal writing to promote fund raising towards donor agencies and NGOs.	<Financial Resources> - Local costs for activities of project	<Financial Resources> - Costs of Pilot Project <Counterpart Training> - JICA will receive personnel from El Salvador connected with the project for technical training in Japan and the third countries.	Pre-conditions - The CDTs/ tourism development associations and local government are willing to participate to the Project.
4-1 To strengthen the communication of MITUR and CORSATUR with CDTs/ tourism development associations. 4-2 To strengthen the capacity of MITUR and CORSATUR for assisting CDTs/ tourism development associations in proposal writing and project planning/administration to receive fund assistance from donors and NGOs. (OJT and Trainings in Japan) 4-3 To assist non juridical CDTs in the pilot project area to obtain corporate status.			
5-1 To draw recommendations to strengthen the capacity of CDTs /tourism associations from outputs 1-4, and to develop a model. 5-2 To conduct seminars for dissemination of the models in the Eastern Region.			

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