<table>
<thead>
<tr>
<th>Result</th>
<th>Indicators</th>
<th>Submission (Data to be verified by baseline data collection)</th>
<th>Questions for Stakeholders</th>
<th>Actual Baseline Data</th>
<th>Sources of Data</th>
<th>Method of Data Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a. Established or Enhanced multi-stakeholder committees for disaster risk management in the tourism sector</td>
<td>• Number/% of committees established or enhanced</td>
<td>• TEOC activated in response to emergency, headed by the MTEC, was activated during Hurricane Ivan</td>
<td>• Can you explain the process in activating the TEOC? How often do you meet? What do you do as a body? What are your main activities and outputs? What have been the successes and challenges of the TEOC?</td>
<td>• Ministry of Tourism, Entertainment and Culture (MTEC)</td>
<td>- Document review - Meetings/ Interviews/ Teleconferences - Focus Groups</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Quality of outputs of the committees (for the project or more generally)</td>
<td>• The Ministry of Tourism, Entertainment &amp; Culture in association with CDEMA will formally establish the Tourism Emergency Management Committee (TEMC); Tourism Emergency Operations Centre (TEOC) as well as holding workshops with the tourism sector on the implementation of the associated response procedures for the various entities in the sector.</td>
<td>• How effective do you feel the TEOC or TEMC (or any other committee) is in addressing disaster risk management in the tourism sector?</td>
<td>• Office of Disaster Preparedness and Emergency Management (ODPEM) - Jamaican Tourism Board (JTB) - Jamaica Hotel and Tourism Association (JHTA) - Tourism Product Development Company Ltd. (TPDC) - Airports Authority of Jamaica - Representatives of ground transportation organizations - Any other members of the TEOC and TEMC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Perception of tourism stakeholders of the effectiveness of the committees</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

37. The comprehensive and detailed country-level PMF for data collection in Jamaica is found in a separate document.
E. Develop Data Collection Tools

38. Based on the country level PMF developed, the next step is to develop specific data collection tools. Generally, these tools should essentially include an overarching questionnaire that would guide both document review and interviews/focus groups. The questionnaire should include the relevant questions developed in the 'questions' column of the country level PMF, and also include any questions needed to gain insight and information on the baseline related to each expected result.

39. For example, related to the example above, Output 2a. Established or Enhanced multi-stakeholder committees for disaster risk management in the tourism sector, and one of the related indicators 'Number of committee established or enhanced'. Jamaica's submission pointed to the existence of a TEOC, which represented for them in some way a multi-stakeholder committee for disaster risk management in the tourism sector. In addition, the submission mentioned that a TEMC was to be established. For the baseline data study then, questions were to be asked to find out more about the status and experiences with the TEOC and the TEMC, and whether either of these were formally established, or could be considered as being an existing multi-stakeholder committee for coordination in the sector. Some questions to gain further baseline data on this aspect included the following:

- What is the TEOC's role in coordination on tourism and disaster risk management? How does it operate?
- Can the TEOC serve as the TEMC, or the multi-stakeholder disaster committee, as envisaged by the project? What is required for this to occur? If not, who will make up these committees?
- What is the status of the TEMC?
- How effective do you feel the TEOC or TEMC (or any relevant committee) is at addressing disaster risk management in the tourism sector?

40. From this general questionnaire, specific interviews protocols (i.e. sets of questions) should be developed that would present the main questions to be answered by each stakeholder group, as identified in the country-level PMF. The 'source of data' column names different specific persons to be met, and questions should be prepared for each of these. For the questions listed above, data collected should include different perspectives on the issue. For example, you may want to ask about the TEMC's (or relevant committee's) effectiveness in addressing disaster risk management in the tourism sector to persons both on and off the committee to ensure you get some objective perspectives.

41. Depending on the issue or questions, you may want to gather various perspectives of different stakeholder groups on a variety of issues related to coordination, capacity, preparedness etc. However, it will not be necessary to develop separate interview protocols for all stakeholders, as likely some can be grouped together. For example, interview protocols could be developed for the following groups of stakeholders:

- **Tourism Stakeholders:** This group could include all relevant hotels, resorts and other tourism businesses (e.g. tour, caves, etc.). The group could also include the relevant Ministry of Tourism, the National Tourism Board, and the Hotel Association and other relevant organizations in the sector. Relevant issues to be discussed with this group could include:
  - Key vulnerabilities in the sector;
  - General preparedness of the sector, including aspects related to awareness and quality of strategic planning;
  - Degree to which the tourism sector addresses disaster risk management;
  - Capacity to prepare for and manage disasters and existence of ongoing capacity building or awareness raising initiatives in the sector;
  - Experience in managing disasters;
  - Coordination and collaboration with the NDO;
  - Perceptions on NTO (such as the tourism board, the hotel association or the Ministry of Tourism) and NDO capacity for disaster risk management in the tourism sector;
  - Coordination and communication among tourism stakeholders for disaster risk management;
Baseline Data Collection Manual

- Existing committees for coordination and strategic planning in the sector for disaster risk management, and the quality of work done and overall coordination;

Disaster Organizations: A separate interview protocol would be useful for the NDO representative(s). Issues to be discussed should include the entire list above, but would here come from the point of view of the disaster risk management expert(s) of the country. In addition to the above, discussions with the NDO could also touch on:
  - The policy and legal framework for disaster risk management in the tourism sector;
  - National coordination for disaster risk management;
  - Perceptions on tourism stakeholders’ willingness to address disaster risk management and key challenges;
  - The limits of NDO capacity to address disaster risk management in the sector;
  - National and sectoral institutional challenges;
  - Existing strategic planning for disaster risk management in the country and for the sector;
  - Technical assistance from the CDERA CU;

Other Government Ministries: This group could include any government ministries, agencies, departments or organizations to be met. This could include representatives of national utilities. Discussions with these entities would touch on the relevant aspects of the lists above, but offer different ministries’ perspectives on inter-institutional collaboration and coordination, experiences with and overall preparedness for disaster management, awareness-raising and capacity building initiatives, and national strategic planning.

Other Stakeholders Involved in Disaster Risk Management: This could include representatives of the ground transportation sector, aviation authority, fire, police, emergency medical services, NGOs, or any other stakeholder that would be involved in managing disasters in the tourism sector (and beyond). These stakeholders may have interesting perspectives to share on all aspects above, but will likely also be able to provide a more ‘hands-on’ and locally-based perspective on how disasters are prepared for and managed in the sector and generally.

42. Two examples of interview protocols for particular stakeholder groups in countries already visited for the baseline data collection – for the Department of Disasters and Emergency Management (DDME) in TCI and for tourism stakeholders in Jamaica - are found in Annex IV. These protocols deal specifically with areas of interest to the baseline data collection process, including the project’s impact – enhanced capacity for disaster management in the tourism sector in the Caribbean - and its main expected outcomes: (i) improved coordination between stakeholders in the disaster risk management and tourism sector; and (ii) improved capacity of lead national and regional tourism and disaster management institutions to integrate and address disaster risk management in the tourism sector.

Clarifying Information Being Sought

43. It will be important to clarify well what kind of information one is searching for through the interviews and document review etc. In the case of this project, the major ‘areas’ of information being sought out are centered on both ‘coordination’ and ‘capacity’. Those responsible for data collection should first be very clear on what they are looking for. This clarity will help to define what kind of questions should be asked to the relevant stakeholders.

44. In order to clarify and better understand what kind of information the project is seeking out through this baseline data collection, it will be important to keep in mind that there are specific things that project aims to address that helps to refine and specify the information being sought for the ‘baseline’. For example, on the issue of ‘coordination’, this is being looked at in two main ways:

- Ongoing coordination among tourism stakeholders and between the tourism sector and disaster management organizations/officers in the country. ‘Coordination’ here is referring to:...
i. The degree to which different tourism stakeholders such as (for example) the individual hotels and tourism businesses, the Tourism Board, the Ministry of Tourism, and perhaps the Hotels Association communicate and work together to plan for steps to follow in the case of a disaster. This refers to ongoing strategic planning and communication that clearly lays out how different stakeholders will collaborate in times of disaster; and,

ii. The degree to which the Tourism sector (as a whole) and disaster organizations collaborate and work together to discuss disaster risk management in the tourism sector. This could refer to how often the NTOs and NDOs come together for strategic planning for how they would collaborate in times of disaster.

- Coordination during times of disaster both among tourism stakeholders and between the tourism sector and disaster management organizations/officers in the country: 'Coordination' here is referring to:

  i. The degree to which different tourism stakeholders such as (for example) the individual hotels and tourism businesses, the Tourism Board, the Ministry of Tourism, and perhaps the Hotels Association act together in a coordinated manner to respond to disasters when they occur. This refers to how effective is there communication and collaboration during times of disaster; and,

  ii. The degree to which the tourism sector (as a whole) and disaster organizations work together in a coordinated manner to respond to disasters when they occur. This could refer to how effective the communication and collaboration is between NTOs and NDOs during times of disaster.

45. In this context, the questions should be developed to ensure the information being sought and also to realistically expect to get such information from those being interviewed.

- For example, when seeking out information on ‘coordination’ between the NDOs and NTOs, if asking questions like ‘how effective is coordination?’ seem to be too general, are unclear, or are not yielding useful information, other questions that be asked to get at the information being sought could include:

- How often do you meet each other?
- What matters do you discuss?
- Have you collaborated on plans to follow in times of disaster?
- What committees or bodies are you both a part of? What are your respective roles on these committees or bodies?
- Do you feel your respective disaster response procedures or actions are complementary to or linked with the others?

46. In this manner terminology that can sometimes be vague or misunderstood will become specific and clear, thereby catalyzing useful information pertaining to the project.

Triangulation

47. The methods for applying the questionnaires include document review and analysis, individual interviews and focus groups, and site visits. Those responsible for data collection should ensure that issues are assessed from a variety of perspectives. The key to this assessment is not to necessarily take one perspective as the final word or ‘the end of the story’.

- For example, one person in the government or in the tourism board may discuss how all hotels have disasters management plans and that they are excellent. However, those responsible for baseline data collection should also then get the perspectives of hotels themselves and the NDO representatives, to ask them whether indeed all hotels have plans in place and to other perspectives on their quality as well. In addition, these responsible for data collection should then try to get a sample of these plans from some selected hotels, to further assess quality. It may then indeed be corroborated that the plans are of good quality and that most hotels have these in place; though it is possible that contradicting evidence may be found, suggesting poor planning and low coverage.
48. Triangulation, then, is about assessing the issue from a variety of perspectives to come to a conclusion on the current situation. This is an integral and useful part of the baseline data collection process.

**Scope of ‘Disaster’ Information Being Sought in the ‘Tourism’ Sector**

49. Baseline data collection should cover the project-related focus areas as they pertain to ‘disasters and hazards’ beyond just hurricanes. In addition, information collected should inform on the situation related to the ‘tourism sector as a whole, and not just hotels. In particular:

- It is important to collect information from stakeholders on ‘disaster’ risk management and preparedness in the broad understanding of ‘disasters and hazards’ as understood in the context of the regional CDM Framework. This means that both ‘natural disasters’ and anthropogenic (or man-made) disasters should be in view when asking questions and facilitating discussion. Beyond hurricanes, other disasters such as floods, and landslides should also be considered while the issue of terrorism should also not be discounted as an issue to include in discussion.
- Ensure that discussions on preparedness in the ‘tourism sector’ are not limited to the ‘accommodations sector. Questions and discussions should include all the subsectors of the tourism sector, including accommodation, attractions, events, food and beverage, shopping/retail, crafts and tour operators/travel agents.

**F. Arrange for Individual and Focus Group Interviews**

50. Based on ‘sources of data’ selected or identified, linked to questions pertaining to the baseline data of expected results, specific individuals, organizations, or institutions should be identified for individual or focus group interviews. The key stakeholders at the national and local levels to be covered in the national baseline data collection process should include representatives of the following:

- National Disaster Officers and Coordinators;
- Tourism Board Members;
- Tourism and Hotel Association Members;
- Representatives of the Ministry of Tourism (or equivalent);
- Hotel and resort owners, managers, and staff;
- Tourism operators (e.g. tours, equipment rentals, etc.);
- Relevant national and local authorities or stakeholders involved in disaster risk management, including aviation, fire, police, defense forces, emergency medical services, ground transportation and others;
- Utility’s representatives (e.g. water, electricity);
- Persons or organizations that have participated in any local or national committee for disaster risk management that addresses the tourism sector in whole or in part (including TEOCs or TEMCs, if relevant in the country);
- Persons from the tourism sector who have participated in hotel, resort or ‘area’-based committees for disaster risk management or emergencies;

51. Where relevant, stakeholders should also be met from among the following as well:

- Representatives of Ministries of Environment, Health, Finance, Security, National Planning, Environmental Protection Agencies, Environmental Health, Information Services, Office of the Governor, and others;
- Local level government representatives (i.e. parish councils);
- Trade Members of the Chambers of Commerce;
- NGOs such as the Red Cross;
Baseline Data Collection Manual

- Other private sector companies;
- Communities and community organizations linked to the Tourism Industry;

52. The lists of stakeholders met for baseline data collection in Jamaica and TCI are found in Annexes V and VI, respectively.

53. Where relevant, site visits to particular hotels or other tourist operations might prove beneficial for learning more about onsite disaster planning, existing capacity and overall preparedness, as well as on key gaps and challenges faced locally.

- It is expected that those responsible for baseline data collection will be supported by the tourism organizations (whether that is the Ministry of Tourism, the tourism board or others) with logistical arrangements for interviews and site visits. NDOs should also provide support to this process, where relevant.

G. Capture Data and Report to the CDERA PEU and PAC

54. It will be important to take good notes while in interviews, at site visits, or while reviewing documentation. Data collected related to each relevant expected result and indicator of the project should then be captured by group of expected results. As data collected is intended not only to inform the baseline for the country itself, but also to provide useful information for other countries participating in the project, the information should be shared in this context. Both best practices and key gaps are useful for others to learn from, as well as providing the project with the information required to know the starting point for coordination, capacity and other aspects related to disaster risk management in the tourism sector (i.e. the baseline). It could be useful to group together findings in areas related to following:

- **Capacity issues** — Relating to Outcome 3 and related Outputs 3a and 3c: Data could be found relating the integration of disaster risk management into tourism development and construction, strategic planning, overall capacity and awareness in the sector, and the amount and quality of initiatives focused on awareness raising and building capacity in the sector for disaster risk management purposes.

- **Key risks and vulnerabilities** — Relating to many aspects, but in particular to the expected overall impact of the project: Key data will likely be captured on the main risks facing the tourism sector in terms of disaster preparedness and some particular areas of vulnerability may also surface and should also be captured.

- **Coordination issues** — Relating to Outcome 2 and related Outputs 2a and 2b: As the project would like to see the creation or strengthening of multi-stakeholder committees focused on strategic planning and coordination for disaster risk management in the tourism sector, any findings related to the existence of such committees, or key players to be included in this coordination while such committees are being formed or further supported, should be sought out and captured. Any other information on how coordination takes place or different stakeholders collaborate may also surface and prove useful for the project and for other countries.

- **Key gaps** — Although the baseline data collection does not represent a comprehensive assessment per se, it will likely allow some gaps and challenges in disaster risk management in the sector to emerge. This is not to be taken as reflecting negatively on the country, but rather it is a useful way in which to inform the project, so as to ensure that project activities are utilized to the best possible degree to fill and address these gaps.

- **Risk mapping and vulnerability assessments** — Related to Output 1d of the project: Any relevant information about the current status and quality of available risk mapping and vulnerability assessment and capacity in the country for this aspect, could also be captured and shared. As the project seeks to standardize methodologies for both risk mapping and vulnerability assessments, some information may prove useful for the project.
55. A short report can then be developed and submitted to the CDERA PEU and the PAC. It could be broken down by the areas outlined above.

Filling out the PMF with Baseline Data

56. The next step is to then fill out the country-level PMF and provide brief and summary information pertaining to each result and indicator for which data has been collected. This should provide a snapshot of the data collected pertaining to that result and indicator.

For example, related to the example above, Output 2a. "Established or Enhanced multi-stakeholder committees for disaster risk management in the tourism sector", and one of the related indicators: 'Number/% of committees established or enhanced', should data collected suggest that not such committee yet exists, and coordination to this way is not yet occurring in the sector, then the ratings for this result might be "low". If, for example it is found that a TEMC is indeed already established in the country, and that some meetings have already occurred, yet, there is still room for further coordination among disaster management and tourism stakeholders, the rating in that case might be 'medium'.

Ratings

57. Based on data collected, those responsible should then 'rate' the baseline for each expected result and indicator of the project. A rating should be chosen from 'low', 'medium', or 'high', and corresponds to the brief summary of data presented.

58. The 'ratings' provided for baseline data collected aims to provide a summary assessment of the current situation (in 2007) as to provide the project with a general assessment of current state of capacity, coordination etc. This will then allow the project to measure whether this summary assessment is improving over time as the project evolves. For example, continuing with Output 2a. 'Established or Enhanced multi-stakeholder committees for disaster risk management in the tourism sector', and indicators 'Number/% of committees established or enhanced', and 'Perception of tourism stakeholders of the effectiveness of the committee', the ratings can be understood as follows:

- **High** - Committees (at national and/or local level - where appropriate) are functional and the majority of tourism stakeholders perceive them as effective mechanisms for coordination on disaster risk management issues in the tourism sector.

- **Medium** - Some committees (at national and/or local level - where appropriate) are functional, but not all are either formed or fully functional, or adequately include tourism stakeholders at the appropriate levels. In addition, some tourism stakeholders perceive them as being effective mechanisms for coordination on disaster risk management issues in the tourism sector, but not all.

- **Low** - No committee (at national and/or local level - where appropriate) is in existence or functional. Tourism stakeholders perceive that there is effective ongoing mechanism for coordination on disaster risk management issues in the tourism sector.

59. For example, pertaining to the example used throughout - Output 2a. "Established or Enhanced multi-stakeholder committees for disaster risk management in the tourism sector", and the associated indicator 2a.1 'Number/% of committees established or enhanced" - baseline data collection missions sought out existing multi-stakeholder committees for disaster risk management in the tourism sector. Findings were briefly as follows (as noted above):
In Jamaica:
- Local 'parish disaster management committees' were found and exist in several (if not all) parishes and include a multitude of key local disaster management stakeholders. However, some of these committees did not yet include locally-based tourism stakeholders such as hotels, the hotel association or the tourism board.
- At the national level, Tourism Emergency Management Committees (TEMCs) have been discussed and they are being formed, and at the more local levels Tourism Emergency Response Clusters (TERCs).
- For this aspect, the baseline rating was summarized as 'Medium'.

In TCI:
- No committees that include both disaster management and tourism stakeholders exist for ongoing coordination in the tourism sector for disaster risk management.
- For this aspect, the baseline rating was summarized as 'Low'.

60. This same process should be followed for all data collected. Much of the data will not find its way into the PMF per se, but will nonetheless be useful for the country itself and the project as a whole. Of course, the ratings assigned do not represent a definitive or comprehensive overall rating for a particular aspect for the country as a whole. It is understood that ratings do not come as a result of comprehensive assessments, but rather reflect data collected, as possible.

61. The report would then be a more detailed accompanying document to the PMF, allowing for further detailed information related to each of the ratings for expected results of the project.

62. Pertaining to the example used above, the country-level PMF for baseline data collection looks as follows, after data was collected and summarized in the PMF.
<table>
<thead>
<tr>
<th>Result</th>
<th>Indicator(s)</th>
<th>Submission (Data to be verified by baseline data collection)</th>
<th>Questions for Stakeholders</th>
<th>Actual Baseline Data</th>
<th>Sources of Data</th>
<th>Method of Data Collection</th>
</tr>
</thead>
</table>
| 2a. Established or Enhanced multi-stakeholders committees for disaster risk management in the tourism sector | • Number/% of committee established or enhanced  
• Quality of outputs of the committee (for the project or more generally)  
• Perception of tourism stakeholders of the effectiveness of the committees  
• TEOC activated in response to emergency, headed by the MTEC, was activated during Hurricane Ivan  
• The Ministry of Tourism, Entertainment & Culture in association with CEEP helped to formally establish the Tourism Emergency Management Committee (TEMC) and Tourism Emergency Operation Centre (TEOC) as well as holding workshops with the tourism sector on the implementation of the associated response procedures for the various entities in the sector. | • Can you explain the process in activating the TEOC? If you refer to Hurricane Ivan, what is the role of the TEOC in this instance?  
• What are your main activities and outputs? What have been the successes and challenges of the TEOC?  
• Can the TEOC serve as the Tourism Emergency Management Committee, or the multi-stakeholder disaster committees, as envisaged by the project? What is required for this to occur? If not, who will make up these committees?  
• Are there any specific training materials prepared for the disaster risk management workshops in the tourism sector? What do we do to support these workshops specifically? Who is or will be invited to attend? How many do you, or do you plan on inviting?  
• Jamaica: Medium  
Local "pastoral disaster management committees" were found and exist in several (if not all) parishes and include a multitude of key local disaster management stakeholders. However, some of these committees did not yet include locally-based tourism stakeholders such as hotels, the hotel association or tourism board, or the national level, TEMCs have been discussed and they are being formed, and at the more local levels Tourism Emergency Response Clusters (TERCs).  
Jamaica: Medium  
Many of both DME and tourism stakeholders find the effectiveness of such committees to have significant room for improvement, while some noted that they function quite well  
  - Ministry of Tourism,  
  - Entertainment and Culture (MTEC)  
  - Office of Disaster Preparedness and Emergency Management (ODPME)  
  - Jamaica Tourism Board (JTB)  
  - Jamaica Hotel and Tourism Association (JHTA)  
  - Tourism Product Development Company Ltd. (TPDCo)  
  - Airports Authority of Jamaica  
  - Representatives of ground transportation organizations  
  - Any other members of the TEOC and TEMC  
  - Does to Review:  
  - TEOC, does it any  
  - Provision made by Mr. Caroll Barrett – OAS Disaster Management Workshop 2007.  
  - Jamaica’s Disaster Preparedness and Response Efforts for the Tourism Sector in Hurricane Ivan – Jamaica? Unwritten “Table” | | | - Document Review  
- Meetings/ Interviews/ Teleconferences  
- Focus Groups |
63. In addition to information requested above, any ‘lessons’ that may emerge during the baseline data collection process in the country could also be captured and shared in the report. The brief section below presents some lessons learned from baseline data collection that has taken place thus far (for Jamaica and TCI).

3.3 Lessons Learned through Baseline Data Collection

64. In undertaking missions to Jamaica and TCI, the consultant gained some useful insights that may assist those responsible for undertaking the baseline data collection in their respective countries. Most of the lessons learned have been shared throughout this guide while imparting the information pertaining to how to undertake the data collection, the development of the tools and guiding framework etc. However, in addition to the above, the following may also provide useful:

- **Ensure adequate coverage of tourism facilities and stakeholders**, including many hotels, resorts and tourism operators, in order to gain as many perspectives as possible with time and resources available, and to potentially learn some best practices, key gaps and existing ways of addressing disaster risk management in the sector.

- **Ask different entities and stakeholders the same question** in order to gain another perspective, to corroborate or even to counter data collected from others on all issues of disaster management preparedness capacity and coordination. This is true in particular for issues related to strategic planning. Triangulate findings from various sources. Things may not be being done as they should be or as they are written on paper. In addition, read documentation available on the issue to help further discern between implementation and stated or intended action.

- **Try to identify persons with good knowledge of disaster risk management** and related issues in the country, to gain their perspective.

- In order to gain honest, open, and useful information, **approach this process not as an ‘evaluation’ or ‘assessment’ but as a learning exercise** – with a view to improvement and to potentially utilizing the project to address identified areas requiring assistance, or building in successes.

- **Ask the right questions to the right persons and do not be afraid to ask the difficult questions!**

- **Ensure that questions asked and discussions seek out information on the broad understanding of ‘disasters and hazards’ as understood in the context of the regional CDM Framework.** For example, do not limit discussions on capacity, coordination and preparedness to hurricanes only.

- **Ensure that questions asked and discussions seek out information related to all subsectors of the tourism sector**, including accommodation, attractions, events, food and beverage, shopping/retail, crafts and tour operators/travel agents. For example, do not only ask questions about the accommodation sector.

65. In addition to lessons learned in terms of undertaking the baseline data collection mission, the pilot baseline data collection missions and interviews shed some light on some interesting issues for the project as a whole. In particular, it seems the baseline data collection process itself is very useful for particular countries as a first step in addressing disaster risk management in a more acute manner in the tourism sector. illuminating lessons included the following:

- Meetings in the country can help to serve in identifying (even unforeseen) individuals, organizations or even companies with good experience in disaster risk management planning and preparedness that could be useful for the country and the project. In this light, the meetings themselves have proven useful for allowing
for some interesting exchanges and learning between and among key stakeholders in the sector and for
disaster risk management more generally.

- The interviews and focus groups themselves often served to catalyze discussion on the issue of disaster
preparedness in the sector and in some cases, seemed to have catalyzed some follow-up action. The baseline
data collection initiative therefore raised awareness about the issue overall and about particular challenges,
gaps and sometimes strengths to be found within the sector. In this sense, the baseline study can serve as a
catalyst to move things forward, and this bodes well for the potential of the project itself, building on and
utilizing insight in through these missions.

- The baseline studies served to point to the need to capture as much existing information as possible before
moving forward too quickly in project implementation. The envisioned process of having each country
undertake its own modest ‘baseline data collection’ is indeed going to prove extremely useful for the project.
Although it will not act as an overarching assessment of the tourism sector in the region, it will add to the
project’s growing body of knowledge on the issue and serve to further replenish a growing set of existing
(and perhaps ‘best’) practices, that other countries could learn from.

Scope of Data Collected

66. It is important to reiterate the overarching parameters of this baseline data collection initiative in this context of
lessons learned. Information gathered begins to ‘scratch the surface’ of the overall preparedness and key gaps and
challenges in terms of coordination and capacity for DRM in the tourism sector in participating countries. **Data
collected cannot therefore be considered comprehensive or definitive;** it will likely provide a general baseline
scenario of the present contextual situations as they pertain specifically to the results and indicators of the regional
IDB initiative. However, this initiative should not be viewed as an overarching situational analysis of the overall
preparedness of the tourism sector in these countries, although some preliminary findings on this aspect will be
learned and are to be shared as possible. The data collected should not be considered as any sort of comprehensive
‘assessment’ or ‘evaluation’ of the tourism sector’s overall preparedness, as that would require much more in-depth
study, documentation review and field visits. Nonetheless, the data collected through these baseline studies serve a
primary function for project monitoring and management more generally and the process is very useful; the
information will enlighten project stakeholders as to the particular situation in the country as it relates to particular
expected results of the project, prior to the commencement of project activities.

4. **Review of Baseline Data Collection Steps**

67. This Manual should be viewed and utilized as guidance for countries to undertake their own baseline data
collection for the regional IDB RAP project. The main steps are summarized below:

A. **Responsibility for Baseline Data Collection** - Each country will put one person in charge of and responsible
   for the baseline data collection.

B. **Get to know the Project PMF**

C. **Assess Initial National Data Availability** - For countries who have not submitted the National Data
   Availability Form (i.e. are not part of the PACs, this form should be completed; the ensuing baseline data
   collection would then need to seek out whether the information (as presented in the ‘submission’ column) is
   accurate or not. These submissions should also point to ‘sources of information’ i.e. where the information
   could be verified or where further information on the result and issue could be found.

D. **Develop a Country-level PMF to Guide Baseline Data Collection** - Once the preliminary data has been
   discussed, collected or simply reviewed, the next step is to develop a country level PMF for baseline data
   collection. One aspect in this process is to identify the key stakeholders to be met for data collection. Unlike
the project PMF, the country-level PMF should identify and name specific sources for data collection for each result and indicator.

E. **Develop Data Collection Tools** - Based on the country-level PMF developed, the next step is to develop specific data collection tools. Generally, these tools include an overarching questionnaire that would guide both document review and interviews/focus groups. Specific interview protocols (i.e. sets of questions) should be developed that would present the main questions to be answered by each stakeholder group, as identified in the country-level PMF. The ‘source of data’ column names different specific persons to be met, and questions should be prepared for each of these. Depending on the issue or question, you may want to get the perspective of different stakeholder groups on a variety of issues related to coordination, capacity, preparedness etc. It will not be necessary to develop separate interview protocols for all stakeholders, as likely some can be grouped together. Ensure that you can triangulate findings from different perspectives through document review, interviews, focus group and site visits.

F. **Arrange for Individual and Focus Group Interviews** - Based on 'sources of data' selected or identified, linked to questions pertaining to the baseline data of expected results, specific individuals, organizations, or institutions should be identified for individual or focus groups interviews.

G. **Capture Data and Report to the CDERA PEU and PAC** - It will be important to take good notes while in interviews, at site visits, or while reviewing documentation. Data collected related to each relevant expected result and indicator of the project should then be captured by group of expected results. In this way, it will be linked well to the PMF and therefore easier to integrate summary baseline data information into the PMF itself. Provide a summary rating for each set of data as it relates to expected results and indicators in the PMF – using ratings such as ‘low’, ‘medium’, and ‘high’ – along with brief summary information. The report would then be a more detailed accompanying document to the PMF, allowing for further detailed information related to each of the ratings for expected results of the project.

68. **For baseline data collection, keep some key lessons learned in mind, such as the following:**

- Ensuring wide and adequate coverage of tourism stakeholders (i.e. individual hotels, resorts and operators);
- Asking various entities the same questions to get different perspectives on the same issue; and,
- Approaching interviews and persons in a spirit of leaning, and not as an ‘evaluation’ per se.
- Ensuring that information is collected related to ‘all hazards’ as understood in the CDM Framework, and not just hurricanes. In addition, ensuring that information is collected related to all subsectors of the tourism sector, and not just the accommodation subsector.
## Annex I – Revised Logical Framework - Regional Disaster Risk Management for Sustainable Tourism in the Caribbean

<table>
<thead>
<tr>
<th>NARRATIVE SUMMARY</th>
<th>EXPECTED RESULTS</th>
<th>PERFORMANCE INDICATORS (examples)</th>
<th>ASSUMPTIONS AND RISKS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL:</strong> To contribute to the reduction of the vulnerability of the tourism sector in the Caribbean to natural hazards.</td>
<td><strong>IMPACT:</strong> Enhanced capacity for disaster management in the tourism sector in the Caribbean.</td>
<td>Amount/% of the direct damages and indirect losses associated with natural hazard impacts on the tourism sector in countries implementing the risk management framework. Number of tourism entities adapting/utilizing the disaster risk management in the tourism sector strategy and plan of action for planning and development. Overall % of the sector considered vulnerable in the country and region Perception of level of vulnerability of the tourism sector, according to stakeholders in the tourism sector.</td>
<td>Key Assumptions: Countries involved implement the strategy at the national level.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PURPOSE: To develop and adopt a Regional Public Good that is a regional disaster risk management framework for the tourism sector in the Caribbean.</th>
<th><strong>OUTCOMES:</strong></th>
<th><strong>OUTPUTS:</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Regional disaster risk management strategy for the tourism sector in the Caribbean adopted by the countries that sit at CDERA’s and CTO boards</td>
<td>1.1 Adoption of the Strategy by CDERA’s and CTO’s boards. 1.2 Clarity of guidance provided and available to tourism stakeholders for disaster risk management in the tourism sector. 1.3 Perception of stakeholders on the usefulness and effectiveness of the strategy. 2. Level of coordination between regional tourism and disaster management organizations and institutions in the country for disaster management. 2.1 Level of coordination between tourism and disaster management institutions and organizations at the national level. 2.2 Number and % of organizations and institutions involved in collaboration and coordination for disaster risk management in the tourism sector. 2.3 Level of communication and information sharing between national and local level tourism stakeholders for disaster risk management. 2.4 Level of coordination between tourism and disaster management institutions and organizations at the regional level.</td>
<td>1a. Regional Disaster Risk Management Strategy for the tourism</td>
<td>1a(i) Number and Quality of Strategies and Action Plans developed 1a(ii) Degree to which Strategy and Plan of Action detailed and addressed: the processes for countries to follow for developing their own strategies and action plans and for integrating disaster management into tourism planning and strategies. 1b(i) Degree to which Strategy and Plan of Action detailed and addressed: the processes for countries to follow for developing their own strategies and action plans and for integrating disaster management into tourism planning and strategies.</td>
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<tr>
<td>Component I</td>
<td>Component II</td>
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<tr>
<td>1. Regional Disaster Risk Management Strategy and Plan of Action</td>
<td>1. NDOO Capacity to provide technical assistance in disaster risk management</td>
<td></td>
<td></td>
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<tr>
<td>2. National Disaster Risk Management System</td>
<td>2. Level of NDOO recognition of NDOs as institutional partners for providing disaster risk management</td>
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<tr>
<td>3. National Disasters Management Authority</td>
<td>3. II. Level of NDOO recognition of NDOs as institutional partners for providing disaster risk management</td>
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<tr>
<td>4. National Disaster Risk Management Strategy and Plan of Action</td>
<td>4. II. Level of NDOO recognition of NDOs as institutional partners for providing disaster risk management</td>
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<tr>
<td>5. National Disaster Risk Management System</td>
<td>5. II. Level of NDOO recognition of NDOs as institutional partners for providing disaster risk management</td>
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<td>6. National Disasters Management Authority</td>
<td>6. II. Level of NDOO recognition of NDOs as institutional partners for providing disaster risk management</td>
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</tbody>
</table>

**Key Results:**
- The National Disaster Response Framework for the Philippines, including the Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP), shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.
- The National Disaster Risk Management Strategy and Plan of Action shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.

**Key Priorities:**
- Establish the NDOO capacities for disaster risk management.
- Strengthen the collaboration and partnership between NDOO and NDOs.
- Enhance the effectiveness of the disaster risk management system.
- Strengthen the coordination and communication among disaster risk management agencies.
- Enhance the awareness and preparedness of the public on disaster risk management.

**Key Risks:**
- The lack of political will and commitment from the national government.
- The lack of financial resources for disaster risk management.
- The lack of technical expertise for disaster risk management.
- The lack of coordination and communication among disaster risk management agencies.
- The lack of awareness and preparedness of the public on disaster risk management.

**Key Assumptions:**
- The National Disaster Risk Management Strategy and Plan of Action (PDRMSP) shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.
- The National Disaster Risk Management Strategy and Plan of Action shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.

**Key Indicators:**
- Number of stakeholders involved in the Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP).
- Number of stakeholders involved in the National Disaster Risk Management System.
- Number of stakeholders involved in the National Disasters Management Authority.
- Number of stakeholders involved in the National Disaster Risk Management Strategy and Plan of Action (PDRMSP).
- Number of stakeholders involved in the National Disaster Risk Management System.
- Number of stakeholders involved in the National Disasters Management Authority.

**Key Activities:**
- Develop and implement the Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP).
- Establish and operationalize the National Disaster Risk Management System.
- Establish and operationalize the National Disasters Management Authority.
- Develop and implement the National Disaster Risk Management Strategy and Plan of Action (PDRMSP).
- Establish and operationalize the National Disaster Risk Management System.
- Establish and operationalize the National Disasters Management Authority.

**Key Actions:**
- Develop and implement the Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP).
- Establish and operationalize the National Disaster Risk Management System.
- Establish and operationalize the National Disasters Management Authority.
- Develop and implement the National Disaster Risk Management Strategy and Plan of Action (PDRMSP).
- Establish and operationalize the National Disaster Risk Management System.
- Establish and operationalize the National Disasters Management Authority.

**Key Outputs:**
- The Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP) shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.
- The National Disaster Risk Management Strategy and Plan of Action (PDRMSP) shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
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**Key Outputs:**
- The Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP) shall be developed and implemented.
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**Key Outputs:**
- The Regional Disaster Risk Management Strategy and Plan of Action (PDRMSP) shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.
- The National Disaster Risk Management Strategy and Plan of Action (PDRMSP) shall be developed and implemented.
- The National Disaster Risk Management System shall be established and operational.
- The National Disasters Management Authority shall be established and operational.
| 3a.iii Level of tourism-specific disaster risk management knowledge and expertise in NDO |
| 3a.ii Level of CTO recognition of CDERA CU as institutional partner for providing disaster risk management technical expertise in the tourism sector |
| 3a.iii Number of formal agreements between regional partner institutions in disaster risk management for the tourism sector |
| 3a.iii Level of tourism-specific disaster risk management knowledge and expertise in CDERA CU |
| 3b. i Level of disaster management knowledge and expertise in these NTOs |
| 3b.ii Number and % of NTOs with enhanced capacity for disaster risk management |
| 3b.iii Number, type and quality of actions taken by the NTOs, following trainings |
| 3b.iv Perception of relevant stakeholders of the level of capacity of NTOs for disaster risk management |

The created or enhanced committees are duplicative of existing bodies and this has a negative effect on commitment and sustainability.

The catalyzed collaboration between NDOs and NTOs is not sustained or institutionalized beyond the project.

NDOs do not have adequate resources to fulfill their role of providing technical assistance in disaster risk management in the tourism sector.

NTOs do not institutionalize disaster risk management capacity or responsibility in their organizations.